

**City Council Meeting**

**Date:** Monday, July 25, 2022

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

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

**MEMBERS:**

Mayor Drew Dilkens

Ward 1 – Councillor Fred Francis

Ward 2 – Councillor Fabio Costante

Ward 3 – Councillor Rino Bortolin

Ward 4 – Councillor Chris Holt

Ward 5 – Councillor Ed Sleiman

Ward 6 – Councillor Jo-Anne Gignac

Ward 7 – Councillor Jeewen Gill

Ward 8 – Councillor Gary Kaschak

Ward 9 – Councillor Kieran McKenzie

Ward 10 - Councillor Jim Morrison

## **ORDER OF BUSINESS**

<b>Item #</b>	<b>Item Description</b>
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1.	<b>ORDER OF BUSINESS</b>
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| 1.1. | In the event of the absence of the Mayor, Councillor Holt has been Appointed Acting Mayor for the month of July, 2022 in accordance with By-law 176-2018, as amended. |
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2.	<b>CALL TO ORDER</b> - Playing of the National Anthem
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### **READING OF LAND ACKNOWLEDGEMENT**

We [I] would like to begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomie. The City of Windsor honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land.

3.	<b>DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF</b>
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4.	<b>ADOPTION OF THE MINUTES</b>
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5.	<b>NOTICE OF PROCLAMATIONS</b>
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6.	<b>COMMITTEE OF THE WHOLE</b>
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7.	<b>COMMUNICATIONS INFORMATION PACKAGE</b> (This includes both Correspondence and Communication Reports)
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7.2.	2021 Annual Investment Compliance Report - City Wide ( <b>C 118/2022</b> )
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7.3.	Response to CR512/2018 - Zoning provisions for ancillary structures in other municipalities (City Wide) ( <b>C 76/2022</b> )
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8.	<b>CONSENT AGENDA</b>
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8.1.	2021 Consolidated Financial Statements - City Wide ( <b>C 117/2022</b> )
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- 8.2. Award of RFP# 92/2022 - Huron Lodge Caretaking - Ward 1 **(C 116/2022)**

CONSENT COMMITTEE REPORTS

- 8.3. Rezoning - 1731952 Ontario Limited - 987 and 1003 California Avenue - Z-024/21 [ZNG/6484] - Ward 2 **(SCM 189/2022) & (S 28/2022)**
- 8.4. Rezoning – Mohammad Naserian & Sara Etemad-Rad - 940 Cousineau - Z-013/22 ZNG/6733 - Ward 1 **(SCM 190/2022) & (S 72/2022)**
- 8.5. Rezoning – City of Windsor - 542 Dougall – Z-042/21 - Ward 3 **(SCM 191/2022) & (S 68/2022)**
- 8.6. Zoning By-law Amendment Application for 2601 Lauzon Parkway, S/W CNR of Lauzon Parkway and Enterprise Way; Applicant: JBM Capital Inc.; File No. Z-005/22, ZNG/6660; Ward 8 **(SCM 192/2022) & (S 77/2022)**
- 8.7. Alley Closure between Spring Garden Road and Yorktown Avenue, and Partial Closure of Yorktown Avenue R.O.W. from Malden Road to east limit of said alley **(SCM 193/2022) & (S 75/2022)**
- 8.8. Repeal By-law 49-2020 and By-law 50-2020 and Close part of the north/south alley between Ontario Street and 825 Ford Boulevard Applicant/Owner: Donald and Julia Nelson File No.: SAA-5347 Ward 6 **(SCM 194/2022) & (S 79/2022)**
- 8.9. Minutes of the Housing & Homelessness Advisory Committee of its meeting held March 22, 2022 **(SCM 195/2022) & (SCM 114/2022)**
- 8.10. Minutes of the Diversity Committee of its meeting held March 16, 2022 **(SCM 196/2022) & (SCM 139/2022)**
- 8.11. Minutes of the Meeting of the Board of Directors, Willistead Manor Inc., held February 10, 2022 **(SCM 197/2022) & (SCM 163/2022)**
- 8.12. Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held April 14, 2022 **(SCM 198/2022) & (SCM 164/2022)**
- 8.13. Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held May 12, 2022 **(SCM 199/2022) & (SCM 165/2022)**
- 8.14. Report No. 115 of the Board of Directors, Willistead Manor Inc. (2021 Annual Report) **(SCM 200/2022) & (SCM 166/2022)**
- 8.15. Rent Supplement Program Expiries and Mitigation Update - City Wide **(SCM 201/2022) & (C 85/2022)**
- 8.16. Building Safer Communities Fund (BSCF) Update and Agreement Information (City Wide) **(SCM 202/2022) & (S 78/2022)**

9. **REQUEST FOR DEFERRALS, REFERRALS AND/OR WITHDRAWALS**
10. **PRESENTATIONS AND DELEGATIONS**
11. **REGULAR BUSINESS ITEMS** (Non-Consent Items)
  - 11.1. Reimagined Adie Knox Herman Recreation Complex Project Update and Next Steps - Ward 2 **(C 110/2022)**
  - 11.2. Walkerville Theming and Districting Plan - Ward 4 **(C 88/2022)**
  - 11.3. 2023 Capital Budget Pre-Approval - City Wide **(C 119/2022)**
  - 11.4. Procurement Overages in a Council "Lame Duck" Situation - City Wide **(C 115/2022)**
  - 11.5. Grant Submissions in a Council "Lame" Duck Situation - City Wide **(C 111/2022)**
  - 11.6. Salary Market Review 2019 - 2020 - Non-Union and CAO/CLT- City Wide **(C 123/2022)**
12. **CONSIDERATION OF COMMITTEE REPORTS**
13. **BY-LAWS** (First and Second Reading)
14. **MOVE BACK INTO FORMAL SESSION**
15. **NOTICES OF MOTION**
16. **THIRD AND FINAL READING OF THE BY-LAWS**
17. **PETITIONS**
18. **QUESTION PERIOD**

19.       **STATEMENTS BY MEMBERS**

20.       **UPCOMING MEETINGS**

Windsor Accessibility Advisory Committee  
Tuesday, July 26, 2022  
10:00 a.m., Zoom Video Conference

Windsor Licensing Commission  
Wednesday, July 27, 2022  
9:30 a.m., Zoom Video Conference

Environment, Transportation & Public Safety Standing Committee  
Wednesday, July 27, 2022  
4:30 p.m., Zoom/Hybrid Platform

21.       **ADJOURNMENT**



**Council Report: C 118/2022**

**Subject: 2021 Annual Investment Compliance Report - City Wide**

**Reference:**

Date to Council: July 25, 2022

Author: Janice Guthrie

Deputy Treasurer, Taxation, Treasury & Financial Projects

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Taxation & Financial Projects

Report Date: July 7, 2022

Clerk's File #: AF/14041

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

**Recommendation:**

THAT the 2021 Annual Investment Compliance Report for the year ending December 31, 2021 **BE RECEIVED** for information.

**Executive Summary:**

N/A

**Background:**

Part XIII of the Ontario Municipal Act, 2001 (the Act) governs municipal activity with regards to the issuance of debt and the placement of investments. More specifically, S 418 of the Act and Ontario Regulation 438/97, as amended establish the general parameters that allow municipalities to place monies, which are not required immediately, in various financial instruments for the purpose of earning investment income. S 418.1, Prudent Investor provision, provides an alternative for municipalities to invest money that is not required immediately in any security.

It should be noted that municipalities are not limited to those financial instruments prescribed under the Act to yield investment returns. Investment income in a broader sense can also be generated through the payment of dividends from subsidiary corporations, interest on the lending of funds to subsidiary corporations or others, and further, returns on investments which can be structured through private and other potential investment partnerships.

**Traditional Investment Portfolio Philosophy**

As permitted by legislation, the City uses a number of operating, capital, reserve, trust and sinking accounts and/or funds for the funding of various programs and services as may be required. Due to the timing of when funds are received as compared to when

funds are required to be expended, there are cash balances which are defined at times as “excess cash flow”. Using traditional investment methods (i.e. through financial institutional offerings), these available cash balances can be invested in accordance with the Section 418 of the Ontario Municipal Act, 2001 (the Act) and Ontario Regulation 438/97, as amended, to generate revenue through investment income.

Further to the guidance as provided by the Act, an approved Investment Policy has been developed which outlines the City’s investment objectives and goals where funds are placed in prescribed investments. This Investment Policy provides guidance to Administration with regards to the selection and placement of managed funds.

Similar to 2020 and as a result of the pandemic, Administration maintained higher than anticipated cash reserves to ensure that operations were not impacted by cash flow availability. The results of this action limited the ability to maximize investment returns. As the economy continues to emerge from the pandemic, and as interest rates rebound from historic lows Administration is developing a more robust investment strategy so as to fully maximize overall investment returns. This strategy will form part of the overall Financial Sustainability planning process for the City that is being developed by Administration and will be reported to City Council at a later date.

The basis for this report is to meet the statutory reporting requirements as prescribed by the Act when funds are placed into financial instruments in accordance with S 418.

## **Discussion:**

### **Investment Policy**

The four primary objectives of the City’s current Investment Policy, in priority order, are summarized as follows:

#### **Legality of Investments**

All investment activities are governed by the *Ontario Municipal Act, 2001* as amended. Any investments made by the City must be those deemed eligible under Ontario Regulation 438/97 or as authorized by subsequent provincial regulations unless limited further by the City’s Investment Policy.

#### **Preservation of Capital**

All investment activities will minimize the risk of incurring a capital loss and of preserving the value of the invested principal. This is accomplished by investing in properly rated financial instruments as per the legislation, by limiting the types of investments to a maximum recommended percentage of the total portfolio, and by limiting the amount invested within individual institutions to a maximum percentage of the total portfolio as per the City’s Investment Policy.

#### **Maintenance of Liquidity**

The term liquidity implies a high degree of marketability and a high level of price stability. The portfolio as a whole is structured to maintain a proportionate ratio of short, medium and longer-term maturities to meet the funding requirements of the Corporation. To date, the general investment portfolio has remained sufficiently liquid to

meet all operating or cash flow requirements so as not to require temporary borrowings. This has been done, where possible, by structuring the portfolio such that securities mature concurrent with anticipated cash demands.

### **Competitive Rates of Return**

Investment yields can only be sought within the boundaries set by the foregoing objectives. Higher yields are best obtained by taking advantage of the interest rate curve of the capital market, which normally yields higher rates of return for longer-term investments. Yields will also fluctuate by institution as per individual credit ratings (greater risk confirmed by a lower credit rating) and by the type of capital instrument invested in. For example, an instrument of a small trust company would normally have a slightly higher yield than a major bank, and capital instruments that are non-callable will have a lower yield than instruments which are callable.

### **Scope of Portfolio**

The investment portfolio could be comprised of:

- I. Excess Operating and Capital Cash Flow Balances
- II. Reserve Accounts and Reserve Funds
- III. Trust Funds
- IV. Sinking Funds

The scope of the Investment Policy applies to all investments made by the City on its own behalf and on behalf of its agencies, boards, commissions, and wholly owned subsidiaries including any new funds created by the City unless specifically directed otherwise by City Council.

### **2021 Investment Fund Performance**

For purposes of the forgoing analysis, investment balances are presented as at December 31, 2021 and represent the book value of the investment plus accrued interest and/or realized market value gains. Investment yields are indicative of the income earned for the year or part year thereof as described. Investment yield percentages are calculated based upon the **average balance** of the investment portfolio that was held during the year, not the year end balance.

### **Impact of COVID-19 – General Overview**

As reported in the 2020 Investment Report (C116/2021) Administration adapted its investment strategy to retain liquidity keeping working capital balances in either short-term investments and/or high interest savings accounts. As the pandemic progressed, the Bank of Canada responded with cuts to the prime interest rates which lowered interest income yields on short term investments. Both actions resulted in actual interest income being lower than originally estimated and budgeted. However and more importantly as a result of the actions taken by Administration, the City was able to meet the cash expenditure demands placed upon operating departments without the need to draw upon any external borrowings from the Line of Credit or otherwise.

## **City of Windsor General Investment Portfolio Performance – Appendix A**

As of December 31, 2021, the City had \$316.1 million (rounded), inclusive of accrued interest, in general funds which were invested in various guaranteed investment, short-term deposit instruments and High Interest Saving Accounts. All of the investments conformed to current legislation and the City's Investment Policy. The Notice Hold Investment Account yielded a higher rate of return than the regular operating account with the City's primary financial institution. A cash balance of \$146.8 million (rounded) remained as at December 31, 2021 in a general interest bearing account.

It should be noted that the year-end cash position amount excludes an additional \$10 million "cash cushion" which is traditionally held to address the projected cash low point which falls between the mid November (last tax instalment in 2021) and mid February (first tax instalment for 2022) of the following year. During this time, this cash cushion provides sufficient cash flow to fund expenditures avoiding the need to resort to short-term borrowing. This \$10 million is not included in the general investment portfolio.

For the year ending December 31, 2021, the City's general portfolio generated returns of \$4,774,154, an average yield of 1.51% on funds that were held in deposit investments with Schedule I Banks and credit unions. An additional \$1,120,939, a yield 0.70%, was earned on the monies retained in the general bank account for an overall investment yield of 1.24%.

Traditionally, yields generated annually are lower than our peers. The reason for this is the conservative investment which acknowledges:

- The City's lower reserve balances, as a percentage of taxation and as a percentage of its' own source revenues, than peer municipalities.
- The City's pay as you go funding plan which limits the use of debt to finance capital projects; therefore, internal cash balances are used (largely reserves) for interim financing of projects.

This approach saves significant interest charges on external debt that would otherwise be incurred; however, it negatively impacts the ability to invest in long term instruments which are the only viable way to increase investment returns. Overall, there are significant net savings associated with this approach as borrowing rates are generally much higher than investment yields.

Where longer-term instruments were maintained, a redeemable option was included as an additional risk mitigation measure. This effectively lowered the annual yield that would otherwise be achieved.

## **City of Windsor Trust Investment Portfolio Performance – Appendix B**

As of December 31, 2021, the City held \$13.1 million (rounded) In Trust. The investments held In Trust returned \$225,765 in investment income for 2021, an average yield of 1.78%. This is slightly higher than the yields received on the general investment portfolio noted above however a significant portion of this portfolio does have high liquidity requirement and was therefore held in cash. The benefits of being able to invest for longer term are evidenced by the higher returns achieved within the Bond and

deposit investment held in the trust fund portfolio as compared to the funds which remain in cash. Administration will continue to review the specific trust agreements and monitor opportunities to increase future yields while still providing sufficient funds to meet short-term capital investment needs.

### **Arts Endowment Fund Performance – Appendix C**

On December 4, 2017, City Council authorized (CR760/2017) the establishment of an Arts Endowment Trust to provide an ongoing funding source, available in perpetuity to support, in full or in part, public art related aspects of City capital projects. Reflective of the long-term nature of this Trust, the funds were invested within the ONE Investment program based upon an asset mix of 80% Universe Bond Fund and 20% Equity Fund on April 3, 2018.

On December 8, 2021, consistent with Council's direction, \$46,608 representing the minimum distribution of 1.5% of the investment income was withdrawn from the Trust and placed within a capital project designated as a funding source for City art related capital projects. As of the end of 2021, the balance of the capital project was \$53,981 and is available for use.

The year-end fund balances are reported at book value. That is, the balances reported include any realized income and unit increases due to dividend distributions and realized changes in the market value of the fund as on December 31, 2021.

Unlike other types of investments such as GIC's where a guaranteed yield is paid at time of maturity, any gains or losses due to market value increases are not realized until such time as units are redeemed. At any measurement point, market values may be higher or lower than the previous mark. The intent of the Arts Endowment Trust was to ensure that in perpetuity funds generated from investment yields would be available to support capital projects that have an arts related component. As such, preservation of the principle investment of \$2,750,000 is of utmost importance. However, of equal importance is the realization of any yields as a result of substantial market value gains through the redemption of units at a time when market values are high. This mitigates against the risk that those yields are not available should the funds be required. The timing of when to realize gains can never be known with any certainty. Market values can continue to rise and/or market values can decline overnight.

For financial statement purposes, this fund is recorded at the book value of the investment which includes only realized income from fund distributions and investment income withdrawals which was \$2,929,549.

As demonstrated by the investment returns for this fund in comparison to the general investment fund, use of strategically placed monies in investment vehicles other than GIC's or High Interest Savings yield much higher returns over the long term. The use of the ONE Investment program is the only program where municipalities can access pooled funds such as money market, bond or equity funds. These funds are professionally managed and while there was some decline in fund balances at the start of COVID-19, the market values subsequent were restored. As part of the longer-term strategy for the general investment portfolio, Administration will consider use of pooled funds for those Reserves that again, are deemed to be longer term in nature. The



fundamental difference remains that the Arts Endowment Fund is considered to be an investment in perpetuity whereas there is a component of Reserve Funds which will be required to fund operations. A greater risk exists that, due to short term fluctuation in market values, funds may not be readily available when needed. This risk can be mitigated through the use of an investment advisor whereby timely and accurate market forecasts can be considered in financial decisions and as well a more efficient cash flow projection model.

Administration will continue to monitor the fund balances and report to Council should there be the need for alternative courses of actions so as to preserve any fund gains or losses.

### **Windsor-Essex Hospital Plan Portfolio Performance – Appendix D**

On April 25, 2016, per CR 282/2016, the City committed to fund its' share of the Windsor-Essex Hospital Systems Plan beginning with a one-time dedicated property tax levy increase of \$3,875,000 starting in 2016 and projected to continue through 2029 or earlier based on interest earned. Additional sources of funding will be added to the annual levy beginning in 2021 which will then assist to meet the City's obligatory share of the Windsor-Essex Hospital Plan estimated at a total of \$200 million (jointly shared between the City and the County). City Council also approved the establishment of a new reserve fund (Fund 203) for purposes of placing and recording annual funding contributions.

The financial projections provided to City Council in 2016 contained various estimates as it related to minimum investment yields over the term of the special levy based upon current economic forecasts. Given the projected accumulated value of the hospital reserve fund and the average value of the general investment portfolio, Administration was granted approval to treat the hospital reserve fund as a separate portfolio in terms of complying with maximum portfolio limitations (both sector and institutional). The portfolio is defined as the total projected future fund balance (estimated City share at \$108 million) as opposed to actual funds cumulatively available each year. This allows greater flexibility in each year to place funds in larger amounts with institutions offering higher yields and thereby increasing investment returns. Further to this, City Council also provided direction in 2020 that would allow for more flexibility in terms of institutional limits allowing for larger segments of the portfolio to be grouped with one or more financial institution for the purpose to maximize investment yields.

As of December 31, 2021, the City held \$26.0 million (rounded) in the Windsor Essex Hospital Plan portfolio. For 2021, the fund realized an overall return of \$724,831 resulting in an average yield of 3.19%.

When compared to the original projections made in 2016, the overall fund is tracking nominally below the projected balance of \$25,909,521. Given the most recent announcements with regards to the construction of the new regional hospital, Administration is currently reviewing the investment strategy with regards to this portfolio which will include an assessment of timelines, municipal contributions and the rising interest rate environment. Any planned changes will be brought forward to City Council for approval.

## **Prudent Investor Standard – An Update**

As previously reported to City Council (C 171/2019), on March 6, 2017 changes were announced with regards to Section 418 of the Ontario Municipal Act and Ontario Regulation 438/97 (Eligible investments and related financial agreements). The most significant change is the ability for municipalities to adopt a prudent investor standard essentially granting the ability to invest in any security so long as it is prudent in the circumstance. This provision has been available for Ontario Trustees for almost 20 years. The earliest opportunity for a municipality to adopt this standard was January 1, 2019 and must be enacted through municipal by-law. Specific guidance with regards to this provision is detailed in S418.1 of the Act.

A governance framework is required to be established whereby an Investment Board or Joint Investment Board, as the case may be, is created and delegated full control and charge of day-to-day management of the investment portfolio. The Board, being a municipal services board and governed by Council's Investment Policy, must develop and maintain an investment plan that sets out how investments would be carried out. Council would appoint Board members however other than the City Treasurer, Officers, employees and members of Council cannot be members of the Board. Annual reporting with the policy and plan is the responsibility of the Board.

Following adoption of the prudent investor standard by any municipality the municipal by-law cannot be revoked without a regulation of the Minister. Hence a move to the prudent investor standard represents a permanent change in the governance of the City's investments.

Currently LAS and CHUMS Financing Corporation have established a Joint Investment Board under the ONE Investment Program. The inaugural meeting of this Board took place on May 1, 2020. The City of Kenora, District Municipality of Muskoka and Towns of Bracebridge, Huntsville, Innisfil, and Whitby have come together as founding municipalities.

This Joint Investment Board could be considered in future should City Council wish in the future to move towards this standard. Administration supports the continued use of the current Investment Policy and objectives as outlined in the Investment Policy to provide the necessary guidance with regards to the placement of investments for the City. However, as indicated previously, Administration will continue to monitor the continuing evolution of the Prudent Investor standard for those early adopters. Administration will continue to seek out a greater knowledge and understanding with regards to this standard and will continue to explore the prudent investor option in conjunction with the various other investment options available to the municipality.

### **City Treasurer's Statement of Compliance**

All investments comprised within the City's investment portfolio were made in accordance with the investment policies and goals adopted by the municipality. All investments made during the year were in compliance with the minimum credit rating standards as outlined by the Investment Policy.

Per section 3.2.7 of the Investment Policy, the CFO/City Treasurer is authorized to invest above the recommended maximum thresholds for individual institutions and

portfolio sector limitations. Occurrences' must be reported as part of the annual investment report.

During 2021, funds within the City of Windsor General Investment Portfolio were placed with various institutions which utilized the additional institutional room as authorized by section 3.2.7 of the Investment Policy in order to generate higher investment yields. Investments were placed for terms of 6 months or less in guaranteed investment certificates and deposits.

## **2022 Investment Outlook and Strategy**

As Ontario moves towards a recovery from the pandemic, inflationary pressures have begun to arise. To counteract the negative impacts due to inflation, The Bank of Canada (BoC) has undertaken strategic increases to interest rates beginning in March 2022 which will continue through 2022 and into the beginning of 2023. This will serve to increase potential investment returns in each of the investment portfolios. Through a mix of both short-term and longer-term strategies, Administration will continue to maximize investments yields while maintaining sufficient cash liquidity to meet operating requirements.

### **Risk Analysis:**

Failure to have an appropriate Investment Policy and reporting mechanism in place could expose the City to financial risks. This risk is mitigated to a large extent as the City's Investment Policy has been written to achieve the four stated objectives; ensuring that investments are made in accordance with prescribed legislative requirements, preservation of capital (credit/interest risk), maintenance of liquidity and to maximize investment yields and is considered to be more conservative than the Act.

## **Climate Change Risks**

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

N/A

### **Financial Matters:**

Further to the financial performance discussed in the body of the report, a projection for investment income is included in the annual operating budget. These investment returns assist in keeping the overall tax levy down. A conservative approach to the establishment of annual investment yields is taken in the development of budget estimates as actual results are market based and difficult to project with any certainty.

The development of an enhanced investment strategy which incorporates both traditional investment activities through financial instruments as well as alternative investment options will benefit the City through higher returns and therefore less reliance upon the municipal tax base as a sole funding source.

Investment income in a broader sense can also be generated through the payment of dividends from subsidiary corporations, interest on the lending of funds to subsidiary corporations or others, and further, returns on investments which can be structured through private and other potential investment partnerships. Administration will continue to explore opportunities to leverage investment income through these options as well.

**Consultations:**

N/A

**Conclusion:**

This report serves to meet the legislative reporting requirements of the Municipal Act.

**Approvals:**

Name	Title
Janice Guthrie	Acting Commissioner, Corporate Services / CFO
Onorio Colucci	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**

Appendix A - General Investment Portfolio

Appendix B - Trust Portfolio

Appendix C - Arts Endowment Portfolio

Appendix D - Windsor-Essex Hospital Plan Portfolio

## Appendix A

### General Investment Portfolio

Sector	Balance as at December 31, 2021	% of Portfolio as at December 31, 2021	2021 Investment Return	2021 Average Yield*
<b>Deposit Investments</b>				
Schedule I and II Banks	\$241,259,697	52.12%	\$3,179,863	1.34%
Credit Unions	74,794,289	16.16%	1,594,291	2.03%
	\$316,053,986	68.28%	\$4,774,154	1.51%
<b>Cash</b>				
Schedule I Bank	\$146,834,921	31.72%	\$1,120,939	0.70%
<b>Total</b>	<b>\$462,888,907</b>	<b>100.00%</b>	<b>\$5,895,093</b>	<b>1.24%</b>

\*Average yield calculated based upon average investment balance within portfolio during 2021.

Details of specific deposit investments as at December 31, 2021 are listed below. Amounts stated reflect the principal investment **exclusive of accrued interest**.

Description	Principal Balance invested as at December 31, 2021	%
Notice Plan Investment Account, 0.95%	\$153,324,827	49.08%
Interest Bearing Business Account, 0.85%	\$31,157,020	9.97%
GIC – 1 year, 1.95%, matures Mar 23, 2022	\$7,373,983	2.36%
GIC – 1 year, 1.95%, matures Mar 25, 2022	\$5,856,085	1.87%
GIC – 6 months, 1.25%, matures Mar 26, 2022	\$2,571,000	0.82%
GIC – 6 months, 1.50%, matures May 15, 2022	\$8,317,000	2.66%
GIC – 2 years, 2.15%, matures May 19, 2022	\$10,215,000	3.27%

GIC – 2 years, 2.05%, matures May 19, 2022	\$3,800,000	1.22%
GIC – 2 years, 2.15%, matures Aug 24, 2022	\$14,709,600	4.71%
GIC – 1 year, 2.00%, matures Aug 24, 2022	\$6,741,900	2.16%
GIC – 2 years, 2.15%, matures Sept 25, 2022	\$2,349,450	0.75%
GIC – 1 year, 2.05%, matures Sept 27, 2022	\$7,592,000	2.43%
GIC – 2 years, 2.05%, matures Apr 29, 2023	\$2,671,780	0.86%
GIC – 2 years, 2.15%, matures Sept 27, 2023	\$5,717,000	1.83%
GIC – 5 years, 2.71%, matures Nov 1, 2024	\$20,300,000	6.50%
GIC – 5 years, 2.52%, matures Nov 5, 2024	\$29,700,000	9.51%
<b>Total Deposit Investments</b>	<b>\$312,396,645</b>	<b>100.00%</b>

## Trust Investment Portfolio

Sector	Balance as at December 31, 2021	% of Portfolio as at December 31, 2021	2021 Investment Return	2021 Average Yield*
<b>Bonds</b>				
Government of Canada, maturity December 1, 2024	\$4,855,256	36.97%	\$158,333	3.37%
<b>Deposit Investments</b>				
Credit Unions	2,013,670	15.33%	13,670	2.60%
<b>Cash</b>				
Schedule I Bank	6,263,741	47.70%	53,762	0.72%
<b>Total</b>	<b>\$13,132,667</b>	<b>100.00%</b>	<b>\$225,765</b>	<b>1.78%</b>

\* Average yield calculated based upon average investment balance within portfolio during 2021.

Details of specific deposit investments as at December 31, 2021 are listed below. Amounts stated reflect the principal investment **exclusive of accrued interest**.

Description	Principal Balance invested as at December 31, 2021	%
GIC – 5 years, 2.60%, matures Sept 27, 2026	\$2,000,000	100.00%
<b>Total Deposit Investments</b>	<b>\$2,000,000</b>	<b>100.00%</b>

## Arts Endowment Investment Portfolio

Sector	Balance as at December 31, 2021	% of Portfolio as at December 31, 2021	2021 Investment Return	2021 Average Yield*
<b>ONE Investment Program</b>				
Universe Bond Fund	\$2,465,331	84.15%	\$47,446	1.97%
Equity Fund	464,218	15.85%	72,272	14.90%
<b>Total</b>	<b>\$2,929,549</b>	<b>100.00%</b>	<b>\$119,718</b>	<b>4.14%</b>

\*Average yield calculated based upon average investment balance within portfolio during 2021.

The fund is recorded at book value inclusive of realized investment income. The below noted chart compares the book value to the market value as at December 31, 2021. This value is only realized at the time that units are redeemed.

Sector	Balance as at December 31, 2021	Market Value as at December 31, 2021	2021 Unrealized Market Value Gain
<b>ONE Investment Program</b>			
Universe Bond Fund	\$2,465,331	\$2,496,503	\$31,172
Equity Fund	464,218	630,748	166,530
<b>Total</b>	<b>\$2,929,549</b>	<b>\$3,127,251</b>	<b>\$197,702</b>



## Windsor-Essex Hospital Plan Investment Portfolio

Sector	Balance as at December 31, 2021	% of Portfolio as at December 31, 2021	2021 Investment Return	2021 Average Yield*
<b>Deposit Investments</b>				
Schedule I Banks	\$5,394,585	20.79%	\$145,844	2.93%
Credit Unions	20,557,343	79.21%	578,987	3.26%
<b>Total</b>	<b>\$25,951,928</b>	<b>100.00%</b>	<b>\$724,831</b>	<b>3.19%</b>

\*Average yield calculated based upon average investment balance within portfolio during 2021.

Details of specific deposit investments as at December 31, 2021 are listed below. Amounts stated reflect the principal investment **exclusive of accrued interest**.

Description	Principal Balance invested as at December 31, 2021	%
6 years, 3.00%, matures Jul 27, 2027	\$3,881,000	15.40%
10 years, 3.25%, matures Aug 1, 2027	\$8,873,641	35.20%
9 years, 4.00%, matures Aug 3, 2027	\$3,121,827	12.40%
9 years, 3.42%, matures Aug 3, 2027	\$1,100,000	4.36%
8 years, 2.60%, matures Aug 26, 2027	\$3,875,000	15.37%
6.5 years, 3.00%, matures Sept 26, 2027	\$4,354,231	17.27%
<b>Total Deposit Investments</b>	<b>\$25,205,699</b>	<b>100.00%</b>



**Council Report: C 76/2022**

**Subject: Response to CR512/2018 - Zoning provisions for ancillary structures in other municipalities (City Wide)**

**Reference:**

Date to Council: July 25, 2022

Author: Colin Funk  
Planning Assistant

Adam Szymczak, MCIP, RPP  
Senior Planner  
519-255-6543 x6250  
aszymczak@citywindsor.ca  
Planning & Building Services  
Report Date: April 27, 2022  
Clerk's File #: Z2022

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

**Recommendation:**

- I. THAT Report # C 76/2022 responding to CR512/2018 regarding Zoning By-law provisions relating to the height of, and setback for, ancillary structures **BE RECEIVED** for information.

**Executive Summary:**

NA

**Background:**

Additional residential units in a single unit dwelling, semi-detached dwelling unit and a townhome dwelling unit were originally mandated in 2011 under Bill 140 the *Strong Communities through Affordable Housing Act*. There are many terms for these units; the City of Windsor uses the term Additional Dwelling Unit (ADU).

Bill 108, *More Homes, More Choice Act*, 2019 amended parts of the *Planning Act* to require municipalities to establish Official Plan policies and zoning that authorize the use of additional residential units by authorizing up to two ADUs in addition to the main dwelling unit (one ADU in the main building and one ADU in an accessory building). The legislative changes relating to ADUs came into effect on September 3, 2019.

Amendments to the Official Plan and Zoning By-law implemented those changes, first in 2018 to allow a Second Unit as required by the *Planning Act*, and again in 2020 to implement the 2019 legislative changes.

Council Resolution 512/2018 PHED 589 requested that Administration report back to Council on best practices from surrounding Municipalities regarding heights and setback requirements for ancillary structures. Due to the new provincial government and the introduction of new legislation in 2019, this report was delayed until the new legislation was finalized.

## **Discussion:**

### **Summary of Surrounding Municipality Ancillary Structure Provisions**

In Windsor, an Ancillary Structure is called an Accessory Building. Windsor's zoning provisions are on the low end compared to area municipalities but comparable to London and Waterloo. Windsor has specific height provisions for flat and sloped roofs, which many other municipalities lack, but are not out of the ordinary.

Windsor's minimum rear and side setbacks are on the low end compared to several municipalities. Most other municipalities have minimum setbacks of 1.0 m or 1.2 m, but Waterloo and London have the same 0.60 m setbacks as Windsor. Windsor is relatively more permissive with regards to accessory building's maximum height and minimum setbacks,

The following table summarizes the maximum height and minimum rear and interior side lot setbacks for Accessory Buildings in municipalities in the surrounding area and beyond.

**Table 1: Summary for Accessory Buildings**

<b>Municipality</b>	<b>Maximum Height</b>	<b>Minimum Rear Setback</b>	<b>Minimum Side Setback</b>	<b>Other</b>
Windsor	3.0m (flat roof) 5.50 (sloped roof)	0.60m	0.60m	No accessory building is permitted within 1.20 m of another building.
Amherstburg	5.5m	1.0m	1.0m	
Essex	2 storeys, 8.0m	1.2m	1.2m	No accessory building is permitted within 1.8 m of any other building.
Kingsville	5.0m	1.0m	1.0m	Maximum height in non-residential zones is equal to the permitted height of the main building. No accessory building is permitted within 1.8 m of any other building.
Lakeshore	5.0m	1.5m	1.5m	No accessory building is permitted within 3.0 m of the main building.
LaSalle	4.5m	1.0m	1.2m	Setbacks vary by zone (given are R1, R2, R3); rear setbacks range from 1.0m to 3.0m, side setbacks vary from 1.0m to 10.0m.

Leamington	4.5m, 1 storey	1.0m	1.0m	Maximum height in agricultural zones is 6.0 m, and in other non-residential zones is 10.0 m. No accessory building is permitted within 2.0 m of any other building.
Tecumseh	4.57m	1.22m	1.22m	If less than or equal to 10.0 m <sup>2</sup> in area and 2.5 m in height, minimum setbacks are reduced to 0.61 m. In non-residential zones, maximum height is 10.67 m.
London	6.0m	0.6m	0.6m	Where the height exceeds 4.0 m, the side and rear setbacks are increased by the difference in height. In zones other than residential, commercial, agricultural, or institutional, maximum height is 10.0 m
Hamilton	4.5m	1.0m	1.0m	Accessory buildings with a GFA exceeding 18.0 m <sup>2</sup> must be set back 1.2 m, likewise for buildings accessory to Multiple Dwellings, Dwelling Units, Retirement Homes, Lodging Houses, and Residential Care Facilities.
Waterloo	4.0m	0.6m	0.6m	

### Summary of Surrounding Municipality Additional Dwelling Unit Policies

Windsor's provisions for Additional Dwelling Units are comparable to surrounding municipalities, leaning towards being less restrictive. Regarding maximum height, Windsor permits an ADU within an accessory building with a sloped roof to be 8.0 m, while many other municipalities limit it to 6.0m or less. However, in Windsor, the height of the accessory building containing the ADU cannot exceed the height of the main building. Windsor's minimum setbacks of 1.2 m are comparable to the setbacks in surrounding municipalities; most other setbacks are between 1.0 m and 1.5 m.

The following table summarizes the maximum height and minimum rear and interior side lot setbacks for Additional Dwelling Units in Municipalities around the City of Windsor. The municipality name followed by "(AB & ADU)" indicates that the ADU provision is the same as that for an Accessory Building.

**Table 2: Summary of Detached Additional Dwelling Units**

<b>Municipality</b>	<b>Maximum Height</b>	<b>Minimum Rear Setback</b>	<b>Minimum Side Setback</b>	<b>Other</b>
Windsor	6.0m (flat roof) 8.0m (sloped roof)	1.20m	1.20m	No accessory building is permitted within 1.20 m of another building. For an accessory building containing an ADU, maximum building height cannot exceed building height of main building.
Amherstburg (AB & ADU)	5.5m	1.0m	1.0m	
Essex	1 storey, 4.0m	1.2m	1.2m	
Kingsville (AB & ADU)	5.0m	1.0m	1.0m	Maximum height in non-residential zones is equal to the permitted height of the main building. No accessory building is permitted within 1.8 m of any other building.
Lakeshore (AB & ADU)	5.0m	1.5m	1.5m	No accessory building is permitted within 3.0 m of the main building.
LaSalle	6.5m	1.5m	1.5m	Where an Additional Dwelling Unit abuts a rear laneway, and only when it is above a Garage, the minimum rear setback is reduced to 0.6 m.
Leamington	6.0m	3.0m	3.0m	
Tecumseh	2.5 storeys	1.22m	1.22m	If less than or equal to 10.0 m <sup>2</sup> in area and 2.5 m in height, minimum setbacks are reduced to 0.61 m.
London (AB & ADU)	6.0m	0.6m	0.6m	Where the height exceeds 4.0 m, the side and rear setbacks are increased by the difference in height. In zones other than residential, commercial, agricultural, or institutional, maximum height is 10.0 m metres.
Hamilton	6.0m	1.2m	1.2m	7.5 m minimum distance between the rear façade of the primary building and accessory building.
Waterloo	4.5m	3.0m	1.2m	Termed “Coach House”.

This information will be considered during the Comprehensive Zoning By-law Review or future Housekeeping Amendments.

**Risk Analysis:**

N/A

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

N/A

**Climate Change Adaptation:**

N/A

**Financial Matters:**

N/A

**Consultations:**

Staff from the Planning Department and the Building Department have been consulted in the preparation of this report.

**Conclusion:**

This report responds to Council Resolution CR512/2018 and may be considered as part of a future housekeeping amendment or Comprehensive Zoning By-law review. It is recommended that Council receive this report for information.

**Planning Act Matters:**

Colin Funk  
Planning Assistant

Adam Szymczak, MCIP, RPP  
Senior Planner

I concur with the above comments and opinion of the Planning Assistant and the Registered Professional Planner.

Thom Hunt, MCIP, RPP  
City Planner/Executive Director

I am not a registered Planner and have reviewed as a Corporate Team Leader

JP

JM

**Approvals:**

Name	Title
Adam Szymczak	Senior Planner
Neil Robertson	Manager, Urban Design

<b>Name</b>	<b>Title</b>
Michael Cooke	Manager, Policy
Thom Hunt	City Planner
Wira Vendrasco	Deputy City Solicitor
Jelena Payne	Commissioner, Economic Development & Innovation
Joe Mancina	Acting Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
None		

**Appendices:**



**Council Report: C 117/2022**

**Subject: 2021 Consolidated Financial Statements - City Wide**

**Reference:**

Date to Council: 7/25/2022  
Author: Stephen Cipkar  
Manager of Financial Accounting  
scipkar@citywindsor.ca  
519-255-6100 ext. 6234  
Financial Accounting  
Report Date: 7/7/2022  
Clerk's File #: AF/14041

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

**Recommendation:**

THAT City Council **RECEIVE AND ACCEPT** the 2021 City of Windsor Annual Report, which contains the Audited Consolidated Financial Statements for the year ended December 31, 2021, including the City of Windsor Trust Fund Statements.

**Executive Summary:**

The Corporation of the City of Windsor's 2021 Annual Report which contains the Audited Consolidated Financial Statements and the City of Windsor Trust Fund Financial Statements for the year ended December 31, 2021 is attached as Appendix A. The Audit Findings Report of KPMG LLP is attached as Appendix B.

KPMG LLP has issued a clean audit report for the Corporation of the City of Windsor for the year ended December 31, 2021 with no significant findings noted.

The financial statements demonstrate the City's sound financial position. Liquidity has increased in 2021 with the value of cash and investments increasing by about \$58 million due to the annual operating surplus and contributions to various reserves. The City's long-term debt continues to decline and totalled \$54.2 million as of December 31, 2021. Of that debt, only \$17.5 million was issued by the City, with the balance issued by the Essex Windsor Solid Waste Authority and the Windsor Essex Community Housing Corporation. Further, no portion of the \$54.2 million in long-term debt is repayable through general taxation, but rather through dedicated user fees.

Employee future benefit liabilities have increased by approximately \$35.4 million compared to 2020 based on an actuarial valuation, largely due to amortization of past actuarial net losses, actuarial service costs and interest. Currently the Corporation is funding this actuarial liability on a cash basis as actual payments are required. The total liability of approximately \$667 million represents the estimated present value of all future payments. Recent Council decisions aimed at controlling post retirement benefit



costs will gradually yield benefits and savings over the years and decades ahead, with the liability being reduced over the long term.

While the reserve levels of the City remain below that of its peers, improvements to the balance of the reserve funds continue via the City's Reserve Enhancement Plan.

### **Background:**

The City of Windsor's 2021 Annual Report is attached as Appendix A. This report contains the City's 2021 Consolidated Financial Statements and the City of Windsor Trust Fund Financial Statements as at December 31, 2021.

Section 296 of the Municipal Act requires that all municipalities undertake an annual audit of their accounts and that the external auditor shall express an opinion on the consolidated financial statements based on the audit. The City's external auditor is the firm of KPMG LLP, Chartered Professional Accountants and their report is attached as Appendix B.

### **Discussion:**

Included in the attached report are the Notes to the Consolidated Financial Statements, which form an integral part of the report. Also attached is the KPMG Audit Findings Report. KPMG will be present at the City Council meeting to address the report and any questions.

### **Risk Analysis:**

There are no significant or critical risks associated with this report.

As well as the Municipal Act requirement discussed in Section 2, other individuals wishing to review the City's financial position and operations, such as rate payers, banks, and bond rating agencies, rely on audited consolidated financial statements. The risk of publishing a material misstatement is mitigated by the independent external audit and the City's internal control structure.

### **Climate Change Risks**

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

N/A.

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

N/A.

### **Financial Matters:**

**Key financial highlights of the 2021 Consolidated Financial Statements include the following:**

#### **i) Review of Consolidated Statement of Financial Position:**

In reviewing the Consolidated Statement of Financial Position the following highlights for 2021 are provided for City Council's consideration:

- Cash and temporary investments have increased as compared to 2020. The Statement of Cash Flows details the various activities that contributed to this increase.
- Investment in Government Business Enterprises (GBE) increased in 2021 by approximately \$35.4 million due to net surpluses of GBE's during the year.
- Taxes and payments-in-lieu receivable were materially consistent in 2021 compared to 2020.
- Trade and other receivables have increased by approximately \$5.3 million, primarily due to accruals at year end for certain government grants for which the City achieved eligibility.
- Accounts payable and accrued liabilities have increased by approximately \$24.7 million as compared to 2020. This increase was primarily the result of :
  - Approximately \$21 million of land acquisition settlements
  - Approximately \$4 million in increased estimates for outstanding contracts
- Long-term liabilities have decreased by approximately \$8.5 million, as expected and consistent with City Council's debt reduction plan. Of the total long-term debt of \$54.2 million, none is repayable from general taxation – the balance is entirely repayable through dedicated user fees. Further, of the total long-term debt of \$54.2 million, only \$17.6 million was issued by the Corporation of the City of Windsor. Approximately \$27.1 million is the City's share of approximately \$54.2 million in debt issued by the Essex Windsor Solid Waste Authority. The remaining \$9.6 million was issued by the Windsor Essex Community Housing Corporation.
- Employee future benefit liabilities have increased by approximately \$35.4 million compared to 2020 based on an actuarial valuation, largely due to amortization of past actuarial net losses, actuarial service costs and interest. This includes an independent actuarial valuation of the City's WSIB liability, which comprises \$79.8 million of the \$667 million total for employee future benefits liabilities. Currently, the Corporation is funding this actuarial liability on a cash basis as actual payments are required. Note 5 (b) to the consolidated financial statements provides a breakdown of the various components.
- Deferred revenue of \$64.8 million (2020 \$54.8 million) has been recorded as a financial liability on the Statement of Financial Position. This results primarily

from the unused balance of various legislated reserves. Note 7 (b) provides a breakdown of the components of the deferred revenue.

- Inactive contaminated sites liabilities represent a very specific estimate for:
  - City responsibility for sites not in productive use (generally vacant land or unused buildings).
  - Sites that likely contain contamination that exceeds an environmental standard and would require the City to incur costs to remediate to that standard based on the current or intended use.

Like other unfunded liabilities, such as employee future benefit obligations, the City is not required to budget for or fund this liability.

- Prepaid expenses have increased slightly in 2021 due to the timing of payments.

### **Change in Accumulated Surplus on Consolidated Statement of Financial Position**

The Consolidated Statement of Operations reflects an annual surplus of \$104.2 million for Public Sector Accounting Board (PSAB) financial reporting purposes.

The annual surplus results from the inclusion of various mandated PSAB expenses for financial reporting purposes and the removal of purchased tangible capital assets from expenditures. Some examples of included expenses include post retirement expenses, accrued interest on long-term debt, amortization of TCA, etc.

Note 7 a) of the consolidated financial statements details the components of the accumulated surplus which consists of the following (in \$ 000's):

	<b>2021</b>	<b>2020</b>
Invested in tangible capital assets	2,168,881	2,094,972
Invested in government business enterprises	655,745	620,350
Unfunded employee future benefit obligations	(667,398)	(632,045)
Unfunded landfill post closure liabilities	(17,754)	(19,075)
Unfunded inactive contaminated sites liabilities	(8,504)	(6,692)
Other	113,975	115,386
Reserves and reserve funds	291,641	259,462
<b>Total accumulated surplus</b>	<b>2,536,586</b>	<b>2,432,358</b>

The main components of 'Other' include timing differences of funding expenditures including the capital fund balance, and other unfunded accruals (such as interest on long-term debt).

The Capital fund balance, which is maintained in the City's books, reflects the cumulative fund balance position of the City of Windsor Consolidated Capital fund. The City annually approves a Capital Budget, which includes a number of Capital Projects for which the timing of the actual expenditures and their permanent financing may vary significantly. Due to this timing difference, it is normal to have an unexpended or unfinanced Capital fund position in any one year, which will impact the accumulated surplus 'Other' category.

Reserves and Reserve funds reflect the balance of a number of Reserve accounts and funds which have been set aside by City Council for specific purposes. Details of the various classes of reserves and their respective balances are identified in Note 7 (a) to the Consolidated Financial Statements. In some cases, certain reserves are in a temporary deficit position, which is essentially financed by internal borrowing from other reserves. Funding plans are in place to return these funds to a positive balance.

## **ii) Review of the Consolidated Statement of Operations:**

The following provides a brief overview of the major components impacting the 2021 Consolidated Statement of Operations.

**Budget Figures** – Budget data presented in the consolidated financial statements is based on the 2021 Council approved operating budget. Certain adjustments were required to convert the budget from an essentially cash basis to an accrual basis consistent with PSAB financial reporting standards. Included in these adjustments were the elimination of budgeted internal charges and recoveries, budgeted transfers to and from reserves and budgeted transactions with consolidated entities. Since certain significant items are not included in the annual operating budget (e.g. amortization, the changes in employee future benefits and landfill post-closure liabilities), the assumption of using the actual accrued amount as the budget amount was used. The budget figures included on the Consolidated Statement of Operations are for financial statement presentation only. For additional information on the budget figures presented on the Consolidated Statement of Operations and the adjustments required to the 2021 Council approved operating budget, please refer to Note 9 of the Consolidated Financial Statements.

**Revenues and Expenses** - The following comments relate primarily to explanations of the year-over-year changes to actual revenues and expenses. There was an overall increase in the amount that employee future benefit obligations – referred to as "increased actuarial valuation."

Revenue Category	2021 \$000's	2020 \$000's	Increase (Decrease) \$000's	Significant Factors (approximate \$)
Net municipal property taxes and payments-in-lieu of taxes	368,540	354,475	14,065	Impacts of approved 2021 budget, assessment growth and new development of \$12M as well as a \$2M decrease in tax appeals.
User charges	161,535	149,750	11,785	General recovery of user fee revenues in 2021 after the shut downs of 2020, led by increased building activity (\$2.5M), waste collection and disposal (\$2M), protective services (\$1.2M) and wastewater treatment (\$1.3M). The City also realized recoveries for the operation of mass vaccination clinics and other Covid-related relief efforts (\$4M).
Provincial and federal transfers	269,469	280,852	(11,383)	Although general federal and provincial Covid relief (Safe Restart grants) fell from \$38M to \$16M, this was partially offset by increased provincial Covid grants for child care and housing (\$9.7). Federal grants for temporary foreign worker isolation centres and other homelessness prevention programs also increased (\$7.5M) but these were generally offset by decreases in other one-time only grants from 2020.
Revenue from other municipalities	28,172	23,478	4,694	Increased County contributions for Ontario Works, child care and public housing due to a general resumption of normal operations in those areas versus 2020 (see Expense analysis below).
Other	57,484	57,142	342	Generally consistent.
Change in equity in government business enterprises	35,395	20,494	14,901	As per note 3a) of Financial Statements.
<b>Total Revenues</b>	<b>920,595</b>	<b>886,191</b>		

(proceed to next page)

Expense Categories	2021 \$000's	2020 \$000's	Increase (Decrease) \$000's	Significant Factors (approximate \$)
General government	59,759	56,044	3,715	Insurance premiums were \$1.5M higher than in 2020. Capital projects that were operating in nature also increases by \$1.2M, mostly in the Information Technology area.
Protection to persons and property	194,857	190,523	4,333	The Fire contract settlement increased costs in that area by \$2.3M, while the general resumption of POA court operations and other protective services resulted in an increase of \$1M. Police capital projects that were operating in nature, mostly relating to information technology, increased by \$0.8M.
Transportation services	108,706	108,532	174	Safe Restart grant payments to YQG and WDBL of \$8.5M in 2020 were not repeated in 2021. This reduction was offset by a gradual return of normal Transit operations as well as actuarial adjustments to Transit post-retirement benefits and Transit pension liabilities.
Environmental services	78,313	80,751	(2,438)	Slight increase in wastewater treatment costs of \$1.6M were offset by a decrease in the EWSWA landfill post-closure liability of \$2.8M due to an increase in the discount rate.
Health services	17,856	15,988	1,868	Land Ambulance costs generally consistent with a modest decrease in Health Unit costs. The City's operation of mass vaccination clinics in 2021 resulted in costs of \$2.1M.
Social and family services	284,644	262,274	22,370	Increases of expenses in Child Care (\$16M) due to increased provincial transfers (see revenue section) due to the reopening of child care centres. Huron Lodge expenses increased by \$3M due to a full year of pandemic related measures, which were supported by increased provincial grants.
Recreation and culture	62,609	58,039	4,570	Parks saw increased costs for grass cutting, general beautification and forestry of \$2.2M. Recreation facilities, programs, Roseland, Lakeview Marina and the Windsor Public Library all gradually resumed normal operations in 2021 and saw increases in expenses as a result.

Expense Categories	2021 \$000's	2020 \$000's	Increase (Decrease) \$000's	Significant Factors (approximate \$)
Planning and development	9,623	8,280	1,343	Increase relates primarily to increased contaminated site liability of approximately \$1.8M.
<b>Total Expenses</b>	<b>816,367</b>	<b>780,431</b>		
<b>Annual Surplus</b>	<b>104,228</b>	<b>105,760</b>		
<b>Accumulated surplus, beginning of year</b>	<b>2,432,358</b>	<b>2,326,598</b>		
<b>Accumulated surplus, end of year</b>	<b>2,536,586</b>	<b>2,432,358</b>		

### Other Items

- The Consolidated Statement of Operations and Accumulated Surplus reflects an annual surplus of \$104.2 million in 2021 as compared to a surplus of \$105.8 million in 2020. This figure reflects the annual surplus or deficit for financial reporting purposes based on PSAB reporting requirements and is not reflective of the year-end City operating fund budgetary surplus/deficit, which is regularly reported to City Council throughout the year and at year-end.

### iii) Other Issues

#### ***Trust Funds Financial Statements***

Also submitted for the City Council's approval are the 2021 financial statements of the City of Windsor Trust Funds, which are self-explanatory (refer to pages 42 to 50 of the Annual Report attached as Appendix A).

#### **Consultations:**

N/A.

#### **Conclusion:**

It is recommended that the City of Windsor 2021 Annual Report containing the audited Consolidated and Trust Fund Financial Statements of the City for the year ending December 31, 2021 be received and approved.

#### **Approvals:**

Name	Title
Stephen Cipkar	Manager of Financial Accounting
Dan Seguin	Deputy Treasurer – Financial Accounting & Corporate Controls
Janice Guthrie	On behalf of Commissioner of Corporate Services, Chief Financial Officer & City Treasurer
Onorio Colucci	Chief Administrative Officer

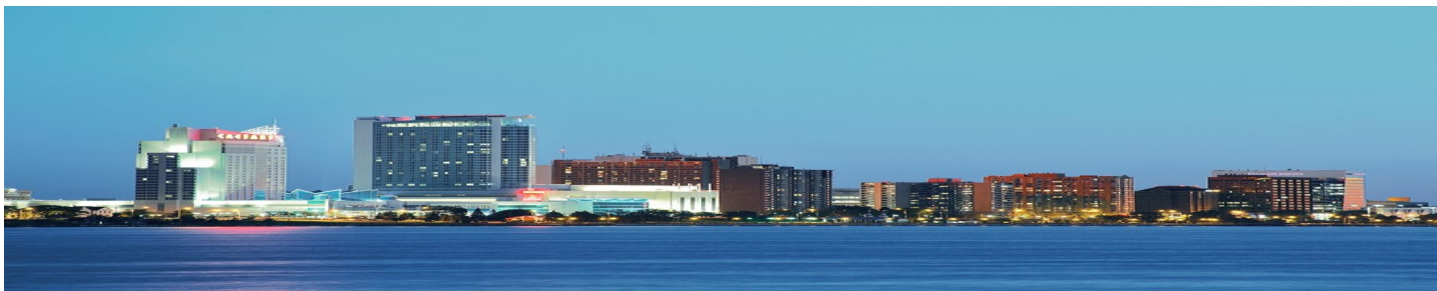
**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Cynthia Swift, KPMG		caswift@kpmg.ca

**Appendices:**

- 1 Appendix A – 2021 City of Windsor Consolidated Financial Statements
- 2 Appendix B – 2021 KPMG Audit Report (supplementary agenda)





# 2021 Annual Report

# DRAFT



**THE CORPORATION OF THE CITY OF WINDSOR**  
**2021 ANNUAL REPORT**  
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# **PART I: CONSOLIDATED FINANCIAL STATEMENTS**

# **DRAFT**



KPMG LLP  
618 Greenwood Centre  
3200 Deziel Drive  
Windsor ON N8W 5K8  
Canada  
Telephone (519) 251-3500  
Fax (519) 251-3530

## INDEPENDENT AUDITORS' REPORT

To the Mayor, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Windsor

### **Opinion**

We have audited the financial statements of the Corporation of the City of Windsor (the City), which comprise:

- the consolidated statement of financial position as at December 31, 2021
- the consolidated statements of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and the notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2021, and its results of operations and its changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibility under those standards are further described in the "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### ***Responsibility of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, internal omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



Page 3

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to the events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities with the Group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

Approval Date

# THE CORPORATION OF THE CITY OF WINDSOR

## Consolidated Statement of Financial Position

Year Ended December 31, 2021

(\$000's)



	2021	2020
	\$	\$
<b>Financial Assets</b>		
Cash and temporary investments	517,181	459,565
Investment in government business enterprises [note 3 (a)]	655,745	620,350
Taxes and payments-in-lieu of taxes receivable [note 1 (b) (iii)]	36,609	35,977
Trade and other receivables	61,767	56,496
	1,271,302	1,172,388
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities	162,497	137,772
Accrued interest on long-term liabilities	911	1,106
Net long-term liabilities [note 4 (a)]	54,201	62,658
Employee future benefit liabilities [note 5 (b)]	667,398	632,045
Deferred revenue [note 7 (b)]	64,781	54,766
Landfill post closure liability [note 6]	17,754	19,075
Inactive contaminated sites liability [note 1 (b) (vii)]	8,504	6,692
	976,046	914,114
<b>Net Financial Assets</b>	295,256	258,274
<b>Non-Financial Assets</b>		
Tangible capital assets [schedule 2]	2,223,082	2,157,630
Inventory and assets held for resale	3,049	2,825
Prepaid expenses	15,199	13,629
	2,241,330	2,174,084
<b>Accumulated surplus [note 7 (a)]</b>	2,536,586	2,432,358

Commitments and contingencies [notes 2, 5 (a), 8, 10, 12, 13 and 14]

The accompanying notes and schedules are integral parts of these consolidated financial statements.

# THE CORPORATION OF THE CITY OF WINDSOR

## Consolidated Statement of Operations

Year Ended December 31, 2021

(\$000's)



	Budget	2021	2020
	\$	\$	\$
<b>Revenues [note 9, schedule 1]</b>			
Net municipal property taxes and payments-in-lieu of taxes	365,629	368,540	354,475
User charges	149,314	161,535	149,750
Provincial and federal transfers [note 16]	223,069	269,469	280,852
Revenue from other municipalities	23,667	28,172	23,478
Other	64,702	57,484	57,142
Change in equity in gov't business enterprises [note 3(a)]	-	35,395	20,494
<b>Total Revenues</b>	<b>826,381</b>	<b>920,595</b>	<b>886,191</b>
<b>Expenses [note 9, schedule 1]</b>			
General government	59,060	59,759	56,044
Protection to persons and property	194,724	194,857	190,523
Transportation services	116,760	108,706	108,532
Environmental services	80,516	78,313	80,751
Health services	15,935	17,856	15,988
Social and family services	273,587	284,644	262,274
Recreation and culture	71,347	62,609	58,039
Planning and development	9,945	9,623	8,280
<b>Total Expenses</b>	<b>821,874</b>	<b>816,367</b>	<b>780,431</b>
<b>Annual Surplus</b>	<b>4,507</b>	<b>104,228</b>	<b>105,760</b>
Accumulated surplus, beginning of year	2,432,358	2,432,358	2,326,598
<b>Accumulated surplus, end of year [note 7 (a)]</b>	<b>2,436,865</b>	<b>2,536,586</b>	<b>2,432,358</b>

The accompanying notes and schedules are integral parts of these consolidated financial statements.



**THE CORPORATION OF THE CITY OF WINDSOR**

## Consolidated Statement of Change in Net Financial Assets

Year Ended December 31, 2021

(\$000's)



	2021	2020
	\$	\$
Annual surplus	104,228	105,760
Acquisition of tangible capital assets (schedule 2)	(156,456)	(123,103)
Amortization of tangible capital assets (schedule 2)	87,973	86,285
Loss on disposal of tangible capital assets	1,744	96
Proceeds on sale of tangible capital assets	1,287	2,422
Net change in inventory and assets held for resale	(224)	80
Net consumption of prepaid expenses	(1,570)	(3,017)
Change in net financial assets	36,982	68,523
Net financial assets, beginning of year	258,274	189,751
<b>Net financial assets, end of year</b>	<b>295,256</b>	<b>258,274</b>

The accompanying notes and schedules are integral parts of these consolidated financial statements.

**DRAFT**

# THE CORPORATION OF THE CITY OF WINDSOR

## Consolidated Statement of Cash Flows

Year Ended December 31, 2021

(\$000's)



	2021	2020
	\$	\$
<b>Operating and other activities:</b>		
Annual Surplus	104,228	105,760
Amortization of tangible capital assets	87,973	86,285
Loss on disposal of tangible capital assets	1,744	96
Increase in taxes and payments-in-lieu receivable	(632)	(7,192)
(Increase) decrease in trade and other receivables	(5,271)	1,396
(Increase) decrease in inventory and assets held for resale	(224)	80
Increase in prepaid expenses	(1,570)	(3,017)
Increase in accounts payable and accrued liabilities	24,725	43,755
Decrease in accrued interest on long term liabilities	(195)	(112)
Increase in employee future benefit liabilities	35,353	28,784
Increase (decrease) in deferred revenue	10,015	(14,165)
Increase in contaminated site liability	1,812	386
(Decrease) increase in landfill post closure liability	(1,321)	2,544
<b>Net cash provided by operating and other activities</b>	<b>256,637</b>	<b>244,600</b>
<b>Capital activities:</b>		
Proceeds on sale of tangible capital assets	1,287	2,422
Cash used to acquire tangible capital assets	(156,456)	(123,103)
<b>Net cash used in capital activities</b>	<b>(155,169)</b>	<b>(120,681)</b>
<b>Financing activities:</b>		
Net long term liabilities repaid	(8,457)	(8,012)
<b>Investing activities:</b>		
Increase in investment in government business enterprises	(35,395)	(20,494)
Increase in cash and temporary investments	57,616	95,413
Cash and temporary investments, beginning of year	459,565	364,152
<b>Cash and temporary investments, end of year</b>	<b>517,181</b>	<b>459,565</b>

The accompanying notes and schedules are integral parts of these consolidated financial statements.

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 1. Summary of significant accounting policies and reporting practices

### (a) Reporting entity

These consolidated statements reflect the assets, liabilities, revenues and expenses of the reporting entity. The reporting entity is comprised of all organizations and enterprises accountable for the administration of their financial affairs and resources to City Council and which are owned or controlled by the City of Windsor ("the City").

#### (i) Consolidated entities

In addition to the general City departments, the reporting entity includes the following where deemed material:

- Windsor Police Service
- Roseland Golf and Curling Club
- Transit Windsor
- Windsor Chartabus Limited
- The Corporation of the City of Windsor Public Library Board
- Windsor-Essex Community Housing Corporation
- Downtown Windsor Business Improvement Association
- Ford City Business District
- Via Italia—Erie Street Business Improvement Area
- Ottawa Street Business Improvement Area
- Olde Riverside Town Centre Business Improvement Area
- Walkerville Business Improvement Area
- Wyandotte Town Centre Business Improvement Area
- Olde Sandwich Towne Business Improvement Area
- Pillette Village Business Improvement Area

The Essex Windsor Solid Waste Authority ("EWSWA"), a joint partnership with the County of Essex, is consolidated on the basis of one half of the total operations and financial position of the total entity.

All interfund assets, liabilities, revenues and expenses have been eliminated.

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 1. Summary of significant accounting policies and reporting practices (continued)

### (ii) Entities included on a modified equity basis

Certain corporations are accounted for on a modified equity basis, consistent with the generally accepted accounting treatment for a Government Business Enterprise ("GBE"). Under the modified equity basis, the business enterprise's accounting principles are not adjusted to conform with those of the City, and inter-organizational transactions and balances are not eliminated. Under the modified equity basis of accounting, the carrying value of the investment in the GBE is adjusted to reflect the City's share of the net asset change of the investee.

The entities accounted for under this method are:

Windsor-Canada Utilities Ltd. ("WCUL")  
Windsor-Detroit Tunnel Corporation ("WDTC")  
Windsor Detroit Borderlink Limited ("WDBL")  
Windsor Utilities Commission ("WUC")  
Your Quick Gateway (Windsor) Inc. ("YQG")

### (iii) Non-consolidated entity

The following joint local board and municipal enterprise is not consolidated:

Windsor Essex County Health Unit.

### (iv) Accounting for school board transactions

Although the Corporation collects taxation on behalf of the school boards, the assets, liabilities, revenues and expenses relating to the operations of the school boards are not reflected in these consolidated financial statements. During the year, \$51,336 of taxation was collected on behalf of and remitted to the school boards (2020—\$62,732).

**1. Summary of significant accounting policies and reporting practices (continued)**

**(v) Trust funds**

Trust funds and their related operations administered by the City are not consolidated, but are reported separately on the trust funds statement of continuity and statement of financial position.

**(b) Basis of accounting**

**(i) PSAB recommendations**

These consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards.

**(ii) Accrual basis of accounting**

These consolidated financial statements have been prepared on an accrual basis except for Provincial Offences Administration. Under this basis, revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues. Expenses are accounted for in the period that the goods and services are acquired.

**(iii) Taxes receivable and related revenues**

Property tax billings are prepared by the City based on assessment rolls issued by the Municipal Property Assessment Corporation ("MPAC"). Tax rates are established annually by City Council, incorporating amounts to be raised for local services and amounts the City is required to collect on behalf of the Province of Ontario in respect of education taxes. A normal part of the assessment process is the issuance of supplementary assessment rolls, which provide updated information with respect to changes in property assessment. Once a supplementary assessment roll is received, the City determines the taxes applicable and renders supplementary tax billings. Taxation revenues are recorded at the time tax billings are issued. Assessments and the related property taxes are subject to appeal. Tax adjustments as a result of appeals are recorded when the result of the appeal process is reasonably certain. The City has established a tax appeals reserve fund to provide funding to help offset the results of any future appeal decisions. The City is entitled to collect interest and penalties on overdue taxes. These revenues are recorded in the period the interest and penalties are levied. Tax revenue is recorded net of reductions. Taxes receivable are reported net of any expense or allowance for doubtful accounts.

**1. Summary of significant accounting policies and reporting practices (continued)**

**(iv) Trade and other receivables**

Trade and other receivables are reported net of any allowance for doubtful accounts.

**(v) Tangible capital assets**

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land and landfill sites, are amortized on a straight line basis over their estimated useful lives as follows:

**Asset classification and amortization schedule**

Classification	Useful Life (years)
Land	Infinite
Land improvements	10 - 75
Buildings and building improvements	10 - 60
Vehicles, machinery and equipment	3 - 35
Water and wastewater infrastructure	25 - 100
Roads infrastructure	25 - 100
Airport	6 - 40

The landfill has an estimated service capacity of 8,000,000 tonnes and is being amortized using the units of production method based on capacity used during the year.

**Contributed Assets**

Contributed assets are recognized at their fair market value as of the date of contribution to the City.

**Works of art and historical treasures**

The City owns both works of art and historical treasures. These items have cultural, aesthetic or historical value and are worth preserving perpetually. Works of art and historical treasures are not recognized as tangible capital assets pursuant to the guidelines of PSAB Section 3150 and PSAB 3210.

**1. Summary of significant accounting policies and reporting practices (continued)**

**(vi) Employee future benefit liability**

The City has adopted the accrual method of accounting for employee future benefits as required by PSAB. The cost of future benefits earned by employees is actuarially determined using the projected benefit method prorated on service and assumptions of mortality and termination rates, retirement age and expected inflation rate.

Past service costs from plan amendments, if any, are deferred and amortized on a straight-line basis over the average remaining service period of employees active at the date of amendment. Actuarial gains and losses on the accrued benefit liability arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit liability. The excess of the net actuarial gains or losses are amortized over the average remaining service period of active employees, which is 13.3 years (2020 – 13.3 years).

**(vii) Inactive contaminated sites liabilities**

The City adopted Public Sector Accounting Board Standard *PS 3260 Liability for Contaminated Sites* in 2015. Under PS 3260, contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. This Standard relates to sites that are not in productive use. The liability represents the estimated cost to remediate inactive sites to within the environmental standard.

**(viii) Inter-entity Transactions**

Inter-entity Transactions (PSAB 3420) specifically addresses the reporting of transactions between entities controlled by the City from both a provider and recipient perspective. Inter-entity transactions are classified by the following types:

- For inter-entity transactions that are undertaken similar to an arm's length transaction or allocating cost and recovery transactions, these are to be recognized at the exchange amount by both parties.
- For inter-entity transactions that involve transfer or exchange of assets and/or liabilities for no or nominal consideration, both parties record the transaction at the carrying amount.

**1. Summary of significant accounting policies and reporting practices (continued)**

- Any difference between the exchange amount and carrying amount for asset or liability transfers are recorded as a gain or loss in the statement of operations.
- Cost allocations and recoveries to/from commonly controlled entities are recorded on a gross basis in the statement of operations.

The City does not recognize any amount in the consolidated financial statements in respect to shared services received for which no costs are allocated. PSAB 3420 requires the City to assess inter-entity transactions for disclosure when there are inter-entity transfers of assets or liabilities, material transactions recorded that are not at the exchange amount or unallocated costs to determine whether or not the transaction is given accounting recognition. This standard has no impact on the consolidated financial statements, as all transactions with consolidated entities and government business enterprises have been recorded at the exchange amount.

**(ix) Related party disclosure**

Related Party Disclosure (PSAB 2200) defines a related party and identifies disclosures for related parties and related party transactions. Parties are considered related when one party has the ability to exercise control or shared control over the other. A related party could be an individual or an entity and includes key management personnel. Key management personnel include members of Council, Corporate Leadership Team (CLT) personnel and their close family members including spouses and dependents.

PSAB 2200 requires the City to assess related party transactions that have occurred at a value different from that which would have been arrived at if the parties were not related. Only those transactions that have or could have a material effect on the financial statements are disclosed. There are no material transactions for disclosure.

**(x) Contingent Assets & Contractual Rights**

For additional information on Contingent Assets (PSAB 3320) please see Note 13. For additional information on Contractual Rights (PSAB 3380), please see Note 14.

**(xi) Government Grant Revenue Recognition**

Grant revenue related to compensation for loss of revenue or operational expenses is recorded in the period in which the loss or expenses are recognized if there is reasonable assurance that it will be received and conditions for receiving the grant are met.



**1. Summary of significant accounting policies and reporting practices (continued)**

**(c) Provincial Offences Act**

The City, under the authority of Part X of the Provincial Offences Act ("POA"), provides for and administers the POA courts in the Windsor-Essex Court Service Area, arranges for court support, has carriage of Part 1 prosecutions and associated appeals, and is responsible for the collection of related fines and fees. In accordance with policies adopted by other Provincial Offences offices and as a result of the nature of business activities, revenue is recognized on a cash basis.

**(d) Use of estimates**

The preparation of the consolidated financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting periods. Significant items subject to such estimates and assumptions include valuation allowances for receivables, certain accrued liabilities and obligations related to employee future benefits and contaminated sites, the carrying value of tangible capital assets and the evaluation of contingencies. Actual results could differ from these estimates.

**2. Contributions to non-consolidated board**

The following contribution was made by the City to this non-consolidated joint board:

	2021	2020
	\$	\$
Windsor-Essex County Health Unit	3,728	3,912

The City is contingently liable for its share, which is approximately 14%, of any deficits which may arise.

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 3. Government Business Enterprises (“GBE”)

The consolidated financial statements of the City include, on a modified equity basis, the following GBE:

### **Windsor Canada Utilities Ltd. (“WCUL”)**

WCUL is a wholly owned subsidiary of the City. WCUL is a holding company which wholly owns two subsidiaries: Enwin Utilities Ltd. and Enwin Energy Ltd. Through these subsidiaries, WCUL is responsible for the transmission and distribution of electricity, maintenance of the area’s powerlines, as well as the marketing of retail and wholesale utility services and products.

### **Windsor Detroit Borderlink Limited (“WDBL”)**

WDBL is a wholly owned subsidiary of the City. WDBL manages and operates the Tunnel while WDTC owns the assets.

### **Windsor-Detroit Tunnel Corporation (“WDTC”)**

WDTC is a wholly owned subsidiary of the City. WDTC owns the portion of the Windsor-Detroit Tunnel situated in Canada, while WDBL manages and operates the Tunnel.

### **Windsor Utilities Commission (“WUC”)**

WUC is a wholly owned subsidiary of the City engaged largely in the treatment and distribution of the area’s potable water.

### **Your Quick Gateway (Windsor) Inc. (“YQG”)**

YQG is a wholly owned subsidiary of the City which provides management services for the Windsor airport.

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 3. Government Business Enterprises (continued)

### (a) Investment in GBE

The City has investments in GBE totaling \$655,745 (2020—\$620,350), which is comprised of the following:

	2021 \$	2020 \$
WCUL	186,931	182,593
WDTC	133,602	139,327
WDBL	(1,176)	(2,587)
WUC	328,615	292,816
YQG	7,773	8,201
	655,745	620,350

A continuity of the investment in GBE is as follows:

	WCUL \$	WDTC \$	WDBL \$	WUC \$	YQG \$	2021 Total \$	2020 Total \$
Opening investment	182,593	139,327	(2,587)	292,816	8,201	620,350	599,856
Dividends declared	(4,000)	-	-	-	-	(4,000)	(4,000)
Other comprehensive income/(loss)	3,369	-	1,939	196	-	5,504	(5,905)
Current income/(loss)	4,969	(5,725)	(528)	35,603	(428)	33,891	30,399
Current change in investment	4,338	(5,725)	1,411	35,799	(428)	35,395	20,494
Closing investment	186,931	133,602	(1,176)	328,615	7,773	655,745	620,350

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 3. Government Business Enterprises (continued)

### (b) Supplementary information of GBE

#### (i) WCUL

	2021 \$	2020 \$
<b>Financial position</b>		
Current assets	102,092	109,748
Property, plant and equipment	246,016	243,219
Other assets	74,882	75,057
<b>Total assets</b>	<b>422,990</b>	<b>428,024</b>
Current liabilities	43,878	50,841
Long-term liabilities	192,181	194,590
<b>Total liabilities</b>	<b>236,059</b>	<b>245,431</b>
Shareholder's equity	186,931	182,593
<b>Total liabilities and equity</b>	<b>422,990</b>	<b>428,024</b>
	<b>2021 \$</b>	<b>2020 \$</b>
<b>Results of operations</b>		
Revenue from distribution of electricity	281,511	325,559
Services provided to Windsor Utilities Commission	18,569	18,850
Other revenue	6,322	8,450
<b>Total revenue</b>	<b>306,402</b>	<b>352,859</b>
Cost of electrical energy	239,336	280,260
Other net expenses	62,097	65,283
<b>Total expenses</b>	<b>301,433</b>	<b>345,543</b>
<b>Net income</b>	<b>4,969</b>	<b>7,316</b>

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 3. Government Business Enterprises (continued)

### Related Party Transactions

The following transactions are in the normal course of operations and are measured at the exchange amount, which is the cost of consideration established and agreed to by the related parties:

- On November 6, 2012 WCUL and WUC entered into a Water System Operating Agreement ("WSOA"), whereby WCUL agreed to provide services to WUC with respect to certain management, administrative services, construction operations, and maintenance services. Pursuant to the terms of the WSOA, WUC has transferred all employees of WUC to WCUL.
- WCUL provides sewer surcharge billing and collection and street lighting for the City. The total charged to the City and included in other revenue for the year ended, December 31, 2021 was \$4,003 (2020—\$4,135).
- WCUL collects and remits the sewer surcharge on behalf of the City. The total amount owing to the City at December 31, 2021 relating to sewer surcharge was \$7,145 (2020—\$6,998).
- The amounts due from related parties which are included in current assets consist of:

	2021	2020
	\$	\$
Due from Windsor Utilities Commission	1,834	1,449

- The amounts due from related parties which are included in other assets consist of:

	2021	2020
	\$	\$
Due from Windsor Utilities Commission	52,000	52,411

- The amounts due to related parties which are included in current liabilities consist of:

	2021	2020
	\$	\$
Due to the City of Windsor (net)	6,716	6,281

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 3. Government Business Enterprises (continued)

### (ii) WDTC

	2021	2020
	\$	\$
<b>Financial position</b>		
Current assets	2,598	3,667
Property, plant and equipment	141,356	144,443
<b>Total assets</b>	<b>143,954</b>	<b>148,110</b>
<b>Total liabilities</b>	<b>10,352</b>	<b>8,783</b>
<b>Shareholder's equity</b>	<b>133,602</b>	<b>139,327</b>
<b>Total liabilities and equity</b>	<b>143,954</b>	<b>148,110</b>
	2021	2020
	\$	\$
<b>Results of operations</b>		
Total revenues	748	1,576
Operating expenses	6,473	3,414
<b>Net loss</b>	<b>(5,725)</b>	<b>(1,838)</b>

### Related Party Transactions

Windsor Detroit Borderlink (WDBL) is the sister company of WDTC. WDTC transferred the operations of the Tunnel to WDBL and only holds the assets of the Tunnel, commencing January 1, 2018. The following transactions are in the normal course of operations and are measured at the exchange amount, which is the cost of consideration established and agreed to by the related parties:

- The amounts due to related parties which are included in current (liabilities) assets consist of:

	2021	2020
	\$	\$
Due (to) from WDBL	(1,851)	767

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 3. Government Business Enterprises (continued)

### (iii) WDBL

	2021	2020
	\$	\$
<b>Financial position</b>		
Current assets	7,130	8,578
Property, plant and equipment	126	161
<b>Total assets</b>	<b>7,256</b>	<b>8,739</b>
Current and long-term liabilities	8,432	11,326
Shareholder's deficit	(1,176)	(2,587)
<b>Total liabilities and deficit</b>	<b>7,256</b>	<b>8,739</b>
	2021	2020
	\$	\$
<b>Results of operations</b>		
Tolls	2,570	3,213
Other revenues	311	5,386
<b>Total revenues</b>	<b>2,881</b>	<b>8,599</b>
Operating expenses	3,409	6,600
<b>Net loss</b>	<b>(528)</b>	<b>1,999</b>

### Related Party Transactions

Windsor Detroit Tunnel Corporation (WDTC) is the sister company of WDBL. WDTC transferred the operations of the Tunnel to WDBL and only holds the assets of the Tunnel, commencing January 1, 2018.

- The amounts due to related parties which are included in current (assets) liabilities consist of:

	2021	2020
	\$	\$
Due (from) to WDTC	(1,851)	767

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 3. Government Business Enterprises (continued)

- The amounts due to related parties which are included in current liabilities consist of:

	2021	2020
	\$	\$
Due to the Corporation of the City of Windsor	135	383

### (iv) WUC

	2021	2020
	\$	\$
<b>Financial position</b>		
Current assets	36,663	33,977
Property, plant and equipment and sinking fund	373,842	340,930
<b>Total assets</b>	<b>410,505</b>	<b>374,907</b>
Current liabilities	10,760	11,508
Long-term liabilities	71,130	70,583
<b>Total liabilities</b>	<b>81,890</b>	<b>82,091</b>
Shareholder's equity	328,615	292,816
<b>Total liabilities and equity</b>	<b>410,505</b>	<b>374,907</b>



# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 3. Government Business Enterprises (continued)

	2021	2020
	\$	\$
<b>Results of operations</b>		
Retail water sales	56,277	55,213
Other revenue	15,767	12,679
Total revenue	72,044	67,892
Cost of production	16,516	16,369
Depreciation and amortization	10,100	10,214
Operating and other net expenses	9,825	20,909
Total expenses	36,441	47,492
Net income	35,603	20,400

### Related party transactions

The following transactions are in the normal course of operations and are measured at the exchange amount, which is the cost of consideration established and agreed to by the related parties.

- The City provides support for capital water main projects and road repairs to WUC. The total amount charged to WUC for the year ending December 31, 2021 was \$10,092 (2020—\$7,305).
- The amounts due to related parties which are included in current liabilities consist of:

	2021	2020
	\$	\$
Due to Enwin Utilities Ltd.	1,834	1,408
Due to the Corporation of the City of Windsor	1,946	4,165
	3,780	5,573

- The amounts due to related parties which are included in long-term liabilities consist of:

	2021	2020
	\$	\$
Due to Enwin Utilities Ltd.	0	411

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 3. Government Business Enterprises (continued)

### (v) YQG

	2021	2020
	\$	\$
<b>Financial position</b>		
Total assets	8,691	9,322
Total liabilities	918	1,121
Shareholder's equity	7,773	8,201
Total liabilities and equity	8,691	9,322
	2021	2020
	\$	\$
<b>Results of operations</b>		
Airport operating revenues	2,433	2,300
Management fees and other revenues	535	3,726
Total revenue	2,968	6,026
Operating and other expenses	3,396	3,504
Net income	(428)	2,522

### Related party transactions

The following transactions are in the normal course of operations and are measured at the exchange amount, which is the cost of consideration established and agreed to by the related parties.

- Amounts owing to the City relate mainly to capital purchases which are to be reimbursed and dividends payable. The amounts due to related parties which are included in total liabilities are non-interest bearing and consist of:

	2021	2020
	\$	\$
Due to the Corporation of the City of Windsor	279	623

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 4. Net long-term liabilities

- (a) The balance of the net long-term liabilities reported on the consolidated statement of financial position is made up of the following:

	2021 \$	2020 \$
Total long term liabilities	54,201	62,658
Less amount repayable from user fees	(54,201)	(60,421)
Net amount repayable from general taxation	-	2,237

The amount repayable from user fees is comprised of:

	2021 \$	2020 \$
Essex-Windsor Solid Waste Authority	27,062	28,422
Sewer Surcharge fund	16,591	18,668
Transit Windsor	961	1,063
Windsor Essex Community Housing Corporation	9,587	12,268
Long term liabilities repayable by user fees	54,201	60,421

At December 31, 2021, the net long-term liability as reported on the financial statements of EWSWA, which the City is responsible for 50%, consists of:

	2021 \$	2020 \$
Debenture payable	54,125	56,844
Accrued interest	1,611	1,692
	55,736	58,536

The City has assumed no debt from other municipalities.

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 4. Net long-term liabilities (continued)

- (b) Of the long-term liabilities in (a) of this note, \$27,778 in principal payments are repayable from 2022 to 2026, \$19,004 from 2027 to 2031 and \$7,419 thereafter.

These amounts will require funding in those periods and are summarized as follows:

	2022-2026	2027-2031	Thereafter	Total
	\$	\$	\$	\$
From general taxation	-	-	-	-
From user fees	27,778	19,004	7,419	54,201
	27,778	19,004	7,419	54,201

- c) Approval of the Ontario Municipal Board or a Treasurer's Certificate relative to the Authorized Repayment Limit of the City has been obtained for the long-term liabilities in (a) issued in the name of the City.
- d) Total interest expenses for the year for net long-term liabilities which are reported on the consolidated statement of operations and accumulated surplus are as follows:

	2021	2020
	\$	\$
Interest funded from general property taxes	143	177
Interest funded from user fees	2,721	2,943
	2,864	3,120

## 5. Employee benefits

### (a) Pension agreements

The City makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), on behalf of members of its staff. The plan is a multi-employer defined-benefit plan which specifies the amount of the retirement benefit to be received by the employees based on length of service and rates of pay. The multi-employer plan is valued on a current market basis for all plan assets.

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 5. Employee benefits (continued)

The City accounts for the OMERS plan by expensing contributions in the period in the consolidated statement of operations and accumulated surplus. Any surplus or deficit of the OMERS plan is accounted for by OMERS.

The amount contributed to OMERS for current service for 2021 was \$24,315 (2020—\$23,726). At December 31, 2021 the OMERS plan is in a deficit position, which is being addressed through managing contribution rates, benefit levels, and investment returns.

The Transit Windsor contributory pension plan, covering substantially all of its employees, was frozen effective December 31, 1999 with pension benefits for service on and after January 1, 2000 being covered by OMERS. As required by the Pension Benefits Standards Act, the City has issued a letter of credit to the pension plan regarding the plan funding balance. At December 31, 2021 the plan has, for accounting purposes and including the unfunded letter of credit, pension assets of \$8,699 (2020—\$8,879) and is in a funding surplus of \$3,454 (2020—\$2,620 deficit).

### (b) Employee future benefits liabilities

Employee future benefit liabilities are future liabilities of the City to its employees and retirees for benefits earned but not taken as at December 31, 2021 and consist of the following:

	2021	2020
	\$	\$
Post-retirement benefits	571,034	542,464
Post-employment benefits	7,842	7,965
WSIB future benefits	79,794	76,772
Accrued vested sick leave	10,782	10,577
Vacation and banked overtime	3,191	3,146
Transit Windsor pension asset	(5,245)	(8,879)
	667,398	632,045

### (i) Post-retirement and post-employment benefits

The post-retirement and post-employment benefit liabilities are based on an actuarial valuation performed by the City's actuaries. Post-employment benefits include amounts accrued under the City's self-funded long-term disability policy. The significant actuarial assumptions adopted in estimating the City's liabilities are as follows:

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 5. Employee benefits (continued)

- Discount rate 2.75% (2020—2.20%)
- Health care discount rate 4.00% (2020—4.00%)

Information about the City's future obligations with respect to post-retirement benefits are as follows:

	2021	2020
	\$	\$
Accrued benefit liability at the beginning of the year	542,464	522,281
Current service cost	18,703	14,751
Interest	15,824	17,391
Amortization of actuarial net losses	6,948	786
Benefits paid	(12,905)	(12,745)
Accrued benefit liability at the end of the year	571,034	542,464
Unamortized net actuarial losses	78,953	164,377
Accrued benefit obligations at the end of the year	649,987	706,841

**DRAFT**

The measurement date of the employee future benefits obligation coincides with the City's fiscal year. An actuarial comprehensive valuation was completed as of August 1, 2019 and the next required valuation will be as of December 31, 2022.

### (ii) Liability for Workplace Safety and Insurance

The post-retirement and post-employment benefit liabilities are based on an actuarial valuation performed by the City's actuaries. The estimated liability recorded at December 31, 2021 is \$79,794 (2020—\$76,772).

### (iii) Accrued vested sick leave

Accrued vested sick leave refers to the balance of unused sick leave credits which is payable to eligible employees of the City upon their retirement. Under the sick leave plan, unused sick leave can accumulate and certain employees may become entitled to a cash payment upon leaving the City's employment. In 2021, an amount of \$381 (2020—\$1,026) has been paid and is reported as an expense on the consolidated statement of operations.

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 6. Landfill post-closure liabilities

The liability for landfill post-closure costs at December 31, 2021 is comprised of the City's proportion of the Regional Landfill closure and post-closure expenses of \$9,121 (2020—\$9,476) and post-closure expenses associated with the closed Essex County Landfill #3 of \$8,633 (2020—\$9,599).

The Essex County Landfill #3 was closed in 1997 and requires care for estimated period of 40 years from the date of closure. The December 31, 2021 liability for post-closure expenditures is based on the annual payment to EWSWA of \$610 (2020—\$610) and inflation adjusted at 2% per annum (2020—2%) and discounted to December 31, 2021 using a discount rate of 2.75% (2020—2.20%).

## 7. Municipal position

### (a) Accumulated surplus

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

	2021 \$	2020 \$
Surplus:		
Invested in tangible capital assets	2,168,881	2,094,972
Invested in government business enterprises	655,745	620,350
Unfunded employee future benefit liabilities	(667,398)	(632,045)
Unfunded landfill post closure liabilities	(17,754)	(19,075)
Unfunded inactive contaminated sites liabilities	(8,504)	(6,692)
Other	113,975	115,386
Total Surplus	2,244,945	2,172,896
Reserves set aside for a specific purpose by Council:		
Working funds	33,781	27,672
Encumbrances	6,990	4,058
Future planning	1,698	1,261
Post retirement death benefit	247	269
Recreation services	1,443	1,717
Fire services	1,579	1,400
Environmental services	24,155	23,218
Occupational illness	2,964	2,492
Others	4,231	3,292
Total reserves	77,088	65,379

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 7. Municipal position (continued)

Reserve funds set aside for a specific purpose by Council:

Replacement of equipment	54,886	52,717
Capital expenditures	87,748	56,116
Insurance	7,573	7,478
Health benefits rate stabilization	13,227	12,569
Sanitary sewer expenditures	4,442	6,496
Budget stabilization	20,624	20,296
Children's fund	735	725
Social housing	(16,592)	2,996
Recreation	244	174
Transit debt repayment	1,254	1,361
Public health	25,952	20,871
Tax appeals	14,460	12,284
<b>Total reserve funds</b>	<b>214,553</b>	<b>194,083</b>
<b>Total accumulated surplus</b>	<b>2,536,586</b>	<b>2,432,358</b>

### (b) Deferred revenues

The following funds totalling \$64,781 (2020—\$54,766) relate to net inflows (outflows) which have statutory restrictions and as such are classified as deferred revenue on the consolidated statement of financial position:

	<b>Beginning Balance 2021 \$</b>	<b>2021 Inflows \$</b>	<b>2021 Outflows \$</b>	<b>Ending Balance 2021 \$</b>
Parkland Acquisition	3,924	1,849	(2,022)	3,751
Development charges fund	30,969	9,386	(20,889)	19,466
Building permit fund (net)	929	10,704	(10,634)	999
Provincial gas tax fund	2,106	4,573	(3,483)	3,196
Federal gas tax fund	16,773	27,410	(6,869)	37,314
Federal public transit fund	65	1	(11)	55
	<b>54,766</b>	<b>53,923</b>	<b>(43,908)</b>	<b>64,781</b>



**7. Municipal position (continued)**

The parkland acquisition fund is utilized to fund purchases of parkland and other recreation expenditures. The development charges fund is utilized to fund growth related capital works. The building permit fund is utilized to fund the building permit department. Surpluses or deficits of net building permit income (loss) are transferred to this fund. The Provincial gas tax fund is utilized to fund public transportation programs. The Federal gas tax fund is utilized to fund environmentally sustainable municipal infrastructure projects. The Federal public transit fund is utilized to fund transit infrastructure to increase ridership.

**8. Commitments**

As at December 31, 2021, the City is committed to making the following payments:

- (a) Contracts for various capital construction projects, at a cost of \$53,044 (2020—\$50,906) in the aggregate, to be financed generally by pay as you go funding from the operating fund.
- (b) Payments for various operating leases through 2026 of \$973 (2020—\$973).
- (c) The City has approved Community Improvement Plans ("CIP") that contain financial incentive programs for Brownfield Redevelopment, Economic Revitalization, Olde Sandwich Towne, Ford City, Building Façade Improvement and Downtown Community Improvement.

The CIPs allow the City to provide grants to property owners/tenants, or to undertake other community improvement activities to further the objectives of each CIP, which would otherwise be prohibited by Ontario's *Municipal Act*. At December 31, 2021, there were 39 approved grant applications under the Economic Revitalization CIP, 30 approved grant applications under the Brownfield Redevelopment CIP, 4 approved grant applications under the Building Façade Improvement CIP, 5 approved grant applications under the Olde Sandwich Towne CIP, 4 approved grant applications under the Ford City CIP and 32 grant applications under the Downtown CIP. The amount of grant funding is directly tied to the increase in municipal property taxes as a result of assessment growth so there will be no net financial cost to the City. The program will not reduce current revenue levels but forego incremental tax revenue. Grants are paid over a period not to exceed 10 years with the maximum amount of grant funding equal to eligible costs incurred by the applicant.

The estimated value of remaining approved grants is \$52,620 (2020—\$40,100)

- (d) In 2013, the City purchased the land and building which house the Art Gallery of Windsor ("AGW") for \$2,500. The City is obligated to lease a portion of the building to AGW for 42 years at one dollar per year.

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 9. Budget figures

Budget data presented in these consolidated financial statements is based on the 2021 Council approved operating budget. Certain adjustments were required to convert the budget from a cash basis to an accrual basis consistent with PSAB financial reporting standards. Included in these adjustments were the elimination of budgeted internal charges and recoveries, budgeted transfers to and from reserve and budgeted transactions with consolidated entities. Since certain significant items are not included in the annual operating budget, the assumption of using the actual accrued amount as the budget amount was used. These full accrued budget estimates are for financial statement presentation only.

### Adjustments to Approved Operating Budget for Financial Statement Presentation

	2021
Expenses	\$
Approved 2021 Operating Budget (all operating funds)	1,041,229
Less: Eliminate budgeted internal charges and recoveries	(152,120)
Less: Budgeted transfers to / from reserves and capital	(150,016)
Less: Education payments to school boards	(52,190)
Plus: PSAB adjustments (actual post-retirement benefit and WSIB liabilities)	31,535
Plus: Actual amortization and tangible capital asset adjustments	95,273
Plus: Consolidated entity budgeted expenses	66,597
Less: Eliminate budgeted transactions with consolidated entities	(58,434)
Adjusted budgeted expenses	821,874

	2021
Revenues	\$
Approved 2021 Operating Budget (all operating funds)	1,041,229
Less: Eliminate budgeted internal charges and recoveries	(164,825)
Less: Budgeted transfers to / from reserves and capital	(12,930)
Less: Education amounts collected on behalf of school boards	(52,190)
Plus: Budgeted capital fund revenues	5,249
Plus: Consolidated entity budgeted revenues	68,282
Less: Eliminate budgeted transactions with consolidated entities	(58,434)
Adjusted budgeted revenues	826,381

Budgeted Surplus	4,507
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# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 10. Public liability insurance

The City has an insurance deductible for general liability claims up to \$500 (2020—\$250) for any individual claim. Outside coverage is in place for claims in excess of this amount.

At December 31, 2021, the City has insured through Marsh Canada (formerly JLT), an insurance broker, and has been since 2017. Previously, the City was insured with the Ontario Municipal Insurance Exchange ("OMEX"), an insurance reciprocal whose members pool their insurance coverage. As a member of a reciprocal, the City agrees to assume a certain percentage of the entire group's liabilities and losses for the period of time that the City was a member. In the event that an annual premium funding become insufficient to cover claims and claim reserves, the reciprocal has the ability to re-assess each member to appropriately fund the difference. Likewise, in the event of a surplus, the member is entitled to a refund. Although the City is no longer insured with OMEX, it still has exposure for the years in which the City was a member that have not yet been closed. The City paid \$ nil in retroactive assessments in 2021 (2020—\$ nil). The City has established a reserve fund for self-insurance, which at December 31, 2021 amounted to \$7,573 (2020—\$7,478).

The City budgets each year for premiums and claims. Any budget excess may be credited to the reserve fund. Payment of premiums and claims are shown as expenses on the consolidated statement of operations and accumulated surplus.

## 11. Segmented information

The City of Windsor is a diversified single tier municipality that provides a wide range of services to its citizens, including police, fire, ambulance, public transit, water and many others. These services are provided by departments and related entities of the City and their activities are reported by segment in these consolidated financial statements.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Net municipal property taxes and payments-in-lieu of taxes are allocated to segments based on the net expenses of that segment. The accounting basis used in these segments is consistent with that followed in the preparation of the consolidated financial statements as discussed in Note 1. For additional information, please see the consolidated schedule of segmented net revenue (schedule 1). The City's reportable operating segments and their associated activities are as follows:

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 11. Segmented information (continued)

*General government* is comprised of Finance, Administration, Governance, Legal, Human Resources and other activities to support the other segments of the City.

*Protection to persons and property* is comprised of Police, Fire, Conservation Authority, Provincial Offences and Protective Inspection activities.

*Transportation services* is comprised of Public Transportation, Roadway Maintenance, Winter Control, Central Garage and Airport.

*Environmental services* is comprised of Sanitary and Storm Sewers, Solid Waste Collection and Disposal, and Recycling.

*Health Services* is comprised of Ambulance and Public Health services.

*Social and family services* is comprised of Social Services, Social Housing, Child Care, Assistance to the Aged.

*Recreation and culture* is comprised of Parks, Recreation Facilities, and Libraries

*Planning and development* is comprised of Planning and Zoning, Commercial and Industrial, and Business Improvement Areas.

## 12. Contingent liabilities

- (a) During the normal course of operations, the City is subject to various legal actions, including some of which can be substantial. The settlement of the actions that can be reasonably estimated is not expected to have a material effect on the consolidated financial statements of the City. Other legal actions may be at an early stage and therefore the likelihood and magnitude of impact cannot be reasonably determined.
- (b) Based on the outcome of legal proceedings regarding the expropriation of lands within the Spring Garden Area of Natural and Scientific Interest ("ANSI"), the City could be obligated to pay an additional amount. The City has recognized an estimate of this obligation within accounts payable and accrued liabilities, though the actual amount owed may differ.

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements

Year Ended December 31, 2021

(\$000's)



## 12. Contingent liabilities (continued)

- (c) Construction of a new Huron Lodge Home for the Aged began in 2004. The project was substantially completed in March 2007 in compliance with Ministry of Health requirements. The contractor has registered a lien and claiming damages in the amount of \$4,677. Whether the contractor will recover all, some or none of that amount is undeterminable.
- (d) The City is the subject of a class action lawsuit relating to bingo/lottery licence fees. Depending on the outcome of the legal proceedings, the City could incur a liability of up to approximately \$70,000.

## 13. Contingent assets

During the normal course of operations, the City may bring various legal actions, including some which can be substantial. The settlement of these actions may result in the City's favour and any favourable settlement amounts will be available for the City's use. Contingent assets are not recorded in the consolidated financial statements as they not meet the definition of an asset.

## 14. Contractual rights

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. The City's contractual rights arise because of contracts entered into for various services, long-term leases, and rental contracts. Contractual rights arise from the normal course of operations and are not reflected in the consolidated financial statements until revenues or assets are received. The following table summarizes the contractual rights of the City for future assets:

	2022	2023	2024	2025	2026	2027+
	\$	\$	\$	\$	\$	\$
Service contracts	8,859	8,629	341	341	341	897
Long term leases	2,257	2,224	2,108	1,913	902	5,721
	11,116	10,853	2,449	2,254	1,243	6,618

# THE CORPORATION OF THE CITY OF WINDSOR



## Schedule 1

### Consolidated Statement of Segmented Net Revenue—2021

Year Ended December 31, 2021

(\$000's)

2021	General government	Protection to persons and property	Transportation services	Environmental services	Health services	Social and family services	Recreation and culture	Planning and development	Total
<b>Expenses</b>									
Salaries, wages and benefits	39,920	168,451	45,440	21,425	1,143	54,629	27,848	3,845	362,701
Interest	-	143	24	2,294	-	403	-	-	2,864
External transfers	1,570	1,725	1,199	-	3,729	142,800	439	1,383	152,845
Amortization	3,089	5,576	38,215	21,139	-	6,973	12,176	804	87,972
Goods and services	15,180	18,962	23,828	33,455	12,984	79,839	22,146	3,591	209,985
<b>Total Expenses</b>	<b>59,759</b>	<b>194,857</b>	<b>108,706</b>	<b>78,313</b>	<b>17,856</b>	<b>284,644</b>	<b>62,609</b>	<b>9,623</b>	<b>816,367</b>
<b>Revenues excluding taxation</b>									
User charges	13,950	14,621	12,846	78,240	-	32,445	8,122	1,311	161,535
Provincial and federal transfers	59,612	8,322	23,192	139	-	177,095	1,009	100	269,469
Revenue from other municipalities	-	6,675	608	3,256	-	17,633	-	-	28,172
Other	25,901	5,222	14,556	4,619	-	4,071	2,727	388	57,484
Change in equity in government business enterprises	35,395	-	-	-	-	-	-	-	35,395
<b>Total revenues excluding taxation</b>	<b>134,858</b>	<b>34,840</b>	<b>51,202</b>	<b>86,254</b>	<b>-</b>	<b>231,244</b>	<b>11,858</b>	<b>1,799</b>	<b>552,055</b>
Net municipal property taxes and payments-in-lieu of taxes									368,540
<b>Annual surplus (deficit)</b>	<b>75,099</b>	<b>(160,017)</b>	<b>(57,504)</b>	<b>7,941</b>	<b>(17,856)</b>	<b>(53,400)</b>	<b>(50,751)</b>	<b>(7,824)</b>	<b>104,228</b>

# THE CORPORATION OF THE CITY OF WINDSOR



Schedule 1 (continued)

Consolidated Statement of Segmented Net Revenue—2020

Year Ended December 31, 2021

(\$000's)

2020	General government	Protection to persons and property	Transportation services	Environmental services	Health services	Social and family services	Recreation and culture	Planning and development	Total
<b>Expenses</b>									
Salaries, wages and benefits	39,286	165,960	40,677	18,787	-	52,272	28,072	3,853	348,907
Interest	-	278	26	2,278	-	538	-	-	3,120
External transfers	11,170	1,707	1,175	-	15,962	139,945	476	2,072	172,507
Amortization	3,120	5,328	36,951	20,844	2	7,639	11,643	758	86,285
Goods and services	11,006	17,250	21,165	38,842	24	61,880	17,848	1,597	169,612
<b>Total Expenses</b>	<b>64,582</b>	<b>190,523</b>	<b>99,994</b>	<b>80,751</b>	<b>15,988</b>	<b>262,274</b>	<b>58,039</b>	<b>8,280</b>	<b>780,431</b>
<b>Revenues excluding taxation</b>									
User charges	13,863	10,624	12,003	71,045	1,571	31,707	7,885	1,052	149,750
Provincial and federal transfers	69,071	7,599	29,618	2,551	-	166,738	5,275	-	280,852
Revenue from other municipalities	-	6,519	357	3,203	-	12,921	478	-	23,478
Other	21,620	4,261	10,604	8,011	560	5,614	6,284	188	57,142
Change in equity in government business enterprises	20,494	-	-	-	-	-	-	-	20,494
<b>Total revenues excluding taxation</b>	<b>125,048</b>	<b>29,003</b>	<b>52,582</b>	<b>84,810</b>	<b>2,131</b>	<b>216,980</b>	<b>19,922</b>	<b>1,240</b>	<b>531,716</b>
Net municipal property taxes and payments-in-lieu of taxes									354,475
<b>Annual surplus (deficit)</b>	<b>60,466</b>	<b>(161,520)</b>	<b>(47,412)</b>	<b>4,059</b>	<b>(13,857)</b>	<b>(45,294)</b>	<b>(38,117)</b>	<b>(7,040)</b>	<b>105,760</b>

# THE CORPORATION OF THE CITY OF WINDSOR



## Schedule 2

### Tangible Capital Assets—2021

Year Ended December 31, 2021

(\$000's)

2021				
Cost	Balance, beginning of year	Additions	Disposals	Balance, end of year
Land	271,947	26,062	(65)	297,944
Landfill and land improvements	204,558	8,719	(692)	212,585
Building and building improvements	741,664	18,982	(941)	759,705
Vehicles, machinery and equipment	290,262	19,745	(3,597)	306,410
Water and wastewater infrastructure	938,449	19,445	(1,162)	956,732
Roads infrastructure	990,068	38,150	(4,764)	1,023,454
Airport assets	97,784	571	-	98,355
Assets under construction	162,141	102,739	(77,957)	186,923
<b>Total</b>	<b>3,696,873</b>	<b>234,413</b>	<b>(89,178)</b>	<b>3,842,108</b>

### Accumulated amortization

Landfill and land improvements	62,953	5,295	(532)	67,716
Building and building improvements	347,484	18,656	(465)	365,675
Vehicles, machinery and equipment	147,636	18,434	(3,548)	162,522
Water and wastewater infrastructure	378,696	17,693	(835)	395,554
Roads infrastructure	567,917	24,912	(2,810)	590,019
Airport assets	34,557	2,983	-	37,540
<b>Total</b>	<b>1,539,243</b>	<b>87,973</b>	<b>(8,190)</b>	<b>1,619,026</b>

### Net book value

Land	271,947	297,944
Landfill and land improvements	141,605	144,869
Building and building improvements	394,180	394,030
Vehicles, machinery and equipment	142,626	143,888
Water and wastewater infrastructure	559,753	561,178
Roads infrastructure	422,151	433,435
Airport assets	63,227	60,815
Assets under construction	162,141	186,923
<b>Total</b>	<b>2,157,630</b>	<b>2,223,082</b>



# THE CORPORATION OF THE CITY OF WINDSOR



## Schedule 2

### Tangible Capital Assets—2020

Year Ended December 31, 2021

(\$000's)

2020				
Cost	Balance, beginning of year	Additions	Disposals	Balance, end of year
Land	272,710	28	(791)	271,948
Landfill and land improvements	197,332	8,200	(974)	204,558
Building and building improvements	734,598	23,923	(16,857)	741,664
Vehicles, machinery and equipment	266,720	34,414	(10,872)	290,262
Water and wastewater infrastructure	918,112	20,602	(265)	938,449
Roads infrastructure	944,062	52,738	(6,732)	990,068
Airport assets	98,972	4,039	(5,227)	97,784
Assets under construction	179,947	84,309	(102,115)	162,141
Total	3,612,453	228,253	(143,833)	3,696,873

### Accumulated amortization

Landfill and land improvements	71,892	5,448	(14,387)	62,954
Building and building improvements	328,189	19,312	(17)	347,484
Vehicles, machinery and equipment	141,042	17,306	(10,712)	147,636
Water and wastewater infrastructure	361,818	17,114	(236)	378,696
Roads infrastructure	549,233	24,270	(5,585)	567,917
Airport assets	36,949	2,835	(5,227)	34,557
Total	1,489,123	86,285	(36,164)	1,539,244

### Net book value

Land	272,710	271,948
Landfill and land improvements	125,440	141,604
Building and building improvements	406,409	394,180
Vehicles, machinery and equipment	125,678	142,626
Water and wastewater infrastructure	556,294	559,753
Roads infrastructure	394,829	422,151
Airport assets	62,023	63,227
Assets under construction	179,947	162,141
Total	2,123,330	2,157,630

# **PART II: TRUST FUNDS FINANCIAL STATEMENTS**

# **DRAFT**



KPMG LLP  
618 Greenwood Centre  
3200 Deziel Drive  
Windsor ON N8W 5K8  
Canada  
Telephone (519) 251-3500  
Fax (519) 251-3530

## INDEPENDENT AUDITORS' REPORT

To the Mayor, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Windsor

### ***Opinion***

We have audited the financial statements of the Trust Funds of the Corporation of the City of Windsor (the Trusts), which comprise:

- the statement of financial position as at December 31, 2021
- the statement of financial activities and continuity of fund balances for the year then ended
- and the notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”)

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Trusts as at December 31, 2021, and its financial activities for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibility under those standards are further described in the “***Auditors’ Responsibilities for the Audit of the Financial Statements***” section of our auditors’ report.

We are independent of the Trusts in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### ***Responsibility of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Trust's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Trust or to cease operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Trust's financial reporting process.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, internal omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the Trust's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



Page 3

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to the events or conditions that may cast significant doubt on the Trust's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Trust to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

Approval Date

# THE CORPORATION OF THE CITY OF WINDSOR

## Trust Funds Statement of Financial Position

Year Ended December 31, 2021

(\$000's)



	Huron Lodge Residents' Comfort \$	Willistead Furnishings \$	Windsor Justice Facility Capital Maintenance \$	Heritage Endowment Fund \$	EWSWA Landfill Expansion Fund \$
<b>Assets</b>					
Current assets					
Cash and equivalents	68	14	3,433	490	-
Due from City of Windsor	-	-	2	-	-
<b>Total current assets</b>	<b>68</b>	<b>14</b>	<b>3,435</b>	<b>490</b>	<b>-</b>
Long term assets (note 2):					
Investments	-	-	2,000	-	4,855
<b>Total assets</b>	<b>68</b>	<b>14</b>	<b>5,435</b>	<b>490</b>	<b>4,855</b>
<b>Liabilities</b>					
Due to Current Fund City of Windsor	-	-	-	-	-
Due to Capital Fund City of Windsor	-	-	-	-	-
Accounts payable	2	4	80	-	-
<b>Total liabilities</b>	<b>2</b>	<b>4</b>	<b>80</b>	<b>-</b>	<b>-</b>
Fund balance	66	10	5,355	490	4,855
<b>Total liabilities and fund balance</b>	<b>68</b>	<b>14</b>	<b>5,435</b>	<b>490</b>	<b>4,855</b>

The accompanying notes are an integral part of these financial statements.

# THE CORPORATION OF THE CITY OF WINDSOR

## Trust Funds Statement of Financial Position

Year Ended December 31, 2021

(\$000's)



COAHP Revolving Homeownership \$	Windsor Medical Fund \$	MacDonald Trust \$	Willistead Endowment Fund \$	Fairbairn Cemetery Fund \$	Arts Endowment Trust Fund \$	WPL Bradley Trust Fund \$	Total 2021 \$	Total 2020 \$
2,178	36	32	29	11	47	4	6,342	7,462
54	-	-	-	-	-	-	56	136
2,232	36	32	29	11	47	4	6,398	7,598
-	-	-	-	-	2,930	-	9,785	7,554
2,232	36	32	29	11	2,977	4	16,183	15,152
-	-	-	-	-	-	-	-	22
-	-	-	-	-	47	-	47	-
2,187	-	-	-	-	-	-	2,273	1,717
2,187	-	-	-	-	47	-	2,320	1,739
45	36	32	29	11	2,930	4	13,863	13,413
2,232	36	32	29	11	2,977	4	16,183	15,152

# THE CORPORATION OF THE CITY OF WINDSOR

## Trust Funds Statement of Financial Activities

Year Ended December 31, 2021

(\$000's)



	Windsor				
	Huron Lodge		Justice Facility	Heritage	EWSWA
	Residents'	Willistead	Capital	Endowment	Landfill
	Comfort	Furnishings	Maintenance	Fund	Expansion Fund
	\$	\$	\$	\$	\$
Balance at the beginning of the year	65	4	5,162	487	4,697
<b>Revenues</b>					
Residents' comfort	63	-	-	-	-
Interest earned	-	-	50	3	158
Contributions	-	10	490	-	-
<b>Total revenues</b>	63	10	540	3	158
<b>Expenditures</b>					
Payments to residents or estates	62	-	-	-	-
Purchases of furnishings and capital improvements	-	4	347	-	-
Contribution to City of Windsor Current Fund	-	-	-	-	-
Contribution to City of Windsor Capital Fund	-	-	-	-	-
<b>Total expenditures</b>	62	4	347	-	-
<b>Balance at the end of the year</b>	66	10	5,355	490	4,855



# THE CORPORATION OF THE CITY OF WINDSOR

## Trust Funds Statement of Financial Activities

Year Ended December 31, 2021

(\$000's)



COAHP Revolving Homeownership \$	Windsor Medical Fund \$	MacDonald Trust \$	Willistead Endowment Trust \$	Fairbairn Cemetery Trust \$	Arts Endowment Trust \$	WPL Bradley Trust \$	Total 2021 \$	Total 2020 \$
32	35	31	28	11	2,857	4	13,413	13,284
-	-	-	-	-	-	-	63	69
13	1	1	1	-	120	-	347	339
-	-	-	-	-	-	-	500	501
13	1	1	1	-	120	-	910	909
-	-	-	-	-	-	-	62	66
-	-	-	-	-	-	-	351	669
-	-	-	-	-	-	-	-	1
-	-	-	-	-	47	-	47	44
-	-	-	-	-	47	-	460	780
45	36	32	29	11	2,930	4	13,863	13,413

DRAFT

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Trust Funds Financial Statements

Year Ended December 31, 2021

(\$000's)



## 1. ACCOUNTING POLICIES

Basis of accounting

Revenue and expenditures are reported on the accrual basis of accounting.

## 2. LONG TERM ASSETS

Long-term assets include total investments of \$9,785 (2020 - \$7,554) reported on the statement of financial position which reflects cost plus accrued interest to the end of the year.

## 3. TRUST FUNDS

The trust funds administered by the Corporation as of December 31, 2021 total \$13,863 (2020 - \$13,413) and are comprised of the following:

### **Huron Lodge Residents' Comfort Trust \$66 (2020 - \$65)**

Administers the Home for the Aged residents' monthly spending allowance.

### **Willistead Furnishings Trust Fund \$10 (\$2020 - \$4)**

Receives various donations, which are utilized to fund furnishings for the City-owned heritage facility.

### **Windsor Justice Facility Capital Maintenance Trust \$5,355 (2020 - \$5,162)**

Administers joint contributions from the City of Windsor and Ontario Realty Corporation to be used for capital maintenance of the Joint Justice Facility.

### **Heritage Endowment Fund \$490 (2020 - \$487)**

This is a fund which derives income for the purpose of capital funding costs associated with conserving eligible heritage properties.

### **Essex-Windsor Solid Waste Authority Landfill Expansion Fund \$4,855 (2020—\$4,697)**

This trust fund was established to hold funds paid by MFP Financial Services Limited to the County of Essex and the City in accordance with the settlement dated July 29, 2005. These funds will be utilized for ongoing cell expansions of the EWSWA consistent with the original loan with required payments in 2016 and 2024. The fund balance of the trust fund relates specifically to an amount payable to the EWSWA regarding ongoing future cell expansions.

# THE CORPORATION OF THE CITY OF WINDSOR

Notes to Trust Funds Financial Statements

Year Ended December 31, 2021

(\$000's)



## **Canada-Ontario Affordable Housing Program (COAHP) Trust \$45 (2020 - \$32)**

This trust fund was established for the purposes of the Canada-Ontario Affordable Housing Program Homeownership Component. Federal funding deposited into the trust account is subsequently transferred to successful recipients. The funding is considered a grant if the recipient maintains ownership of their home for the term of 20 years. If the home is sold prior to the 20 year period, the downpayment assistance (\$8 maximum) is repayable and deposited back into the trust fund to be redistributed to another recipient.

## **Windsor Medical Fund \$36 (2020 - \$35)**

This fund was established in 2008 specifically for the acquisition of significant artifacts within the scope of the Windsor's Community Museum collection.

## **MacDonald Trust \$32 (2020 - \$31)**

The transfer of the Museum function to the City of Windsor from the Windsor Public Library Board was finalized in 2008. The funds in the MacDonald Trust are to be expended on the collection, preservation and display of artifacts in the Francois Baby House.

## **Willistead Endowment Trust \$29 (2020 - \$28)**

This fund was established in 2012 to be used for the benefit of Willistead Manor. The fund is to be used exclusively and in perpetuity for the preservation, restoration, and capital improvement of Willistead Manor and used for any means needed to achieve this purpose. It is intended that the fund be used for infrastructure projects. The minimum capital amount that must be preserved in the fund at all times is set at 50% of the receipted value of life to date contributions to the fund.

## **Fairbairn Cemetery Fund \$11 (2020 - \$11)**

This fund was established when the City of Windsor became owner of Fairbairn Cemetery to be used for Parks Department management and third party contractor maintenance.

## **Arts Endowment Trust Fund \$2,930 (2020 - \$2,857)**

This fund was established in 2017 to provide an ongoing funding source which will be available in perpetuity to support, in full or in part, public art related aspects of future City capital projects. The minimum annual distribution from the trust fund to be placed in the capital project has been established at 1.5% with any remaining yield to be retained in the fund.

## **Windsor Public Library – Bradley Trust \$4 (2020 - \$4)**

This fund was established for the future building of a Sandwich Library.



**Council Report: C 116/2022**

**Subject: Award of RFP# 92/2022 - Huron Lodge Caretaking - Ward 1**

**Reference:**

Date to Council: 7/25/2022  
Author: Adrian Busa  
Manager, Facilities Operations  
519-253-2300 x2796  
abus@citywindsor.ca  
Facilities  
Report Date: 7/7/2022  
Clerk's File #: MH/14440

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

**Recommendation:**

**THAT** Council **AUTHORIZE** the award of RFP# 92-22 to Aramark Canada Ltd. for the purpose of providing caretaking (janitorial) services at Huron Lodge Long-Term Care Home the amount of \$1,387,526.90 per year plus applicable HST, for a three (3) year term with the option to extend for up to two (2) additional two (2) year terms as permitted under Purchasing Bylaw 93-2012; and further,

**THAT** the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to execute a legal agreement with Aramark Canada Ltd., satisfactory in form to the Commissioner of Legal & Legislative Services, in technical content to the Executive Director of Parks & Facilities and Executive Director of Long Term Care/Administrator, and in financial content to the Commissioner, Corporate Services/CFO.

**Executive Summary:**

N/A

**Background:**

Huron Lodge is home to 224 residents requiring care on a long term basis. It is administered as per the Fixing Long Term Care Homes Act, 2022 and related regulations.

Since 2017, Aramark Canada LTD. has been contracted by the City as the successful proponent for RFP 126-16, to provide caretaking services at Huron Lodge. Aramark has performed caretaking services duties effectively for the past 5 years. RFP 126-16 was approved and awarded as per CR50/2017 (Appendix A) for the initial term of three (3) years. An initial extension approved as per CR547/2020 (Appendix B) extended the

agreement for one (1) additional year ending December 4<sup>th</sup> 2021. The second and final available one (1) year extension was approved as per CAOP 111/2021 (Appendix C) for the final year of the contract with Aramark Canada LTD. which expires on December 4<sup>th</sup>, 2022.

### **Discussion:**

In advance of the upcoming contract end date on December 4<sup>th</sup>, 2022, Administration prepared RFP#92-22 for Huron Lodge Long Term Care Facility – Caretaking (Janitorial) Services.

The RFP#92-22 was issued for public submissions in June 2022 and closed on June 24<sup>th</sup>, 2022 with two (2) submissions; Compass Group Canada Ltd. and Aramark Canada Ltd.

Both submissions were reviewed and scored by an evaluation committee, resulting in Aramark Canada Ltd. achieving the highest score and therefore becoming the recommended proponent.

<b>RFP</b>	<b>Aramark Canada Ltd.</b>	<b>Compass Group Canada</b>
<b>Total</b>	97.52%	83.19%

Aramark has been our service provider for the past five (5) years, therefore the transition to the new contract on December 5<sup>th</sup>, 2022 will be seamless and Huron Lodge will experience no interruption in service.

### **Risk Analysis:**

If the new contract with Aramark Canada Ltd. is not approved, then caretaking services will end with the expiry of the current contract on December 4<sup>th</sup>, 2022.

This would be in direct violation of the Fixing Long Term Care Homes Act (FLTCHA) and put our 224 residents in jeopardy of living in an unsafe environment and poor living conditions.

### **Climate Change Risks**

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

N/A

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

N/A

## **Financial Matters:**

The new contract expenditures for caretaking (janitorial) service is \$1,387,526.90 plus non-recoverable HST to total of \$1,411,947.39. This cost will be charged to the Facility Operations' Caretaking budget line item (001-2147-5355-04800-0122961).

The current annual budget for caretaking (janitorial) services is \$1,259,474.00. As a result, Huron Lodge will experience a budget shortfall in 2022 in the amount of \$12,706 in this line item as a result of the new contract pricing taking effect in December 2022. Huron Lodge expects to absorb this variance and will report this to Council in the Year End Variance Report.

As part of the 2023 budget process, administration will submit a budget issue for Council's approval to support this contractual increase. The award of this RFP will require approval of an increase of \$152,473 to the annual operating budget.

## **Consultations:**

Alina Sirbu, Executive Director, Huron Lodge

Andrea Sayers, Financial Planning Administrator

Daryl Brisebois, Facilities Supervisor

Alex Vucinic, Purchasing Manager

## **Conclusion:**

Administration is recommending Council approve the award of RFP# 92-22 and entering into the new agreement with Aramark Canada Ltd. for caretaking (janitorial) services at Huron Lodge Long-Term Care home to ensure the City remains in compliance with the FLTCHA and secure caretaking services for our 224 vulnerable residents.

## **Planning Act Matters:**

N/A

## **Approvals:**

<b>Name</b>	<b>Title</b>
Tracy Ou	Financial Planning Administrator
James Chacko	Executive Director, Parks & Facilities
Ray Mensour	Commissioner, Community Services

<b>Name</b>	<b>Title</b>
Debbie Cercone	Commissioner, Human & Health Services (A)
Janice Guthrie	On behalf of Commissioner, Corporate Services/CFO
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

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

**Appendices:**

- 1 Appendix A - CR50/2017
- 2 Appendix B - CR547-2020 - Aramark Extension
- 3 Appendix C - CAOP 111-2021 approval

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

**Special Meeting of Council  
Decision  
Monday, January 16, 2017**

**CR50/2017 AMENDED BY CR181/2017 ADOPTED MARCH 27, 2017**

Decision Number: CR50/2017

THAT, in adherence with Council's fiscal mandate of providing municipal services in the most economical manner, Council **PROCEED** with the contracting out of caretaking at Huron Lodge; and,

THAT Council **DIRECT** Administration to achieve the outsourcing by way of Administration's recommended Option B (Direct Administration to outsource caretaking at Huron Lodge) as described in the report of the Senior Manager, Facilities dated January 6, 2017 entitled "Contracting Out: Huron Lodge Long-Term Care Caretaking (Janitorial) Services" as follows:

- I. THAT Council **AUTHORIZE** Administration to enter into an agreement with Aramark Canada Ltd. for Caretaking (Janitorial) Services at Huron Lodge Long-Term Care Home in the amount of \$1,199,253.64 per year, inclusive of non-recoverable HST; and,
- II. THAT the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to sign the agreement, satisfactory in form to the City Solicitor, in technical content to the City Engineer and Executive Director of Huron Lodge, and in financial content to the City Treasurer, and
- III. THAT Council **APPROVE** the elimination of fourteen (14) Regular Full Time and eighteen (18) Regular Part Time General Caretaker HL (Job Code 543181) positions; one (1) Regular Full Time Storekeeper and one (1) Regular Part Time Storekeeper (Job Code 543186) positions; and one (1) General Staff (Job Code 543197) position; and
- IV. THAT administration **BE AUTHORIZED** to enter into discussions with CUPE Local 543 to attempt to enter into an



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agreement to move employees affected by the elimination of positions to the classification of Caretaker (Job Code 543085); and

- V. THAT Council **APPROVE** one-time transitional funding from the Budget Stabilization Reserve estimated at approximately \$1.9 million (subject to the actual attrition rate) to maintain ten (10) Regular Full Time Caretaker (Job Code 543085) over complement positions to facilitate the continued employment of Regular Full Time employees affected by the elimination of positions at Huron Lodge, by redeploying these employees to those Caretaker (Job Code 543085) positions; and,
- VI. THAT Council **APPROVE** the over complement placement of six (6) Regular Part Time Caretaker (Job Code 543085) positions to facilitate the continued employment of Regular Part Time employees affected by the elimination of positions at Huron Lodge, by redeploying them to the RPT Caretaker (Job Code 543085) positions within the existing Regular Part Time Caretaker hours and budgets; and further,

THAT should an agreement not be reached with the Union relative to transfer the affected employees THAT Resolutions V & VI noted above **BE REMOVED** and **REPLACED** by the following:

- V. THAT Administration **BE AUTHORIZED** to issue layoff notices to employees affected by the elimination of positions if required; and,
- VI. THAT Council **APPROVE** the addition of ten (10) Regular Full Time Caretaker (Job Code 543085) positions to the staff establishment; and,
- VII. THAT Council **APPROVE** the addition of six (6) Regular Part Time Caretaker (Job Code 543085) positions to the staff establishment; and further,
- VIII. THAT Council **APPROVE** one-time transitional funding from the Budget Stabilization Reserve Fund estimated at \$1.9 million

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(subject to the actual attrition rate) to fund the 10 RFT positions, and that the funding for the 6 RPT position be drawn from a reduction to the existing RPT budget; and

- IX. THAT Council **APPROVE** the addition of the noted positions above, with the understanding that future elimination of the over-complement caretaking positions will be achieved through attrition, as outlined in the transition plan/retirement analysis presented in Report C188/2016; and further,

THAT it **BE STIPULATED** that the successful proponent will not sub-contract any portion of the work.  
Carried.

Report Number: C 3/2017  
Clerk's File: AS/12461 6.1*Steve Vlachodimos*Deputy City Clerk/Senior Manager of Council Services  
July 11, 2022Department Distribution

Tom Graziano	Senior Manager, Facilities
Josie Gualtieri	Financial Planning Administrator
Mark Spizzirri	Manager Performance Measurement and Financial Administration
Natasha Couvillon	Deputy Treasurer
Alex Vucinic	Purchasing Manager
Alina Sirbu	Executive Director of Huron Lodge
Jelena Payne	Community Development & Health Commissioner
Valerie Critchley	City Clerk
Joe Mancina	City Treasurer
Shelby Askin Hager	City Solicitor
Mark Winterton	City Engineer

External Distribution

Mark Vander Voort, CUPE	1576 Parent Ave	<a href="mailto:inquiry@cupe543.ca">inquiry@cupe543.ca</a>
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## OFFICE OF THE CITY CLERK COUNCIL SERVICES

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Aramark Canada Ltd	811 Islington Avenue Toronto, ON	Mark Heller <a href="mailto:Heller-mark@aramark.ca">Heller-mark@aramark.ca</a>
GDI Services (Canada) LP	5 Lavington Dr. Etobicoke, ON	Angelo Masciotra <a href="mailto:Angelo.masciotra@gdi.com">Angelo.masciotra@gdi.com</a>
Service Master Clean of Southwestern Ontario (Windsor)	21 Gregory Dr. West Chatham, ON	Mark Hasak <a href="mailto:Mark.hasak@smchatham.com">Mark.hasak@smchatham.com</a>
Cheema Cleaning Services Ltd	12366 Airport Road Caledon, ON	Garry Cheema <a href="mailto:accounting@ccsclean.ca">accounting@ccsclean.ca</a>
Myra Horwath		<a href="mailto:myrafitz@aol.com">myrafitz@aol.com</a>
Ian Nash		<a href="mailto:i.t.nash@cogeco.ca">i.t.nash@cogeco.ca</a>
Jessie Simonetti		<a href="mailto:jessiesimonetti@gmail.com">jessiesimonetti@gmail.com</a>
Brian Hogan		<a href="mailto:bhoganoecta@gmail.com">bhoganoecta@gmail.com</a>
Ken Lewenza Sr.		<a href="mailto:ken.lewenzaz2@unifor.org">ken.lewenzaz2@unifor.org</a>
Ken Lewenza Jr.		<a href="mailto:ken.lewenzazjr@unifor.org">ken.lewenzazjr@unifor.org</a>
Gregory Lemay		<a href="mailto:lemaylaw@gmail.com">lemaylaw@gmail.com</a>
Tony Jovcevski		<a href="mailto:tony.jovo@yahoo.com">tony.jovo@yahoo.com</a>
Patrick Hannon		<a href="mailto:patrickjhannonm@gmail.com">patrickjhannonm@gmail.com</a>
Gloria Marion	309-2592 Pillette Rd Windsor, ON N8T 3R5	
Rob Kolody		<a href="mailto:local82@cupe82.ca">local82@cupe82.ca</a>
Mike Longmoore		<a href="mailto:mikelongmoore9@gmail.com">mikelongmoore9@gmail.com</a>
Bob Harper	1314 McKay Windsor, ON N9B 2B2	
Sandra Tisch		<a href="mailto:stisch@cupe543.ca">stisch@cupe543.ca</a>

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

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

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

**City Council  
Decision  
Monday, March 27, 2017**

Decision Number: CR181/2017

That City Council **APPROVE** the amendment to resolution CR50/2017 to delete the word “inclusive of non-recoverable HST”, and replace with “excluding HST”.

Carried.

Report Number: C 62/2017  
Clerk’s File: AS/12461 11.1

*Steve Vlachodimos*

Deputy City Clerk/Senior Manager of Council Services  
July 11, 2022

Department Distribution

Onorio Colucci	Chief Administrative Officer
Tom Graziano	Manager of Facilities
Joe Mancina	City Treasurer
Shelby Askin-Hager	City Solicitor
Jelena Payne	Community Development & Health Commissioner
Alina Sirbu	Executive Director, Huron Lodge

External Distribution

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**City Council  
Decision  
Monday, November 9, 2020**

Moved by: Councillor Gill

Seconded by: Councillor McKenzie

Decision Number: CR547/2020 CSPA 121

That the Council **APPROVE** a renewal of an existing service agreement with Aramark Canada Ltd for the purpose of providing caretaking services at Huron Lodge Long Term Care Home, for an additional one (1) year term, for an amount of \$1,235,231.25 (excluding HST); and,

That the CAO and City Clerk **BE AUTHORIZED** to execute the renewal of the agreement, satisfactory in form to the City Solicitor, in financial content to City Treasurer, and in technical content to the Commissioner of Parks, Recreation, Culture, and Corporate Facilities; and,

That Council **APPROVE** an increase of \$35,977.61 plus HST to operating budget for the services.

Carried.

Report Number: SCM 301/2020 & S 131/2020

Clerk's File: MH/13927 8.8

*Steve Vlachodimos*

Deputy City Clerk/Senior Manager of Council Services

November 20, 2020

Department Distribution

Tom Graziano	Senior Manager of Facilities
Jan Wilson	Commissioner, Parks, Recreation, Culture and Corporate Facilities
Jelena Payne	Commissioner, Community Development & Health
Shelby Askin-Hager	City Solicitor
Joe Mancina	City Treasurer



## OFFICE OF THE CITY CLERK COUNCIL SERVICES

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Valerie Critchley	City Clerk
Tony Ardovini	Deputy Treasurer, Financial Planning
Onorio Colucci	Chief Administrative Officer

External Distribution

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## **CAO APPROVAL**

The Chief Administrative Officer approved the following recommendation:

**Report Number: CAOP 111/2021**

**Approved: October 25, 2021**

THAT the CAO **APPROVE** an amendment to the agreement with Aramark Canada Ltd. for the purpose of providing caretaking services at Huron Lodge Long Term Care Home, for an additional one (1) year term from December 5, 2021 to December 4, 2022, for an amount of \$1,235,231.25 (excluding HST); and,

THAT the CAO and City Clerk **BE AUTHORIZED** to execute an amended agreement with Aramark Canada Ltd. for the purpose stated above, satisfactory in form to the City Solicitor, in financial content to City Treasurer, and in technical content to the Commissioner of Infrastructure Services.

Report Number: CAOP 111/2021

Clerk's File: MH/13927

*Anna Ciacelli*

Deputy City Clerk/Supervisor of Council Services

October 27, 2021

### Department Distribution

Tom Graziano	Senior Manager of Facilities
Chris Nepszy	Commissioner, Infrastructure Services
Alex Vucinic	Purchasing Manager
Jelena Payne	Commissioner, Human & Health Services
Shelby Askin Hager	Commissioner, Legal & Legal Services
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer / City Treasurer
Jason Reynar	Chief Administrative Officer

### External Distribution



**Committee Matters: SCM 189/2022**

**Subject: Rezoning - 1731952 Ontario Limited - 987 and 1003 California Avenue - Z-024/21 [ZNG/6484] - Ward 2**

Moved by: Councillor Holt

Seconded by: Councillor Morrison

Decision Number: **DHSC 408**

- I. THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of land described as Plan 50, Block D, Lots 2 to 10 and Lots 11 and 12 (known municipally as 987 and 1003 California Avenue; Roll No. 020-230-12500 and 020-230-12600) situated on the west side of California Avenue between Davis Street and Giradot Street by changing the district from Residential District 1.3 (RD 1.3) to Residential District 2.2 (RD 2.2) and adding the following site specific provision to Section 20(1):

**“450 WEST SIDE OF CALIFORNIA AVENUE, BETWEEN DAVIS STREET AND GIRADOT STREET**

1. For lands comprising Lots 2 to 10 and Lots 11 and 12 on Plan 50, Block D, for a *Townhome Dwelling* the following additional provisions shall apply:
- a) Lot Width – minimum - 19.0 m
  - b) Side Yard Width – minimum - 1.23 m
  - c) A flat roof, a roof having a slope of less than 20.0 degrees, or a roof with at least two contiguous slopes, where the lowest slope is greater than the uppermost slope, are prohibited.

[ZDM 4; ZNG/6484]”; and,

- II. THAT the owner **BE REQUIRED**, prior to the issuance of a Building Permit, to contribute the sum of \$3,800.00 payable to the City of Windsor and deposited in the General Fund intended for the upkeep of alleys within the City of Windsor.

Carried.

Report Number: S 28/2022

Clerk's File: Z/14277

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 7.1. from the Development & Heritage Standing Committee Meeting held July 4, 2022.



3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7340>

**Subject: Rezoning - 1731952 Ontario Limited - 987 and 1003 California Avenue - Z-024/21 [ZNG/6484] - Ward 2**

**Reference:**

Date to Council: July 4, 2022  
Author: Greg Atkinson MCIP, RPP  
Senior Planner  
519-255-6543 ext. 6582  
Planning & Building Services  
Report Date: February 24, 2022  
Clerk's File #: Z/14277

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

**Recommendation:**

- I. THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of land described as Plan 50, Block D, Lots 2 to 10 and Lots 11 and 12 (known municipally as 987 and 1003 California Avenue; Roll No. 020-230-12500 and 020-230-12600) situated on the west side of California Avenue between Davis Street and Giradot Street by changing the district from Residential District 1.3 (RD 1.3) to Residential District 2.2 (RD 2.2) and adding the following site specific provision to Section 20(1):

**“450 WEST SIDE OF CALIFORNIA AVENUE, BETWEEN DAVIS STREET AND GIRADOT STREET**

1. For lands comprising Lots 2 to 10 and Lots 11 and 12 on Plan 50, Block D, for a *Townhome Dwelling* the following additional provisions shall apply:
  - a) Lot Width – minimum - 19.0 m
  - b) Side Yard Width – minimum - 1.23 m
  - c) A flat roof, a roof having a slope of less than 20.0 degrees, or a roof with at least two contiguous slopes, where the lowest slope is greater than the uppermost slope, are prohibited.

[ZDM 4; ZNG/6484]”; and,

- II. THAT the owner **BE REQUIRED**, prior to the issuance of a Building Permit, to contribute the sum of \$3,800.00 payable to the City of Windsor and deposited in the General Fund intended for the upkeep of alleys within the City of Windsor.

## **Executive Summary:**

N/A

## **Background:**

### **Application Information**

**Location:** West side of California Avenue between Davis Street and Giradot Street

987 and 1003 California Avenue

Roll No. 020-230-12500-0000

020-230-12600-0000

**Ward: 2      Planning District:** River West **Zoning District Map:** 4

**Applicant:** 1731952 Ontario Limited

**Agent:** Pillon Abbs Inc. (Tracey Pillon-Abbs)

### **Proposal**

The applicant has requested an amendment to Zoning By-law 8600 to permit the redevelopment of two residential properties. The properties are designated 'Residential' in the City of Windsor Official Plan and zoned Residential District 1.3 (RD1.3) in Zoning By-law 8600. 987 California Avenue is currently vacant (former detached dwelling was demolished in 2019) and 1003 California Avenue contains a one-storey, detached dwelling that is proposed to be demolished.

The applicant proposes to adjust the lot line through a future consent application to create two properties—each with a frontage of 19.03 metres (62.43 feet) and construct two townhome dwellings with three dwelling units on each property. Parking spaces are proposed to be located in the rear yard—accessible from the alley. The rezoning application requests a site specific Residential District 2.2 (RD2.2) that would permit:

- A minimum required lot width of 19.03 metres (20 metres is required for a townhome dwelling in a RD2.2 district); and
- A minimum required side yard width of 1.23 metres (a minimum of 1.5 is required for a townhome dwelling in a RD2.2 district).

A Planning Rationale Report has been submitted as part of the complete application for a zoning amendment. As there are three units proposed on each parcel—the proposed development is not subject to site plan control.

## Site Information

Official Plan		Zoning	Current Use	Previous Use
Residential		Residential District RD1.3	Detached Dwelling / Vacant Land	Residential
	Lot Frontage	Depth	Area	Shape
987 California	22.86 m	32.92 m	0.075 ha	Rectangular
1003 California	15.24 m	32.92 m	0.05 ha	Rectangular
<i>All measurements are approximate</i>				

## Site Background

The site is comprised of two properties:

### 987 California Avenue

- .075 hectares
- Currently vacant
- Formerly contained a single detached dwelling Constructed between 1937 and 1952
- Demolished in 2019

### 1003 California Avenue

- .05 hectares
- Contains a 744 square foot, single detached dwelling
- Constructed in 1930

## Neighbourhood Characteristics

The subject site is located near the western boundary of a low profile residential neighbourhood. Surrounding land uses consist of a mix of residential, commercial, and institutional uses (Site Photos included in Appendix C).

- Immediately to the north are primarily detached dwellings with some semi-detached and townhome dwellings. Further to the north (i.e. north side of College Avenue) is a mix of commercial, residential, and institutional uses—many related to the University of Windsor.
- To the east is a low profile residential neighbourhood bound by College Avenue, McKay Avenue, and Tecumseh Road West.
- Immediately to the south are primarily detached dwellings with some semi-detached and townhome dwellings. Further to the south is a mix of uses, including institutional

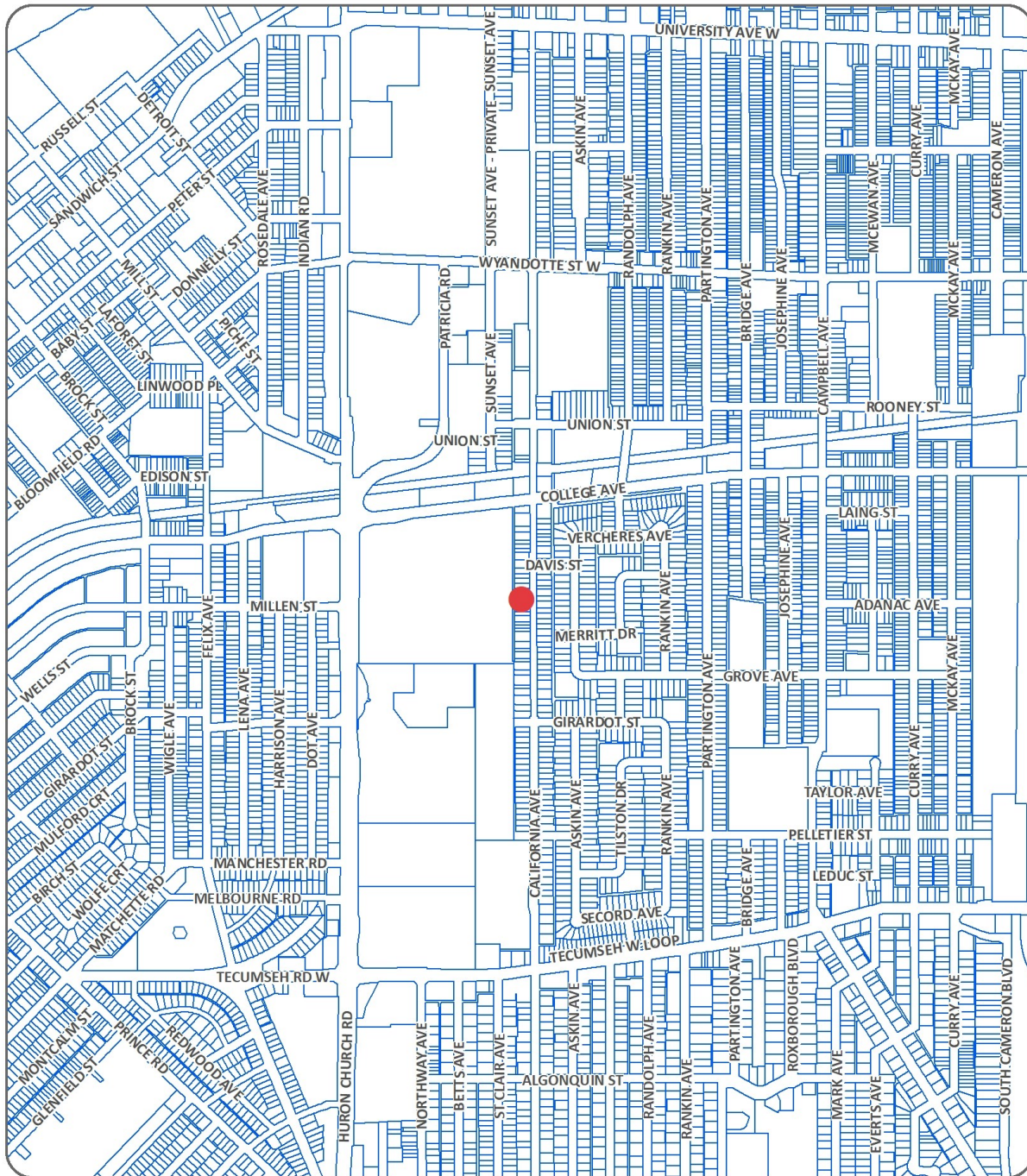
(Westview Freedom Academy Secondary School) and commercial uses along Tecumseh Road West.

- To the west is an institutional uses related to the University Windsor and Assumption High School.

Official Plan Schedule F: 'Roads & Bikeways' classifies California Avenue as a local street. There are sidewalks on both sides on street. The right of way and pavement width is narrower than a typical local street. On-street parking is permitted on one side of the street. The site has access to an unpaved alley.

The closest existing bus route to the subject site is the Crosstown 2. The closest existing bus stop to this property is located on the southeast corner of Wyandotte Street West and Sunset Avenue. This bus stop is approximately 810 metres away from the subject properties falling outside of Transit Windsor's 400 metre walking distance guideline to a bus stop. Transit Windsor advises that later in 2022 the Central 3 route will be changing to include a loop along College Avenue onto California Avenue heading northbound to Wyandotte Street West. This would have a new bus stop created at the intersection of College Avenue at California Avenue and reduce the walking distance to approximately 230 metres from the subject site.

### Figure 1: Key Map



KEY MAP - Z-024/21, ZNG-6484



● SUBJECT LANDS

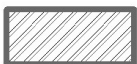
**Figure 2: Subject Parcel - Rezoning**



PART OF ZONING DISTRICT MAP 4

## REZONING

Applicant: 1731952 Ontario Ltd.



SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT

N.T.S.



DATE : JANUARY, 2022  
FILE NO. : Z-024/21, ZNG/6484



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Page 7 of 15



## **Discussion:**

### **Provincial Policy Statement 2020**

The Provincial Policy Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development. In respect of the exercise of any authority that affects a planning matter, section 3(5) of the *Planning Act* requires that decisions affecting planning matters “shall be consistent with” policy statements issued under the *Act*.

Relevant PPS policies are contained within Appendix D. The following is a summary of analysis regarding consistency of the requested zoning amendment with the PPS.

#### **Intensification and Redevelopment**

Intensification and redevelopment are overarching policy directions within the PPS. This is articulated in section 1.1, which is entitled: Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns. The PPS requires sufficient land be made available to accommodate growth through intensification and redevelopment (1.1.2).

This policy direction is echoed in PPS policies 1.1.3.1, 1.1.3.2 and 1.1.3.3, which directs growth within settlement areas to be accommodated by intensification and redevelopment, taking into account the existing building stock and brownfield sites. Policy 1.1.3.4 encourages development standards that facilitate intensification and redevelopment.

The proposed redevelopment is consistent with the above referenced policies as it is proposed within the settlement boundary; represents the efficient use of land and resources; and constitutes intensification under the PPS.

#### **Housing**

The PPS also directs planning authorities to provide for an appropriate range and mix of housing options and densities, which is articulated in sections 1.1 and 1.4. The proposed development would add to the range of housing options within the surrounding area.

#### **Optimizing Use of Existing Infrastructure**

The PPS encourages intensification and redevelopment within areas that have existing services and infrastructure. This direction is echoed in sections 1.6.6.1 and 1.6.6.2 which encourages the optimization of existing municipal sewage and water services. The proposed redevelopment will assist in optimizing the use of existing infrastructure and public services facilities within the surrounding area.

## **Compact, Mixed Use, Transit Supportive Development**

The PPS encourages compact, mixed-use development throughout the document (1.1.1 b, 1.1.2, 1.1.3.2, 1.1.3.4, 1.3.1 d, 1.6.7.4, and 1.8.1 a & e). The PPS builds on this policy direction by encouraging development that supports transit and active transportation (1.1.3.2 a, 1.8.1 b) and minimizes the length and number of vehicle trips (1.6.7.4).

The proposed mixed-use development is considered to be transit supportive and is consistent with the policies highlighted above.

## **Long-Term Economic Prosperity**

The PPS encourages economic prosperity to be supported by: housing options for a diverse workforce; maintaining and enhancing the vitality and viability of mainstreets; and encouraging a sense of place (1.7.1).

The proposed redevelopment would expand the housing options within the surrounding area add residential dwelling units within the vicinity of the Wyandotte Street West mixed use corridor.

## **Energy Conservation, Air Quality, and Climate Change**

Section 1.8.1 requires land use and development patterns that promote compact form, active transportation, transit, and mix of uses that minimize commuting and transportation congestion. The proposed redevelopment is well positioned to implement this policy direction, particularly with respect to minimizing commuting.

## **Official Plan**

The subject property is located within the Riverview Planning District and is designated Residential on Schedule D: Land Use of the City of Windsor Official Plan. Section 24 (1) of the *Planning Act* requires that any by-law passed by a municipal Council must conform with the Official Plan.

Relevant policies from the Official Plan are attached as Appendix E. The following is an analysis regarding conformity with the Official Plan.

## **Chapter 3: Development Strategy**

The growth concept outlined in Chapter 3 of the Official Plan echoes the PPS with respect to planning for compact and mixed-use neighbourhoods. Official Plan Policies 3.2.1.1 and 3.2.1.3 reinforce the importance of walkable neighbourhood centres and importance of retaining distinctive character within existing neighbourhoods. Policy 3.2.1.2 encourages a range of housing types to ensure

residents have an opportunity to remain in their neighbourhoods as they pass through the various stages of their lives. Policy 3.3.3 indicates that low-to-medium-density residential areas make up the greatest proportion of Windsor's neighbourhoods. The dominant types of within these areas are detached, semi-detached and townhouses at a density between 20 to 30 units per net hectare (UPH).

The proposed redevelopment of the subject site at a higher density (i.e. formerly 15 UPH—proposed increase to 45 UPH) assists in implement these policies and would expand the housing options with the neighbourhood. The redevelopment will also take advantage of existing transit, schools, parks, and active transportation facilities.

#### **Chapter 4: Healthy Community**

Chapter 4 promotes active, livable, and resilient neighbourhoods that adapt to changing resident needs. This can be achieved by planning for a mix of uses, housing types, and services that allow residents to remain in their neighbourhoods as they age. Design should encourage social interaction and reduce environmental impacts. The proposed development conforms with this policy direction as it would add to the type of dwelling units available within the surrounding area.

#### **Chapter 6: Land Use**

Chapter 6 contains objectives and polices applicable to lands within the Residential land use designation shown on Schedule D of the Official Plan. Objectives 6.3.1.1, 6.3.1.2, and 6.3.1.3 promote a complementary range of housing forms and tenures; compact neighbourhoods; and selective residential redevelopment, infill, and intensification. The proposed low profile residential use requested through the site specific Residential District RD2.2 zoning district conforms with policy 6.3.2.1, which permits a range of residential uses and dwelling types.

The requested site-specific RD2.2 zoning and proposed concept plan also conforms with the applicable Evaluation Criteria in sections 6.3.2.5.

#### **Chapter 7: Infrastructure**

Chapter 7 of the Official Plan indicates that Council shall recognize the link between land use and transportation systems (7.2.2.18). The Official Plan also encourages transit supportive development that minimizes vehicle trips and travel distances (7.2.2.20, 7.2.2.21). This is to be accomplished by planning for compact, mixed-use development that is located adjacent to transit corridors. The proposed residential development is considered to be transit supportive and will optimize the use of existing municipal services.

## Chapter 8: Urban Design

Chapter 8 provides direction with respect to fostering a sense of place (8.3.1.3), complementary design between new and existing development (8.7.1.2), recognizing the unique character of a district (8.7.1.5), and matters to consider when evaluating infill development (8.7.2.3 & 8.7.2.4). Policy 8.7.2.3 specifically indicates that Council will ensure proposed development within an established neighbourhood is designed to function as an integral and complementary part of that area's existing development pattern by having regard for:

- (a) massing;
- (b) building height;
- (c) architectural proportion;
- (d) volumes of defined space;
- (e) lot size;
- (f) position relative to the road;
- (g) building area to site area ratios;
- (h) the pattern, scale and character of existing development; and,
- (i) exterior building appearance.

The proposed concept plan and elevation drawing conforms with the applicable urban design policies noted above. The Planning Rational Report notes that *"The design of the building will be constructed with a pitched roof in order to blend with the styles of the surrounding neighbourhood."*

## Zoning By-law 8600

Relevant excerpts from Zoning By-law 8600 are attached as Appendix F.

The applicant proposes to change the zoning of the subject lands from Residential District RD1.3 to Residential District RD2.2 with site specific provisions. If approved the RD2.2 zoning would permit single unit, semi-detached, duplex, double duplex, multiple unit (up to a maximum of 4 units), or townhome dwelling on the subject properties.

The concept plan shows two reconfigured lots—each with 19.03 metre frontage where 20 metres is required for a townhome dwelling in the RD2.2 district. Two townhome dwellings are proposed with three dwelling units on each lot. The dwellings show 1.23 metre side yard setbacks where a minimum of 1.5 metres is required for a townhome dwelling in the RD2.2 district. All other aspects of the conceptual site plan comply with the RD2.2 district. Site specific provisions are requested for the reduced lot width and side yard setbacks.

## **Location of Required Parking**

The applicant proposes to locate the required parking in the rear yard, which is accessible via unpaved alley. The use of the alley is not supported by Public Works and if approved the owner shall be required, prior to the issuance of a Building Permit, to contribute the sum of \$3,800.00 payable to the City of Windsor and deposited in the General Fund intended for the upkeep of alleys within the City of Windsor.

## **Multi-Residential Interim Control By-law Study**

On June 13, 2022 Council adopted an Official Plan Amendment, Zoning By-law Amendment, and Infill Guidelines to implement the recommendations of the Multi-Residential Interim Control By-law Study. Council's adoption is subject to a 20 day appeal period in which any person or public body may appeal the decision to the Ontario Land Tribunal.

While the study focussed on providing a framework for infill and intensification within mixed use nodes and corridors it also made recommendations relating to infill within the City's stable and mature neighbourhoods.

The zoning changes reduce the maximum building height from 10 metres to 9 metres in the RD1.1, RD1.2, RD1.3, RD1.4, RD1.5, RD2.1, RD2.2, RD2.3, and RD2.4. The Infill Design Guidelines provide further direction for the design of infill development that respect the unique character of Windsor's existing neighbourhoods.

The following is a summary of the guidelines specific to the Massing and Elevation Articulation of Townhomes:

- Generally the building foot should be no more than 35% of the lot area;
- 40% of the lot area should to be dedicated to landscaped open space;
- No more than three storeys of building height (height will depend on the height of housing in the immediate vicinity of the development);
- Articulate the elevation of the townhouse block;
- The main entrance should face the street, with the door in a prominent position and direct relationship to the street grade;
- The roofline should feature modulation of roof planes and use of dormer windows;
- Front porches are encouraged as features that increase the prominence of the front entrance; and
- The elevation of the front door should be no more than 1.5 m above grade.

Infill guidelines applicable to townhouse developments is attached as Appendix I.

## **Planning Rationale Report**

The applicant submitted a Planning Rationale Report prepared by Pilon Abbs Inc. and an excerpt of report attached as Appendix A. Staff have reviewed, and concur with the conclusions of, the Planning Rationale Report.

## **Risk Analysis:**

### **Climate Change Risks**

### **Climate Change Mitigation**

The proposed three unit townhome dwellings implement Environmental Master Plan Objective C1: Encourage in-fill and higher density in existing built areas.

### **Climate Change Adaptation**

The new building may be affected by climate change, in particular with respect to extreme precipitation and an increase in days above 30 degrees. While not the subject of this report, any new construction would be required to meet the current provisions of the Building Code, which would be implemented through the building permit process.

## **Financial Matters:**

The proposed redevelopment of the subject property would result in an increase to the property value assessment and tax levy.

## **Consultations:**

Comments received from municipal departments and external agencies are attached as Appendix G. No objections to the proposed rezoning were received. Public Works objects to the location of parking in the rear yard accessible from the unpaved alley. If approved an alley contribution in the amount of \$3,800 was requested and reflected in the report recommendations.

Required notice of the statutory public meeting was advertised in the Windsor Star. A courtesy notice was mailed to property owners and tenants within 120 metres of the subject property.

The agent for the applicant held a virtual information meeting with area residents on November 23, 2021 to answer questions and explain the details of the proposal.

## **Conclusion:**

Section 3(5) of the *Planning Act* requires that a decision of Council in respect of the exercise of any authority that affects a planning matter, 'shall be consistent with' the Provincial Policy Statement. Section 24(1) of the *Planning Act* requires zoning by-laws passed by Council to conform with the Official Plan.

The requested zoning amendment has been evaluated for consistency with the Provincial Policy Statement 2020 and conformity with the City of Windsor Official Plan. Based on the information presented in this report, it is my professional opinion that the requested amendment to Zoning By-law 8600 is consistent with the Provincial Policy Statement 2020, conforms with the City of Windsor Official Plan, and represents good planning.

Staff recommend approval of the requested amendment to Zoning By-law 8600 changing the zoning of 987 and 1003 California Avenue from Residential District RD1.3 to a site-specific Residential District RD2.2 district. To ensure the townhome dwellings are constructed in a manner consistent with the elevation drawings—it is further recommended that the site specific zoning prohibit a flat roof.

## **Planning Act Matters:**

I concur with the above comments and opinion of the Registered Professional Planner.

*Michael Cooke, MCIP, RPP*  
*Manager of Planning Policy/  
Deputy City Planner*

*Thom Hunt, MCIP, RPP*  
*City Planner*

I am not a registered Planner and have reviewed as a Corporate Team Leader

JP

SAH

**Approvals:**

<b>Name</b>	<b>Title</b>
Michael Cooke	Manager of Planning Policy/Deputy City Planner
Thom Hunt	City Planner
Wira Vendrasco	Deputy City Solicitor
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

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**Appendices:**

- 1 Appendix A - Planning Justification Report
- 2 Appendix B - Conceptual Site Plan
- 3 Appendix C - Site Photos
- 4 Appendix D - Provincial Policy Statement 2020 Excerpts
- 5 Appendix E - City of Windsor Official Plan Excerpts
- 6 Appendix F - Zoning By-law 8600 Excerpts
- 7 Appendix G - Consultations
- 8 Appendix H - Draft Amending By-law
- 9 Appendix I – Infill Guidelines (applicable to townhomes)



# PLANNING RATIONALE REPORT

## ZONING BY-LAW AMENDMENT

Proposed Missing Middle Residential Development

987 and 1003 California Ave  
City of Windsor, Ontario

June 16, 2022

Prepared by:



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# 1.0 INTRODUCTION

I have been retained by 1731952 Ontario Ltd (Green Urban Properties), the applicant and owner, to provide a land use Planning Rationale Report (PRR) in support of a proposed residential development for property located at 987 and 1003 California Avenue (herein the “Site”) in the City of Windsor, Ontario.

The Site is made up of 2 parcels. There is presently one residential dwelling located at 1003 California Ave, and 987 California Ave is vacant.

The applicant intends to demolish the residential dwelling located at 1003 California Ave and construct two 3-unit townhome dwellings, each on their own lot with access and parking from the existing alley. Each dwelling will have access to 6 parking spaces each.

The Site will provide for a new housing option in an existing neighbourhood, which is an example of “Missing Middle” housing that the City of Windsor is in need of.

A unique building design will be applied in order to blend the proposed development with the existing style of the neighbourhood.

A Site specific Zoning By-law Amendment (ZBA) is required in support of the proposed development. Council for the City of Windsor is the approval authority.

Pre-submission was completed (City File #PS-017/21). Comments dated April 20, 2021, were received and have been incorporated into the proposed application.

An informal virtual open house was hosted by the owner/applicant with surrounding property owners on November 23, 2021, from 6:00 pm to 8:00 pm.

The purpose of this report is to review the relevant land use documents, including Provincial Policy Statement (PPS) 2020, the City of Windsor Official Plan (OP) and the City of Windsor Zoning By-law (ZBL) as it pertains to the ZBA application.

This PRR will show that the proposed development represents good planning addressing the need for the City of Windsor to provide residential infilling, which contributes to affordability and intensification.

Adding this type of gentle density in Ward 2, where there has been an increase in students and families, and subsequently, the need for good quality housing options provides accessible options that can both cater to families and/or the student population close to campus.

## 2.0 SITE AND SURROUNDING LAND USES

### 2.1 Legal Description and Ownership

The Site is an interior lot made up of two (2) parcels located on the west side of California Avenue, north of Girardot Ave and south of College Ave (see the area in red on Figure 1a – Air Photo).

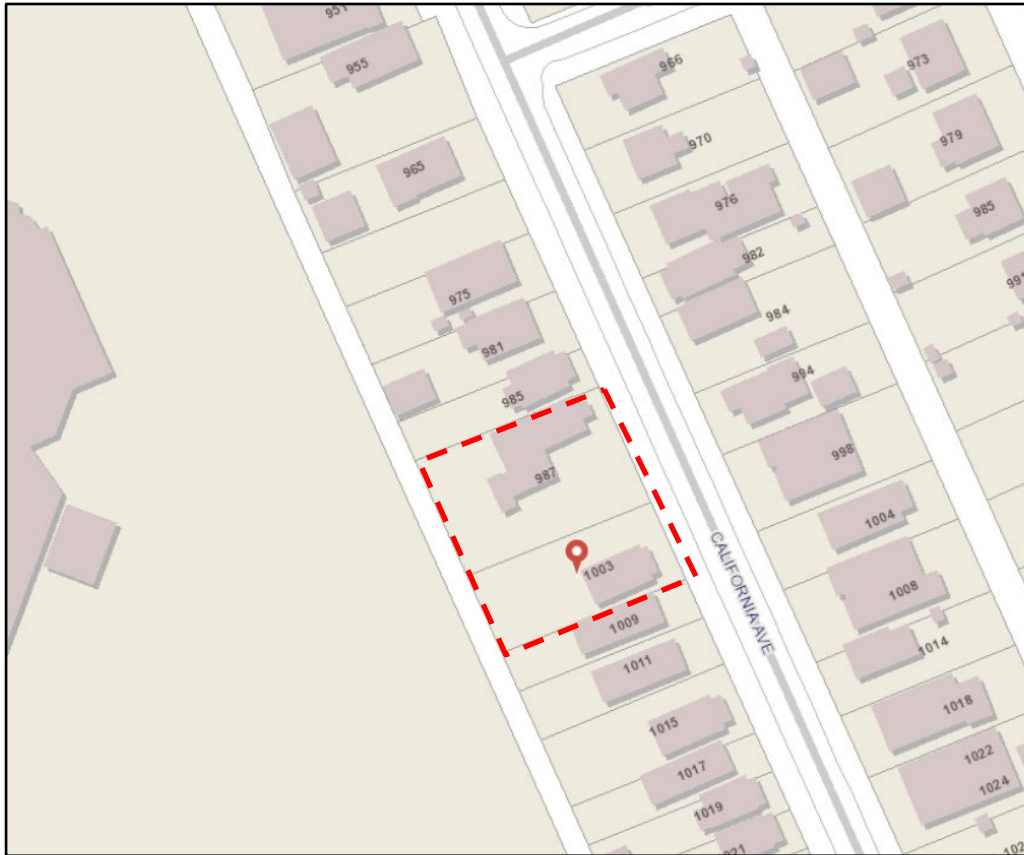


Figure 1a – Air Photo (Source: Windsor GIS)

The Site is legally described as:

Address	Legal Description	ARN
987 California Ave	Plan 50 BLK D Lots 8 to 10	050-370-12600-0000
1003 California Ave	Plan 50 BLK D Lots 11 & 12	050-370-12500-0000

There is presently one residential dwelling located at 1003 California Ave and 987 California Ave is vacant (see Figures 1b - Street View).



Figure 1b – Street View – Windsor Ave (Source: Pilon Abbs Inc)

## **2.2 Physical Features of the Site**

### **2.2.1 Size and Site Dimension**

The Site is irregular shaped and consists of a total area of approximately 1,333.8 m<sup>2</sup>. It has 38.06 m frontage and an irregular depth (35.03 m on the south side and 35.05 m on the north side).

### **2.2.2 Vegetation**

There are no trees on the Site.

### **2.2.3 Topography**

The Site is flat and is outside the regulated area of the Essex Region Conservation Authority (ERCA).

### **2.2.4 Other Physical Features**

There is an alleyway at the rear of the Site. There is no fencing between abutting properties. There is an overhead hydro line along the alley.

### **2.2.5 Municipal Services**

The property has access to municipal water, storm and sanitary services.

California Ave is a two-way street with on street parking. There are streetlights and sidewalks along California Avenue. The nearest fire hydrant is located directly across the Site.

### **2.2.6 Nearby Amenities**

The subject property is in close proximity to major transportation corridors, including Huron Church Road.

There are several schools located nearby the Site, including the University of Windsor, Assumption College Catholic Middle School and High School, Westview Freedom Academy and West Gate Public School.

There are parks and recreation opportunities in close proximity to the Site, including St. Denis Athletic and Community Centre, Grove Park, South Merritt Park and North Merritt Park.

There are nearby commercial nodes, such as food service, personal service shops, and retail along Huron Church Road, Tecumseh Road West and Wyandotte Street West.

There are also nearby employment lands, places of worship, and local/regional amenities.

The Site has access to transit, with the nearest bus stop located along Wyandotte Street West at Sunset (Stop ID 1228), which is part of City of Windsor Bus Routes 2.

Additionally, the Site is close to Campbell, which hosts a bus route to get to St. Clair College in Ward 1.

## 2.3 Surrounding Land Uses

Overall, the Site is located within an existing low profile residential neighbourhood (Photo Source: Pillon Abbs Inc, April 20, 2021).

There is 5 unit townhome development, which would be similar in housing type to the proposed townhome design.

**North** – The lands to the north of the Site are used for residential with frontage on California Ave (see Photo 1 – North).



Photo 1 – North



**East** – The lands east of the Site are residential with frontage on California Ave (see Photo 3 - East).



Photo 3 – East

**South** – the lands to the south of the Site are used for residential with frontage on California Avenue (see Photo 3 - South).



Photo 3 – South

**West** – The lands to the west of the Site, on the other side of the alley are used for the St Denis Centre and includes a parking area (see Photo 4 – West).



Photo 4 – West





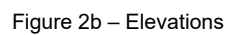
Each unit will have a front yard porch, sidewalk and landscaping.

Each unit will have a parking space. A total of 6 parking spaces are proposed for each dwelling.

Parking will be located at the rear of the buildings with access from the existing alley.

Elevations have been provided (see Figure 2b – Elevations).





987 to 1003 California Ave, Windsor, Ontario



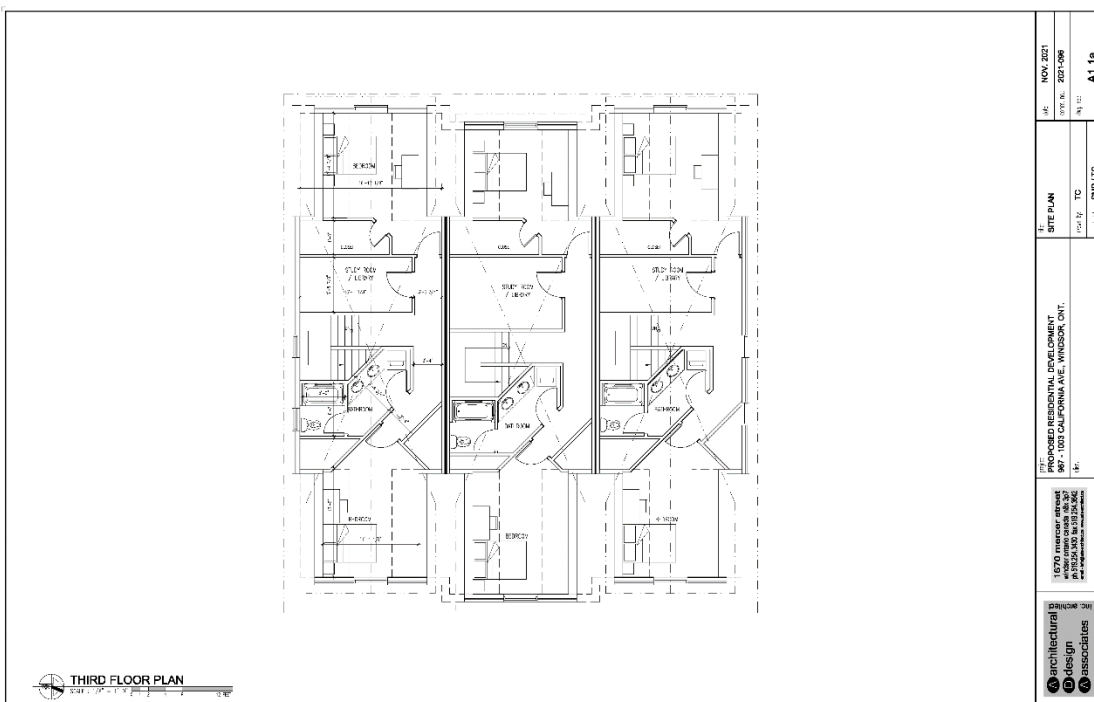
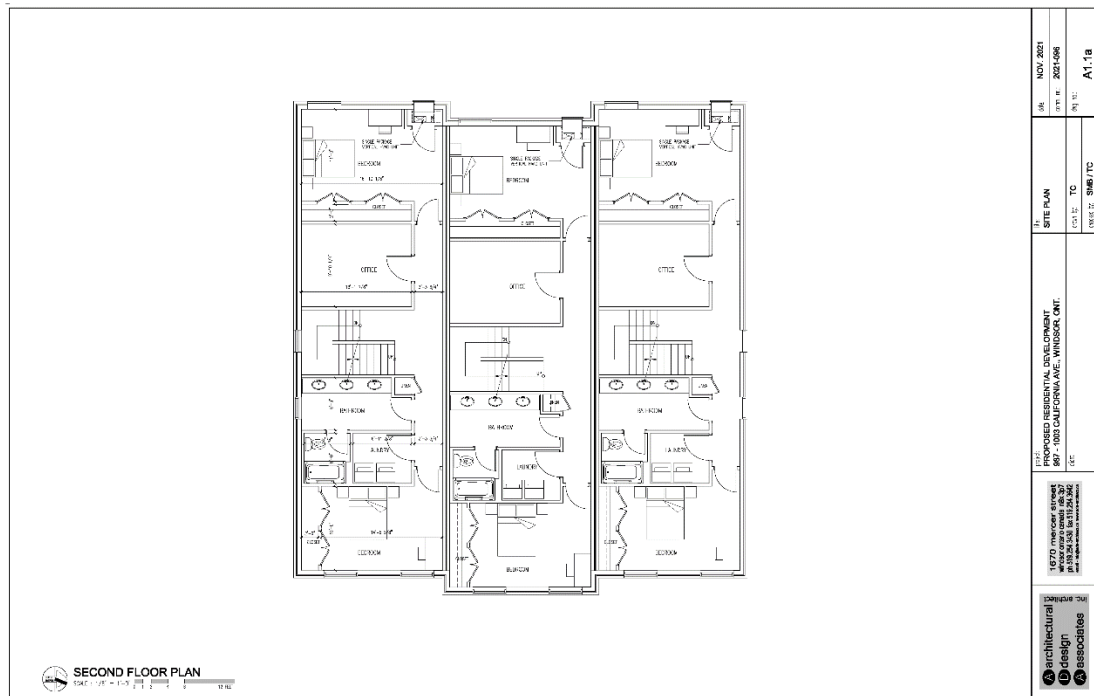


Figure 2c – Floor Plans

987 to 1003 California Ave, Windsor, Ontario

## 3.2 Support Studies

No additional support studies are required.

## 3.3 Public Consultation Strategy

In addition to the statutory public meeting hosted by the City of Windsor, the *Planning Act* requires that the applicant submit a proposed strategy for public consultation with respect to an application as part of the complete application requirements.

As part of a public consultation strategy, a virtual informal public open house was hosted by 1731952 Ontario Limited, the owner/application of the proposed development at 987 – 1003 California Ave., Windsor.

The open house was held with surrounding property owners on November 23, 2021, from 6:00 pm to 8:00 pm. A total of 110 properties were provided notice, which represents 120 m radius of the Site.

In addition to City of Windsor Staff, Planning Consultants and property owner/applicant, a total of 2 people from the public attended. The open house provided members of the public with opportunities to review and comment on the proposed development.

A total of 5 proposed development options were presented, including a 10 unit back to back townhome on one lot. Overall, the proposed development options were supported; however, the townhome style was the most preferred.

The following is a summary of the comments and responses:

Topic	Comment	Response
Target	Who is the target market?	The units will be rented to students and families. They will be designed to be home.
Design	Fewer doors are better.  There are a lot of townhomes in the area already.  No yards is a very unique option.  The back to back options does make the building appear smaller.	The final design is to construct two 3-unit townhomes each on a separate lot.  A unique design will be applied in order to blend the proposed development with the existing style of the neighbourhood.



Topic	Comment	Response
Lighting and Safety	Rear yard entrances from the alley should have good lighting.  Try to prevent passages in between buildings.	Lighting will be included at the front and rear of the buildings.  Landscaping can be used to reduce passage in between buildings.
Parking	Good to have on-site parking from the alley.	Parking spaces for each townhome are proposed with access from the alley.  Additional parking spaces have been added.
Density	10 units may be too high. 5 units will be better.	It is proposed to construct two 3-unit townhomes to keep the density low.  The net density of 45.45 units per hectare for each lot is proposed.

## **4.0 PROPOSED APPLICATION**

### **4.1 Zoning By-Law Amendment (ZBA)**

A Site specific Zoning By-law Amendment (ZBA) is required in order to permit the proposed residential development.

The Site is currently zoned “Residential District 1.3 (RD1.3)” on Map 4 of the City of Windsor Zoning By-Law #8600.

It is proposed to change the zoning of the Site to a site specific “Residential District 2.2 (RD2.2 –(20)(1) (XXX)” to permit the proposed townhome dwellings in addition to the requested relief for each lot.

All other RD2.2 requirements can be complied with, including parking.

Further analysis is provided in Section 5.1.3 of this PRR.

### **4.2 Other**

Prior to construction and building permit application, the proposed townhome dwellings will require an application for consent to sever for a lot line adjustment.

## 5.0 PLANNING ANALYSIS

### 5.1 Policy and Regulatory Overview

#### 5.1.1 Provincial Policy Statement (PPS), 2020

The Provincial Policy Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development, providing for appropriate development while protecting resources of provincial interest, public health and safety, and the quality of the natural and built environments.

The PPS is issued under Section 3 of the Planning Act and came into effect on May 1, 2020. It applies to all land use planning matters considered after this date.

The PPS supports improved land use planning and management, which contributes to a more effective and efficient land use planning system.

The following provides a summary of the key policy considerations of the PPS as it relates to the proposed development.

PPS Policy #	Policy	Response
1.0	.....Ontario's long-term prosperity, environmental health and social well-being depend on wisely managing change and promoting efficient land use and development patterns.....	The City has directed growth where the Site is located, which will contribute positively to promoting efficient land use and development patterns.
1.1.1	Healthy, liveable and safe communities are sustained by:  a) promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term; b) accommodating an appropriate affordable and market-based range and mix of residential types, employment, institutional, recreation, park and open	The proposed development is consistent with the policy to build strong, healthy and livable communities as it will provide for a new housing option in an existing neighbourhood.  There are no environmental or public health and safety concerns as the area is well established.  The development pattern does not require expansion of the settlement area.

PPS Policy #	Policy	Response
	<p>space, and other uses to meet long-term needs;</p> <p>c) avoiding development and land use patterns which may cause environmental or public health and safety concerns;</p> <p>d) avoiding development and land use patterns that would prevent the efficient expansion of settlement areas in those areas which are adjacent or close to settlement areas;</p> <p>e) promoting.....cost-effective development patterns and standards to minimize land consumption and servicing costs;</p> <p>f) improving accessibility for persons with disabilities and older persons by addressing land use barriers which restrict their full participation in society;</p> <p>h) promoting development and land use patterns that conserve biodiversity.</p>	<p>The Site has access to full municipal services and is close to nearby amenities.</p> <p>Accessibility will be addressed at the time of the building permit application.</p> <p>Public service facilities are available nearby.</p> <p>The development pattern is proposed to be an efficient use of the Site.</p>
1.1.2	<p>Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of up to 25 years.</p> <p>Within settlement areas, sufficient land shall be made available through intensification and redevelopment and, if necessary, designated growth areas.</p>	<p>The proposed development will help the City meet the full range of current and future residential needs through intensification.</p> <p>The intensification can be accommodated for the proposed development as the Site is an appropriate size.</p> <p>The Site will provide for a new housing option in an existing neighbourhood.</p>

PPS Policy #	Policy	Response
1.1.3.1	Settlement areas shall be the focus of growth and development.	The proposal enhances the vitality of the Municipality, as the proposal is within an existing settlement area.
1.1.3.2	<p>Land use patterns within settlement areas shall be based on densities and a mix of land uses which:</p> <ul style="list-style-type: none"> <li>a) efficiently use land and resources;</li> <li>b) are appropriate for, and efficiently use, the infrastructure and public service facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion;</li> <li>c) minimize negative impacts to air quality and climate change, and promote energy efficiency;</li> <li>d) prepare for the impacts of a changing climate;</li> <li>e) support active transportation;</li> <li>f) are transit-supportive, where transit is planned, exists or may be developed; and</li> <li>g) are freight-supportive.</li> </ul>	<p>The total density of the proposed development is considered appropriate as most of the existing neighborhood is made up of low profile residential.</p> <p>The Site offers an opportunity for intensification by creating a new housing option in an existing neighbourhood.</p> <p>The intensification can be accommodated for the proposed development as it is an infilling opportunity within an existing neighbourhood.</p> <p>The design and style of the residential dwelling will be constructed to a high standard. A unique design will be applied in order to blend the proposed development with the existing style of the neighbourhood.</p> <p>The proposed building will blend with the dwellings in the area and will be a similar scale and massing.</p> <p>The land area is sufficient to accommodate the proposed development.</p> <p>Adequate buffering from abutting land uses can be</p>

PPS Policy #	Policy	Response
		<p>provided as part of site plan control approval.</p> <p>Residents will have immediate access to nearby amenities. Transit is available.</p>
1.1.3.3	<p>Planning authorities shall identify appropriate locations and promote opportunities for transit-supportive development, accommodating a significant supply and range of housing options through intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs.</p>	<p>The intensification can be accommodated for the proposed residential development as it is an appropriate use of the Site.</p>
1.1.3.4	<p>Appropriate development standards should be promoted which facilitate intensification, redevelopment and compact form, while avoiding or mitigating risks to public health and safety.</p>	<p>The intensification can be accommodated for the proposed development as it is a development opportunity within an existing neighbourhood.</p> <p>There will be no risks to the public, as the Site is outside of the ERCA regulated area.</p>
1.1.3.5	<p>Planning authorities shall establish and implement minimum targets for intensification and redevelopment within built-up areas, based on local conditions.</p>	<p>The City has established targets for intensification and redevelopment. The proposed development will assist in meeting those targets as the Site is located within an existing</p>

PPS Policy #	Policy	Response
		built-up area and will add a new housing option in an existing neighbourhood.
1.1.3.6	New development taking place in designated growth areas should occur adjacent to the existing built-up area and should have a compact form, mix of uses and densities that allow for the efficient use of land, infrastructure and public service facilities.	<p>The proposed development will have a compact form.</p> <p>A unique design will be applied in order to blend the proposed development with the existing style of the neighbourhood.</p> <p>The low profile density will allow for the efficient use of land, infrastructure and public services.</p>
1.4.1	<p>To provide for an appropriate range and mix of housing options and densities required to meet projected requirements of current and future residents of the regional market area, planning authorities shall:</p> <p>a) maintain at all times the ability to accommodate residential growth for a minimum of 15 years through residential intensification and redevelopment and, if necessary, lands which are designated and available for residential development; and</p> <p>b) maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned to facilitate residential intensification and redevelopment, and land in</p>	<p>The proposed development will provide for a new housing option in an existing neighbourhood.</p> <p>The intensification can be accommodated for the proposed development as it is a development opportunity within an existing neighbourhood.</p> <p>The area is pedestrian friendly, allowing people to access nearby amenities.</p> <p>Existing municipal services are available.</p>

PPS Policy #	Policy	Response
	draft approved and registered plans.	
1.4.3	Planning authorities shall provide for an appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs of current and future residents of the regional market area.	<p>The proposed low profile density is compatible with the surrounding area and will provide intensification and infilling through the efficient use of the Site.</p> <p>The Site will provide for an affordable housing option.</p> <p>The Site is close to nearby amenities.</p> <p>There is existing infrastructure.</p>
1.6.1	Infrastructure and public service facilities shall be provided in an efficient manner that prepares for the impacts of a changing climate while accommodating projected needs.	<p>The development is on existing full municipal services.</p> <p>Access to public transit is available.</p>
1.6.6.2	Municipal sewage services and municipal water services are the preferred form of servicing for settlement areas to support protection of the environment and minimize potential risks to human health and safety. Within settlement areas with existing municipal sewage services and municipal water services, intensification and redevelopment shall be promoted wherever feasible to optimize the use of the services.	The proposed development will be serviced by existing municipal sewer, water, and storm, which is the preferred form of servicing within existing settlement areas.
1.6.6.7	Planning for stormwater management shall:	There will be no risk to health and safety.



PPS Policy #	Policy	Response
	<p>a) be integrated with planning for sewage and water services and ensure that systems are optimized, feasible and financially viable over the long term;</p> <p>b) minimize, or, where possible, prevent increases in contaminant loads;</p> <p>c) minimize erosion and changes in water balance, and prepare for the impacts of a changing climate through the effective management of stormwater, including the use of green infrastructure;</p> <p>d) mitigate risks to human health, safety, property and the environment;</p> <p>e) maximize the extent and function of vegetative and pervious surfaces; and</p> <p>f) promote stormwater management best practices, including stormwater attenuation and re-use, water conservation and efficiency, and low impact development.</p>	
1.6.7.1	Transportation systems should be provided which are safe, energy efficient, facilitate the movement of people and goods, and are appropriate to address projected needs.	The subject property is in close proximity to major transportation corridors and has access to transit.
1.6.7.2	Efficient use should be made of existing and planned infrastructure, including through the use of transportation demand management strategies, where feasible.	The proposed development contributes to the City's requirements for development within an existing built-up area.

PPS Policy #	Policy	Response
1.6.7.4	A land use pattern, density and mix of uses should be promoted that minimize the length and number of vehicle trips and support current and future use of transit and active transportation.	<p>The proposed development contributes to the City's requirement for affordable infilling within a built-up area.</p> <p>The Site is located near transit, has on-street parking and will offer parking in the driveway.</p> <p>The area is pedestrian friendly allowing people to access nearby amenities.</p> <p>The proposed density offers an opportunity to efficiently use existing municipal infrastructure.</p>
1.8	Planning authorities shall support energy conservation and efficiency, improved air quality, reduced greenhouse gas emissions, and preparing for the impacts of a changing climate through land use and development patterns.	<p>The proposed development supports a compact form within an existing built-up area of the City.</p> <p>The Site has access to transit and local amenities.</p>
2.1.1	Natural features and areas shall be protected for the long term.	There are no natural features that apply to this Site.
2.2.1	Planning authorities shall protect, improve or restore the quality and quantity of water.	Existing services are already in place on this Site.
2.6.1	Significant built heritage resources and significant cultural heritage landscapes shall be conserved.	There are no heritage resources that apply to this Site.
3.0	Development shall be directed away from areas of natural or human-made hazards where there is an unacceptable risk to public health or safety or of	There are no natural or human-made hazards that apply to this Site.

PPS Policy #	Policy	Response
	property damage, and not create new or aggravate existing hazards.	

Therefore, the proposed development is consistent with the PPS.

### 5.1.2 Official Plan (OP)

The City of Windsor Official Plan (OP) was adopted by Council on October 25, 1999, approved in part by the Ministry of Municipal Affairs and Housing (MMAH) on March 28, 2000, and the remainder approved by the Ontario Municipal Board (OMB) on November 1, 2002. Office consolidation version is dated September 7, 2012.

The OP implements the PPS and establishes a policy framework to guide land use planning decisions related to development and the provision of infrastructure and community services throughout the City.

The lands are designated “Residential” according to Schedule D: Land Use attached to the OP for the City of Windsor (see Figure 3 – City of Windsor OP).

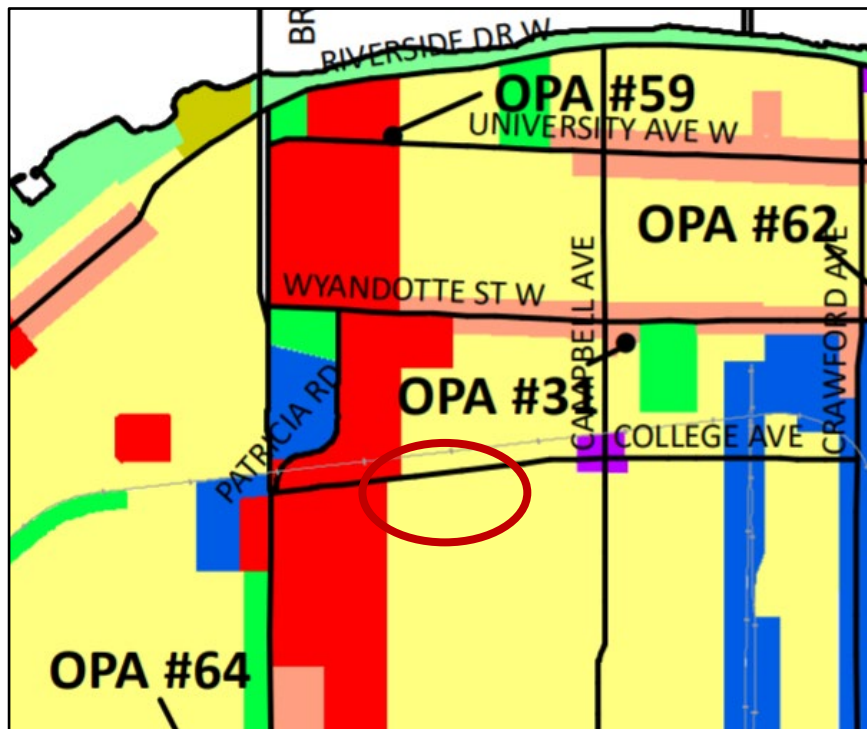


Figure 3 – City of Windsor OP

The following provides a summary of the key policy considerations of the OP as it relates to the proposed development.

OP Policy #	Policy	Response
3.2.1.2	Encouraging a range of housing types will ensure that people have an opportunity to live in their neighbourhoods as they pass through the various stages of their lives.	The proposed residential development supports one of the City's overall development strategies of providing for a range of housing types.
3.3.3	<p>Neighbourhoods are the most basic component of Windsor's urban structure and occupy the greatest proportion of the City. Neighbourhoods are stable, low-to-medium-density residential areas and are comprised of local streets, parks, open spaces, schools, minor institutions and neighbourhood and convenience scale retail services.</p> <p>The three dominant types of dwellings in Windsor's neighbourhoods are single detached, semi-detached and townhouses.</p> <p>The density range for Windsor's neighbourhoods is between 20 to 35 units per net hectare.</p> <p>This density range provides for low and some medium-density intensification to occur in existing neighbourhoods. Multiple dwelling buildings with medium and high-densities are encouraged at nodes</p>	<p>The proposed residential development is located in an existing built-up area.</p> <p>The Site is sufficient in area to accommodate the proposed development.</p> <p>The Site offers appropriate infilling in the existing neighbourhood.</p> <p>The area is pedestrian friendly, allowing people to access nearby amenities.</p> <p>The proposed density offers an opportunity to efficiently use municipal infrastructure.</p> <p>The Site will provide for a new housing option in an existing neighbourhood.</p> <p>A unique design will be applied in order to blend the proposed development with the existing style of the neighbourhood.</p>

OP Policy #	Policy	Response
	identified in the Urban Structure Plan.	
4.0	The implementing healthy community policies are interwoven throughout the remainder of the Plan, particularly within the Environment, Land Use, Infrastructure and Urban Design chapters, to ensure their consideration and application as a part of the planning process.	<p>The proposed development will support the City's goal of promoting a healthy community (live, work and play).</p> <p>The proposed development is close to nearby amenities and transportation corridors.</p>
5.0	A healthy and sustainable environment represents a balance between human activities and natural features and functions. In order to attain this balance, Council will enhance the quality of Windsor's natural environment and manage development in a manner that recognizes the environment as the basis of a safe, caring and diverse community and a vibrant economy.	<p>The proposed development will support the City's goal of a healthy and sustainable environment.</p> <p>The Site is pedestrian friendly as there are sidewalks along both sides of the roadway, which links to the surrounding neighbourhoods and nearby amenities.</p> <p>There are no anticipated traffic concerns, no environmental concerns, and no expected hazards.</p>
6.0 - Preamble	A healthy and livable city is one in which people can enjoy a vibrant economy and a sustainable healthy environment in safe, caring and diverse neighbourhoods. In order to ensure that Windsor is such a city, Council will manage development through an approach which balances environmental, social and economic considerations.	<p>The proposed development supports the policy set out in the OP as it is suited for residential development.</p> <p>The Site will provide for a new housing option in an existing neighbourhood.</p>

OP Policy #	Policy	Response
6.1 - Goals	<p>In keeping with the Strategic Directions, Council's land use goals are to achieve:</p> <p>6.1.1 Safe, caring and diverse neighbourhoods.</p> <p>6.1.3 Housing suited to the needs of Windsor's residents.</p> <p>6.1.10 Pedestrian oriented clusters of residential, commercial, employment and institutional uses.</p>	<p>The proposed development supports the goals set out in the OP as it provides for housing that is suited to residential in an existing built-up area of Windsor, is pedestrian oriented, and is close to employment and schooling opportunities.</p>
6.2.1.2 – General Policies	<p>For the purpose of this Plan, Development Profile refers to the height of a building or structure. Accordingly, the following Development Profiles apply to all land use designations on Schedule D: Land Use unless specifically provided elsewhere in this Plan:</p> <p>(a) Low Profile developments are buildings or structures generally no greater than three (3) storeys in height;</p> <p>(b) Medium Profile developments are buildings or structures generally no greater than six (6) storeys in height; and</p> <p>(c) High Profile developments are buildings or structures</p>	<p>The current structure is considered a low profile building.</p>

OP Policy #	Policy	Response
	generally, no greater than fourteen (14) storeys in height.	
6.3.2.1 – Permitted uses, Residential	Uses permitted in the Residential land use designation identified on Schedule D: Land Use include Low, Medium and High Profile dwelling units.	Residential is a permitted use.
6.3.2.3	For the purposes of this Plan, Low Profile housing development is further classified as follows:  (a) small scale forms: single detached, semi-detached, duplex and row and multiplexes with up to 8 units; and (b) large scale forms: buildings with more than 8 units.	The proposed development is considered a low profile, low scale residential dwelling.  A total of 3 units are proposed in each townhouse dwelling.
6.3.2.4	Residential development shall be located where: (a) there is access to a collector or arterial road; (b) full municipal physical services can be provided; (c) adequate community services and open spaces are available or are planned; and (d) public transportation service can be provided	The Site has access to major transportation corridors and nearby amenities.
6.3.2.5 – Evaluation Criteria	At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed residential development within an area having a Neighbourhood development pattern is:  (a) feasible having regard to the other provisions of	This PRR has addressed the requirements pertaining to PPS.  There are no constraint areas that impact the Site.  The Site is not adjacent to a source of nuisance.  The applicant is not aware of any contamination. The

OP Policy #	Policy	Response
	<p>this Plan, provincial legislation, policies and appropriate guidelines and support studies for uses:</p> <p>(i) within or adjacent to any area identified on Schedule C: Development Constraint Areas and described in the Environment chapter of this Plan; (ii) adjacent to sources of nuisance, such as noise, odour, vibration and dust; (iii) within a site of potential or known contamination; (iv) where traffic generation and distribution is a provincial or municipal concern; and (v) adjacent to heritage resources. (b) in keeping with the goals, objectives and policies of any secondary plan or guideline plan affecting the surrounding area; (c) compatible with the surrounding area in terms of scale, massing, height, siting, orientation, setbacks, parking and amenity areas; (d) provided with adequate off street parking; (e) capable of being provided with full municipal physical services and emergency services; and (f) facilitating a gradual transition from Low Profile residential development to Medium and/or High profile development and vice versa, where appropriate.</p>	<p>previous use of the 2 parcels has been residential.</p> <p>No additional traffic is expected. Parking will be from the alleyway.</p> <p>There are no heritage resources identified.</p> <p>The proposed development has taken into consideration the new housing policies and regulations recently adopted by Council regarding infilling in established neighbourhoods.</p> <p>The design of the buildings will be compatible with the surrounding area in terms of height as it will be limited to 9m.</p> <p>In terms of scale and massing, the lot coverage of the proposed development is similar to the abutting properties.</p> <p>The proposed dwellings will be oriented similar to the abutting parcels and are proposed to face California Ave.</p> <p>The design of the building will be constructed with a pitched roof in order to blend with the styles of the surrounding neighbourhood.</p>



OP Policy #	Policy	Response
		<p>Access to the dwellings will be from the rear via the alleyway.</p> <p>Parking minimums are provided in addition to on-street parking.</p> <p>Setbacks can be complied with.</p> <p>The proposed buildings will be brought close to the roadway to align with abutting buildings along the street.</p> <p>Amenity area is provided, including a front porch.</p> <p>Full municipal services are available.</p> <p>There is no transition required as the proposed development will be kept profile and low scale.</p>
7.0 - Infrastructure	The provision of proper infrastructure provides a safe, healthy and efficient living environment. In order to accommodate transportation and physical service needs in Windsor, Council is committed to ensuring that infrastructure is provided in a sustainable, orderly and coordinated fashion.	The Site is close to nearby transit, off major transportation corridors and has access to full municipal services.
8 – Urban Design	A memorable, attractive and liveable city is one where people feel comfortable and are inspired by their surroundings. The physical	The proposed design of the dwelling units will blend with the surrounding area as it will be kept as a low profile residential use.

OP Policy #	Policy	Response
	<p>systems and built form of the City are also designed to protect, maintain and improve the quality of life for present and future generations by integrating the principles of sustainability and place making. In order for Windsor to be such a city, Council is committed to urban design principles that enhance the enjoyment and image of Windsor and its people</p>	<p>The land area is sufficient to accommodate the proposed development.</p> <p>The Site is flat and conducive to vehicle maneuvering.</p> <p>Adequate buffering from abutting land uses can be provided as part of site plan control approval.</p> <p>The proposed townhomes will be limited to 3 storeys in height.</p> <p>Some relief from the RD2.2 is being requested in order to accommodate the proposed development, including side yard setback and lot width, which have limited impact on the development and on adjacent properties.</p> <p>The Site is pedestrian friendly and will be a safe place for people to live, work and play.</p> <p>Parking is provided on Site for each unit and has access to on-street parking and transit.</p> <p>The Site will provide for a new housing option in an existing neighbourhood and will be made affordable.</p> <p>The Site will be constructed to be compatible with the</p>

OP Policy #	Policy	Response
		surrounding neighbourhoods.
8.7.2.3 - INFILL DEVELOPMENT	<p>Council will ensure that proposed development within an established neighbourhood is designed to function as an integral and complementary part of that area's existing development pattern by having regard for:</p> <ul style="list-style-type: none"> <li>(a) massing;</li> <li>(b) building height;</li> <li>(c) architectural proportion;</li> <li>(d) volumes of defined space;</li> <li>(e) lot size;</li> <li>(f) position relative to the road; and</li> <li>(g) building area to site area ratios.</li> <li>(h) the pattern, scale and character of existing development;</li> <li>and,</li> <li>(i) exterior building appearance.</li> </ul>	<p>The proposed development is an infill opportunity.</p> <p>The Site will be constructed to be compatible with the surrounding neighbourhoods.</p> <p>In terms of scale and massing, the lot coverage of the proposed development is similar to the abutting properties.</p> <p>The design of the buildings will be compatible with the surrounding area in terms of height as it will be limited to 9m.</p> <p>The proposed dwellings will be oriented similar to the abutting parcels and are proposed to face California Ave.</p> <p>The architectural proportion of the proposed dwellings has been taken into account.</p> <p>The design of the building will be constructed with a pitched roof in order to blend with the styles of the surrounding neighbourhood.</p> <p>The lot size can accommodate the proposed development.</p>



It is proposed to change the zoning of the Site from the existing “Residential District 1.3 (RD1.3)” zoning to a site specific “Residential District 2.2 (RD2.2 –(20)(1) (XXX)” to permit the proposed townhome dwellings.

Townhome Dwelling is defined in the City of Windsor ZBL as:

*TOWNHOME DWELLING means one dwelling vertically divided into a row of three or more dwelling units attached by common interior walls, each wall having a minimum area above grade of 10.0 sq. m., and may include, where permitted by Section 5.99.80, additional dwelling units. A semi-detached dwelling is not a townhome dwelling.*

Townhome Dwelling Unit is defined in the City of Windsor ZBL as:

*TOWNHOME DWELLING UNIT means one dwelling unit in a townhome dwelling, and may include, if permitted by Section 5.99.80, one additional dwelling unit.*

A review of the proposed RD2.2 zone provisions, as set out in Section 11.2.5.5 of the ZBL are as follows:

Zone Regulations	Required RD2.2	Proposed (South Lot)	Proposed (North Lot)	Compliance and/or Requested Relief with Justification
Permitted Uses	Townhome Dwelling	Townhome Dwelling	Townhome Dwelling	Complies, subject to the approval of the ZBA
Minimum Lot Width	20.0 m	19.03 m	19.03 m	Relief required.  The lot is irregular in shape.  A lot line adjustment is required to shift the lot line.  A minor relief of 0.97 m is required.
Minimum Lot Area	200.0 m2 per dwelling unit  200 x 3 = 600 m2	666.9 m2	666.9 m2	Complies

Maximum Lot Coverage	45.0 %	43.2 %	43.2 %	Complies
Maximum Main Building Height	10.0 m	9.0 m	9.0 m	Complies
Minimum Front Yard Depth	6.0 m	6.0 m	6.0 m	Complies
Minimum Rear Yard Depth	7.50 m	10.50 m	10.50 m	Complies
Minimum Side Yard Width	1.50 m	1.23 m	1.23 m	Relief is required.  A minor relief of 0.27 m is required.  The lot is irregular in shape.  There are no doors proposed on the side yards.
Parking (Table 24.20.5.1)	Townhome Dwelling without an attached garage or carport  1.25 per dwelling unit  $1.25 \times 3 = 3.75$ (3 rounded down)	6	6	Complies
Parking Area Separation 25.5.20.1.2	Any other street – 3.00 m	>3.00 m	>3.00 m	Complies

25.5.20.1.3	An interior lot line or alley – 0.90 m	0.9 m	0.9 m	Complies
25.5.20.1.5	A building wall in which is located a main pedestrian entrance facing the parking area – 2.00 m	>2.00m	>2.00m	Complies
25.5.20.1.6	A building wall containing a habitable room window or containing both a main pedestrian entrance and a habitable room window facing the parking area where the building is located on the same lot as the parking area – 4.50 m	>4.50m	>4.50m	Complies

Therefore, the proposed development will require a site specific zoning RD2.2 - S.20(1)(XXX) to permit the proposed townhome dwellings with the following requested relief for each lot:

1. *decrease the required minimum lot width from 20 m to 19.03 m, and*
2. *decrease the required minimum side yard width from 1.50 m to 1.23 m.*

All other RD2.2 requirements can be complied with, including parking.

## **6.0 SUMMARY AND CONCLUSION**

### **6.1 Context and Site Suitability Summary**

#### **6.1.1 Site Suitability**

The Site is ideally suited for new residential development for the following reasons:

- The land area is sufficient to accommodate the existing development with adequate existing buffering from abutting land uses,
- The Site has existing municipal water, storm and sewer systems,
- There are no anticipated traffic concerns,
- There are no environmental concerns,
- There are no hazards, and
- The location of the proposed development is appropriate in that it will blend well with the residential uses in the surrounding neighbourhood.

#### **6.1.2 Compatibility of Design**

The Site is compatible with the surrounding area in terms of scale, massing, height and siting.

A unique design will be applied in order to blend the proposed development with the existing style of the neighbourhood.

#### **6.1.3 Good Planning**

The proposal represents good planning as it addresses the need for the City to provide a new housing option in an existing neighbourhood. It is an example of “Missing Middle” housing that adds gentle density, which is healthy from an environmental and sustainability standpoint.

The additional units will contribute toward affordability and intensification requirements.

Continued residential use on the Site represents an efficient development pattern that optimizes the use of land in an existing low profile neighbourhood.

The Site is flat, making it conducive for vehicle maneuvering for on-site parking.

#### **6.1.4 Natural Environment Impacts**

The proposal does not have any negative natural environment impacts, as there are no natural heritage features on the Site.



### **6.1.5 Municipal Services Impacts**

The proposed development will be serviced by existing municipal sewer, water and storm, which is the preferred form of servicing within existing settlement areas.

### **6.1.6 Social and/or Economic Conditions**

The proposed development does not negatively affect the social environment as the Site is in close proximity to major transportation corridors, transit and nearby amenities.

Adding additional residential units in an existing residential neighbourhood contributes toward the goal of 'live, work and play' where citizens share a strong sense of belonging and a collective pride of place.

As this neighbourhood is an older neighbourhood with single detached dwellings, new townhomes will contribute positively to the social and economic fabric, with an increase in residents to a space that is currently vacant.

The proposed design also provides for a new housing choice which will be affordable.

The proposed development promotes efficient development and land use pattern, which sustains the financial well-being of the Municipality.

The proposal does not cause any public health and safety concerns. The proposal represents a cost effective development pattern that minimizes land consumption and servicing costs.

There will be no urban sprawl as the proposed development is within the existing settlement area and is an ideal development opportunity.

## **6.2 Conclusion**

The proposed development on the Site is appropriate and should be approved by the City of Windsor.

This PRR has shown that the proposed development is suitable for intensification of affordable residential use, is consistent with the PPS, conforms with the intent and purpose of the City of Windsor OP and represents good planning.

The report components for this PRR have set out the following, as required under the City of Windsor OP:

*10.2.13.2 Where a Planning Rationale Report is required, such a study should:*

- (a) Include a description of the proposal and the approvals required;*
- (b) Describe the Site's previous development approval history;*

- (c) Describe major physical features or attributes of the Site including current land uses(s) and surrounding land uses, built form and contextual considerations;*
- (d) Describe whether the proposal is consistent with the provincial policy statements issued under the Planning Act.*
- (e) Describe the way in which relevant Official Plan policies will be addressed, including both general policies and site-specific land use designations and policies;*
- (f) Describe whether the proposal addresses the Community Strategic Plan;*
- (g) Describe the suitability of the Site and indicate reasons why the proposal is appropriate for this Site and will function well to meet the needs of the intended future users;*
- (h) Provide an analysis of the compatibility of the design and massing of the proposed developments and land use designations;*
- (i) Provide an analysis and opinion as to why the proposal represents good planning, including the details of any methods that are used to mitigate potential negative impacts;*
- (j) Describe the impact on the natural environment;*
- (k) Describe the impact on municipal services;*
- (l) Describe how the proposal will affect the social and/or economic conditions using demographic information and current trends; and,*
- (m) Describe areas of compliance and non-compliance with the Zoning By-law.*

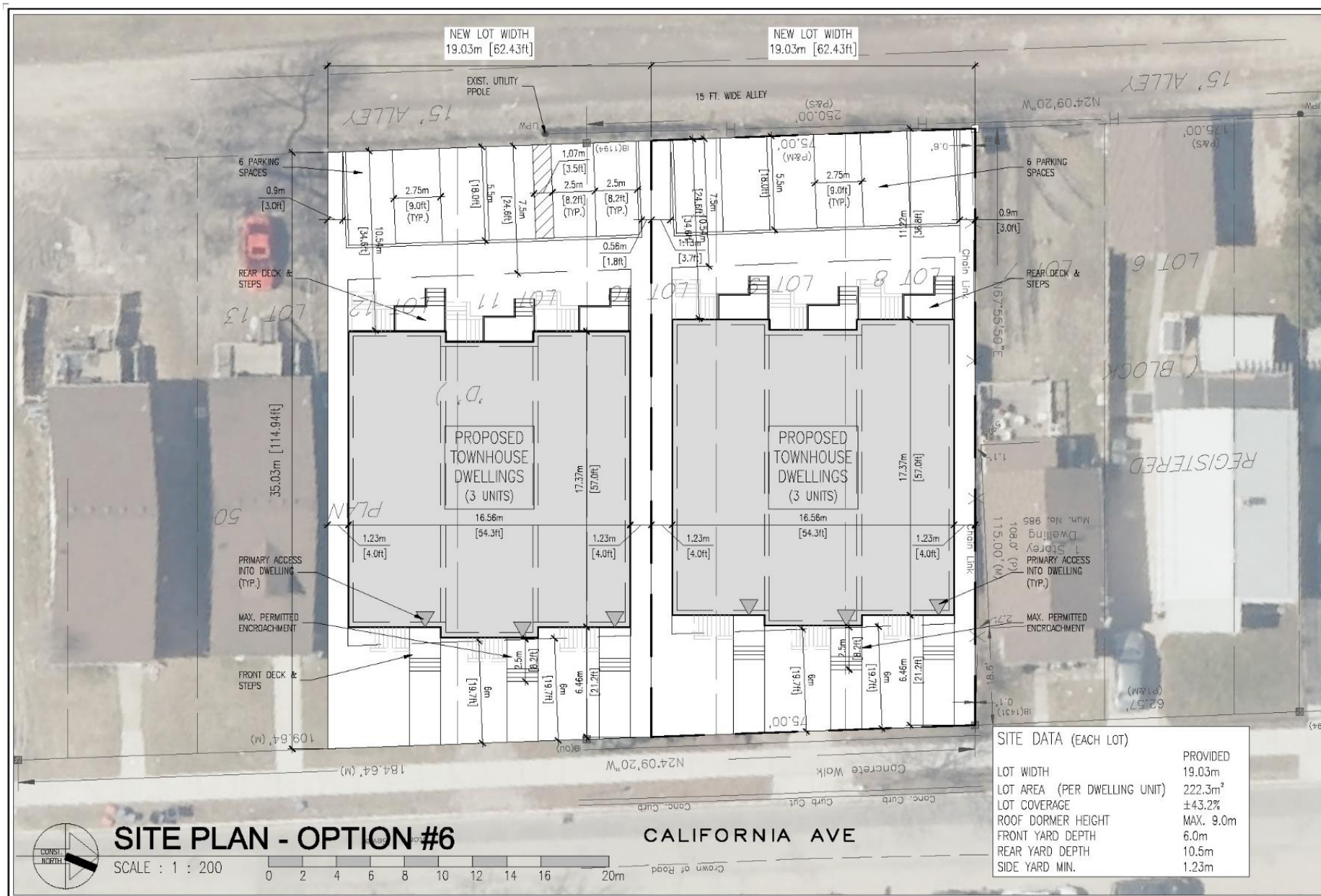
**Planner's Certificate:**

I hereby certify that this report was prepared by Tracey Pillon-Abbs, a Registered Professional Planner, within the meaning of the Ontario Professional Planners Institute Act, 1994.

  
**Tracey Pillon-Abbs, RPP**  
**Principal Planner**



## APPENDIX B – Conceptual Site Plan Elevation Drawings

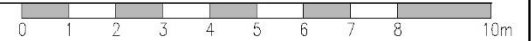


## APPENDIX B – Conceptual Site Plan Elevation Drawings



**FRONT/EAST ELEVATION**

SCALE : 1 : 100

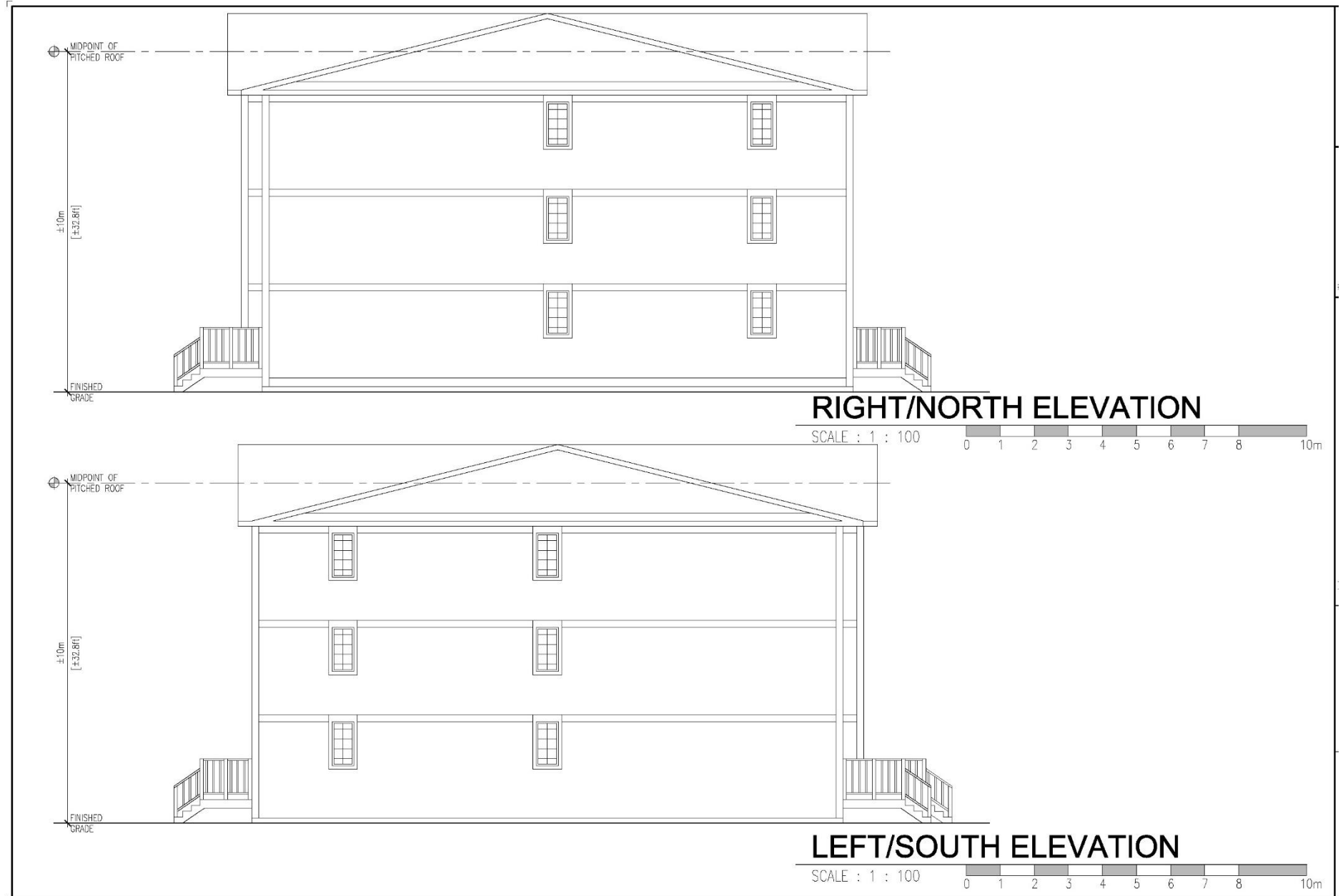


**REAR/WEST ELEVATION**

SCALE : 1 : 100



## APPENDIX B – Conceptual Site Plan Elevation Drawings





## APPENDIX C – Site Photos



**987 and 1003 California Ave (Subject Land) looking west from the street**



**987 and 1003 California Ave (Subject Land) looking east from the alley**



## APPENDIX C – Site Photos



**987 and 1003 California Ave (Subject Land) looking north west**



**987 and 1003 California Ave (Subject Land) looking south west**



## APPENDIX C – Site Photos



**California Ave – facing north from subject site**



**California Ave – facing south from subject site**



## APPENDIX C – Site Photos



**East side of California Ave – across from subject site**



**East side of California Ave – across from subject site**



## APPENDIX C – Site Photos



**Alley behind subject site – looking north**



**Alley behind subject site – looking south**



## APPENDIX C – Site Photos



**Existing Townhome Dwelling at 909–917 California Ave (front)**



**Existing Townhome Dwelling at 909–917 California Ave (rear)**

### Part V: Policies

#### 1.0 Building Strong Healthy Communities

Ontario is a vast province with urban, rural, and northern communities with diversity in population, economic activities, pace of growth, service levels and physical and natural conditions. Ontario's long-term prosperity, environmental health and social well-being depend on wisely managing change and promoting efficient land use and development patterns. Efficient land use and development patterns support sustainability by promoting strong, liveable, healthy and resilient communities, protecting the environment and public health and safety, and facilitating economic growth.

Accordingly:

#### 1.1 Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns

1.1.1 Healthy, liveable and safe communities are sustained by:

- a) promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term;
- b) accommodating an appropriate affordable and market-based range and mix of residential types (including single-detached, additional residential units, multi-unit housing, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs;
- c) avoiding development and land use patterns which may cause environmental or public health and safety concerns;
- d) avoiding development and land use patterns that would prevent the efficient expansion of *settlement areas* in those areas which are adjacent or close to *settlement areas*;
- e) promoting the integration of land use planning, growth management, *transit-supportive* development, *intensification* and *infrastructure* planning to achieve cost-effective development patterns, optimization of transit investments, and standards to minimize land consumption and servicing costs;
- f) improving accessibility for persons with disabilities and older persons by addressing land use barriers which restrict their full participation in society;
- g) ensuring that necessary *infrastructure* and *public service facilities* are or will be available to meet current and projected needs;
- h) promoting development and land use patterns that conserve biodiversity; and
- i) preparing for the regional and local impacts of a changing climate.

- 1.1.2 Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of up to 25 years, informed by provincial guidelines. However, where an alternate time period has been established for specific areas of the Province as a result of a provincial planning exercise or a *provincial plan*, that time frame may be used for municipalities within the area.

Within *settlement areas*, sufficient land shall be made available through *intensification* and *redevelopment* and, if necessary, *designated growth areas*.

Nothing in policy 1.1.2 limits the planning for *infrastructure*, *public service facilities* and *employment areas* beyond a 25-year time horizon.

### 1.1.3 Settlement Areas

Settlement areas are urban areas and rural settlement areas, and include cities, towns, villages and hamlets. Ontario's settlement areas vary significantly in terms of size, density, population, economic activity, diversity and intensity of land uses, service levels, and types of infrastructure available.

The vitality and regeneration of settlement areas is critical to the long-term economic prosperity of our communities. Development pressures and land use change will vary across Ontario. It is in the interest of all communities to use land and resources wisely, to promote efficient development patterns, protect resources, promote green spaces, ensure effective use of infrastructure and public service facilities and minimize unnecessary public expenditures.

- 1.1.3.1 *Settlement areas* shall be the focus of growth and development.

- 1.1.3.2 Land use patterns within *settlement areas* shall be based on densities and a mix of land uses which:

- a) efficiently use land and resources;
- b) are appropriate for, and efficiently use, the *infrastructure* and *public service facilities* which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion;
- c) minimize negative impacts to air quality and climate change, and promote energy efficiency;
- d) prepare for the *impacts of a changing climate*;
- e) support *active transportation*;
- f) are *transit-supportive*, where transit is planned, exists or may be developed; and
- g) are *freight-supportive*.



Land use patterns within *settlement areas* shall also be based on a range of uses and opportunities for *intensification* and *redevelopment* in accordance with the criteria in policy 1.1.3.3, where this can be accommodated.

- 1.1.3.3 Planning authorities shall identify appropriate locations and promote opportunities for *transit-supportive* development, accommodating a significant supply and range of *housing options* through *intensification* and *redevelopment* where this can be accommodated taking into account existing building stock or areas, including *brownfield sites*, and the availability of suitable existing or planned *infrastructure* and *public service facilities* required to accommodate projected needs.
- 1.1.3.4 Appropriate development standards should be promoted which facilitate *intensification*, *redevelopment* and compact form, while avoiding or mitigating risks to public health and safety.
- 1.1.3.5 Planning authorities shall establish and implement minimum targets for *intensification* and *redevelopment* within built-up areas, based on local conditions. However, where provincial targets are established through *provincial plans*, the provincial target shall represent the minimum target for affected areas.
- 1.1.3.6 New development taking place in *designated growth areas* should occur adjacent to the existing built-up area and should have a compact form, mix of uses and densities that allow for the efficient use of land, *infrastructure* and *public service facilities*.
- 1.1.3.7 Planning authorities should establish and implement phasing policies to ensure:
  - a) that specified targets for *intensification* and *redevelopment* are achieved prior to, or concurrent with, new development within *designated growth areas*; and
  - b) the orderly progression of development within *designated growth areas* and the timely provision of the *infrastructure* and *public service facilities* required to meet current and projected needs.
- 1.1.3.8 A planning authority may identify a *settlement area* or allow the expansion of a *settlement area* boundary only at the time of a *comprehensive review* and only where it has been demonstrated that:
  - a) sufficient opportunities to accommodate growth and to satisfy market demand are not available through *intensification*, *redevelopment* and *designated growth areas* to accommodate the projected needs over the identified planning horizon;
  - b) the *infrastructure* and *public service facilities* which are planned or available are suitable for the development over the long term, are financially viable over their life cycle, and protect public health and safety and the natural environment;
  - c) in *prime agricultural areas*:
    - 1. the lands do not comprise *specialty crop areas*;
    - 2. alternative locations have been evaluated, and

## 1.2.6 Land Use Compatibility

- 1.2.6.1 *Major facilities and sensitive land uses* shall be planned and developed to avoid, or if avoidance is not possible, minimize and mitigate any potential *adverse effects* from odour, noise and other contaminants, minimize risk to public health and safety, and to ensure the long-term operational and economic viability of *major facilities* in accordance with provincial guidelines, standards and procedures.
- 1.2.6.2 Where avoidance is not possible in accordance with policy 1.2.6.1, planning authorities shall protect the long-term viability of existing or planned industrial, manufacturing or other uses that are vulnerable to encroachment by ensuring that the planning and *development* of proposed adjacent *sensitive land uses* are only permitted if the following are demonstrated in accordance with provincial guidelines, standards and procedures:
- a) there is an identified need for the proposed use;
  - b) alternative locations for the proposed use have been evaluated and there are no reasonable alternative locations;
  - c) *adverse effects* to the proposed *sensitive land use* are minimized and mitigated; and
  - d) potential impacts to industrial, manufacturing or other uses are minimized and mitigated.

## 1.3 Employment

- 1.3.1 Planning authorities shall promote economic development and competitiveness by:
- a) providing for an appropriate mix and range of employment, institutional, and broader mixed uses to meet long-term needs;
  - b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
  - c) facilitating the conditions for economic investment by identifying strategic sites for investment, monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment;
  - d) encouraging compact, mixed-use development that incorporates compatible employment uses to support liveable and resilient communities, with consideration of housing policy 1.4; and
  - e) ensuring the necessary *infrastructure* is provided to support current and projected needs.

## 1.4 Housing

1.4.1 To provide for an appropriate range and mix of *housing options* and densities required to meet projected requirements of current and future residents of the *regional market area*, planning authorities shall:

- a) maintain at all times the ability to accommodate residential growth for a minimum of 15 years through *residential intensification* and *redevelopment* and, if necessary, lands which are *designated and available* for residential development; and
- b) maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned to facilitate *residential intensification* and *redevelopment*, and land in draft approved and registered plans.

Upper-tier and single-tier municipalities may choose to maintain land with servicing capacity sufficient to provide at least a five-year supply of residential units available through lands suitably zoned to facilitate *residential intensification* and *redevelopment*, and land in draft approved and registered plans.

1.4.2 Where planning is conducted by an upper-tier municipality:

- a) the land and unit supply maintained by the lower-tier municipality identified in policy 1.4.1 shall be based on and reflect the allocation of population and units by the upper-tier municipality; and
- b) the allocation of population and units by the upper-tier municipality shall be based on and reflect *provincial plans* where these exist.

1.4.3 Planning authorities shall provide for an appropriate range and mix of *housing options* and densities to meet projected market-based and affordable housing needs of current and future residents of the *regional market area* by:

- a) establishing and implementing minimum targets for the provision of housing which is *affordable to low and moderate income households* and which aligns with applicable housing and homelessness plans. However, where planning is conducted by an upper-tier municipality, the upper-tier municipality in consultation with the lower-tier municipalities may identify a higher target(s) which shall represent the minimum target(s) for these lower-tier municipalities;
- b) permitting and facilitating:
  - 1. all *housing options* required to meet the social, health, economic and well-being requirements of current and future residents, including *special needs* requirements and needs arising from demographic changes and employment opportunities; and
  - 2. all types of *residential intensification*, including additional residential units, and *redevelopment* in accordance with policy 1.1.3.3;



- 1.6.3 Before consideration is given to developing new *infrastructure* and *public service facilities*:
- a) the use of existing *infrastructure* and *public service facilities* should be optimized; and
  - b) opportunities for adaptive re-use should be considered, wherever feasible.
- 1.6.4 *Infrastructure* and *public service facilities* should be strategically located to support the effective and efficient delivery of emergency management services, and to ensure the protection of public health and safety in accordance with the policies in Section 3.0: Protecting Public Health and Safety.
- 1.6.5 *Public service facilities* should be co-located in community hubs, where appropriate, to promote cost-effectiveness and facilitate service integration, access to transit and *active transportation*.

## **1.6.6 Sewage, Water and Stormwater**

- 1.6.6.1 Planning for *sewage and water services* shall:
- a) accommodate forecasted growth in a manner that promotes the efficient use and optimization of existing:
    - 1. *municipal sewage services* and *municipal water services*; and
    - 2. *private communal sewage services* and *private communal water services*, where *municipal sewage services* and *municipal water services* are not available or feasible;
  - b) ensure that these systems are provided in a manner that:
    - 1. can be sustained by the water resources upon which such services rely;
    - 2. prepares for the *impacts of a changing climate*;
    - 3. is feasible and financially viable over their lifecycle; and
    - 4. protects human health and safety, and the natural environment;
  - c) promote water conservation and water use efficiency;
  - d) integrate servicing and land use considerations at all stages of the planning process; and
  - e) be in accordance with the servicing hierarchy outlined through policies 1.6.6.2, 1.6.6.3, 1.6.6.4 and 1.6.6.5. For clarity, where *municipal sewage services* and *municipal water services* are not available, planned or feasible, planning authorities have the ability to consider the use of the servicing options set out through policies 1.6.6.3, 1.6.6.4, and 1.6.6.5 provided that the specified conditions are met.
- 1.6.6.2 *Municipal sewage services* and *municipal water services* are the preferred form of servicing for *settlement areas* to support protection of the environment and minimize potential risks to human health and safety. Within *settlement areas* with existing *municipal sewage services* and *municipal water services*, *intensification* and *redevelopment* shall be promoted wherever feasible to optimize the use of the services.

sufficient *reserve sewage system capacity* shall include treatment capacity for hauled sewage from *private communal sewage services* and *individual on-site sewage services*.

1.6.6.7 Planning for stormwater management shall:

- a) be integrated with planning for *sewage and water services* and ensure that systems are optimized, feasible and financially viable over the long term;
- b) minimize, or, where possible, prevent increases in contaminant loads;
- c) minimize erosion and changes in water balance, and prepare for the *impacts of a changing climate* through the effective management of stormwater, including the use of *green infrastructure*;
- d) mitigate risks to human health, safety, property and the environment;
- e) maximize the extent and function of vegetative and pervious surfaces; and
- f) promote stormwater management best practices, including stormwater attenuation and re-use, water conservation and efficiency, and low impact development.

## 1.6.7 Transportation Systems

- 1.6.7.1 *Transportation systems* should be provided which are safe, energy efficient, facilitate the movement of people and goods, and are appropriate to address projected needs.
- 1.6.7.2 Efficient use should be made of existing and planned *infrastructure*, including through the use of *transportation demand management* strategies, where feasible.
- 1.6.7.3 As part of a *multimodal transportation system*, connectivity within and among *transportation systems* and modes should be maintained and, where possible, improved including connections which cross jurisdictional boundaries.
- 1.6.7.4 A land use pattern, density and mix of uses should be promoted that minimize the length and number of vehicle trips and support current and future use of transit and *active transportation*.

## 1.6.8 Transportation and Infrastructure Corridors

- 1.6.8.1 Planning authorities shall plan for and protect corridors and rights-of-way for *infrastructure*, including transportation, transit and electricity generation facilities and transmission systems to meet current and projected needs.
- 1.6.8.2 *Major goods movement facilities and corridors* shall be protected for the long term.
- 1.6.8.3 Planning authorities shall not permit *development* in *planned corridors* that could preclude or negatively affect the use of the corridor for the purpose(s) for which it was identified.

## **1.6.11 Energy Supply**

- 1.6.11.1 Planning authorities should provide opportunities for the development of energy supply including electricity generation facilities and transmission and distribution systems, district energy, and *renewable energy systems* and *alternative energy systems*, to accommodate current and projected needs.

## **1.7 Long-Term Economic Prosperity**

- 1.7.1 Long-term economic prosperity should be supported by:
- a) promoting opportunities for economic development and community investment-readiness;
  - b) encouraging residential uses to respond to dynamic market-based needs and provide necessary housing supply and range of *housing options* for a diverse workforce;
  - c) optimizing the long-term availability and use of land, resources, *infrastructure* and *public service facilities*;
  - d) maintaining and, where possible, enhancing the vitality and viability of downtowns and mainstreets;
  - e) encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including *built heritage resources* and *cultural heritage landscapes*;
  - f) promoting the redevelopment of *brownfield sites*;
  - g) providing for an efficient, cost-effective, reliable *multimodal transportation system* that is integrated with adjacent systems and those of other jurisdictions, and is appropriate to address projected needs to support the movement of goods and people;
  - h) providing opportunities for sustainable tourism development;
  - i) sustaining and enhancing the viability of the *agricultural system* through protecting agricultural resources, minimizing land use conflicts, providing opportunities to support local food, and maintaining and improving the *agri-food network*;
  - j) promoting energy conservation and providing opportunities for increased energy supply;
  - k) minimizing negative impacts from a changing climate and considering the ecological benefits provided by nature; and
  - l) encouraging efficient and coordinated communications and telecommunications infrastructure.

## **1.8 Energy Conservation, Air Quality and Climate Change**

- 1.8.1 Planning authorities shall support energy conservation and efficiency, improved air quality, reduced greenhouse gas emissions, and preparing for the *impacts of a changing climate* through land use and development patterns which:

- a) promote compact form and a structure of nodes and corridors;
- b) promote the use of *active transportation* and transit in and between residential, employment (including commercial and industrial) and institutional uses and other areas;
- c) focus major employment, commercial and other travel-intensive land uses on sites which are well served by transit where this exists or is to be developed, or designing these to facilitate the establishment of transit in the future;
- d) focus freight-intensive land uses to areas well served by major highways, *airports, rail facilities and marine facilities*;
- e) encourage *transit-supportive* development and *intensification* to improve the mix of employment and housing uses to shorten commute journeys and decrease transportation congestion;
- f) promote design and orientation which maximizes energy efficiency and conservation, and considers the mitigating effects of vegetation and *green infrastructure*; and
- g) maximize vegetation within *settlement areas*, where feasible.

close proximity. Mixed use developments will be encouraged with strong pedestrian orientations and to support public transit. This concept will enable Windsor to continue its growth and foster a vibrant economy, while ensuring a safe, caring and diverse community and a sustainable, healthy environment.

In order to manage growth consistent with the community vision, the following key policy directions are provided for in the other chapters of this Plan.

### **3.2.1 Safe, Caring and Diverse Community**

- |  |                |  |
|--|----------------|--|
| <i>NEIGHBOURHOOD CENTRES</i>               | <b>3.2.1.1</b> | Windsorites want to be a part of neighbourhoods that meet their needs as places to live, shop and play. Each neighbourhood will have a central area that provides a focus for activities and is within a convenient walking distance. Here, people will find shops, jobs, neighbourhood based services, public places that are safe and inviting, and a place to meet with neighbours and join in community life. The neighbourhood centre will provide a variety of housing types for all ages and incomes. |
| <i>NEIGHBOURHOOD HOUSING VARIETY</i>       | <b>3.2.1.2</b> | Encouraging a range of housing types will ensure that people have an opportunity to live in their neighbourhoods as they pass through the various stages of their lives. Residents will have a voice in how this new housing fits within their neighbourhood. As the city grows, more housing opportunities will mean less sprawl onto agricultural and natural lands.   |
| <i>DISTINCTIVE NEIGHBOURHOOD CHARACTER</i> | <b>3.2.1.3</b> | Windsor will keep much of what gives its existing neighbourhoods their character – trees and greenery, heritage structures and spaces, distinctive area identities, parks, and generally low profile development outside the City Centre. Around the neighbourhood centres, the existing character of the neighbourhood will be retained and enhanced. Newly developing areas will be planned to foster their own unique neighbourhood identities with a mixture of homes, amenities and services.           |
| <i>COMMUNITY DESIGN</i>                    | <b>3.2.1.4</b> | The design of buildings and spaces will respect and enhance the character of their surroundings, incorporating natural features and creating interesting and comfortable places. Streets, open spaces and the greenway system will serve as public amenities connecting and defining neighbourhoods and contributing to Windsor's image. New development in Windsor will accommodate the needs of pedestrians, cyclists and other recreational activities.   |

### **3.3.2 Vibrant Economy**

- |                   |                |  |
|-------------------|----------------|--|
| <i>EMPLOYMENT</i> | <b>3.2.2.1</b> | Windsor's economy will be stimulated by active employment centres that |
|-------------------|----------------|--|

providing places for residents to walk such as local retail businesses and services. Local services may also include pharmacies, convenience stores and retail to serve the day to day needs of residents.

Transit service is available and multiple routes may converge within the corridor and provide a few connections to other corridors and to Regional Commercial Centres.

### **3.3.3 Neighbourhoods**

Neighbourhoods are the most basic component of Windsor's urban structure and occupy the greatest proportion of the City. Neighbourhoods are stable, low-to-medium-density residential areas and are comprised of local streets, parks, open spaces, schools, minor institutions and neighbourhood and convenience scale retail services.

The three dominant types of dwellings in Windsor's neighbourhoods are single detached, semi-detached and townhouses. The density range for Windsor's neighbourhoods is between 20 to 35 units per net hectare. This density range provides for low and some medium-density intensification to occur in existing neighbourhoods. Multiple dwelling buildings with medium and high-densities are encouraged at nodes identified in the Urban Structure Plan.

### **3.3.4 Structural Elements in Neighbouring Communities**

Several urban structural elements are included for the neighbouring communities of Detroit, Michigan, United States of America; and the towns of Tecumseh and LaSalle in Essex County, Ontario. These communities are beyond Windsor Council's jurisdiction and the structural elements are included on Official Plan Volume I – Schedule 'J' for reference purposes only.

<i>ECONOMIC OPPORTUNITY</i>	4.1.6	Economic opportunities throughout Windsor.
<i>STAY SAFE</i>	4.1.7	A safe environment throughout Windsor.
<i>BALANCED DECISION MAKING</i>	4.1.8	A decision making process that balances environmental, economic and social considerations.
<b>4.2 Objectives</b>		
<b>4.2.1 Healthy and Liveable City</b>		
<i>PLANNING &amp; DESIGN</i>	4.2.1.1	To consider community health in the planning and design of Windsor and its neighbourhoods.
<i>ACTIVE LIFESTYLE</i>	4.2.1.2	To provide for activities and facilities which will foster an active lifestyle to improve community health.
<i>MONITOR HEALTH</i>	4.2.1.3	To regularly monitor community health.
<i>CLIMATE PROTECTION</i>	4.2.1.4	To protect against climate change and its possible adverse effects on human health, the physical environment, economy and quality of life.
<i>AGING IN PLACE</i>	4.2.1.5	To encourage a mix of housing types and services to allow people to remain in their neighbourhoods as they age.
<i>PEDESTRIAN SCALE</i>	4.2.1.6	To provide for pedestrian scale neighbourhood centres that serve the day-to-day needs of the local residents.
<b>4.2.2 Environmental Sustainability</b>		
<i>PLANNING &amp; DESIGN</i>	4.2.2.1	To consider the environment in the planning and design of Windsor.
<i>ECOSYSTEMS</i>	4.2.2.2	To protect and restore ecosystems.
<i>SUSTAINABLE DEVELOPMENT</i>	4.2.2.3	To encourage community planning, design and development that is sustainable.
<i>COMPATIBLE DEVELOPMENT</i>	4.2.2.4	To promote development that meets human needs and is compatible with the natural environment.
<i>REDUCE ENVIRONMENTAL IMPACTS</i>	4.2.2.5	To reduce environmental impacts.

### **4.2.3 Quality of Life**

<i>MIX OF USES</i>	4.2.3.1	To encourage a mix of uses.
<i>PROXIMITY OF BASIC SERVICES</i>	4.2.3.2	To encourage the location of basic goods and services close to where people live and work.
<i>COMMUNITY NEEDS</i>	4.2.3.3	To recognize the needs of the community in terms of shelter, support services, accessibility and mobility.
<i>HOUSING MIX</i>	4.2.3.4	To accommodate the appropriate range and mix of housing.
<i>LOCATION OF COMMUNITY SERVICES</i>	4.2.3.5	To encourage community services at appropriate locations throughout Windsor.
<i>FIRST NATIONS</i>	4.2.3.6	To recognize the needs of the First Nations communities for housing and support services.

### **4.2.4 Sense of Community**

<i>SOCIAL INTERACTION</i>	4.2.4.1	To encourage development that fosters social interaction.
<i>COMMUNITY LIVING</i>	4.2.4.2	To encourage development that fosters the integration of all residents into the community.
<i>ADAPTABLE DEVELOPMENT</i>	4.2.4.3	To encourage developments that adapt to changing resident needs.
<i>COMMUNITY FACILITIES</i>	4.2.4.4	To co-locate community facilities.

### **4.2.5 Community Empowerment**

<i>EDUCATION &amp; TRAINING</i>	4.2.5.1	To encourage the development of education and training facilities throughout Windsor.
<i>PUBLIC INVOLVEMENT</i>	4.2.5.2	To encourage and facilitate public involvement in planning and development initiatives.
<i>INFORMATION SYSTEM</i>	4.2.5.3	To ensure effective public information and communication on planning and development initiatives.



## 6. Land Use

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### 6.0 Preamble

A healthy and livable city is one in which people can enjoy a vibrant economy and a sustainable healthy environment in safe, caring and diverse neighbourhoods. In order to ensure that Windsor is such a city, Council will manage development through an approach which balances environmental, social and economic considerations. As such, the Land Use chapter of this Plan promotes a compact urban form and directs compatible development to appropriate locations within existing and future neighbourhoods.

This chapter of the Official Plan provides goals, objectives and policies for the land use designations identified on Schedule D: Land Use and Schedule E: City Centre Planning District and should be read in conjunction with the other parts of the Plan.

### 6.1 Goals

In keeping with the Strategic Directions, Council's land use goals are to achieve:

<i>NEIGHBOURHOODS</i>	6.1.1	Safe, caring and diverse neighbourhoods.
<i>ENVIRONMENTALLY SUSTAINABLE</i>	6.1.2	Environmentally sustainable urban development.
<i>RESIDENTIAL</i>	6.1.3	Housing suited to the needs of Windsor's residents.
<i>EMPLOYMENT</i>	6.1.4	The retention and expansion of Windsor's employment base.
<i>COMMERCIAL</i>	6.1.5	Convenient and viable areas for the purchase and sale of goods and services.
<i>INSTITUTIONAL</i>	6.1.6	An integration of institutions within Windsor's neighbourhoods.
<i>OPEN SPACE</i>	6.1.7	A variety of open space areas.
<i>WATERFRONT</i>	6.1.8	An accessible Detroit River, Lake St. Clair and a healthy waterfront.
<i>NATURAL HERITAGE</i>	6.1.9	The protection and conservation of environmentally significant and sensitive natural heritage features and functions.
<i>MIXED USE</i>	6.1.10	Pedestrian oriented clusters of residential, commercial, employment and institutional uses.

<i>CITY CENTRE PLANNING DISTRICT AIRPORT</i>	6.1.11	The City Centre as the vibrant focal point and symbol of Windsor.
	6.1.12	Protection and enhancement of Windsor Airport's role in serving passenger and cargo needs. (added by OPA #60-05/07/07-B/L85-2007-OMB Decision/Order No.2667, 10/05/2007)
<i>FUTURE GROWTH AREAS</i>	6.1.13	The provision of sufficient land in appropriate locations to accommodate future population and employment growth in Windsor. (added by OPA #60-05/07/07-B/L85-2007-OMB Decision/Order No.2667, 10/05/2007)

## 6.2 General Policies

<i>SCHEDULE D: LAND USE</i>	6.2.1.1	<p>The following land use designations shall be identified on Schedule D: Land Use:</p> <ul style="list-style-type: none"> <li>(a) Residential;</li> <li>(b) Industrial;</li> <li>(c) Business Park;</li> <li>(d) Commercial Centre;</li> <li>(e) Commercial Corridor;</li> <li>(f) Major Institutional;</li> <li>(g) Open Space;</li> <li>(h) Natural Heritage;</li> <li>(i) Mixed Use;</li> <li>(j) Waterfront Residential;</li> <li>(k) Waterfront Recreation; and</li> <li>(l) Waterfront Port.</li> <li>(m) Windsor Airport (added by OPA #60-05/07/07-B/L85-2007-OMB Decision/Order No.2667, 10/05/2007)</li> <li>(n) Future Urban Area (added by OPA #60-05/07/07-B/L85-2007-OMB Decision/Order No.2667, 10/05/2007)</li> </ul>
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- (o) Future Employment Area (added by OPA #60-05/07/07-B/L85-2007-OMB Decision/Order No.2667, 10/05/2007)

*TYPES OF  
DEVELOPMENT  
PROFILE*

**6.2.1.2**

For the purpose of this Plan, Development Profile refers to the height of a building or structure. Accordingly, the following Development Profiles apply to all land use designations on Schedule D: Land Use unless specifically provided elsewhere in this Plan:

- (a) Low Profile developments are buildings or structures generally no greater than three (3) storeys in height;
- (b) Medium Profile developments are buildings or structures generally no greater than six (6) storeys in height; and
- (c) High Profile developments are buildings or structures generally no greater than fourteen (14) storeys in height.

*TYPES OF  
DEVELOPMENT  
PATTERN*

**6.2.1.3**

For the purpose of this Plan, Development Pattern refers to an area bounded by the nearest Collector and/or Arterial roads and/or other major linear physical features. Accordingly, two categories of Development Pattern are provided for:

- (a) a Neighbourhood which exhibits a characteristic lotting and/or development profile; and
- (b) an Undeveloped Area which does not have characteristic lotting or development profile.

## **6.3 Residential**

The lands designated as “Residential” on Schedule D: Land Use provide the main locations for housing in Windsor outside of the City Centre Planning District. In order to develop safe, caring and diverse neighbourhoods, opportunities for a broad range of housing types and complementary services and amenities are provided.

The following objectives and policies establish the framework for development decisions in Residential areas.

### **6.3.1 Objectives**

<i>RANGE OF FORMS &amp; TENURES</i>	6.3.1.1	To support a complementary range of housing forms and tenures in all neighbourhoods.
<i>NEIGHBOURHOODS</i>	6.3.1.2	To promote compact neighbourhoods which encourage a balanced transportation system.
<i>INTENSIFICATION, INFILL &amp; REDEVELOPMENT</i>	6.3.1.3	To promote selective residential redevelopment, infill and intensification initiatives.
<i>MAINTENANCE &amp; REHABILITATION</i>	6.3.1.4	To ensure that the existing housing stock is maintained and rehabilitated.
<i>SERVICE &amp; AMENITIES</i>	6.3.1.5	To provide for complementary services and amenities which enhance the quality of residential areas.
<i>HOME BASED OCCUPATIONS</i>	6.3.1.6	To accommodate home based occupations.
<i>SUFFICIENT LAND SUPPLY</i>	6.3.1.7	To ensure that a sufficient land supply for residential and ancillary land uses is available to accommodate market demands over the 20 year period of this Plan.

## 6.3.2 Policies

In order to facilitate the orderly development and integration of housing in Windsor, the following policies shall apply.

<i>PERMITTED USES</i>	6.3.2.1	Uses permitted in the Residential land use designation identified on Schedule D: Land Use include Low, Medium and High Profile dwelling units.
<i>ANCILLARY USES</i>	6.3.2.2	<p>In addition to the uses permitted above, Council will encourage the achievement of diverse and self-sufficient neighbourhoods by permitting the following ancillary uses in areas designated Residential on Schedule D: Land Use without requiring an amendment to this Plan:</p> <p>(a) <del>community services including libraries, emergency services, community centres and similar public agency uses;</del> (Deleted by OPA #82 – June 20, 2011, B/L 117-2011)</p>

- (a) ~~community services including libraries, emergency services, community centres and similar public agency uses, but does not include a Methadone Clinic;~~  
(Deleted by OPA #106 – November 6, 2015, B/L 143-2015)
- (a) community services including libraries, emergency services, community centres and similar public agency uses;  
(Amended by OPA #106 – November 6, 2015, B/L 143-2015)
- (b) home based occupations subject to the provisions of policy 6.3.2.7;
- (c) Neighbourhood Commercial uses subject to the provisions of policy 6.3.2.9;
- (d) Open Space uses subject to the provisions of section 6.7;  
and
- (e) Minor Institutional uses subject to the provisions of section 6.6.

*TYPES OF  
LOW PROFILE  
HOUSING*

**6.3.2.3**

For the purposes of this Plan, Low Profile housing development is further classified as follows:

- (a) small scale forms: single detached, semi-detached, duplex and row and multiplexes with up to 8 units; and
- (b) large scale forms: buildings with more than 8 units.

*LOCATIONAL  
CRITERIA*

**6.3.2.4**

Residential development shall be located where:

- (a) there is access to a collector or arterial road;
- (b) full municipal physical services can be provided;
- (c) adequate community services and open spaces are available or are planned; and
- (d) public transportation service can be provided.

*EVALUATION  
CRITERIA FOR A  
NEIGHBOURHOOD  
DEVELOPMENT  
PATTERN*

**6.3.2.5**

At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed residential development within an area having a Neighbourhood development pattern is:

- (a) feasible having regard to the other provisions of this Plan, provincial legislation, policies and appropriate guidelines and support studies for uses:
  - (i) within or adjacent to any area identified on Schedule C: Development Constraint Areas and described in the Environment chapter of this Plan;
  - (ii) adjacent to sources of nuisance, such as noise, odour, vibration and dust;
  - (iii) within a site of potential or known contamination;
  - (iv) where traffic generation and distribution is a provincial or municipal concern; and
  - (v) adjacent to heritage resources.
- (b) in keeping with the goals, objectives and policies of any secondary plan or guideline plan affecting the surrounding area;
- (c) compatible with the surrounding area in terms of scale, massing, height, siting, orientation, setbacks, parking and amenity areas;
- (d) provided with adequate off street parking;
- (e) capable of being provided with full municipal physical services and emergency services; and
- (f) facilitating a gradual transition from Low Profile residential development to Medium and/or High profile development and vice versa, where appropriate.

*EVALUATION  
CRITERIA FOR AN  
UNDEVELOPED  
AREA  
DEVELOPMENT  
PATTERN*

**6.3.2.6**

At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed residential development within an area having a Undeveloped Area development pattern is:

- (a) feasible having regard to the other provisions of this Plan, provincial legislation, policies and appropriate guidelines and support studies for uses:

		(c) On street parking may be permitted on Class II Collector Roads and Local Roads provided there is sufficient paved road width.
<i>RESTRICT ON-STREET PARKING</i>	7.2.2.15	<p>Council may restrict on-street parking in a manner that does not conflict with future and planned uses of the right of way by:</p> <ul style="list-style-type: none"> <li>(a) Removing on-street parking where the added roadway space is required to install left or right turn lanes;</li> <li>(b) Removing on-street parking where the added roadway space may be required to install bicycle lanes;</li> <li>(c) Removing on-street parking where the added roadway space if required for transit purposes;</li> <li>(d) Removing on-street parking where there is a need to move traffic more efficiently;</li> <li>(e) Removing on-street parking where the City has constructed off street lots to offset the loss of on-street parking.</li> </ul>
<i>ON STREET PARKING – STREET SCAPING</i>	7.2.2.16	Council may permit on-street parking as part of a streetscaping plan designed to create a buffer between road traffic and pedestrian sidewalk areas.
<i>BICYCLE PARKING</i>	7.2.2.17	Council shall make provision for bicycle parking spaces by requiring bicycle spaces at all developments.
<i>LAND USE AND TRANSPORTATION</i>	7.2.2.18	<p>Council shall recognize the link between land use and transportation systems by:</p> <ul style="list-style-type: none"> <li>(a) Focusing office development and high-density employment and high density residential in areas which have access to transit and pedestrian amenities;</li> <li>(b) Encouraging commercial and employment uses within 400 metres to 800 metres of residential areas to promote the use of active transportation and to promote transit service.</li> </ul>
<i>SUSTAINABLE SITE DESIGN</i>	7.2.2.19	<p>Council shall require the use of sustainable site design during the Site Plan Control process to ensure accessibility for all pedestrians and cyclists by:</p> <ul style="list-style-type: none"> <li>(a) Requiring buildings and access points to buildings be placed to provide convenient access to the public right of way;</li> </ul>

		<ul style="list-style-type: none"> <li>(b) Ensuring the provision of sidewalk and cycling connections to and from the entrances of the development and cycling facilities;</li> <li>(c) Ensuring that sidewalk and cycling connections are barrier free throughout the seasons;</li> <li>(d) Ensuring that the sidewalk and cycling connections minimize the walking and cycling distance to and from the right of way and</li> <li>(e) Encouraging a more street level design and access by planning parking lots in such a way to not adversely impact such access.</li> </ul>
<i>TRANSIT SUPPORTIVE DEVELOPMENT</i>	7.2.2.20	Council shall support transit by planning for compact mixed-use, higher density residential, commercial and employment development within concentrated nodes and corridors that are adjacent to higher order transit corridors.
<i>MINIMIZING VEHICLE TRIPS AND TRAVEL DISTANCES</i>	7.2.2.21	<p>Council shall implement land use patterns that promote sustainable travel by locating land uses within reasonable walking or cycling distance by:</p> <ul style="list-style-type: none"> <li>(a) Encouraging development that include an appropriate mix of residential, commercial and employment lands within reasonable walking distance of each other;</li> <li>(b) Planning higher density developments in areas along major transportation corridors and nodes;</li> <li>(c) Integrating land use and transportation planning decisions by ensuring each fit the context of each other's specific needs.</li> </ul>
<i>TRAVEL DEMAND MANAGEMENT</i>	7.2.2.22	<p>Council and Transit Windsor will encourage employers to manage their travel demand by:</p> <ul style="list-style-type: none"> <li>(a) Promoting the use of ride sharing and car-pooling to reduce parking demand and to reduce vehicles on nearby streets;</li> <li>(b) Promoting the use of bulk or special transit pass purchases by employers for employees that offer discounts over regular transit pass prices and encourage transit usage;</li> <li>(c) Encouraging companies to alternate hours of work to reduce the peak hour traffic and parking demand.</li> </ul>
<i>POST SECONDARY STUDENT TRANSPORTATION</i>	7.2.2.23	Council shall encourage post secondary institutions to implement tuition-based bus pass programs to reduce travel and parking demand.



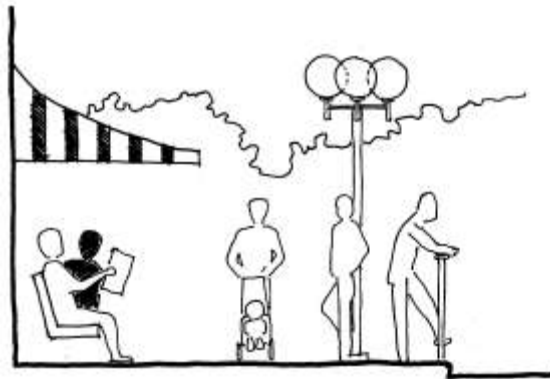
## 8.3 Design For People

### 8.3.1 Objectives

<i>COMFORT</i>	8.3.1.1	To achieve maximum user comfort in the design of new development.
<i>PEDESTRIAN SCALE</i>	8.3.1.2	To foster development that provides a pedestrian scale.
<i>SENSE OF PLACE</i>	8.3.1.3	To foster a sense of place within Windsor and its neighbourhoods.

### 8.3.2 Policies

<i>INTERPERSONAL COMMUNICATION &amp; OBSERVATION</i>	8.3.2.1	Council will encourage buildings and spaces to be designed to accommodate interpersonal communication and observation.
<i>PEDESTRIAN SCALE</i>	8.3.2.2	<p>Council will encourage buildings and spaces that establish a pedestrian scale by promoting:</p> <ul style="list-style-type: none"><li>(a) the placement of continuous horizontal features on the first two storeys adjacent to the road;</li><li>(b) the repetition of landscaping elements, such as trees, shrubs or paving modules; and</li><li>(c) the use of familiar sized architectural elements such as doorways and windows.</li></ul>
<i>REST AREAS</i>	8.3.2.3	Council will support the provision of furniture, stairs, walls, and benches in public spaces that provide comfortable rest areas for pedestrians.



## 8.7 Built Form

### 8.7.1 Objectives

<i>VARIED DEVELOPMENT PATTERN</i>	8.7.1.1	To achieve a varied development pattern which supports and enhances the urban experience.
<i>COMPLEMENTARY DESIGN</i>	8.7.1.2	To achieve a complementary design relationship between new and existing development, while accommodating an evolution of urban design styles.
<i>VISUAL INTEREST</i>	8.7.1.3	To maximize the variety and visual appeal of building architecture.
<i>ART AND LANDSCAPING</i>	8.7.1.4	To integrate art and landscaping with the built form.
<i>UNIQUE CHARACTER</i>	8.7.1.5	To enhance the unique character of a district, neighbourhood, prominent building or grouping of buildings.
<i>SIGNS</i>	8.7.1.6	To ensure that signs respect and enhance the character of the area in which they are located.
	8.7.1.7	To achieve external building designs that reflect high standards of character, appearance, design and sustainable design features. (Added by OPA #66-11/05/07-B/L209-2007)

### 8.7.2 Policies

<del><i>NEW DEVELOPMENT</i></del>	<del>8.7.2.1</del>	<del>Council will ensure that the design of new development:</del> (Deleted by OPA #66-11/05/07-B/L209-2007)
<i>NEW DEVELOPMENT</i>	8.7.2.1	Council will ensure that the design of new development: (Added by OPA #66-11/05/07-B/L209-2007) <ul style="list-style-type: none"> <li><del>(a) is complementary to adjacent development in terms of its overall massing, orientation and setback;</del> (Deleted by OPA #66-11/05/07-B/L209-2007)</li> <li>(a) is complementary to adjacent development in terms of its overall massing, orientation, setback and exterior design, particularly character, scale and appearance; (Added by OPA #66-11/05/07-B/L209-2007)</li> <li>(b) provides links with pedestrian, cycle, public transportation and road networks; and</li> </ul>

- (c) maintains and enhances valued heritage resources and natural area features and functions.
- (d) Encourages the creation of attractive residential streetscapes through architectural design that reduces the visual dominance of front drive garages, consideration of rear lanes where appropriate, planting of street trees and incorporation of pedestrian scale amenities. (added by OPA #60-05/07/07-B/L85-2007-OMB Decision/Order No.2667, 10/05/2007)

*REDEVELOPMENT  
AREAS*

8.7.2.2

Council will ensure that the design of extensive areas of redevelopment achieves the following:

- (a) provides a development pattern that support a range of uses and profiles;
- (b) defines the perimeter of such an area by a distinct edge which may be formed by roads, elements of the Greenway System or other linear elements;
- (c) contains activity centres or nodes which are designed to serve the area and which may be identified by one or more landmarks;
- (d) provides transportation links to adjacent areas; and
- (e) maintains and enhances valued historic development patterns or heritage resources.
- (f) is complementary to adjacent development in terms of overall massing, orientation, setback and exterior design, particularly character, scale and appearance.  
(Added by OPA #66-11/05/07-B/L209-2007)

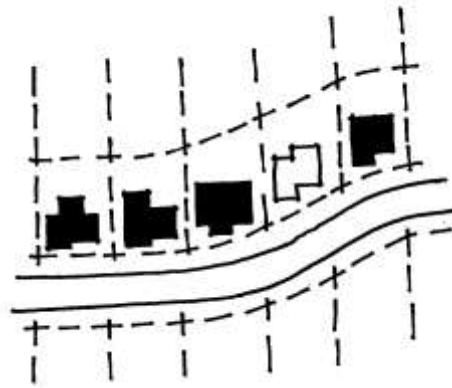
*INFILL  
DEVELOPMENT*

8.7.2.3

Council will ensure that proposed development within an established neighbourhood is designed to function as an integral and complementary part of that area's existing development pattern by having regard for:

- (a) massing;
- (b) building height;
- (c) architectural proportion;

- (d) volumes of defined space;
- (e) lot size;
- (f) position relative to the road; and
- (g) building area to site area ratios.
- (h) the pattern, scale and character of existing development;  
and,  
(Added by OPA #66–11/05/07-B/L209-2007)
- (i) exterior building appearance  
(Added by OPA #66–11/05/07-B/L209-2007)



*TRANSITION IN  
BUILDING  
HEIGHTS*

8.7.2.4

Council will ensure a transition among Very High, High, Medium and Low Profile developments through the application of such urban design measures as incremental changes in building height, massing, space separation or landscape buffer.

*CONTINUOUS  
BUILDING  
FACADES*

8.7.2.5

Council will require new development to support the creation of continuous building facades along Mainstreets through the street level presence of:

- (a) community facilities, retail shops, and other frequently visited uses; and
- (b) architectural features and elements which can be experienced by pedestrians.

## APPENDIX F – Zoning By-law 8600 Excerpts

Page 10.2

### 10.3 RESIDENTIAL DISTRICT 1.3 (RD1.3)

#### 10.3.1 PERMITTED USES

*Existing Duplex Dwelling*  
*Existing Semi-Detached Dwelling*  
*One Single Unit Dwelling*  
Any use accessory to the preceding uses

#### 10.3.5 PROVISIONS

	Duplex Dwelling	Semi-Detached Dwelling	Single Unit Dwelling
.1 Lot Width – minimum	9.0 m	15.0 m	9.0 m
.2 Lot Area – minimum	360.0 m <sup>2</sup>	450.0 m <sup>2</sup>	270.0 m <sup>2</sup>
.3 Lot Coverage – maximum	45.0%	45.0%	45.0%
.4 Main Building Height – maximum	10.0 m	10.0 m	10.0 m
.5 Front Yard Depth – minimum	6.0 m	6.0 m	6.0 m
.6 Rear Yard Depth – minimum	7.50 m	7.50 m	7.50 m
.7 Side Yard Width – minimum	1.20 m	1.20 m	1.20 m

### 11.2 RESIDENTIAL DISTRICT 2.2 (RD2.2)

#### 11.2.1 PERMITTED USES

*One Double Duplex Dwelling*  
*One Duplex Dwelling*  
*One Multiple Dwelling* containing a maximum of four *dwelling units*  
*One Semi-Detached Dwelling*  
*One Single Unit Dwelling*  
*Townhome Dwelling*  
Any use accessory to any of the preceding uses

#### 11.2.5 PROVISIONS

.1 Duplex Dwelling		
.1 Lot Width – minimum		12.0 m
.2 Lot Area – minimum		360.0 m <sup>2</sup>
.3 Lot Coverage – maximum		45.0%
.4 Main Building Height – maximum		10.0 m
.5 Front Yard Depth – minimum		6.0 m
.6 Rear Yard Depth – minimum		7.50 m
.7 Side Yard Width – minimum		1.20 m

## APPENDIX F – Zoning By-law 8600 Excerpts

### .2 Semi-Detached Dwelling

.1	Lot Width – minimum	15.0 m
.2	Lot Area – minimum	450.0 m <sup>2</sup>
.3	Lot Coverage – maximum	45.0%
.4	Main Building Height – maximum	10.0 m
.5	Front Yard Depth – minimum	6.0 m
.6	Rear Yard Depth – minimum	7.50 m
.7	Side Yard Width – minimum	1.20 m

### .3 Single Unit Dwelling

.1	Lot Width – minimum	9.0 m
.2	Lot Area – minimum	270.0 m <sup>2</sup>
.3	Lot Coverage – maximum	45.0%
.4	Main Building Height – maximum	10.0 m
.5	Front Yard Depth – minimum	6.0 m
.6	Rear Yard Depth – minimum	7.50 m
.7	Side Yard Width – minimum	1.20 m

### .4 Double Duplex Dwelling or Multiple Dwelling

.1	Lot Width – minimum	18.0 m
.2	Lot Area – minimum	540.0 m <sup>2</sup>
.3	Lot Coverage – maximum	45.0%
.4	Main Building Height – maximum	10.0 m
.5	Front Yard Depth – minimum	6.0 m
.6	Rear Yard Depth – minimum	7.50 m
.7	Side Yard Width – minimum	1.80 m

### .5 Townhome Dwelling

.1	Lot Width – minimum	20.0 m
.2	Lot Area – per <i>dwelling unit</i> – minimum	200.0 m <sup>2</sup>
.3	Lot Coverage – maximum	45.0%
.4	Main Building Height – maximum	10.0 m
.5	Front Yard Depth – minimum	6.0 m
.6	Rear Yard Depth – minimum	7.50 m
.7	Side Yard Width – minimum	1.50 m

## **APPENDIX G - Consultations**

### **Anne Marie Albidone – Environmental Services**

No concerns from Environmental services.

### **Jennifer Nantais – Environmental & Sustainability Coordinator**

The Environmental Sustainability & Climate Change team has no comments to add to this application.

### **Jason Scott – Transit Windsor**

Transit Windsor has no objections to this development. The closest existing bus route to this property is with the Crosstown 2. The closest existing bus stop to this property is located on Wyandotte at Sunset Southeast Corner. This bus stop is approximately 810 metres away from this property falling outside of our 400 metre walking distance guideline to a bus stop. Later this year in 2022, Transit Windsor's Central 3 route will be changing to have the westbound direction of the route do a loop that travels along College and onto California heading northbound to Wyandotte. This would have a new bus stop created with it located on College at California Southwest Corner. This would bring the walking distance down to approximately 230 metres from this property now falling within the guidelines. The Council approved Transit Master Plan would see the creation of a new express route along College that would keep the bus stop in the general vicinity of College and California leaving the walking distance virtually the same.

### **Canada Post**

Canada Post has no comments for the attached application.

### **Enwin**

Hydro Engineering: No Objection

ENWIN has an existing 27.6kV primary and 120/240V secondary hydro distribution pole line along the west limit of the property.

Proposed buildings must have adequate clearance requirements from these lines.

We recommend referring to the Occupational Health and Safety Act for minimum safe limits of approach during construction and also the Ontario Building Code for adequate clearance requirements for New Buildings.

Water Engineering: Water Engineering has no objections. Additional water services will be required for this development.

## **APPENDIX G - Consultations**

### **Stefan Fediuk – Landscape Architect**

Pursuant to the application for a zoning amendment (Z-024/21) to rezone to a site specific Residential District 2.2 (RD2.2) on the subject, please note no objections. Please also note the following comments:

#### **Zoning Provisions for Parking Setback:**

It appears that the proposed parking area on the southern property is closer to the south property boundary than the proposed building footprint. Given the available space ensure that the parking is setback to the minimum building setback of 1.5m for RD2.2.

With the northern property, the parking appears to be in the middle of the property. It is recommended that the parking be shifted north or south to be 1.5m from the property boundary to provide more usable outdoor greenspace for the residents.

#### **Urban Design:**

The area is currently in a transition stage and the development could set the trend for future development in the area. Quality of building materials and proscribed vegetation to combat climate change are important factors in both O.P. and PPS. Though not a requirement at this time due to the size of the development, it is strongly recommended that the site be subject to Site Plan Review to ensure that these elements are addressed through this development.

#### **Tree Preservation:**

**N/A**

#### **Parkland Dedication:**

Require a parkland dedication representing 5% of the subject lands, to the satisfaction of the Commissioner of Parks, as per By-law 12780 and the Planning Act.

### **Barbara Rusan – Building**

The Building Code Act, Section 8.(1) requires that a building permit be issued by the Chief Building Official for any construction or demolition of a building. It is strongly recommended that the owner and/or applicant contact the Building Division to determine building permit needs for the proposed project. The City of Windsor Building Division can be reached by phone at 519-255-6267 or through email at [buildingdept@citywindsor.ca](mailto:buildingdept@citywindsor.ca)

### **Sherif Barsom – Parks D&D**

Please note that Parks Development has no comments for the above mentioned liaison.

### **Simona Simion – Research & Policy Support**



## APPENDIX G - Consultations

The Consent Policies, Section 11.4.3 of the Official Plan provide evaluation criteria and conditions of approval for consent applications. The proposed consent is for lot boundary adjustment, which represents an appropriate consent per Section 11.4.3.2(c). This consent will be supported by Committee of Adjustments Planning Staff for the following reasons: the evaluation criteria in Section 11.4.3.6 for continuation of an orderly development pattern is satisfied and development of adjacent properties is not impacted.

Applicable policies:

11.4.3.2 Consents may only be granted when it is not necessary for the proper and orderly development of the city. Accordingly, consents will generally be limited to:

- (a) Creation of lots for minor infilling; and
- (b) The mortgaging or leasing of land beyond 21 years;
- (c) **Lot boundary adjustments**; and
- (d) Easements and rights-of-ways.

11.4.3.6 The Committee of Adjustment will evaluate consent applications according to the following criteria:

- (a) Provincial legislation, policies and applicable guidelines;
- (b) **The physical layout of the proposed lots having regard to the Urban Design policies of this Plan, Volume II: Secondary Plans & Special Policy Areas and other relevant standards and guidelines;**
- (c) **The continuation of an orderly development pattern;**
- (d) **Impact upon the comprehensive development of adjacent properties;**
- (e) The requirements or comments of Municipal departments and public agencies or authorities; and
- (f) Previous consents granted on the land holdings on or in the area.

### **Rania Toufeili – Transportation**

- The Official Plan classifies California Avenue as a Local Road with a required right-of-way width of 20 metres. A land conveyance of 2.4 metres would be required; however, not requested at this time.
- All accesses shall conform to the TAC Geometric Design Guide for Canadian Roads and the City of Windsor Standard Engineering Drawings.
- All exterior paths of travel must meet the requirements of the *Accessibility for Ontarians with Disabilities Act (AODA)*.
- Parking shall comply with zoning by-law 8600.

### **Patrick Winters – Engineering & ROW**

## APPENDIX G - Consultations

The subject lands are located at 987 and 1003 California Avenue, designated Residential on Schedule D by the City of Windsor Official Plan and zoned Residential District 1.3 (RD1.3) by Zoning By-Law 8600. The applicant is requesting an amendment to Zoning By-law 8600 to permit the redevelopment of two residential properties and change the zoning to Residential District 2.2 (RD2.2). 987 California Avenue is currently vacant (former single detached dwelling was demolished in 2019) and 1003 California Avenue contains a one-storey, single detached dwelling that is proposed to be demolished. The applicant proposes to adjust the lot line to create two properties—each with a frontage of 19.03 metres (62.43 feet) and construct two, three storey townhome dwellings with three dwelling units on each property.

The site may be serviced by a 300mm PVC sanitary sewer and a 600mm vitrified clay storm sewer within the California Avenue road and right-of-way, respectively. If possible existing connections should be utilized. Any redundant connections shall be abandoned in accordance with the City of Windsor Engineering Best Practice B.P 1.3.3. The applicant will be required to submit site servicing drawings.

Schedule X of the Official Plan classifies California Avenue as a Local Road, requiring a right-of-way width of 20m. The current right-of-way is 15.2m; therefore, a land conveyance for 2.4m is required, but is not being requested. Redundant curb cuts shall be removed and restored in accordance with City Standards to the satisfaction of the City Engineer. Permits will be required from this department should any work be required in the right-of-way.

The proposed alley access and rear yard parking is not supported, as the alley is gravel and does not receive snow removal services. If approved, the owner will be required to contribute to the alley maintenance fund in the amount of \$3,800.00 as per the 2022 User Fee Schedule and the parking area would need to be graded to drain away from the alley.

In summary we have no objection to the proposed rezoning, subject to the following requirements (Requirements can be enforced during Building and Right-of-Way permitting):

**Alley Contribution** – The owner agrees, prior to the issuance of a Building Permit, to contribute the sum of \$3,800.00 payable to the City of Windsor and deposited in the General Fund intended for the upkeep of alleys within the City of Windsor.

## APPENDIX H – DRAFT AMENDING BY-LAW

BY - LAW NUMBER -2022

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER  
8600 CITED AS THE "CITY OF WINDSOR ZONING BY-  
LAW"

Passed the            day of            , 2022.

**WHEREAS** it is deemed expedient to further amend By-law Number 8600 of the Council of The Corporation of the City of Windsor, cited as the "City of Windsor Zoning By-law" passed the 31st day of March, 1986, as heretofore amended:

**THEREFORE** the Council of The Corporation of the City of Windsor enacts as follows:

1. By-law Number 8600 is further amended by changing the Zoning District Maps or parts thereof referred to in Section 1, of the by-law and made part thereof, so that the zoning district symbol of the lands described in Column 3 shall be changed from that shown in Column 5 to that shown in Column 6:

1. Item Number	2. Zoning District Map Part	3. Lands Affected	4. Official Plan Amendment Number	5. Zoning Symbol	6. New Zoning Symbol
1	4	Lots 2 to 10 and Lots 11 and 12 on Plan 50, Block D  (Roll No. 020-230-12500 and 020-230-12600; situated on the west side of California Avenue between Davis Street and Giradot Street)	-	RD1.3	RD2.2

2. By-law Number 8600 is further amended by amending subsection 1 of Section 20 to add the following paragraph:

**“450 WEST SIDE OF CALIFORNIA AVENUE, BETWEEN DAVIS STREET AND GIRADOT STREET**

1. For lands comprising Lots 2 to 10 and Lots 11 and 12 on Plan 50, Block D, for a *Townhome Dwelling* the following additional provisions shall apply:
  - a) Lot Width – minimum - 19.0 m

## APPENDIX H – DRAFT AMENDING BY-LAW

- b) Side Yard Width – minimum - 1.23 m
- c) A flat roof, a roof having a slope of less than 20.0 degrees, or a roof with at least two contiguous slopes, where the lowest slope is greater than the uppermost slope, are prohibited.

[ZDM 4; ZNG/6484]”;

2. The said by-law is further amended by changing the Zoning District Map identified in Column 2 so that the lands described in Column 3 are delineated by a broken line and further identified by the zoning symbol shown in Column 5:

1. Item Number	2. Zoning District Map Part	3. Lands Affected	4. Official Plan Amendment Number	5. Zoning Symbol
1	4	Lots 2 to 10 and Lots 11 and 12 on Plan 50, Block D  (Roll No. 020-230-12500 and 020-230-12600; situated on the west side of California Avenue between Davis Street and Giradot Street)	-	S.20(1)450

DREW DILKENS, MAYOR

CLERK

First Reading - , 2022  
Second Reading - , 2022  
Third Reading - , 2022

## **APPENDIX H – DRAFT AMENDING BY-LAW**

### **SCHEDULE 2**

1. By-law \_\_\_\_\_ has the following purpose and effect:

To amend the zoning of lands located on the west side of California Ave between Davis Street and Giradot Street described as Lots 2 to 10 and Lots 11 and 12 on Plan 50, Block D (Roll No. 020-230-12500 and 020-230-12600), by changing from Residential District 1.3 (RD1.3) to a site-specific Residential District 2.2 (RD2.2) zoning district that permits the development of a townhome dwelling with reduced lot width and reduced side yard setback and a prohibition on a flat roof

2. Key map showing the location of the lands to which By-law \_\_\_\_\_ applies.

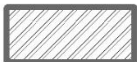
# APPENDIX H – DRAFT AMENDING BY-LAW



PART OF ZONING DISTRICT MAP 4

## REZONING

Applicant: 1731952 Ontario Ltd.



SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT

N.T.S.



DATE : JANUARY, 2022  
FILE NO. : Z-024/21, ZNG/6484

- Where possible, maintain the existing lot grading and the neighbourhood's characteristic first floor height.
- Avoid mixing historic architectural elements with other architectural style elements.
- Contemporary designs may be considered provided they exhibit consistency with the massing and articulation guidelines in this section and are not located within a heritage context or adjacent to a heritage dwelling.

### 2.3.2.2 Porches and Entry Features

- Ensure the main entrance faces the street, with the door in a prominent position. The front door should be clearly visible and approachable from the street.
- Front porches are encouraged as features that increase the prominence of the front entrance.
- Encourage weather protection elements at the main entrance and design to complement the overall design of the dwelling.

## 2.4 Townhouse Development

Townhouses in Windsor's Stable and Mature Neighbourhoods are considered a popular choice for their ability to provide housing at greater densities than traditional single detached dwellings. In these neighbourhoods, the general appearance and placement of townhouses is characteristically different from the existing forms of development. Of special concern for townhouse development is the dominance of front facing garages.

The architectural character of new townhouse units has the potential to exert a greater impact on stable and mature neighbourhoods than that of single-detached or semi-detached dwelling units. Townhouse developments typically present a large unified extent of building face exposed to the street. Their massing characteristics could easily have an overwhelming effect that may be out of character with the neighbourhood.

The intent of these Guidelines is to translate the characteristics of more historic buildings found in the Stable and Matures Neighbourhoods to the townhouse form. The objectives of the Urban Design Guidelines with respect to townhouses are to:

- Ensure a form and character that is compatible with the dominant single detached housing in the neighbourhoods;
- Ensure that new developments do not impact adjacent residents due to, e.g., loss of privacy or sunlight;
- Ensure that the landscape treatment of the front yards contributes to sustaining the lush and green landscape character of the neighbourhood; and,
- Ensure that the street view is not dominated by garages.

Maximum 1.5 storeys difference  
between adjacent dwellings

Consistent height

Appropriate transition to  
lower dwellings



Illustration demonstrating the approach to height variation and transition between dwelling types.

## 2.4.1 Building Design

### 2.4.1.1 Massing & Elevation Articulation

1. Building mass should be compatible with buildings in the immediate vicinity of the development. Generally, the building foot print should not exceed 35% of the lot area. In addition, 40% of the lot area should be dedicated to landscaped open space exclusive of parking facilities and driveways.
2. Maintain the traditional range of building heights. Townhouses should not exceed three storeys. Consideration of height will depend on the height of housing in the immediate vicinity of the development.
3. Articulate the elevation of the townhouse block in a manner that provides variation between units with common characteristics that visually unites the block.
4. The main entrance should face the street, with the door in a prominent position. The front door should be clearly visible and approachable from the street.
5. For units flanking a window street, the main front door should be visible from, and oriented to, the exterior side elevation of the dwelling with access to the sidewalk. Ensure the entries are articulated through the use of entry features such as projecting porches facing the street.

6. The roofline should feature modulation of roof planes and use of dormer windows to avoid monotony.
7. Utilize variety in the design of roofs through the use of traditional gables and dormers, or more contemporary designs that include cantilevers and parapet details to break up the massing of units within a block. The main roof should appear as one roof where possible and reflect the architectural style of the unit block.

### 2.4.1.2 Porches and Entry Features

1. Front porches are encouraged as features that increase the prominence of the front entrance. The composition of wall elements should support the location and definition of the main entrance.
2. Housing in the Stable and Mature Neighbourhoods is characterized by front doors that have a direct relationship to the street grade. Avoid a finished floor elevation of the first floor and the front door at a second floor height up a full set of stairs.
3. The elevation of the front door should be no more than 1.5 m above grade.



Townhouse development in Walkerville neighbourhood.





**Committee Matters: SCM 190/2022**

**Subject: Rezoning – Mohammad Naserian & Sara Etemad-Rad - 940 Cousineau - Z-013/22 ZNG/6733 - Ward 1**

Moved by: Councillor Holt

Seconded by: Councillor Sleiman

Decision Number: **DHSC 409**

THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of Part of Lot 80 & Part of Guppy Ave, Registered Plan 1478 (known municipally as 940 Cousineau Road; Roll No. 080-080-00200) situated on the north side of Cousineau Road, east of Casgrain Drive, by adding a site specific exception to Section 20(1) as follows:

**446. NORTH SIDE OF COUSINEAU ROAD, EAST OF CASGRAIN DRIVE**

For the lands comprising of Part of Lot 80 & Part of Guppy Ave, Registered Plan 1478, a *semi-detached dwelling* shall be an additional permitted use subject to the semi-detached dwelling provisions in Section 10.4.5.  
[ZDM 9; ZNG/6733]

Carried.

Report Number: S 72/2022

Clerk's File: Z/14376

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 7.2. from the Development & Heritage Standing Committee Meeting held July 4, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7340>

**Subject: Rezoning – Mohammad Naserian & Sara Etemad-Rad - 940 Cousineau - Z-013/22 ZNG/6733 - Ward 1**

**Reference:**

Date to Council: July 4, 2022  
Author: Adam Szymczak, MCIP, RPP  
Senior Planner  
519-255-6543 x6250  
aszymczak@citywindsor.ca

Planning & Building Services  
Report Date: June 3, 2022  
Clerk's File #: Z/14376

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

**Recommendation:**

THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of Part of Lot 80 & Part of Guppy Ave, Registered Plan 1478 (known municipally as 940 Cousineau Road; Roll No. 080-080-00200) situated on the north side of Cousineau Road, east of Casgrain Drive, by adding a site specific exception to Section 20(1) as follows:

**446. NORTH SIDE OF COUSINEAU ROAD, EAST OF CASGRAIN DRIVE**

For the lands comprising of Part of Lot 80 & Part of Guppy Ave, Registered Plan 1478, a *semi-detached dwelling* shall be an additional permitted use subject to the semi-detached dwelling provisions in Section 10.4.5.  
[ZDM 9; ZNG/6733]

**Executive Summary:**

N/A

**Background:****Application Information:**

**Location:** 940 Cousineau Road; Roll No. 080-080-00200  
Part of Lot 80 & Part of Guppy Ave, Registered Plan 1478

**Ward:** 1      **Planning District:** 08 - Roseland      **Zoning District Map:** 9

**Applicant:** Mohammad Naserian & Sara Etemad-Rad

**Owner:** Mohammad Naserian & Sara Etemad-Rad

**Agent:** Pillon Abbs Inc., Tracey Pillon-Abbs, MCIP, RPP

**Proposal:**

The Applicant is proposing to demolish all existing buildings and construct three semi-detached dwellings, each with two dwelling units for a total of six dwelling units. The applicant proposes to sever the parcel into three lots, each lot having a minimum width of 15.08 m and a minimum area of 758.9 m<sup>2</sup>. The conceptual plan indicates a front yard setback of 6.10 m, a rear yard setback of 25.88 m, and a side yard setback of 1.25 m. Maximum lot coverage is 45%.

An amendment to Zoning By-law 8600 changing the zoning from Residential District 1.4 (RD1.4) to Residential District 2.1 (RD2.1) is being requested to allow the semi-detached dwelling development.

**Submissions:** Rezoning Application Form, Concept Plan, Plan of Survey, Severance Sketch, Tree Survey & Preservation Plan, Deeds

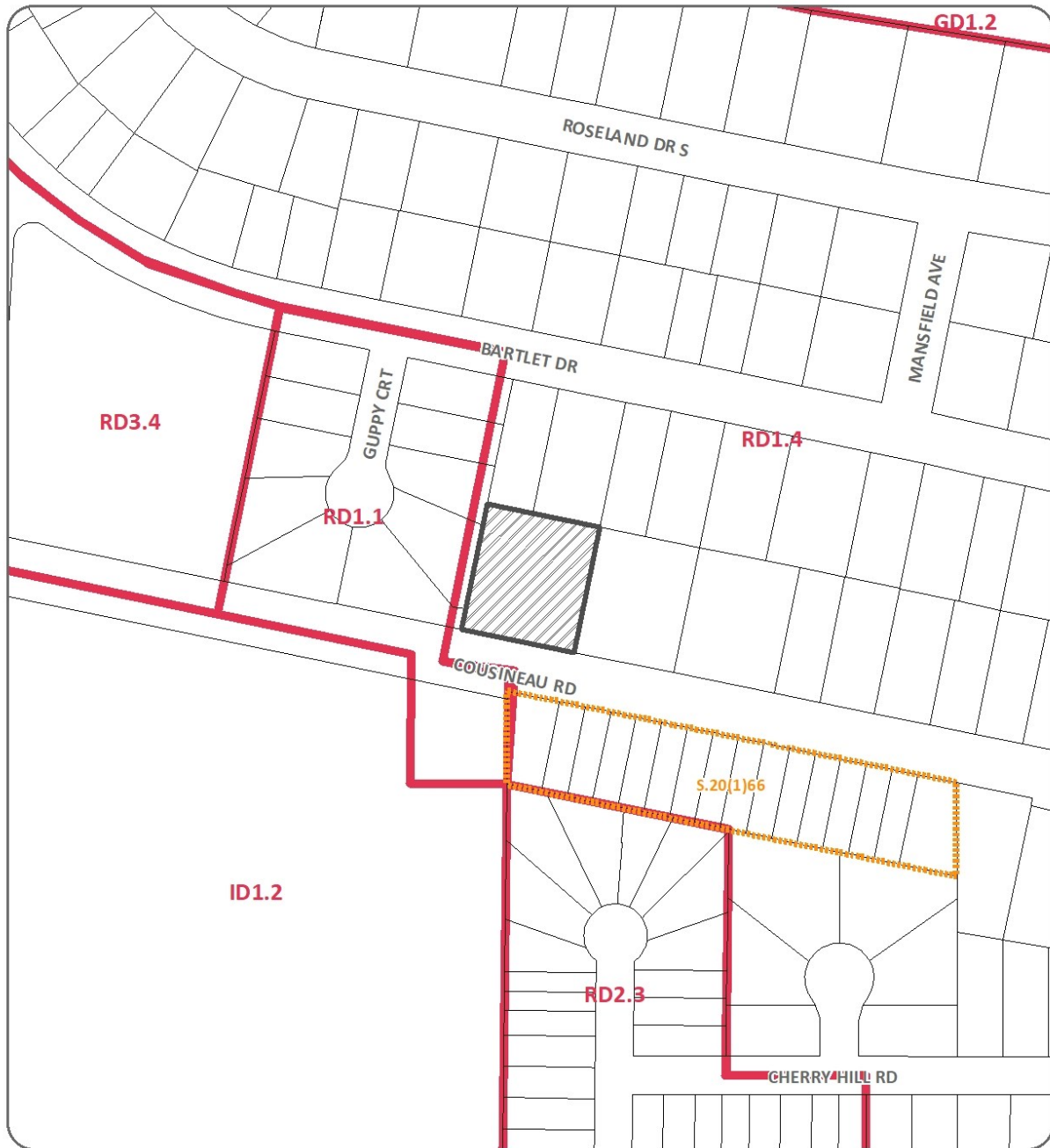
**Site Information:**

OFFICIAL PLAN	ZONING	CURRENT USE	PREVIOUS USE
Residential	Residential District 1.4 (RD1.4)	Single Unit Dwelling	N/A
LOT WIDTH	LOT DEPTH	LOT AREA	LOT SHAPE
45.26 m	50.29 m	2,276.2 sq. m	Rectangular
148.49 ft	164.99 ft	24,500.8 sq. ft.	
All measurements are approximate and are for information purposes only.			

This is a detailed street map of a residential area in Vancouver, British Columbia. The map shows a grid of streets with various names including Liberty St, Beals St, Roseland Dr, and Cousineau Rd. A red dot is placed on Cousineau Rd, indicating a specific location. The map also shows major highways like HWY 3 and HWY 401.



**Figure 2: Subject Parcel - Rezoning**

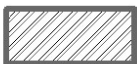


PART OF ZONING DISTRICT MAP 9

N.T.S.

## REZONING

Applicant: Mohammad Naserian & Sara Etemad-Rad



SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT

DATE : APRIL, 2022  
FILE NO. : Z-013/22, ZNG/6733



Figure 3: Neighborhood Map



NEIGHBOURHOOD MAP - Z-013/22, ZNG/6733



SUBJECT LANDS

## **Neighbourhood Characteristics:**

The subject parcel is located in a residential area consisting mostly of low density dwellings. See Appendix B for site images. To the north, are single unit dwellings. On the south side of Cousineau towards Country Club Drive are semi-detached dwellings. Further south, is a more recent development consisting of townhome, semi-detached and single unit dwellings. To the west, at Casgrain and Cousineau, is the former Ivor Chandler Public School site, with the school building redeveloped as a multiple dwelling and the school yard redeveloped as a small cul-de-sac (Guppy Court) consisting of 10 single-unit dwellings.

Commercial uses, including an outlet mall, restaurants, business and medical offices are located to the west at Sandwich West Parkway and Heritage Drive in the Town of Lasalle. A small neighbourhood commercial node is located at the southeast corner of Howard Avenue and Neal Blvd/North Talbot Road, about 820 m to the east.

There are several institutional uses in the area including Académie Ste-Cécile International School, a private school to the south, across from the subject lands, Our Lady of Mt Carmel Church and Our Lady of Mount Carmel Catholic Elementary School, about 540 m to the west at Mount Royal Drive and Cousineau Road, and St. Clair College is located over 1.3 km to the west at Talbot Road.

Nearby parks include Matthew Rodzik Park to the south and Veterans Memorial Park to the west. Roseland Golf and Curling Club is located to the north. The Herb Grey Parkway trail system is accessible at Herb Grey Parkway/Talbot Road and Cousineau Road.

Cousineau Road is a Class I Collector Road with two travel lanes with curbs on both sides, a large storm ditch on the north side and a sidewalk on the south side. Cousineau Road west of the subject parcel has two on-street bike lanes. The on-street bike lanes restart to the east where Cousineau curves into Country Club Drive. On-street parking on Cousineau Road is prohibited.

Transit Windsor operates the Dougall 6 bus route along Cousineau Road, which provides service between the Windsor International Transit Terminal and St. Clair College via Dougall Avenue with the nearest stops are just over 270 metres to the east and west from the subject lands. The Dominion 5 bus route is located just over 440 metres to the west at Mount Royal Drive and Cousineau, also provides service between the Transit Terminal and St. Clair College via Dominion Blvd. The Council-approved Transit Master Plan recommends maintaining similar transit service.

A sanitary sewer is available in the Cousineau Road right-of-way.

## Discussion:

### Provincial Policy Statement, 2020

The Provincial Policy Statement (PPS) provides direction on matters of provincial interest related to land use planning and development and sets the policy foundation for regulating the development and use of land in Ontario.

Policy 1.1.1 of the PPS states:

*“Healthy, liveable and safe communities are sustained by:*

- a) promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term;*
- b) accommodating an appropriate affordable and market-based range and mix of residential types (including single-detached, additional residential units, multi-unit housing, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs;*
- e) promoting the integration of land use planning, growth management, transit-supportive development, intensification and infrastructure planning to achieve cost-effective development patterns, optimization of transit investments, and standards to minimize land consumption and servicing costs;”*

The semi-detached dwelling represents an efficient development that will have no adverse impact on the financial well-being of the City, land consumption, and servicing costs, accommodates an appropriate range of residential uses, and optimizes investments in transit. The zoning amendment is consistent with Policy 1.1.1.

Policy 1.1.3.1 of the PPS states:

*“Settlement areas shall be the focus of growth and development.”*

Policy 1.1.3.2 of the PPS states:

*“Land use patterns within settlement areas shall be based on densities and a mix of land uses which:*

- a) efficiently use land and resources;*
- b) are appropriate for, and efficiently use, the infrastructure and public service facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion;*
- e) support active transportation;*
- f) are transit-supportive, where transit is planned, exists or may be developed;”*

The parcel is located within the settlement area. The zoning amendment promotes a land use that makes efficient use of land and existing infrastructure. Active transportation options and transit services are located near the parcel. The zoning amendment is consistent with PPS Policies 1.1.3.1 and 1.1.3.2.

The proposed amendment to Zoning By-law 8600 is consistent with the PPS.



**Official Plan:**

The subject property is located within the Roseland Planning District and is designated Residential on Schedule D: Land Use of the City of Windsor Official Plan.

Objective 6.3.1.1 supports a complementary range of housing forms and tenures in all neighbourhoods. Objective 6.3.1.2 seeks to promote compact neighbourhoods and balanced transportation systems. Objective 6.3.1.3 seeks to promote selective residential redevelopment, infill and intensification initiatives. The semi-detached dwelling represents a complementary and compact form of housing, redevelopment, and intensification that is near sources of transportation. The zoning amendment satisfies the objectives set out in Section 6.5.1 of the Official Plan.

The proposed semi-detached dwelling is classified as a small-scale Low Profile housing development under Section 6.3.2.3 (a), a permitted use in the Residential land use designation (Section 6.3.2.1). The proposed development is compatible with the surrounding land uses (Section 6.3.2.5 (c)) and no deficiencies in municipal physical services and emergency services have been identified (Section 6.3.2.5 (e)). The zoning amendment conforms to the policies in Sections 6.3.2.1 and 6.3.2.5 of the Official Plan.

The zoning amendment conforms to the Zoning Amendment Policies, Section 11.6.3.1 and 11.6.3.3, of the Official Plan.

The proposed change to Zoning By-law 8600 conforms to the general policy direction of the Official Plan.

**Zoning By-Law:**

Relevant excerpts from Zoning By-law 8600 are attached as Appendix C.

The applicant is requesting a change from Residential District 1.4 (RD1.4) to Residential District 2.1 (RD2.1) to allow the construction of a semi-detached dwelling. RD2.1 permits one semi-detached dwelling (two semi-detached dwelling units) on a lot with a minimum width of 15.0 m and a minimum area of 450.0 m<sup>2</sup>, with a minimum front yard depth of 6.0, a minimum rear yard depth of 7.50 m and a minimum side yard width of 1.80 m. The maximum building height is 10.0 m with a maximum lot coverage of 45%.

The RD1.4 zoning district has the same provisions for a semi-detached dwelling, however, it only permits an existing semi-detached dwelling. The RD2.1 zoning permits a single unit dwelling on a lot having a minimum width of 9 m and a duplex dwelling on a lot having a width of 12 m. In the surrounding area, single unit dwellings typically have a minimum lot width of 15 m or more and duplex dwellings are not common or typical. The semi-detached provisions in RD1.4 are appropriate for the development as proposed. Therefore, the Planning Department recommends that the RD1.4 zoning be maintained and that a site specific exception permitting a semi-detached dwelling as an additional permitted use.

A semi-detached dwelling is not subject to site plan control.

**Risk Analysis:**

N/A

## **Climate Change Risks**

### **Climate Change Mitigation:**

In general, residential intensification minimizes the impact on the Community greenhouse gas emissions as these developments create complete communities and neighbourhoods while using currently available infrastructure such as sewers, sidewalks, and public transit.

### **Climate Change Adaptation:**

The proposed construction of a new dwelling provides an opportunity to increase resiliency for the development and surrounding area.

### **Financial Matters:**

N/A

### **Consultations:**

Comments received from municipal departments and external agencies are attached as Appendix D.

Public Notice: Statutory notice was advertised in the Windsor Star, a local daily newspaper. A courtesy notice was mailed to property owners and residents within 120m of the subject parcel.

### **Planner's Opinion:**

The *Planning Act* requires that a decision of Council in respect of the exercise of any authority that affects a planning matter, "*shall be consistent with*" Provincial Policy Statement 2020. The zoning amendment has been evaluated for consistency with the Provincial Policy Statement 2020 and conformity with the policies of the Official Plan.

Based on the information presented in this report, it is my opinion that an amendment to Zoning By-law 8600 to rezone the subject parcel by adding a site specific exception to allow the proposed semi-detached dwelling is consistent with the PPS 2020, is in conformity with the City of Windsor Official Plan, and constitutes good planning.

### **Conclusion:**

Staff recommend that Zoning By-law 8600 be amended to permit a rezoning of the subject parcel by adding a site specific exception to permit a semi-detached dwelling as an additional permitted use.

### **Planning Act Matters:**

I concur with the above comments and opinion of the Registered Professional Planner.

*Neil Robertson, MCIP, RPP*  
*Manager of Urban Design*

*Thom Hunt, MCIP, RPP*  
*City Planner*

I am not a registered Planner and have reviewed as a Corporate Team Leader

*JP*

*SAH*

**Approvals:**

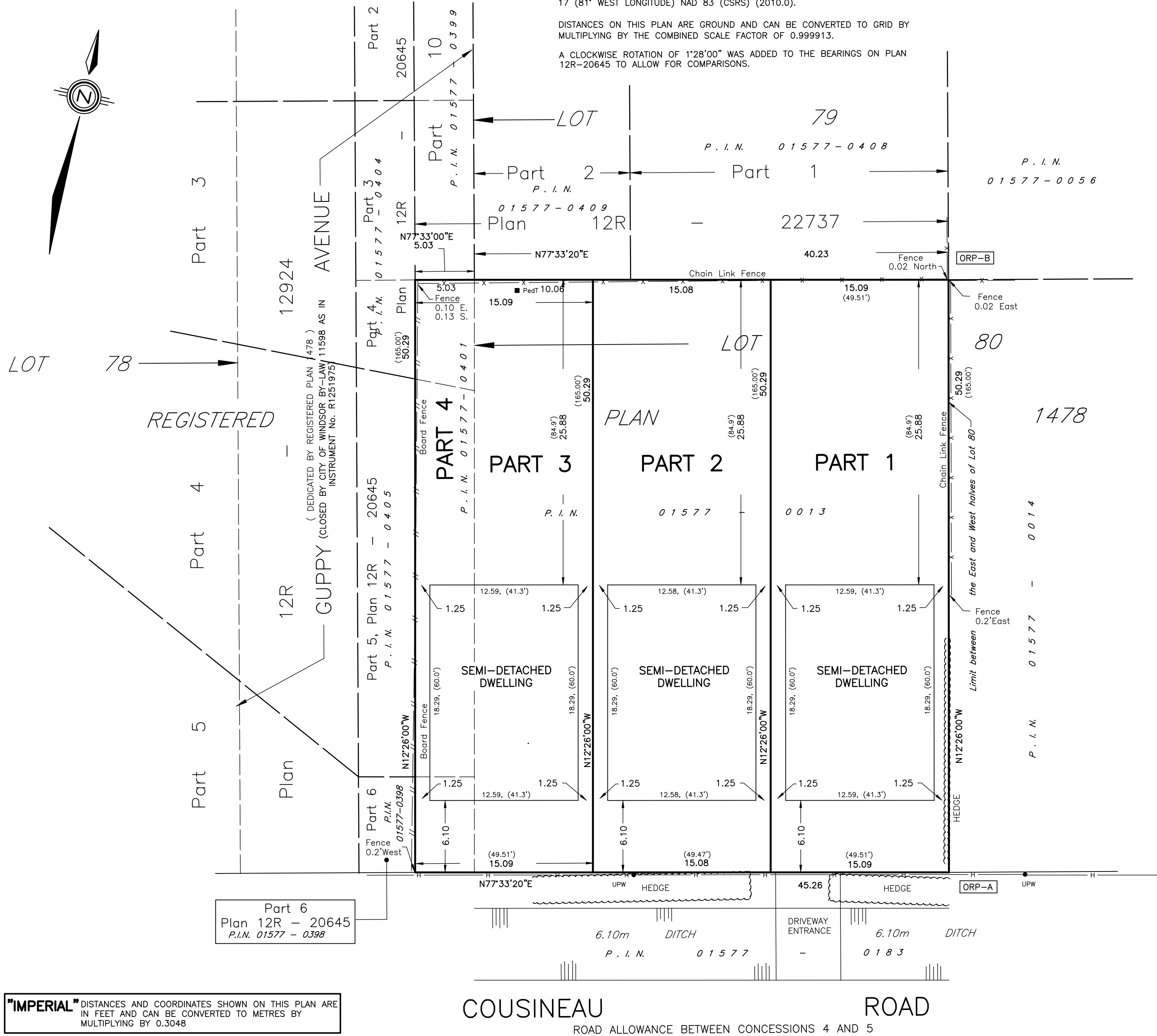
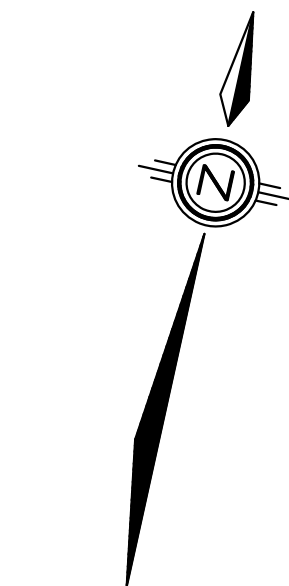
<b>Name</b>	<b>Title</b>
Neil Robertson	Manager of Urban Design / Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Acting Chief Administration Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Mohammad Naserian and Sara Etemad-Rad	6009 Silver Maple Rd., Windsor, ON N9H 1X7	mo_naserian@yahoo.com
Tracey Pillon-Abbs Pillon Abbs Inc.	23699 Prince Albert Road Chatham, ON N7M 5J7	tpillonabbs@gmail.com
Councillor Francis		
Property owners and tenants within 120 m of the subject parcel		

**Appendices:**

- 1 Appendix A - Concept Plan
- 2 Appendix B - Site Images
- 3 Appendix C - Extracts from Zoning By-law 8600
- 4 Appendix D - Comments
- 5 Appendix E - Tree Survey & Preservation Plan



PARTS SCHEDULE				
PART	LOT	CON/PLAN	P.I.N.	AREA (m <sup>2</sup> )
1	PART OF LOT 80	REGISTERED PLAN 1478	ALL OF 01577-0013	758.9
2				758.4
3				505.9
4	PART OF GUPPY AVE.		ALL OF 01577-0401	253.0

"IMPERIAL" DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN FEET AND CAN BE CONVERTED TO METRES BY MULTIPLYING BY 0.3048

## **APPENDIX B - SITE IMAGES (Google Street View)**

**IMAGE 1**



**Subject Parcel – 940 Cousineau Road - Looking northwest**

**IMAGE 2**



**Looking southwest on Cousineau Road  
Academie Ste Cecile on left side  
Subject parcel (black driveway) on right side**



**IMAGE 3**



**Looking southeast from subject parcel**

**IMAGE 4**



**Looking east on Cousineau Road**

## APPENDIX C - Extracts from Zoning By-law 8600

### SECTION 3 – DEFINITIONS

#### 3.10 DEFINITIONS

**DWELLING** means a *building* or *structure* that is occupied for the purpose of human habitation. A *correctional institution, hotel, motor home, recreational vehicle, tent, tent trailer, or travel trailer* is not a *dwelling*.

**SEMI-DETACHED DWELLING** means one dwelling divided vertically into two dwelling units by a common interior wall having a minimum area above grade of 10.0 sq. m., and may include, where permitted by Section 5.99.80, up to two additional dwelling units.

**SINGLE UNIT DWELLING** means one *dwelling* having one *dwelling unit* or, where permitted by Section 5.99.80, one *dwelling* having two *dwelling units*. A single family dwelling is a *single unit dwelling*. A *duplex dwelling, mobile home dwelling, semi-detached dwelling unit, or townhome dwelling unit*, is not a *single unit dwelling*.

**DWELLING UNIT** means a unit that consists of a self-contained set of rooms located in a *building* or *structure*, that is used or intended for use as residential premises, and that contains kitchen and bathroom facilities that are intended for the use of the unit only.

### SECTION 10 - RESIDENTIAL DISTRICTS 1. (RD1.)

#### 10.4 RESIDENTIAL DISTRICT 1.4 (RD1.4)

##### 10.4.1 PERMITTED USES

Existing *Duplex Dwelling*

Existing *Semi-Detached Dwelling*

One *Single Unit Dwelling*

Any use accessory to the preceding uses

##### 10.4.5 PROVISIONS

	Duplex Dwelling	Semi-Detached Dwelling	Single Unit Dwelling
.1 Lot Width – minimum	9.0 m	15.0 m	18.0 m
.2 Lot Area – minimum	360.0 m <sup>2</sup>	450.0 m <sup>2</sup>	540.0 m <sup>2</sup>
.3 Lot Coverage – maximum	45.0%	45.0%	45.0%
.4 Main Building Height – maximum	10.0 m	10.0 m	10.0 m
.5 Front Yard Depth – minimum	6.0 m	6.0 m	6.0 m
.6 Rear Yard Depth – minimum	7.50 m	7.50 m	7.50 m
.7 Side Yard Width – minimum	1.20 m	1.20 m	1.80 m

## SECTION 11 - RESIDENTIAL DISTRICTS 2. (RD2.)

### 11.1 RESIDENTIAL DISTRICT 2.1 (RD2.1)

#### 11.1.1 PERMITTED USES

*One Duplex Dwelling*

*One Semi-Detached Dwelling*

*One Single Unit Dwelling*

Any use accessory to the preceding uses

#### 11.1.5 PROVISIONS

	Duplex Dwelling	Semi-Detached Dwelling	Single Unit Dwelling
.1 Lot Width – minimum	12.0 m	15.0 m	9.0 m
.2 Lot Area – minimum	360.0 m <sup>2</sup>	450.0 m <sup>2</sup>	270.0 m <sup>2</sup>
.3 Lot Coverage – maximum	45.0%	45.0%	45.0%
.4 Main Building Height – maximum	10.0 m	10.0 m	10.0 m
.5 Front Yard Depth – minimum	6.0 m	6.0 m	6.0 m
.6 Rear Yard Depth – minimum	7.50 m	7.50 m	7.50 m
.7 Side Yard Width – minimum	1.20 m	1.20 m	1.20 m



## COMMENTS

### **Enbridge – Ontario Lands**

Thank you for your correspondence with regard to the proposed Severance. Enbridge Gas Inc, (formerly Union Gas Ltd.), does have service lines running within the area which may or may not be affected by the proposed severance.

Should the proposed severance impact these services, it may be necessary to terminate the gas service and relocate the line according to the new property boundaries. Any Service relocation required due to a severance would be at the cost of the property owner. Also, should future gas service be required to either the severed or retained parcel, a request for gas service needs to be submitted to the Attachment Centre at 1-866-772-1045.

### **Michael Coste – Windsor Fire**

No issues from Fire

### **Stefan Fediuk – Landscape Architect**

Pursuant to the application for a zoning amendment **(Z-013/22)** to permit the demolition of the existing buildings on the subject, and permit the construction of three semi-detached dwellings, along with a rezoning to RD2.1 with separate lots, please note no objections. Please also note the following comments:

#### Zoning Provisions for Parking Setback:

The application is indicating that there are no requests for site-specific variances to the zoning bylaw for landscape areas or setbacks.

#### Climate Change and Tree Preservation:

The applicant has provided a Tree Inventory and Preservation Plan (TIPP) identifying large healthy trees as follows:

- Three in the northern half of Part 1,
  - Silver Maple with a DBH of 110cm (to be preserved)
  - Spruce with a DBH of 15cm (fair and could be removed)
  - Spruce with a DBH of 25cm (to be preserved)
- One Red Cedar in the southern half of Part 1 (multi-stemmed could be removed), and
- One Honey-locust with a DBH of 60cm in the northern half of Part 2 (to be preserved).

Aside from the one Spruce identified in Fair condition and the multi-stemmed Red Cedar, the other three trees identified as 1, 3, and 4 on the TIPP should be preserved as demonstrated in the detailed provided on the TIPP given the proposed concept plan provided by the applicant.

To ensure preservation and maintain the character of the neighbourhood with the current urban forest, it is recommended that the planner consider that the development be subject to Site Plan Control, which would require the necessary securities to retain these trees from harm before, during and after the construction of the proposed duplexes.

Preservation of the existing trees and the requirements for Site Plan Control will help to mitigate any climate change issues through landscaping requirements.

Parkland Dedication:

Require a parkland dedication representing 5% of the subject lands, to the satisfaction of the Executive Director of Parks, as per By-law 12780 and the Planning Act.

**Jason Scott – Transit Windsor**

Transit Windsor has no objections to this development. The closest existing transit route to this property is with the Dougall 6. The closest existing bus stop to this property is located on Country Club at Cousineau. This bus stop is approximately 270 metres from this property falling within our 400 metre walking distance guideline to a bus stop. This will be maintained with our Council approved Transit Master Plan.

**Kristina Tang – Heritage Planner**

There is no apparent built heritage concern with this property and it is located on an area of low archaeological potential.

Nevertheless, the Applicant should be notified of the following archaeological precaution.

1. Should archaeological resources be found during grading, construction or soil removal activities, all work in the area must stop immediately and the City's Planning & Building Department, the City's Manager of Culture and Events, and the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries must be notified and confirm satisfaction of any archaeological requirements before work can recommence.
2. In the event that human remains are encountered during grading, construction or soil removal activities, all work in that area must be stopped immediately and the site secured. The local police or coroner must be contacted to determine whether or not the skeletal remains are human, and whether the remains constitute a part of a crime scene. The Local police or coroner will then notify the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries and the Registrar at the Ministry of Government and Consumer Services if needed, and notification and satisfactory confirmation be given by the Ministry of Heritage, Sport, Tourism and Culture Industries.

Contacts:

Windsor Planning & Building Department:

519-255-6543 x6179, [ktang@citywindsor.ca](mailto:ktang@citywindsor.ca), [planningdept@citywindsor.ca](mailto:planningdept@citywindsor.ca)  
Windsor Manager of Culture and Events:  
Michelle Staadegaard, (O) 519-253-2300x2726, (C) 519-816-0711,  
[mstaadegaard@citywindsor.ca](mailto:mstaadegaard@citywindsor.ca)  
Ontario Ministry of Heritage, Sport, Tourism and Culture Industries  
Archaeology Programs Unit, 1-416-212-8886, [Archaeology@ontario.ca](mailto:Archaeology@ontario.ca)  
Windsor Police: 911  
Ontario Ministry of Government & Consumer Services  
A/Registrar of Burial Sites, War Graves, Abandoned Cemeteries and Cemetery  
Closures, 1-416-212-7499, [Crystal.Forrest@ontario.ca](mailto:Crystal.Forrest@ontario.ca)

## **ERCA**

The following is provided as a result of our review of Zoning By-Law Amendment Z-013-22 ZNG-6733. The Applicant is proposing to demolish all existing buildings and construct three semi-detached dwellings for a total of six dwelling units (two semi-detached dwelling units per semi-detached dwelling). The applicant proposes to sever the parcel into three lots, each lot having a minimum width of 15.08 m and a minimum area of 758.9 m<sup>2</sup>.

### **DELEGATED RESPONSIBILITY TO REPRESENT THE PROVINCIAL INTEREST IN NATURAL HAZARDS (PPS) AND REGULATORY RESPONSIBILITIES OF THE CONSERVATION AUTHORITIES ACT**

The following comments reflect our role as representing the provincial interest in natural hazards as outlined by Section 3.1 of the Provincial Policy Statement of the *Planning Act* as well as our regulatory role as defined by Section 28 of the *Conservation Authorities Act*.

The above noted lands are subject to our Development, Interference with Wetlands and Alteration to Shorelines and Watercourses Regulation under the *Conservation Authorities Act* (Ontario Regulation No. 158/06). The parcel falls within the regulated area of the Cahill Drain. The property owner will be required to obtain a Permit and/or Clearance from the Essex Region Conservation Authority prior to any construction or site alteration or other activities affected by Section 28 of the *Conservation Authorities Act*.

The municipal drain typically has an unregistered working space, the municipality has the right to use to maintain or repair the drain. In addition, specific building setbacks from a municipal drain are applicable. Please contact your local municipality's drainage superintendent for more information.

### **WATERSHED BASED RESOURCE MANAGEMENT AGENCY**

The following comments are provided in an advisory capacity as a public commenting body on matters related to watershed management.

#### **SECTION 1.6.6.7 Stormwater Management (PPS, 2020)**

ERCA has concerns with the potential impact of the quality and quantity of runoff in the downstream watercourse due to the proposed development on this site. ERCA recommends that stormwater quality and stormwater quantity will need to be addressed up to and including the 1:100 year storm event and be in accordance with the guidance

provided by the Stormwater Management Planning and Guidance Manual, prepared by the Ministry of the Environment (MOE, March 2003) and the "Windsor-Essex Region Stormwater Management Standards Manual".

We further recommend that the stormwater management analysis be completed to the satisfaction of the Municipality. We do not require further consultation on this file with respect to stormwater management.

#### PLANNING ADVISORY SERVICE TO PLANNING AUTHORITIES - NATURAL HERITAGE POLICIES OF THE PPS, 2020

The following comments are provided from our perspective as an advisory service provider to the Planning Authority on matters related to natural heritage and natural heritage systems as outlined in Section 2.1 of the Provincial Policy Statement of the *Planning Act*. The comments in this section do not necessarily represent the provincial position and are advisory in nature for the consideration of the Planning Authority.

The subject property is not within or adjacent to any natural heritage feature that may meet the criteria for significance as defined by the PPS. Based on our review, we have no objection to the application with respect to the natural heritage policies of the PPS.

#### FINAL RECOMMENDATION

With the review of background information and aerial photograph, ERCA advises that a stormwater management plan be completed to the satisfaction of the City of Windsor. The applicant must obtain a Section 28 Permit and/or Clearance from ERCA.

#### **Enwin**

**Hydro Engineering:** No objection provided adequate clearances are achieved and maintained. ENWIN has existing secondary conductor running along the south limit of the property and connected overhead to the property.

Prior to working in these areas, we would suggest notifying your contractor and referring to the Occupational Health and Safety Act and Regulations for Construction Projects to confirm clearance requirements during construction.

Also, we suggest referring to the Ontario Building Code for permanent required clearances for new Building Construction.

**Water Engineering:** Water Engineering has no objections to the rezoning.

#### **Shannon Deehan – Engineering & ROW**

Thank you for the recent notice respecting the captioned development proposal in the vicinity of Canadian Pacific Railway Company. The safety and welfare of residents can be adversely affected by rail operations and CP is not in favour of residential uses that are not compatible with rail operations. CP freight trains operate 24/7 and schedules/volumes are subject to change. CP's approach to development in the vicinity

of rail operations is encapsulated by the recommended guidelines developed through collaboration between the Railway Association of Canada and the Federation of Canadian Municipalities. The 2013 Proximity Guidelines can be found at the following website address: <http://www.proximityissues.ca/>.

CP recommends that the below condition be inserted in all property and tenancy agreements and offers of purchase and sale for all dwelling units in the proposed building(s):

"Canadian Pacific Railway and/or its assigns or successors in interest has or have a railway right-of-way and/or yard located adjacent to the subject land hereof with operations conducted 24 hours a day, 7 days a week, including the shunting of trains and the idling of locomotives. There may be alterations to, or expansions of, the railway facilities and/or operations in the future, which alterations or expansions may affect the living environment of the residents in the vicinity. Notwithstanding the inclusion of any noise and/or vibration attenuating measures in the design of the development and individual dwellings, Canadian Pacific Railway will not be responsible for complaints or claims arising from the use of its facilities and/or its operations on, over, or under the aforesaid right-of-way and/or yard."

Should the captioned development proposal receive approval, CP respectfully requests that the recommended guidelines be followed.

MTO Corridor Management (MTO Requirement) - The owner will be required, prior to the issuance of a construction permit, to contact the Ministry of Transportation (MTO) Corridor Management Section at 1-800-265-6072 to obtain the necessary permits, clearances and/or approvals in accordance with the Public Transportation & Highway Improvement Act.

Driveway Approaches – The Owner further agrees:

1. To construct driveway approaches in such width and location as approved by the City Engineer;
2. To provide straight flare driveway approaches and to terminate the raised curbs at the property line, to the satisfaction of the City Engineer. Raised curbs shall not extend into the driveway approaches, outside the subject lands.
3. Unless otherwise noted, to construct all non-residential driveway approaches of concrete in accordance with City of Windsor Standard Drawing AS-204.

Drainage Report – The Cahill Drain is a regulated municipal drain under the Drainage Act. The construction of driveway approaches across the Drain must be completed in accordance with the process identified by the Act. Design shall be completed through a Drainage Report undertaken by a qualified Drainage Engineer retained at the applicant's expense. Both selection of the engineer and adoption of the report are subject to City Council approval.

ERCA Requirements – The owner(s) further agrees to follow all drainage and flood proofing recommendations of the Essex Region Conservation Authority (ERCA) may have with respect to the subject land, based on final approval by the City Engineer. If

applicable, the Owner will obtain all necessary permits from ERCA with respect to the drainage works on the subject lands.

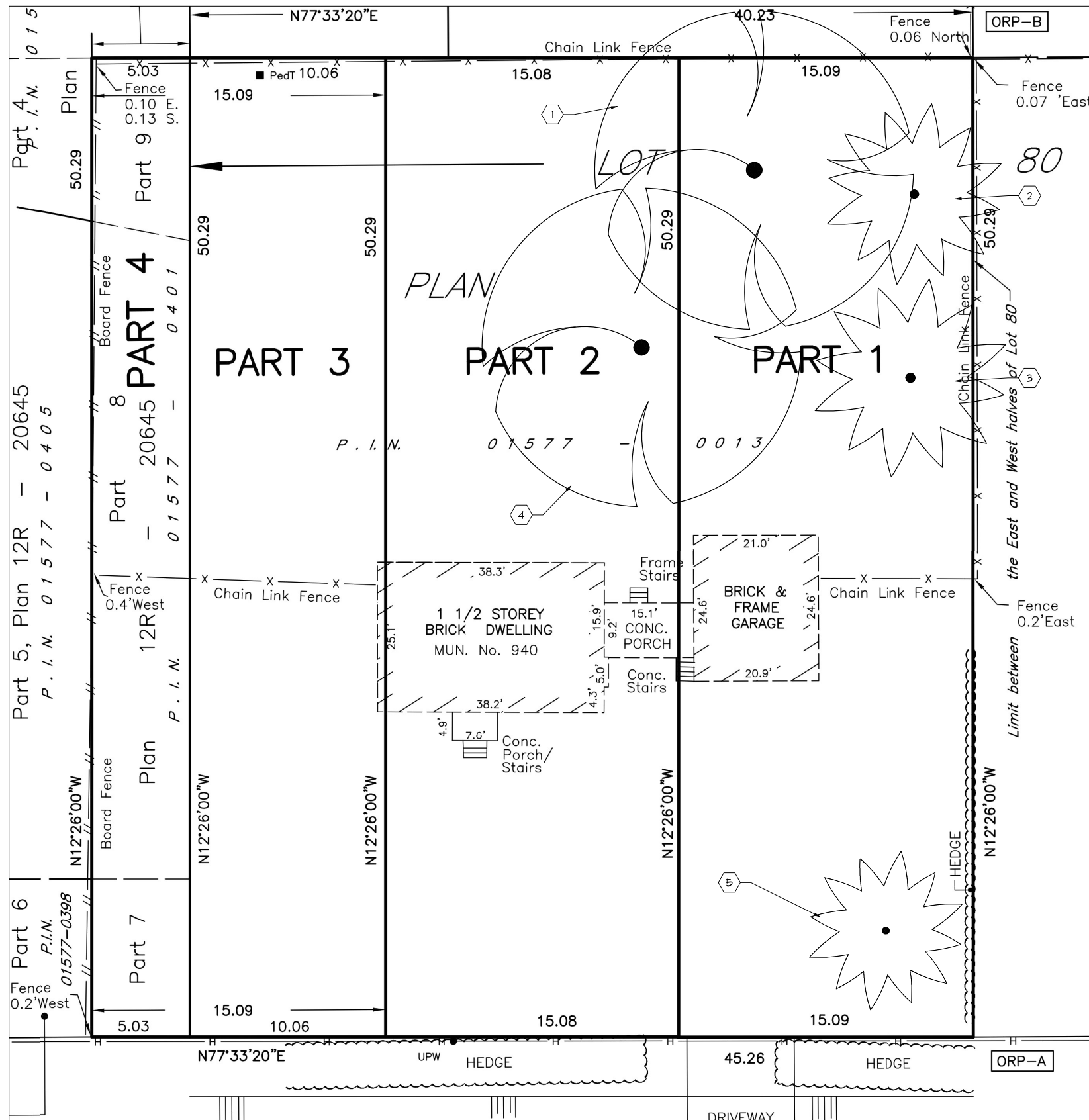
Existing Sewers and Connections - The owner further agrees, at its entire expense and to the satisfaction of the City Engineer:

1. To undertake a video inspection of the mainline sewers that will be used by the subject property and all connections to the mainline sewers that service the subject property.
2. Any redundant connections will be abandoned according to the City of Windsor Engineering Best Practice B.P.1.3.3.
3. Any new Connections to combined sewers will follow City of Windsor Engineering Best Practice B.P.1.1.1.

Site Servicing Plans – The owner agrees to submit a site servicing plan for the subject lands to the satisfaction of the Chief Building Official, the City Engineer and ERCA in regulated areas, prior to the issuance of any construction permits for the subject lands.

### **Rania Toufeili – Transportation Planning**

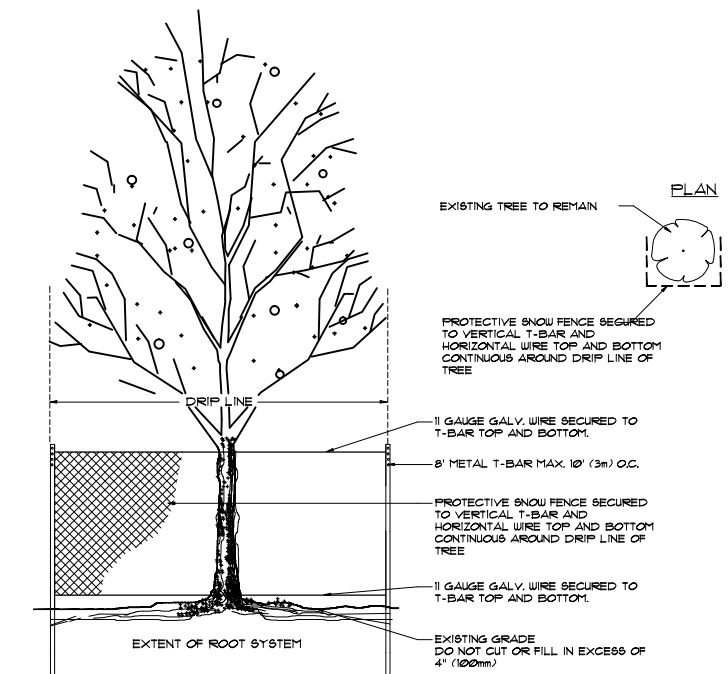
- Cousineau Road is classified as a Class I Collector with a required right-of-way width of 26 meters per Schedule X of the Official Plan. The existing right-of-way width is insufficient, however a conveyance is not required on the north side of the roadway were this property exists.
- Parking supply must meet Zoning By-Law 8600 requirements.
- This property is in the MTO Permit Control Area. MTO should be consulted for their requirements at this location.
- Driveways must comply with and be constructed to City Standards. Detailed drawings are required to review the proposed accesses to the dwellings.
- All exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).



Existing Tree List and Condition					
TREE NO.	BOTANICAL NAME	COMMON NAME	SIZE (cm-dbm)	CONDITION	REMARKS
1	ACER SACCHARINUM	SILVER MAPLE	110	GOOD	
2	PICEA PUNGENS	SPRUCE	15	FAIR	
3	PICEA PUNGENS	SPRUCE	25	GOOD	
4	GLEDISIA TRIACANTHOS INERMIS	HONEY-LOCUST	60	GOOD	
5	JUNIPER VIRGINIANA	RED CEDAR	2@20, 1@7.5	GOOD	

#### Notes

1. The location of the existing trees was provided by the Owner.
2. 10 Coniferous trees in poor condition have been removed from the front yard and side yards.
3. Care has been taken to obtain all information from reliable sources. All data has been verified insofar as possible. The consultant can neither guarantee nor be responsible for the accuracy of information provided by others.



## Existing Tree Protection

NT6

**BP**

**Bezaire Partners**

Planners, Landscape Architects,  
Mediation, Public Consultation,  
Project Management

302-180 Eugenie St. West  
Windsor, ON N8X 2X6  
p: 519 966 6844

gbezaire@bezaire.ca

SEAL:



ISSUED:

REVISIONS:

All drawings, specifications and other related documents are the copyright property of the CONSULTANT and shall be returned upon request. Reproduction of drawings and related documents, in whole or in part, is forbidden without the written permission of the CONSULTANT. The contractor shall check and verify all pertinent dimensions and report any discrepancies to the CONSULTANT before proceeding with the work.

PROJECT:

**MULTI-UNIT  
RESIDENTIAL**  
940 COUSINEAU RD.  
WINDSOR, ONTARIO

DRAWING TITLE:

**EXISTING TREE  
SURVEY &  
PRESERVATION  
PLAN**

SCALE:

As Noted

DRAWN BY:

GDB

CHECKED BY:

FLB

APPROVED BY:

DATE: MARCH 2022

DRAWING NO:

**LA-1**

CAD file: 1533 TIPP

**From:** Amy Stasso  
**Sent:** June 17, 2022 3:00 PM  
**To:** clerks <[clerks@citywindsor.ca](mailto:clerks@citywindsor.ca)>  
**Subject:** FILE NUMBER ZNG/6733 Z-013/22

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

Hi

Our residence at 935 Bartlet Drive has received a notice of public meeting regarding the file number listed above.

We have serious concerns about the proposed rezoning and housing project that is planned in the residential area located directly behind our home.

This is a beautiful area with green space and mature trees/vegetation. It was recently deemed a heritage area and this housing development will destroy this area.

We would like to have your concerns heard at the meeting and we would like to be informed of any changes to the current zoning.

Thank you

--

**AMY STASSO,**



**July 4, 2022**  
**Development & Heritage Standing Committee**  
**Item 7.2 – Written Submission**

**From:** Kevin Peifer  
**Sent:** Monday, June 13, 2022 8:22 PM  
**To:** Szymczak, Adam  
**Subject:** proposed zoning change for 940 Cousineau Road

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, Adam...

We received a notification about a zoning change for 940 Cousineau Road.

Your name was listed as a contact for additional information.

We have spoken with several neighbours and we, as well as the neighbours, DO NOT support this request for a zoning change.

Please advise how to proceed.

Maureen Kelly & Kevin Peifer

**From:** Lena Colucci  
**Sent:** June 20, 2022 12:18 PM  
**To:** Szymczak, Adam <[aszymczak@citywindsor.ca](mailto:aszymczak@citywindsor.ca)>; clerks <[clerks@citywindsor.ca](mailto:clerks@citywindsor.ca)>  
**Cc:** Francis, Fred <[ffrancis@citywindsor.ca](mailto:ffrancis@citywindsor.ca)>  
**Subject:** File ZNG/6733 Z013/22 940 Cousineau Rd

**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 Adam and City Clerk's Office,

I am a very concerned citizen and felt I needed to share my thoughts on this proposal affecting this quiet residential community.

I tried to call you but received a voice mail and thought it best to email.

These are my concerns regarding the zoning change proposal for 940 Cousineau Rd. :

- 1) Traffic on this road is consistently increasing and adding 6 more families to this road will only add to the problem. We already are dealing with high volumes of traffic and speeding drivers.
- 2) I am very concerned that the drain system cannot support 6 units. All along Cousineau Road we have been dealing with costly flooding issues over the last few years and adding 6 families to this small area will compound the problem. Never had these issues when I moved in 12 years ago but the last few years the flooding has been uncontrollable. These flooding issues need to be addressed first.
- 3) ERCA will also need to get involved since this property borders on to an eco friendly draining system. They will have to approve these plans. Plus there is only 1 driveway currently for entering and exiting that property over the drain. Consideration is needed as to how 6 vehicles will be able to enter and exit that property safely.

I can understand if someone wanted to put in a small semi- detached unit, that would better fit in with the styles currently in the area, but 6 units is just too many for the quiet residential community we have here and the infrastructure that is currently in place.

I thank you kindly for considering my concerns,

Lena Colucci



**Committee Matters: SCM 191/2022**

**Subject: Rezoning – City of Windsor - 542 Dougall – Z-042/21 - Ward 3**

Moved by: Councillor Gill

Seconded by: Councillor Morrison

Decision Number: **DHSC 410**

THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of Lot 5 Plan 82, (known municipally as 542 Dougall Avenue) Roll No. 040-070-00800;[PIN 01193-0164(LT)], situated on the east side of Dougall Avenue, (north of Wyandotte Street West) by adding a site specific exception to Section 20(1) as follows:

**XX. EAST SIDE OF DOUGALL AVENUE, NORTH OF WYANDOTTE STREET WEST**

For the lands comprising of Lot 5, Registered Plan 82, a single unit dwelling shall be an additional permitted use, and the following additional provisions shall apply

a) Lot Width – minimum	9.0 m
b) Lot Area – minimum	250.0 m <sup>2</sup>
c) Lot Coverage – maximum	45.0%
d) Side Yard Width – minimum	1.20 m
[ZDM 3; ZNG/6625]	

Carried.

Report Number: S 68/2022

Clerk's File: Z/14280

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 7.3. from the Development & Heritage Standing Committee Meeting held July 4, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7340>

**Subject: Rezoning – City of Windsor - 542 Dougall Avenue – Z-042/21 - Ward 3**

**Reference:**

Date to Council: July 4, 2022  
Author: Frank Garardo, MCIP, RPP  
Senior Planner  
519-255-6543 x6446  
fgarardo@citywindsor.ca

Planning & Building Services  
Report Date: May 30, 2022  
Clerk's File #: Z/14280

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

**Recommendation:**

THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of Lot 5 Plan 82, (known municipally as 542 Dougall Avenue) Roll No. 040-070-00800;[PIN 01193-0164(LT)], situated on the east side of Dougall Avenue, (north of Wyandotte Street West) by adding a site specific exception to Section 20(1) as follows:

**XX. EAST SIDE OF DOUGALL AVENUE, NORTH OF WYANDOTTE STREET WEST**

For the lands comprising of Lot 5, Registered Plan 82, a single unit dwelling shall be an additional permitted use, and the following additional provisions shall apply

- |                              |                      |
|------------------------------|----------------------|
| a) Lot Width – minimum       | 9.0 m                |
| b) Lot Area – minimum        | 250.0 m <sup>2</sup> |
| c) Lot Coverage – maximum    | 45.0%                |
| d) Side Yard Width – minimum | 1.20 m               |

[ZDM 3; ZNG/6625]

**Executive Summary:**

N/A

**Background:**

**Application Information:**

**Location:** 542 Dougall Avenue; PLAN 82 LOT 5  
(East side of Dougall Avenue, North of Wyandotte Street West)  
(Roll No. 040-070-00800)

**Ward:** 3      **Planning District:** 3 – City Centre      **Zoning District Map:** 3

**Applicant:** City of Windsor

**Owner:** City of Windsor

**Agent:** N/A

**Proposal:**

The City of Windsor owns a vacant residential parcel of land located on the east side of Dougall Avenue, between 532 and 548 Dougall Avenue as shown on the aerial diagram attached as Appendix A.

The Subject Parcel is zoned RD3.1 which permits a double duplex dwelling, duplex dwelling, lodging house, multiple dwelling, religious residents, residential care facility, semi-detached dwelling, single unit dwelling (existing), and townhome dwelling. The Subject Parcel does not meet the minimum frontage and lot area requirements for any of the permitted uses set out in Zoning By-law 8600. As such the Subject Parcel is not viable, but could potentially be made viable through a site specific zoning by-law amendment.

The proposed zoning by-law amendment would maintain the existing zoning RD3.1 and add site specific provisions to permit a single unit dwelling on a lot with existing deficiencies (lot width, lot area, lot coverage). The vacant lot is slightly undersized with a lot width of 9.14m, lot depth of 27.43 m and a lot area of 250.84 square metres. The proposed site specific zoning would permit a single unit dwelling and address the minimum lot frontage, side yard setbacks, lot coverage, and lot area requirements. As per City's records, a single unit dwelling was located on the site and demolished in 2008.

**Site Information:**

OFFICIAL PLAN	ZONING	CURRENT USE	PREVIOUS USE
Mixed Use	Residential District 3.1 (RD3.1)	vacant	Single unit dwelling – prior to 2008
LOT WIDTH	AVERAGE LOT DEPTH	LOT AREA	LOT SHAPE
9.14 m	27.43 m	250.84 sq. m	Rectangular
29.98 ft	89.99 ft	2,700 sq. ft	
Metric measurements are provided by applicant and are approximate.			

### Figure 1: Key Map

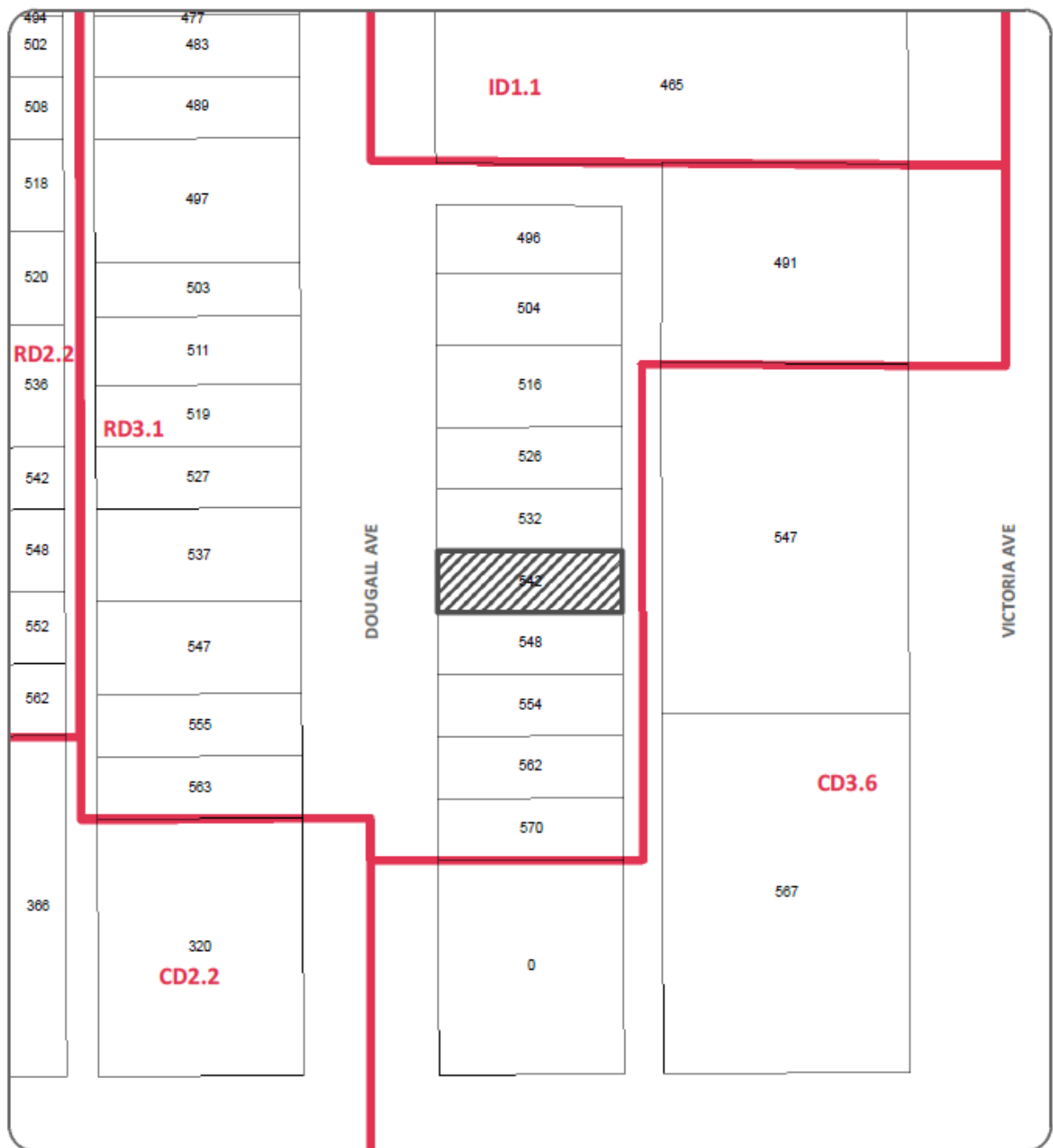


KEY MAP - Z-042/21, ZNG-6625



● SUBJECT LANDS

**Figure 2: Subject Parcel - Rezoning**



PART OF ZONING DISTRICT MAP 3

## SCHEDULE 2

Applicant: City of Windsor



**SUBJECT LANDS**

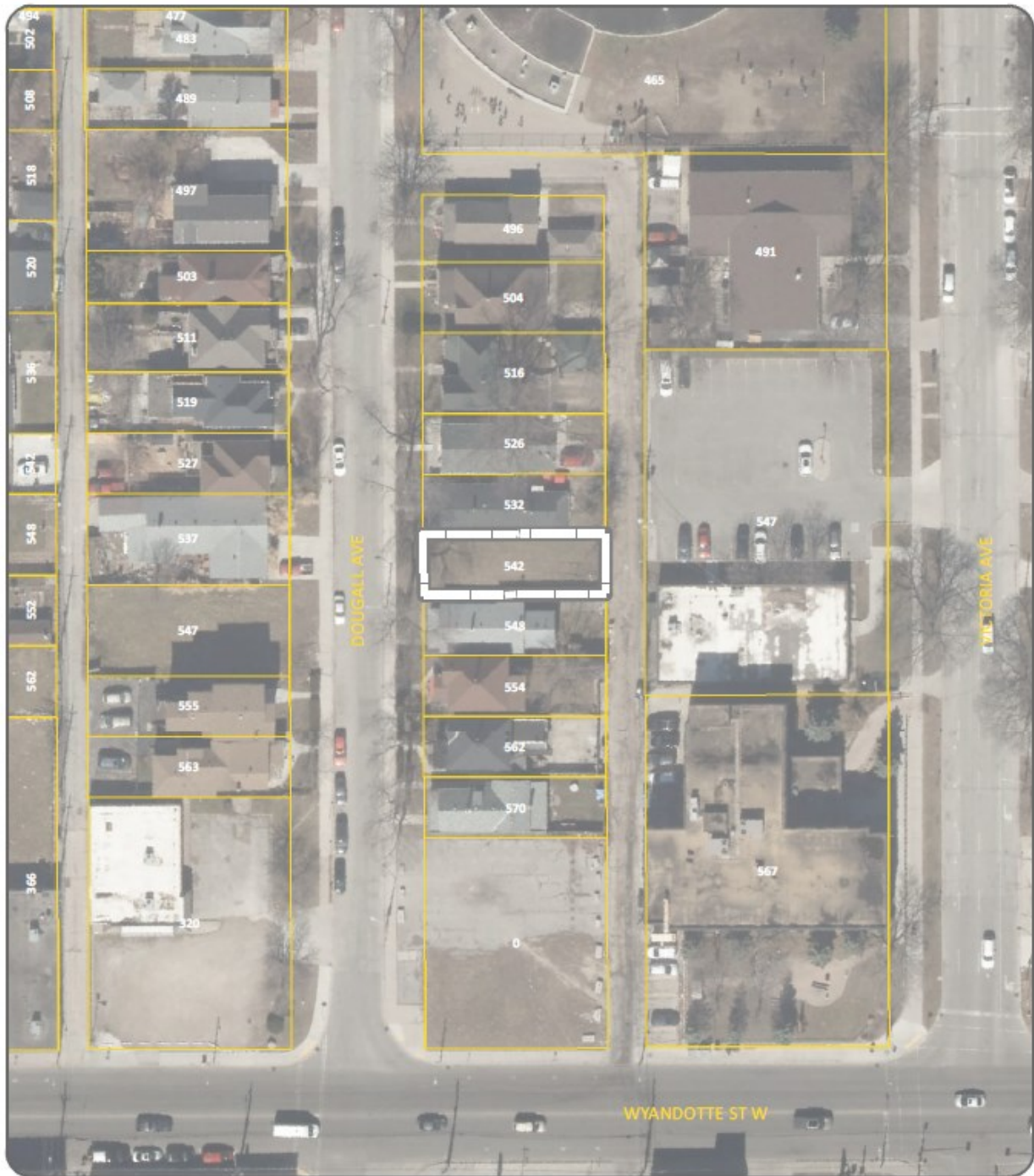
PLANNING & BUILDING DEPARTMENT

N.T.S.



DATE : MAY, 2022  
FILE NO. : Z-042/21, ZNG/6625

### Figure 3: Neighborhood Map



NEIGHBOURHOOD MAP - Z-042/21, ZNG/6625



## SUBJECT LANDS



## **Neighbourhood Characteristics:**

The subject parcel is located in the City Centre planning district and within a residential area consisting of low profile dwellings. The adjacent properties consist of low profile residential dwellings on similar sized lot areas.

The subject site consisted of a single unit dwelling which was demolished in 2008. The subject property is located adjacent to other single unit dwelling properties on the Windsor Municipal Heritage Register (526, 532, 548 Dougall). The proposed zoning amendment to permit a single unit dwelling would fit with the context of the adjacent parcels. See Appendix B for site images.

Further to the South is Wyandotte Street West which provides mixed uses and access to transit. Further to the North is medium profile residential, institutional land uses (Immaculate Conception Catholic Elementary School) and mixed land uses on University Avenue West.

This segment of Dougall Avenue is classified as a local road, has sidewalks on both sides of the street. Wyandotte Street West is classified a Class II Arterial Road and a proposed Bikeway on Schedule F: Roads and Bikeways of the City of Windsor Official Plan.

The closest existing transit route is with the Crosstown 2. The closest existing bus stop to this property is located on Wyandotte at Victoria Northwest Corner. This bus stop is approximately 110 metres from this property falling within our 400 metre walking distance guidelines to a bus stop. This will be maintained with our Council approved Transit Master Plan.

Storm and sanitary sewers are in the Dougall Avenue right-of-way. No municipal infrastructure or service deficiencies have been identified.

## **Discussion:**

### **Provincial Policy Statement, 2020**

The Provincial Policy Statement (PPS) provides direction on matters of provincial interest related to land use planning and development and sets the policy foundation for regulating the development and use of land in Ontario.

Policy 1.1.1 of the PPS states:

*“Healthy, liveable and safe communities are sustained by:*

- a) promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term;*
- b) accommodating an appropriate affordable and market-based range and mix of residential types (including single-detached, additional residential units, multi-unit housing, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs;*

*e) promoting the integration of land use planning, growth management, transit-supportive development, intensification and infrastructure planning to achieve cost-effective development patterns, optimization of transit investments, and standards to minimize land consumption and servicing costs;”*

The proposed zoning amendment represents an efficient development and land use pattern that will have no adverse impact on the financial well-being of the City of Windsor, land consumption, and servicing costs, accommodates an opportunity for infill of residential uses, and optimizes investments in transit. The requested zoning amendment is consistent with Policy 1.1.1 of the PPS.

Policy 1.1.3.1 of the PPS states:

*“Settlement areas shall be the focus of growth and development.”*

Policy 1.1.3.2 of the PPS states:

*“Land use patterns within settlement areas shall be based on densities and a mix of land uses which:*

- a) efficiently use land and resources;*
- b) are appropriate for, and efficiently use, the infrastructure and public service facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion;*
- e) support active transportation;*
- f) are transit-supportive, where transit is planned, exists or may be developed;”*

Policy 1.1.3.3 of the PPS states:

*“Planning authorities shall identify appropriate locations and promote opportunities for transit-supportive development, accommodating a significant supply and range of housing options through intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs”*

The subject parcel is located within the settlement area. The proposed zoning amendment accommodates for infill development, promotes land uses that make efficient use of land and existing infrastructure. Active transportation options and transit services are located adjacent and near the parcel. The zoning amendment is consistent with PPS Policies 1.1.3.1, 1.1.3.2, and 1.1.3.3.

The proposed amendment to Zoning By-law 8600 is consistent with the PPS.

## **Official Plan**

Relevant excerpts from the Official Plan are attached as Appendix C. The subject property is located within the City Centre Planning District and designated mixed use area on Schedule E: Land Use of the City of Windsor Official Plan. The permitted uses in the mixed use area include residential land uses.

Section 6.11 of the Official Plan promotes The City Centre Planning District as a special position within Windsor. *“As the focus of major economic, social and cultural activities, the City Centre is the heart of Windsor. In addition, its function as an international*

*gateway contributes to the City Centre's role as a welcoming arrival point for visitors. To ensure that the City Centre prospers, Council will manage development to promote a diverse mixture of businesses, cultural venues, major government offices, **residential neighbourhoods** and entertainment venues”.*

*Objective 6.11.1.2 supports fostering a livable residential neighbourhoods close to employment, shopping and entertainment opportunities.*

Objective 6.11.4.1 supports a complementary range of retail and service commercial establishments, offices, culture, and residential uses.

Objective 6.11.4.2 seeks to promote new development which is compatible with the surrounding area in terms of scale, massing, height, siting, setbacks, parking and landscaped areas.

The proposed zoning amendment on the subject parcel would be compatible with the immediate surroundings, will continue to foster a livable residential neighbourhood, and provide an appropriate selective residential redevelopment, infill, and intensification initiative.

Objective 6.3.1.1 supports a complementary range of housing forms and tenures in all neighbourhoods. Objective 6.3.1.2 seeks to promote compact neighbourhoods and balanced transportation systems. Objective 6.3.1.3 seeks to promote selective residential redevelopment, infill and intensification initiatives. Section 6.3.1.4 Maintenance and Rehabilitation recommends that the existing housing stock is maintained and rehabilitated.

Objective 7.3.3.1 Council shall encourage the development of existing serviced, underutilized or undeveloped lands within Windsor prior to the extension of municipally owned and/or operated infrastructure to vacant areas within Windsor.

The proposed zoning amendment to permit additional single unit dwelling represents a complementary and compact form of housing, redevelopment, and intensification that is near sources of existing services, and transportation. The proposed change to Zoning By-law 8600 conforms to the general policy direction of the Official Plan.

### **Zoning By-Law:**

The Zoning Bylaw 8600 designates the zoning for the subject property as ‘Residential District 3.1 (RD 3.1). Relevant excerpts from Zoning By-law 8600 are attached as Appendix D.

The applicant is requesting a change from Residential District 3.1 (RD3.1) to Residential District 3.1(RD3.1) with a site specific exception to permit a single unit dwelling with site specific provisions for lot width, lot area, lot coverage, and side yard setbacks.

RD3.1 permits only existing single unit residences, and permits other types of dwellings on a lot with a minimum width of 18 m and a minimum area of 540 square meters. Available municipal records indicate that the subject parcel has been used for a single unit dwelling prior to 2008.

Given that the existing lot is undersized and the adjacent land uses and characteristics of the street are comprised of low profile dwellings, staff prefer using a site exception by allowing a single unit dwelling on an existing lot.

The proposed site specific RD3.1 would permit a single unit dwelling on a lot with a lot width of 9.14 m and a lot area of 250.84 square meters with provisions for a side yard setback of 1.2 metres and a maximum of lot coverage of 45 % (forty-five percent). The proposed provisions would result in a building envelope that is compatible with adjacent dwellings.

The proposed zoning provisions will have no adverse impact on the proposed development or on surrounding uses, and development on the site will have to comply with all other provisions for yard setbacks and required parking. Staff recommend a minimum lot width of 9.0 m and a minimum lot area of 250 m <sup>2</sup> to avoid any rounding, measurement, or calculation issues

### **Site Plan Control**

The proposed zoning amendment to permit a single unit dwelling is not subject to site plan control.

### **Risk Analysis:**

N/A

### **Climate Change Risks**

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

In general, residential infill will minimize the impacts on the community greenhouse gas emissions as these developments create complete communities and neighbourhoods while using currently available infrastructure such as sewers, sidewalks, and public transit.

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

The proposed construction of a single unit dwelling will provide an opportunity to increase resiliency for the development and surrounding area.

### **Financial Matters:**

N/A

### **Consultations:**

Comments received from municipal departments and external agencies are attached as Appendix E.

Public Notice: Statutory notice was advertised in the Windsor Star, a local daily newspaper. A courtesy notice was mailed to property owners and residents within 120m of the subject parcel.

## Conclusion:

## Planner's Opinion:

The *Planning Act* requires that a decision of Council in respect of the exercise of any authority that affects a planning matter, “*shall be consistent with*” Provincial Policy Statement 2020. The requested zoning amendment has been evaluated for consistency with the Provincial Policy Statement 2020 and conformity with the policies of the City of Windsor Official Plan.

Based on the information presented in this report, it is my opinion that an amendment to Zoning By-law 8600 to rezone the subject parcel by adding a site specific exception to permit a single unit dwelling subject to the additional provisions listed, is consistent with the PPS 2020, is in conformity with the City of Windsor Official Plan and constitutes good planning.

Staff recommend that Zoning By-law 8600 be amended to permit a rezoning of the subject parcel by adding a site specific exception to permit a single unit dwelling on the subject lands.

## Planning Act Matters:

Frank Garardo, MCIP, RPP

Senior Planner

I concur with the above comments and opinion of the Registered Professional Planner.

*Michael Cooke, MCIP, RPP*

*Thom Hunt, MCIP, RPP*

*Manager of Planning Policy*

*City Planner*

I am not a registered Planner and have reviewed as a Corporate Team Leader

*JP SAH*

## Approvals:

Name	Title
Michael Cooke	Manager of Planning Policy/Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Acting Chief Administration Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Property owners and tenants within 120 m of the subject parcel		

**Appendices:**

- 1 Appendix A- Site Location
- 2 Appendix B- Site images
- 3 Appendix C- Extracts from Official Plan
- 4 Appendix D- Extracts from Zoning By-law 8600
- 5 Appendix E- Liason Comments
- 6 Appendix F- Amending By-law

Appendix A- Site Location





## Appendix B- Site Images

Subject Parcel – Vacant Lot- Looking East





### Looking South on Dougall Avenue

- Subject Parcel is on the left side of the image



### Looking North on Dougall Avenue

- Subject Parcel is on the right side



\*Google images

## APPENDIX C - Extracts from City of Windsor Official Plan

### VOLUME I – LAND USE

#### 6.11 City Centre Planning District

The City Centre Planning District has a special position within Windsor. As the focus of major economic, social and cultural activities, the City Centre is the heart of Windsor. In addition, its function as an international gateway contributes to the City Centre's role as a welcoming arrival point for visitors. To ensure that the City Centre prospers, Council will manage development to promote a diverse mixture of businesses, cultural venues, major government offices, residential neighbourhoods and entertainment venues.

This section of the Official Plan provides objectives and policies provide for the land use designations identified on Schedule E: City Centre Planning District and should be read in conjunction with the other parts of this Plan.

##### 6.11.1 Objectives

- |                                       |          |  |
|---------------------------------------|----------|--|
| <i>CONCENTRATION<br/>OF USES</i>      | 6.11.1.1 | To encourage a concentration of government institutions, entertainment and retail uses, cultural venues, residences, business headquarters and related offices in the City Centre. |
| <i>RESIDENTIAL<br/>NEIGHBOURHOODS</i> | 6.11.1.2 | To foster livable residential neighbourhoods close to employment, shopping and entertainment opportunities.  |

##### 6.11.4 Mixed Use Policies

- |                           |          |   |
|---------------------------|----------|---|
| <i>PERMITTED<br/>USES</i> | 6.11.4.1 | Uses permitted in the Mixed Use land use designation identified on Schedule E: City Centre Planning District include: <ul style="list-style-type: none"><li>(a) in the areas also designated Medium Profile Area retail and service commercial establishments, offices, culture, entertainment and open space uses, and residential uses; and</li></ul> |
|---------------------------|----------|---|

- (b) in the areas also designated High or Very High Profile Area retail and service commercial establishments, offices, cultural, entertainment and open space uses, and residential uses, exclusive of small scale Low Profile housing development as defined in policy 6.3.2.3(a).

*EVALUATION  
CRITERIA*

6.11.4.2

At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed Mixed Use development within the City Centre Planning District is:

- (a) feasible having regard to the other provisions of this Plan, provincial legislation, policies and appropriate guidelines and support studies for uses:
  - (i) within or adjacent to any area identified on Schedule C: Development Constraint Areas and described in the Environment chapter of this Plan;
  - (ii) within a site of potential or known contamination;
  - (iii) where traffic generation and distribution is a provincial or municipal concern; and
  - (iv) adjacent to heritage resources.
- (b) in keeping with the goals, objectives and policies of any secondary plan or guideline plan affecting the surrounding area;
- (c) capable of being provided with full municipal physical services;
- (d) provided with adequate off street parking;
- (e) compatible with the surrounding area in terms of scale, massing, height, siting, setbacks, parking and landscaped areas; and
- (f) provided with residential uses above-grade, where appropriate.

### 7.3.3 Infrastructure Provision Policies

<i>INFILLING GIVEN PRIORITY</i>	7.3.3.1	Council shall encourage the development of existing serviced, underutilized or undeveloped lands within Windsor prior to the extension of municipally owned and/or operated infrastructure to vacant areas within Windsor.
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## VOLUME I – TOOLS

### 11.6.3 Zoning By-law Amendment Policies

<i>AMENDMENTS MUST CONFORM</i>	11.6.3. 1	All amendments to the Zoning By-law(s) shall conform with this Plan. The Municipality will, on each occasion of approval of a change to the zoning by-law(s), specify that conformity with the Official Plan is maintained or that the change will be in conformity upon the coming into effect of an amendment to the Official Plan.
<i>EVALUATION CRITERIA</i>	11.6.3. 3	<p>When considering applications for Zoning By-law amendments, Council shall consider the policies of this Plan and will, without limiting the generality of the foregoing, consider such matters as the following:</p> <ul style="list-style-type: none"> <li>(a) The relevant evaluation criteria contained in the Land Use Chapter of this Plan, Volume II: Secondary Plans &amp; Special Policy Areas and other relevant standards and guidelines;</li> <li>(b) Relevant support studies;</li> <li>(c) The comments and recommendations from municipal staff and circularized agencies;</li> <li>(d) Relevant provincial legislation, policies and appropriate guidelines; and</li> <li>(e) The ramifications of the decision on the use of adjacent or similar lands.</li> </ul>

## APPENDIX D - Extracts from Zoning By-law 8600

### SECTION 3 – DEFINITIONS

#### 3.10 DEFINITIONS

**BUILDING** means a *structure*, consisting of a wall, roof and floor, or any one or more of them, or a structural system serving the function thereof, including all the works, fixtures and service systems appurtenant thereto, but does not include the following: access area, collector aisle, driveway, parking aisle or parking space not in a parking garage; fence; patio; sign as defined by the Windsor Sign By-law.

**DWELLING** means a *building* or *structure* that is occupied for the purpose of human habitation. A *correctional institution, hotel, motor home, recreational vehicle, tent, tent trailer, or travel trailer* is not a *dwelling*.

**SINGLE UNIT DWELLING** means one *dwelling* having one *dwelling unit* or, where permitted by Section 5.99.80, one *dwelling* having two *dwelling units*. A single family dwelling is a *single unit dwelling*. A *duplex dwelling, mobile home dwelling, semi-detached dwelling unit, or townhome dwelling unit*, is not a *single unit dwelling*.

**DWELLING UNIT** means a unit that consists of a self-contained set of rooms located in a *building* or *structure*, that is used or intended for use as residential premises, and that contains kitchen and bathroom facilities that are intended for the use of the unit only.

### SECTION 12 - RESIDENTIAL DISTRICTS 3. (RD3.)

#### 12.1 RESIDENTIAL DISTRICT 3.1 (RD3.1)

##### 12.1.1 PERMITTED USES

*Double Duplex Dwelling*

*Duplex Dwelling*

*Lodging House*

*Multiple Dwelling*

*Religious Residence*

Any use accessory to the preceding uses

*Residential Care Facility*

*Semi-Detached Dwelling*

*Single Unit Dwelling (Existing)*

*Townhome Dwelling*

##### 12.1.5 PROVISIONS

.1 Lot Frontage – minimum 18.0 m

.2 Lot Area – minimum

For a corner lot having a minimum frontage of  
30.0 m on each of the exterior lot lines:

a) For the first 5 dwelling units 540.0 m<sup>2</sup>

b) For each additional dwelling unit 67.0 m<sup>2</sup> per unit

For any other lot:

- |                                      |                              |
|--------------------------------------|------------------------------|
| c) For the first 4 dwelling units    | 540.0 m <sup>2</sup>         |
| d) For each additional dwelling unit | 85.0 m <sup>2</sup> per unit |
- .3 Lot Coverage – maximum 35.0%
- .4 Main Building Height – maximum
- |              |        |
|--------------|--------|
| Corner Lot   | 14.0 m |
| Interior Lot | 10.0 m |
- .5 Front Yard Depth – minimum 6.0 m
- .6 Rear Yard Depth – minimum 7.50 m
- .7 Side Yard Width – minimum
- |   |       |
|---|-------|
| a) Where a habitable room window of any dwelling unit faces a side lot line | 6.0 m |
| b) Any other side yard  | 3.0 m |
- .8 Landscaped Open Space Yard – minimum 35.0% of lot area
- .50 A Lodging House for the accommodation of 10 persons or less, and any use accessory thereto, shall comply with the Single Unit Dwelling provisions of Section 10.1.5 and further, the whole of the building shall be used for a Lodging House, including any accessory use. [ZNG/5630]  
(AMENDED by B/L 95-2019, Sept. 27/2019)
- .55 A Double Duplex Dwelling, Duplex Dwelling, Multiple Dwelling having a maximum of 4 dwelling units, Semi-Detached Dwelling or Townhome Dwelling, or an addition to an existing Single Unit Dwelling, and any use accessory thereto, shall comply with the provisions of Section 11.2.5.

## **COMMENTS**

### **Anne Marie Albidone - Environmental Services**

No concerns

### **Jose Mejalli – Assessment Management Officer**

No objection to the site specific exemption to permit a single family dwelling.

### **Michael Coste – Windsor Fire**

No issues

### **Jennifer Nantais – Environmental & Sustainability Coordinator**

The Environmental Sustainability & Climate Change team have no comments to add to this application.

### **Jason Scott – Transit Windsor**

Transit Windsor has no objections to this development. The closest existing transit route is with the Crosstown 2. The closest existing bus stop to this property is located on Wyandotte at Victoria Northwest Corner. This bus stop is approximately 110 metres from this property falling within our 400 metre walking distance guidelines to a bus stop. This will be maintained with our Council approved Transit Master Plan.

### **Sherif Barsom – Parks D&D**

Please not that Parks Development has no comments pertaining the LIAISON: Z-042/21 [ZNG/6625]

### **ERCA**

The following is provided as a result of our review of Zoning By-Law Amendment Z-042-21 ZNG 6625. The applicant proposes a site-specific exemption to the zoning by-law, to permit a single unit dwelling on the subject land. The RD3.1 zoning permits existing single unit dwelling. The subject land is vacant rectangular parcel with a lot width of 9.14 meter, lot depth of 27.43 meter and lot area of 250.84 meter square.

DELEGATED RESPONSIBILITY TO REPRESENT THE PROVINCIAL INTEREST IN NATURAL HAZARDS AND REGULATORY RESPONSIBILITIES ASSOCIATED WITH THE CONSERVATION AUTHORITIES ACT



The following comments reflect our role as representing the provincial interest in natural hazards as outlined by Section 3.1 of the Provincial Policy Statement of the *Planning Act* as well as our regulatory role as defined by Section 28 of the *Conservation Authorities Act*.

We have reviewed our floodline mapping for this area and it has been determined this site is not located within a regulated area that is under the jurisdiction of the ERCA (Section 28 of the *Conservation Authorities Act*). As a result, a permit is not required from ERCA for issues related to Section 28 of the *Conservation Authorities Act*, Development, Interference with Wetlands and Alteration to Shorelines and Watercourses Regulation under the *Conservations Authorities Act*, (Ontario Regulation No. 158/06).

#### WATERSHED BASED RESOURCE MANAGEMENT AGENCY

The following comments are provided in an advisory capacity as a public commenting body on matters related to watershed management.

#### SECTION 1.6.6.7 Stormwater Management (PPS, 2020)

Our office has reviewed the proposal and has no concerns relating to stormwater management.

#### PLANNING ADVISORY SERVICE TO PLANNING AUTHORITIES - NATURAL HERITAGE POLICIES OF THE PPS, 2020

The following comments are provided from our perspective as an advisory service provider to the Planning Authority on matters related to natural heritage and natural heritage systems as outlined in Section 2.1 of the Provincial Policy Statement of the *Planning Act*. The comments in this section do not necessarily represent the provincial position and are advisory in nature for the consideration of the Planning Authority.

The subject property is not within or adjacent to any natural heritage feature that may meet the criteria for significance as defined by the PPS. Based on our review, we have no objection to the application with respect to the natural heritage policies of the PPS.

#### FINAL RECOMMENDATION

With the review of background information and aerial photograph, ERCA has no objection to this application for Zoning By-law amendment.

#### **Barbara Rusan – Building**

The Building Code Act, Section 8.(1) requires that a building permit be issued by the Chief Building Official for any construction or demolition of a building. It is strongly recommended that the owner and/or applicant contact the Building Division to determine building permit needs for the proposed project. The City of Windsor Building Division can be reached by phone at 519-255-6267 or through email at [buildingdept@citywindsor.ca](mailto:buildingdept@citywindsor.ca)



### **Stefan Fediuk**

No Objections to the proposed re-zoning from a landscape architectural or urban design perspective.

### **Rania Toufeili – Transportation**

- Dougall Avenue is classified as a local road with a required right-of-way width of 20 meters. The current right-of-way width is sufficient and therefore no conveyances are required.
- Parking must comply with zoning by-law 8600.
- Proper accesses and driveway permits per Engineering Right-of-Way requirements must be met.
- All accesses shall conform to the TAC Geometric Design Guide for Canadian Roads and the City of Windsor Standard Engineering Drawings (AS-203 and AS-204).
- All new exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).

### **Kristina Tang – Heritage Planner**

The subject property is located adjacent to properties on the Windsor Municipal Heritage Register (526, 532, 548 Dougall). New development is to be respectful as an infill to adjacent heritage properties. The proposed single unit dwelling would fit with the context of the adjacent low profile heritage buildings.

The following is recommended for the new build:

- New construction shall be designed to be compatible with the existing houses in terms of scale, massing, height, setback, colour, and quality of design.
- The goal is to preserve the existing environment on the street and ensure new development blends with and does not visually overwhelm neighbouring buildings.
- Do not design new buildings to mimic adjacent built heritage resources in older built up areas; instead, create sympathetic design treatments using a common architectural vocabulary.
- Use a height-to-width ratio for new buildings that is similar to existing buildings on blocks with built heritage resources.
- Consider compatibility of roof types in the existing neighbourhood.
- Align porch eaves, roof pitch and roof lines and other features to be similar with adjacent structures
- New windows placements should reflect common patterns and styles of other buildings in the area in terms of size, shape, proportion, numbers, placements and rhythms

- Use traditional materials and colours that represent the texture and palette of the Heritage Area/Neighbourhood. If using contemporary materials, they should be compatible with historic roof materials in quality, visual impact, texture, and relationship to architectural style.
- Use colour selection from Heritage colour palettes

The following resources are recommended:

Standards and Guidelines for Conservation of Historic Places in Canada

<https://www.historicplaces.ca/en/pages/standards-normes.aspx>

Region of Waterloo on Infill- New Construction in Heritage Neighbourhoods

<https://www.regionofwaterloo.ca/en/exploring-the-region/resources/Documents/PracticalGuideInfill-access.pdf>

National Park Services Preservation Briefs- Exterior Additions

<https://www.nps.gov/tps/how-to-preserve/briefs/14-exterior-additions.htm>

Well-Preserved: Visual Harmony and Good Fit

<https://www.heritagetrust.on.ca/en/index.php/pages/publications/well-preserved>

### **Enwin**

**Hydro Engineering:** No objection provided adequate clearances are achieved and maintained. ENWIN has existing primary secondary conductor running along the east limit of the property.

Be advised of communication cables hanging over the corner of the back property.

Prior to working in these areas, we would suggest notifying your contractor and referring to the Occupational Health and Safety Act and Regulations for Construction Projects to confirm clearance requirements during construction.

Also, we suggest referring to the Ontario Building Code for permanent required clearances for new Building Construction.

**Water Engineering:** Water Engineering has no objections to the rezoning.

### **Patrick Winters – Engineering & ROW**

The subject lands are located at 542 Dougall Ave, zoned Residential District 3.1 (RD3.3) by Zoning By-Law 8600. The Applicant is requesting a site specific exemption to the zoning by-law to permit a single unit dwelling on the subjected land.

The site may be serviced by a 1050mm x 1450mm brick combined sewer located within the Dougall Avenue right-of-way. If possible existing connections should be utilized. Any redundant connections shall be abandoned in accordance with the City of Windsor Engineering Best Practice B.P 1.3.3. Boulevard to be restored to the satisfaction of the City Engineer.

Dougall Avenue is classified as a local road with a required right-of-way width of 20 meters. The current right-of-way width is sufficient and therefore no conveyances are required. All accesses shall be constructed as per BP 2.2.1. If access from the existing paved alley at the rear of the property is being proposed for use alley contribution will be required.

In summary, we have no objections to the proposed site specific exemption to the rezoning by-law provided the following conditions are meant;

Street Opening Permits – The owner agrees to obtain street opening permits for sewer taps, drain taps, flatworks, landscaping, curb cuts, and driveway approaches from the City Engineer, prior to commencement of any construction on the public highway.

Alley Contribution – The owner agrees, prior to the issuance of a Building Permit, to contribute \$250 per linear meter payable to the City of Windsor and deposited in the General Fund intended for the upkeep of alleys within the City of Windsor.

### **Windsor Mapping – Enbridge**

After reviewing the provided drawing at the proposed 542 Dougall Ave. and consulting our mapping system, please note that Enbridge Gas has active infrastructure in the proposed area. A PDF drawing has been attached for reference.



Please Note:

1. The shown piping locations are approximate and for information purposes only
2. The drawings are not to scale
3. This drawing does not replace field locates. Please contact Ontario One Call for onsite locates prior to excavating, digging, etc

Enbridge Gas requires a minimum separation of 0.6m horizontal and 0.3m vertical from all of our plant less than NPS 16 and a minimum separation 1.0m horizontal and 0.6m vertical between any CER-regulated and vital pipelines. For all pipelines (including vital pipelines), when drilling parallel to the pipeline, a minimum horizontal clearance measured from the edge of the pipeline to the edge of the final bore hole of 1 m (3.3 ft) is required. Please ensure that this minimum separation requirement is maintained, and that the contractor obtains locates prior to performing any work and utilizes safe excavation practices while performing any work in the vicinity.

Also, please note the following should you find any abandoned infrastructure in the area:

- Any pipe that is excavated, please assume that it is live
- If during the course of any job, any pipe is found that is not on the locate sheet and is in conflict with your work, please call our emergency number (1-877-969-0999), and one of our Union Gas representatives will respond to determine if that plant is in fact live or dead
- Please note that our Enbridge Gas representative will respond to the live or dead call within 1-4 hours, so please plan your work accordingly

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600  
CITED AS THE "CITY OF WINDSOR ZONING BY-LAW"

**WHEREAS** it is deemed expedient to further amend By-law Number 8600 of the Council of The Corporation of the City of Windsor, cited as the "City of Windsor Zoning By-law" passed the 31st day of March, 1986, as heretofore amended:

1. That subsection 1 of Section 20, of said by-law, is amended by adding the following paragraph:  
]

For the lands comprising of Lot 5, Registered Plan 82, a single unit dwelling shall be an additional permitted use, and the following additional provisions shall apply

2. The said by-law is further amended by changing the Zoning District Maps or parts thereof referred to in Section 1, of said by-law and made part thereof, so that the lands described in Column 3 are delineated by a broken line and further identified by the zoning symbol shown in Column 5:

(542 Dougall Avenue;  
Roll No. 040-070-00800; PIN 01193-  
0164; east side of Dougall, north of  
Wyandotte Street West)

CLERK

Council Agenda - July 25, 2022  
Page 255 of 710

SCHEDULE 2

1. By-law \_\_\_\_\_ has the following purpose and effect:

To amend the zoning of Lot 5 Registered Plan 82, (known municipally as 542 Dougall Avenue; Roll No. 040070-00800; PIN 01193-0164, situated on the east side of Dougall Avenue, north of Wyandotte Street West) by adding a site specific exception to Section 20(1) to allow a single unit dwelling as an additional permitted use subject to the provisions in the site specific exception.

2. Key map showing the location of the lands to which By-law \_\_\_\_\_ applies.

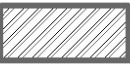


PART OF ZONING DISTRICT MAP 3

N.T.S.

SCHEDULE 2

Applicant: City of Windsor



SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT

DATE : MAY, 2022  
FILE NO. : Z-042/21, ZNG/6625

-----Original Message-----

From: Jonathan Choquette

Sent: June 28, 2022 11:56 AM

To: clerks <[clerks@citywindsor.ca](mailto:clerks@citywindsor.ca)>

Cc: Bortolin, Rino <[rbortolin@citywindsor.ca](mailto:rbortolin@citywindsor.ca)>

Subject: Written submission re 542 Dougall Ave. (File #ZNG/6625)

Hello,

I am writing as a homeowner in the vicinity of 542 Dougall Ave. Please consider this my written submission re Rezoning of 542 Dougall Avenue (File #ZNG/6625), agenda item No. 7.3, Council Report: S 68/2022, D&H Standing Committee meeting Monday July 4 2022.

- 1) I am supportive of the proposed rezoning to allow for a single unit dwelling to be constructed on said property
- 2) I echo the comments of Kristina Tang – Heritage Planner (p. 178) that "new development is to be respectful as an infill to adjacent heritage properties" and support her recommendations for the new build.
- 3) Regarding the Alley Contribution (p.180), which stipulates that "the owner agrees, prior to the issuance of a Building Permit, to contribute \$250 per linear meter payable to the City of Windsor and deposited in the General Fund intended for the upkeep of alleys within the City of Windsor." Given the lot width (9m), the alley contribution would amount to a fee of \$2250. The City ought to consider if such a fee might disincentivize the builder from incorporating alley-access parking in the rear of the building, which is in line with the current character of the neighbourhood.

The report was accessed here (p 157 - 183):

[https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fwww.citywindsor.ca%2fcityhall%2fcommitteesofcouncil%2fStanding-Committees%2fDevelopment-and-Heritage-Standing-Committee%2fDocuments%2fPublic%20Meeting%20Development%20Standing%20July%204%2c%202022%20with%20Item%20Numbers%20and%20footer.pdf&c=E,1,9gxtbsSn5\\_ATdgGomM1Qv\\_cCCRsTDO8R25CjctyH9iduO5SFxImbQllw48Yp4DP8vpVPP6eYalApXmpdci9YfdORIOTIfBtMFFiRulq&typo=1](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fwww.citywindsor.ca%2fcityhall%2fcommitteesofcouncil%2fStanding-Committees%2fDevelopment-and-Heritage-Standing-Committee%2fDocuments%2fPublic%20Meeting%20Development%20Standing%20July%204%2c%202022%20with%20Item%20Numbers%20and%20footer.pdf&c=E,1,9gxtbsSn5_ATdgGomM1Qv_cCCRsTDO8R25CjctyH9iduO5SFxImbQllw48Yp4DP8vpVPP6eYalApXmpdci9YfdORIOTIfBtMFFiRulq&typo=1)

Thank You!

--

Jonathan Choquette



**Committee Matters: SCM 192/2022**

**Subject: Zoning By-law Amendment Application for 2601 Lauzon Parkway, S/W  
CNR of Lauzon Parkway and Enterprise Way; Applicant: JBM Capital Inc.; File No.  
Z-005/22, ZNG/6660; Ward 8**

Moved by: Councillor Sleiman

Seconded by: Councillor Holt

Decision Number: **DHSC 411**

- I. THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of the land located on the east side of Enterprise Way, north of Hawthorne Drive, described as Part of Block A, Registered Plan 1644, and designated as Part 3 and Part 4 on Reference Plan 12R27242, from Commercial District 3.3 (CD3.3) to Residential District 3.2 (RD3.2) in Zoning By-law 8600; subject to the following site specific zoning provisions:

**“448. East side of Enterprise Way, north of Hawthorne Drive**

For the lands comprising Part of Block A, Registered Plan 1644, designated as Part 3 and Part 4 on Reference Plan 12R27242,

1. Section 20(1)97(i) shall not apply to a *multiple dwelling*; and
  2. The following additional provision shall apply to a *multiple dwelling*:
    - a) Front Yard Depth - minimum - 6 metres
- [ZDM 15; ZNG/6660]”;

- II. THAT Transportation Impact Statement and Servicing Study **BE SUBMITTED** by the applicant, along with any other required support studies, at Site Plan Control; and further,
- III. THAT Site Plan Approval Officer **BE DIRECTED** to incorporate the following in the site plan approval and site plan agreement for the proposed development on the subject land:
- (a) Easement requests from Utility Companies, as noted in **Appendix D** to this report;
  - (b) Enbridge Gas minimum separation requirements, as noted in **Appendix D** to this report;
  - (c) Reciprocal Access and Services Agreement;
  - (d) Preservation of two existing mature trees along the south boundary of the site;
  - (e) Parkland Conveyance requirement; and
  - (f) Record of Site Condition; and



- (g) Sidewalk(s) within the subject site for safe pedestrian connection to existing uses north of the subject development.

Carried.

Report Number: S 77/2022

Clerk's File: Z/14313

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are **not** the same.
2. Please refer to Item 7.4. from the Development & Heritage Standing Committee Meeting held July 4, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7340>

**Subject: Zoning By-law Amendment Application for 2601 Lauzon Parkway, S/W CNR of Lauzon Parkway and Enterprise Way; Applicant: JBM Capital Inc.; File No. Z-005/22, ZNG/6660; Ward 8**

**Reference:**

Date to Council: July 4, 2022  
Author: Justina Nwaesei, MCIP, RPP  
Planner III - Subdivisions  
519-255-6543, ext. 6165  
jnwaesei@citywindsor.ca

Planning & Building Services  
Report Date: June 8, 2022  
Clerk's File #: Z/14313

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

**Recommendation:**

- I. THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning of the land located on the east side of Enterprise Way, north of Hawthorne Drive, described as Part of Block A, Registered Plan 1644, and designated as Part 3 and Part 4 on Reference Plan 12R27242, from Commercial District 3.3 (CD3.3) to Residential District 3.2 (RD3.2) in Zoning By-law 8600; subject to the following site specific zoning provisions:

**“448. East side of Enterprise Way, north of Hawthorne Drive**

For the lands comprising Part of Block A, Registered Plan 1644, designated as Part 3 and Part 4 on Reference Plan 12R27242,

1. Section 20(1)97(i) shall not apply to a *multiple dwelling*; and
  2. The following additional provision shall apply to a *multiple dwelling*:
    - a) Front Yard Depth - minimum - 6 metres
- [ZDM 15; ZNG/6660]”;

- II. THAT Transportation Impact Statement and Servicing Study **BE SUBMITTED** by the applicant, along with any other required support studies, at Site Plan Control; and
- III. THAT Site Plan Approval Officer **BE DIRECTED** to incorporate the following in the site plan approval and site plan agreement for the proposed development on the subject land:

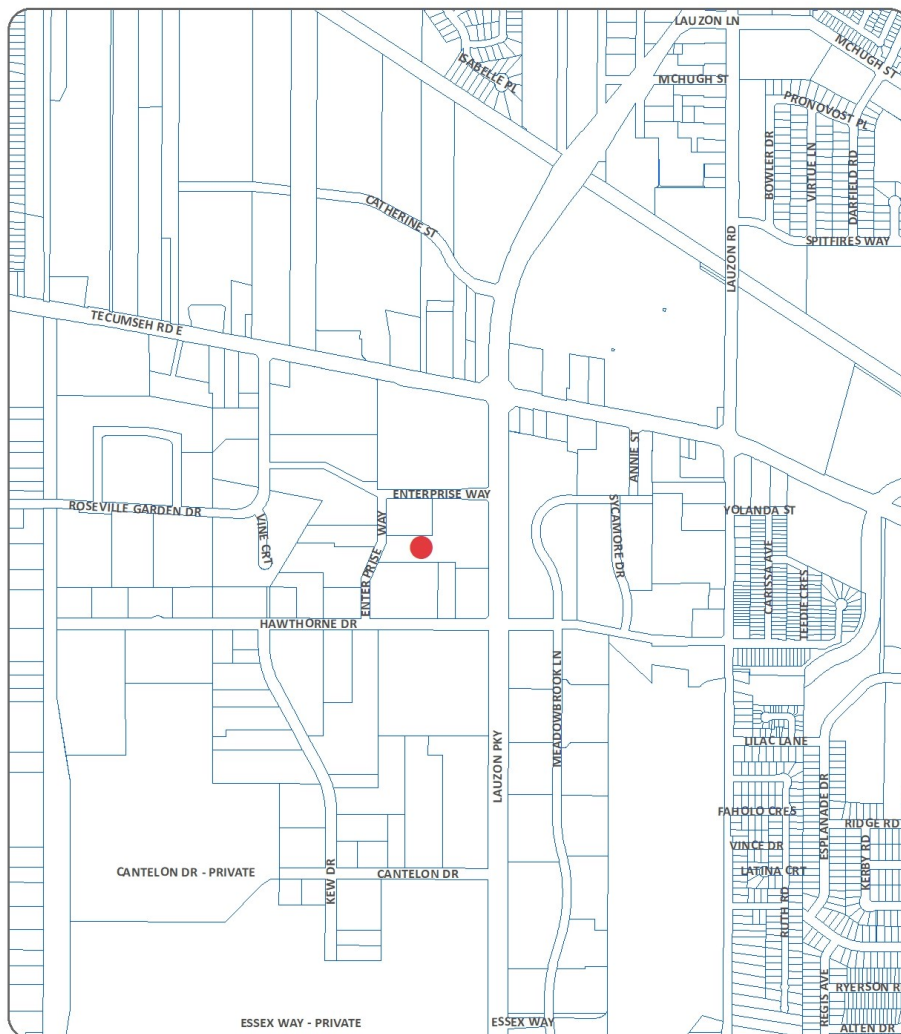
- (a) Easement requests from Utility Companies, as noted in **Appendix D** to this report;
- (b) Enbridge Gas minimum separation requirements, as noted in **Appendix D** to this report;
- (c) Reciprocal Access and Services Agreement;
- (d) Preservation of two existing mature trees along the south boundary of the site;
- (e) Parkland Conveyance requirement; and
- (f) Record of Site Condition.

## Executive Summary:

N/A

## Background:

### 1. KEY MAP



KEY MAP - Z-005/22, ZNG-6660

● SUBJECT LANDS

APPLICANT: JBM CAPITAL INC.

ADDRESS: 2601 LAUZON PARKWAY



## 2. APPLICATION INFORMATION

**LOCATION:** 2601 Lauzon Parkway [S/W CNR, Lauzon Pkwy & Enterprise Way intersection]

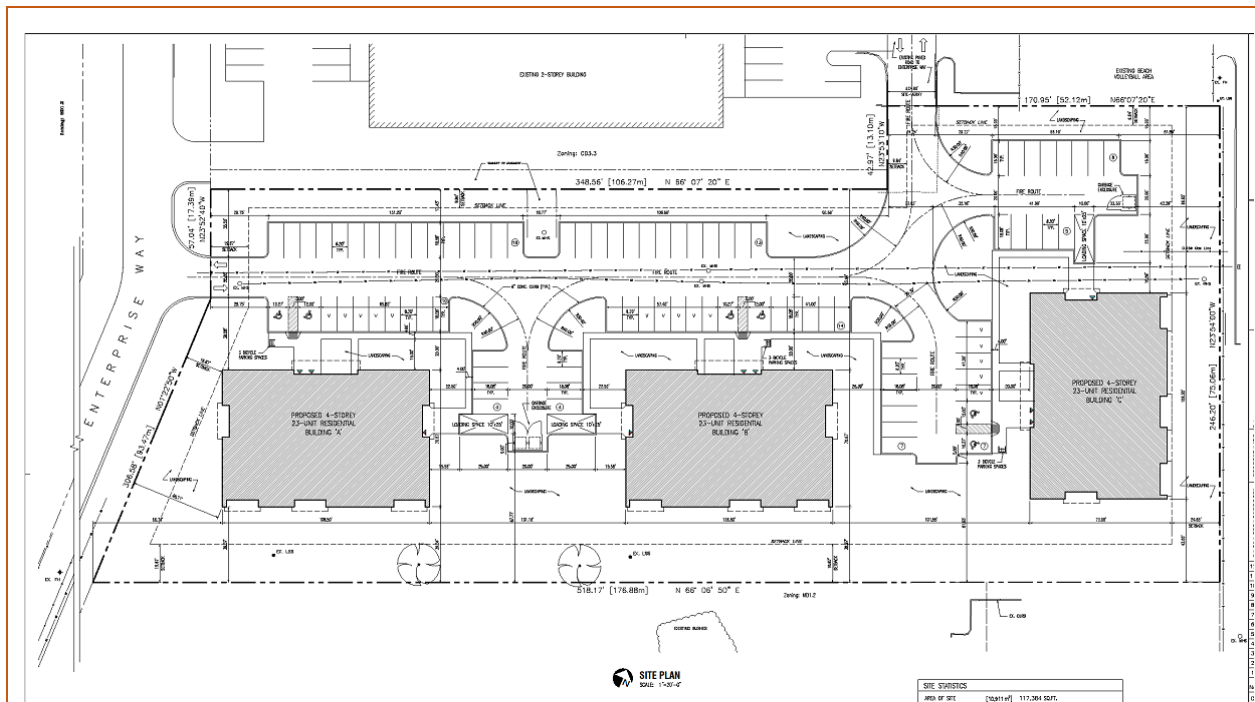
**APPLICANT:** JBM CAPITAL INC. (c/o Joe Mikhail)

**AGENT:** JABE INC. (c/o Jeff Belanger)

**REGISTERED OWNER:** SAME AS APPLICANT

**PROPOSAL:** To amend Zoning By-law 8600 by changing the zoning of Parts 3 & 4 on Reference Plan 12R-27242, so as to permit *multiple dwelling* on the westerly portion of the property municipally known as 2601 Lauzon Parkway. The subject property is designated Mixed Use on Schedule D: Land Use in the Official Plan and zoned Commercial District 3.3 (CD3.3) with site-specific provision (s.20(1)97) by Zoning By-law 8600.

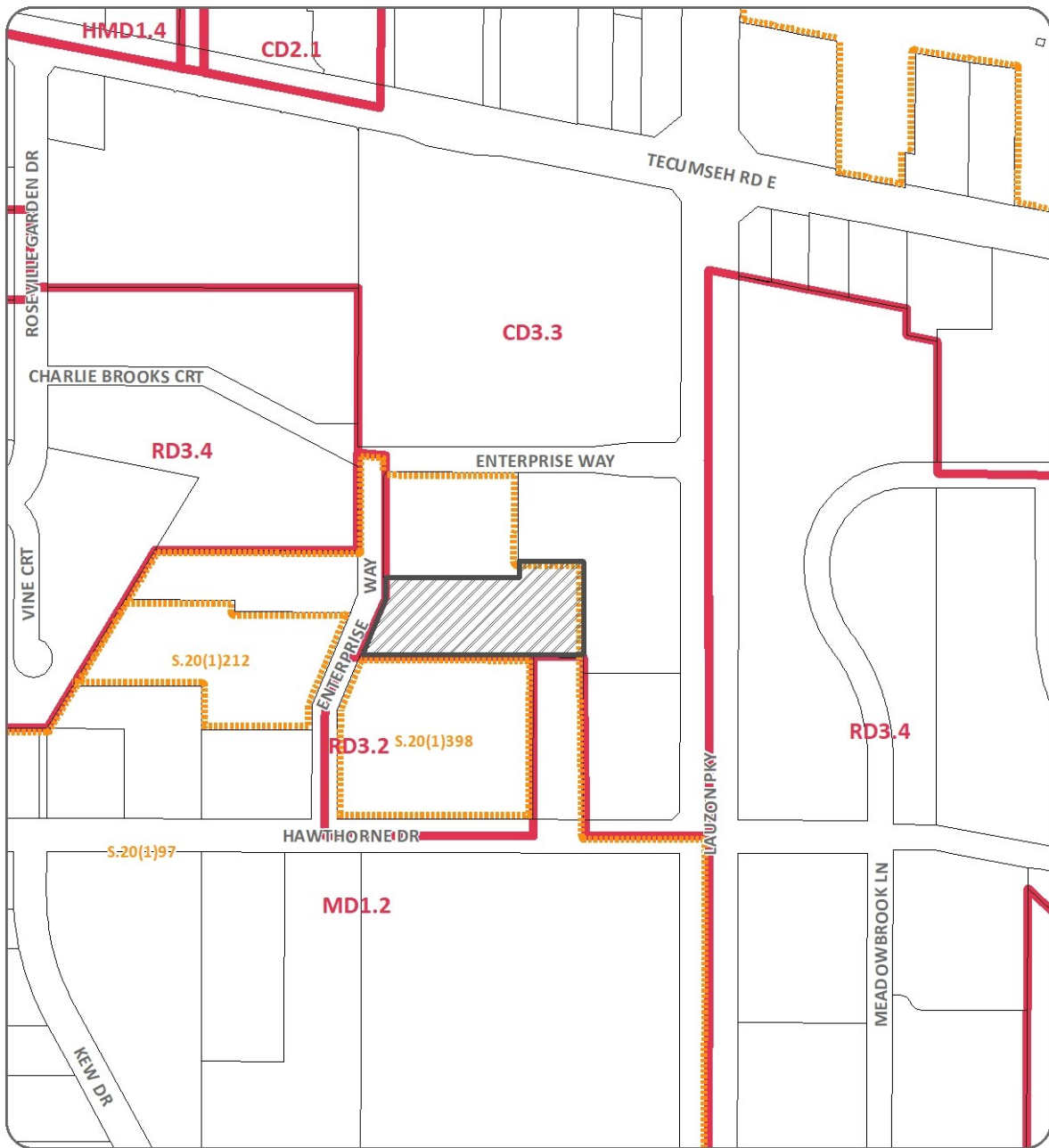
The proposed zoning change is from CD3.3 plus s.20(1)97 to RD3.2 (Residential District 3.2) plus s.20(1)97 to facilitate the construction of three 4-storey Multiple Dwellings with 23 units each (a total of 69 dwelling units) and 88 motor vehicle parking spaces on Parts 3 & 4, 12R-27242. The Applicant is also requesting for a reduction in required minimum front yard depth from 9m to 6m. A concept plan is shown below.



### 3. SITE INFORMATION

	OFFICIAL PLAN	ZONING & ZDM	CURRENT USE(s)	PREVIOUS USE(s)
Overall Site (Parts 3, 4 & 5 on 12R 27242)	MIXED USE [Land Use]	COMMERCIAL DISTRICT 3.3 (CD3.3) plus S.20(1)97; ZDM15	Commercial Plaza	Vacant
Portion Subject to this ZBA (Parts 3 & 4, 12R27242)			Vacant	
	FRONTAGE	DEPTH	AREA	SHAPE
Overall Site (Parts 3, 4 & 5 on 12R 27242)	150.27m (Lauzon Parkway)	irregular	2.5944ha	Irregular
Portion Subject to this ZBA (Parts 3 & 4, 12R27242)	65.67m (Enterprise Way	irregular	1.0913ha	
	Note: Source of above dimensions – Reference Plan 12R-27242			

### 4. REZONING MAP (next page)

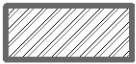


PART OF ZONING DISTRICT MAP 15

N.T.S.

## REZONING

APPLICANT: JBM CAPITAL INC.



SUBJECT LANDS

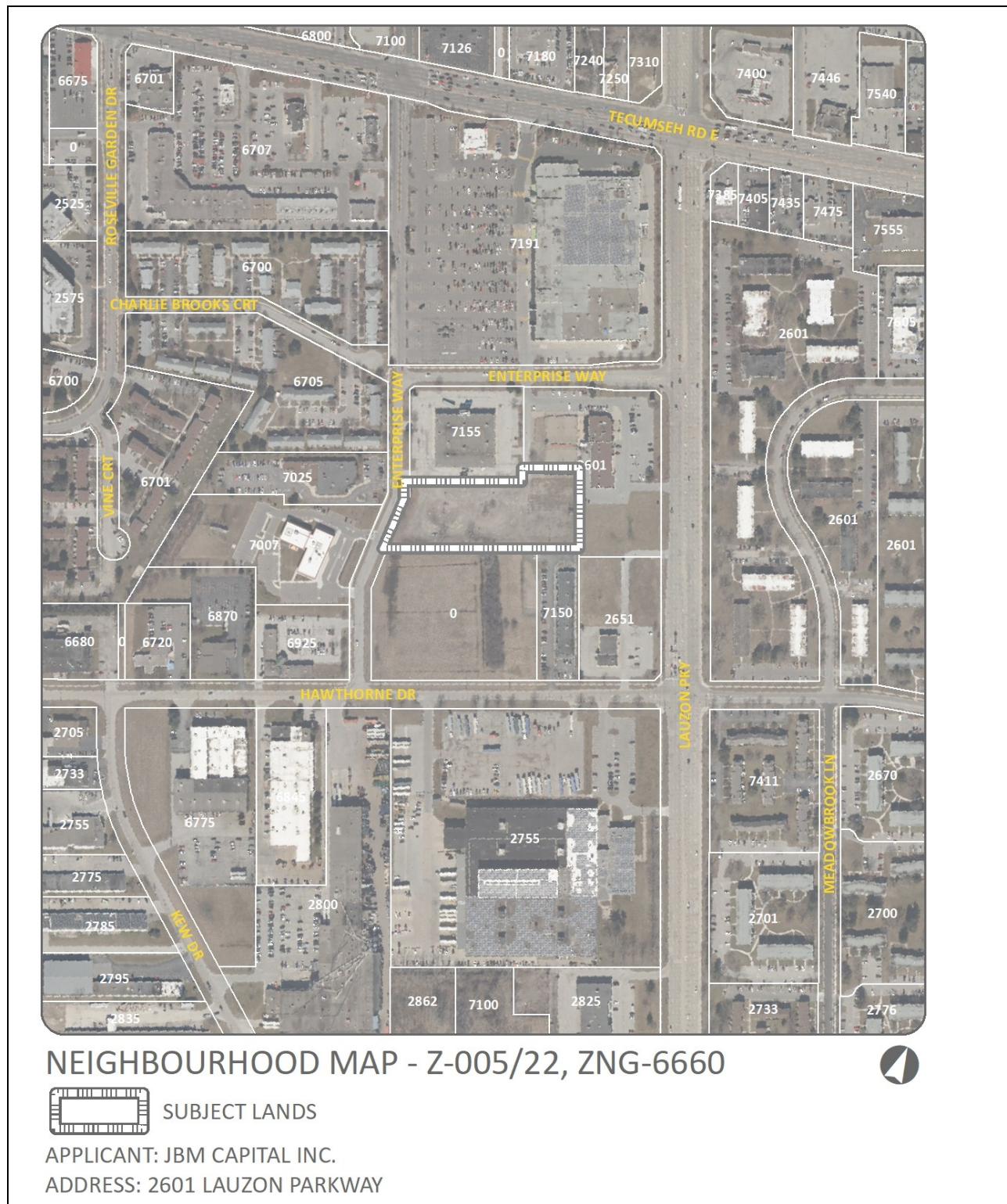
PLANNING & BUILDING DEPARTMENT



DATE : APRIL 2022  
FILE NO. : Z-005/22, ZNG-6660



## 5. NEIGHBOURHOOD CHARACTERISTICS



The surrounding area is characterised by a mix of commercial, institutional, industrial and residential uses nearby. **Appendix B** attached hereto contains site photos of the subject area.

## SURROUNDING LAND USE

### EAST & NORTHEAST – COMMERCIAL USES AT 2601 LAUZON PARKWAY

- Business Office (*Fairstone Financial, Desjardin Insurance*)
- Medical Offices (*Eye Care First – Optometrists, Renew Massage Clinic & Spa, and The Denture Center*);
- Restaurant (*John Max Sports & Wings*); and
- Retail Store (*Canadian Appliance Source*)

### NORTH – COMMERCIAL USES

- Health Studio (*Planet Fitness*) at 7155 Enterprise Way
- Major Commercial Center (*Zehrs, Dollar Tree, Winners, Scotiabank, e.t.c.*) at 7191/7201 Tec. Rd. E.

### NORTHWEST – RESIDENTIAL USES

- River Park Non-Profit Housing Corporation (Windsor) at 6705-7087 Charlie Brooks Court.

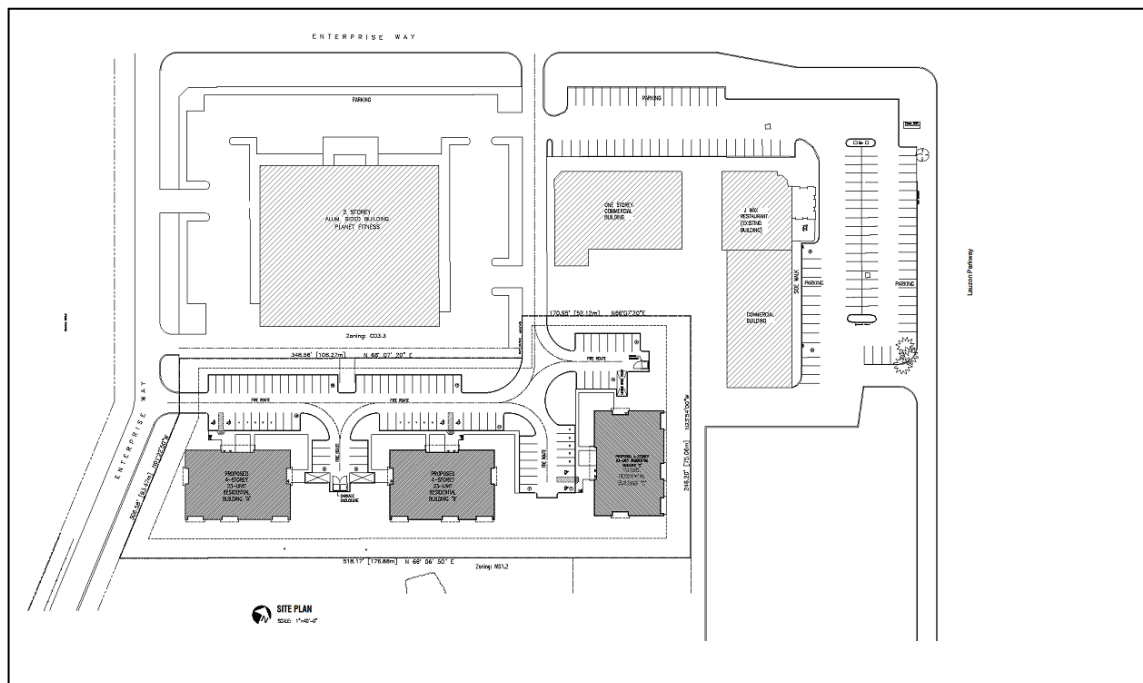
### WEST – INSTITUTIONAL & COMMERCIAL USES

- Business Office (*Community Living Windsor*) at 7025 Enterprise Way
- Place of Worship (*Hindu Temple & Cultural Center*) at 7007 Enterprise Way
- Medical Office (*Eastside Dental Office*) at 6925 Enterprise Way

### SOUTH AND SOUTHEAST – COMMERCIAL & INDUSTRIAL USES

- Vacant residential parcel at n/e corner of Hawthorne Dr. & Enterprise Way (*recently rezoned for development of 5-sty multiple dwellings*);
- Business Office (*Law Office of Theodore R Bourgard, Seguin Financial Group – SFG, Walter V. Francic – Accounting & Taxation Services*) at 7150 Hawthorne Drive;
- Medical Office (*Voth Parete Orthodontists, Synergy Day Spa, Great Lakes Chiropractic massage*) at 7150 Hawthorne Drive;
- Industrial (*Butcher Enterprises Windsor*) at 2755 Lauzon Pkwy; and
- Service Station / Repair garage (*Good Year - Beverly Tire & Auto Services*) at 2651 Lauzon Pkwy;

Below is a **composite site plan** showing the proposed development, the existing commercial uses on the same property (2601 Lauzon Parkway) and the Fitness Studio - Planet Fitness on the property (7155 Enterprise Way) abutting north.





## COMPOSITE SITE PLAN

### MUNICIPAL INFRASTRUCTURE

- The City's records show that there are municipal storm and sanitary sewers available to service the subject lands. There is a
  - 250mm diameter polyvinylchloride (PVC) sanitary sewer on Enterprise Way;
  - 300mm diameter polyvinylchloride (PVC) sanitary sewer on Enterprise Way;
  - 525mm diameter reinforced concrete pipe (RCP) storm sewer on Enterprise Way; and
  - 900mm diameter reinforced concrete pipe (RCP) storm sewer on Enterprise Way.
- Municipal watermains, fire hydrants and LED streetlights are available along Enterprise Way, Hawthorne Drive and Lauzon Parkway.
- ENWIN has overhead 27.6KV primary hydro distribution on a pole line directly through the subject development property.
- There are curbs and gutter along Enterprise Way, Hawthorne Drive and Lauzon Parkway.
- Concrete sidewalks are available on the north and west sides of Enterprise Way, the north side of Hawthorn Drive and both sides of Lauzon Parkway.
- Transit Windsor Bus services (Transway 1C, Ottawa 4 and LTW Route 518X) are available in the nearby area. The closest transit service would be the Transway 1C route with a bus stop located on Tecumseh Road East at Walmart and another at Tecumseh Road at East Park Plaza, approximately 500 metres from the subject development. There is another nearby bus stop on Hawthorne at Sycamore (an Ottawa 4 route) within 750m of the subject development.
- Enterprise Way is classified as Local Road.
- Lauzon Parkway is classified as Class I Arterial Road and can be accessed by the subject development through Enterprise Way and, alternatively, through Hawthorne Drive.
- Hawthorne Drive right-of-way (between Kew Drive and Lauzon Parkway) is a nearby Collector Road (Class II Collector Rd) that is accessible from the subject land through Enterprise Way.

### Discussion:

### PLANNING ANALYSIS:

#### 1. PROVINCIAL POLICY STATEMENT (PPS) 2020

Provincial Policy Statement (PPS) 2020 was issued under section 3 of the Planning Act and came into effect May 1, 2020. The PPS provides policy direction on matters of provincial interest related to land use planning and development and sets the policy foundation for regulating the development and use of land in Ontario.

The amendment promotes residential intensification and infill in an area surrounded by commercial, residential, industrial and institutional uses. Therefore, the following policies of the PPS 2020 are deemed relevant for this planning analysis:

*1.1.1 Healthy, liveable and safe communities are sustained by:*

*a) promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term;*

- b) accommodating an appropriate affordable and market-based range and mix of residential types (including single-detached, additional residential units, multi-unit housing, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs;*
- c) avoiding development and land use patterns which may cause environmental or public health and safety concerns;*
- d) avoiding development and land use patterns that would prevent the efficient expansion of settlement areas in those areas which are adjacent or close to settlement areas;*
- e) promoting the integration of land use planning, growth management, transit-supportive development, intensification and infrastructure planning to achieve cost-effective development patterns, optimization of transit investments, and standards to minimize land consumption and servicing costs;*
- f) improving accessibility for persons with disabilities and older persons by addressing land use barriers which restrict their full participation in society;*
- g) ensuring that necessary infrastructure and public service facilities are or will be available to meet current and projected needs; and*
- i) preparing for the regional and local impacts of a changing climate.*

With respect to 1.1.1(a) & (b) – This zoning by-law amendment facilitates infill residential development on the existing vacant portion of the subject land. The amendment promotes efficient development that will accommodate three 4-storey multiple dwellings within the vacant west portion on the subject land. The lands within the immediate area accommodate a range and mix of commercial, residential (affordable & market-based), industrial and institutional uses as noted already in this report. See “Surrounding Uses” section of this report.

With respect to 1.1.1(c) – There are no known environmental or public health & safety concerns.

With respect to 1.1.1 (d) - The subject land is surrounded by existing developments and does not prevent the efficient expansion of the settlement area.

With respect to 1.1.1(e) & (f) – The amendment would achieve a cost-effective development pattern and minimize land consumption and servicing costs. Sidewalks improve *accessibility for persons with disabilities and older persons*. As noted already in this report, there are existing concrete sidewalks on Enterprise Way, Lauzon Parkway and Hawthorne Drive. The Applicant's Planning Consultant indicates, in the June 6, 2022 PRR Addendum, that “Pedestrian accesses will be proposed (as part of site plan control) which will connect the building to sidewalks.”

With respect to 1.1.1(g) – The subject land is in an area of the City that is serviced by necessary infrastructure, electricity generation facilities and transmission and distribution systems, and public service facilities.

With respect to 1.1.1(i) – Consideration for climate change is addressed through various methods including lot-grading plans, stormwater management measures, tree planting requirements, landscaping requirements and more. Therefore, Regional and local impacts of climate change is best addressed at the time of site plan approval when the lot-grading provisions, stormwater management measures, servicing study, landscaping requirements and much more, could be discussed and incorporated in the site plan approval and site plan agreement.

The subject zoning by-law amendment will facilitate an efficient development, positively impact the financial well-being of the City of Windsor, minimize land consumption and servicing costs, accommodate a residential use that will increase the use of existing and planned public transit and active transportation services in the subject area, thereby, positively impact environmental

and public health and safety. The zoning by-law amendment is consistent with policy 1.1.1 of the PPS.

*1.1.3.1 Settlement areas shall be the focus of growth and development.*

*1.1.3.2 Land use patterns within settlement areas shall be based on densities and a mix of land uses which:*

- a) efficiently use land and resources;*
- b) are appropriate for, and efficiently use, the infrastructure and public service facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion;*
- c) minimize negative impacts to air quality and climate change, and promote energy efficiency;*
- d) prepare for the impacts of a changing climate;*
- e) support active transportation;*
- f) are transit-supportive, where transit is planned, exists or may be developed; and*
- g) are freight-supportive*

*Land use patterns within settlement areas shall also be based on a range of uses and opportunities for intensification and redevelopment in accordance with the criteria in policy 1.1.3.3, where this can be accommodated.*

*1.1.3.3 Planning authorities shall identify appropriate locations and promote opportunities for transit-supportive development, accommodating a significant supply and range of housing options through intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs.*

*1.1.3.4 Appropriate development standards should be promoted which facilitate intensification, redevelopment and compact form, while avoiding or mitigating risks to public health and safety.*

The subject lands are located within a settlement area (being the City of Windsor) and this amendment creates opportunity for growth and development within the settlement area. This amendment promotes a land use that will make efficient use of land, resources and existing infrastructure. There are existing and planned active transportation options (such as sidewalks) and transit services adjacent to, or near the subject land. The proposed development takes into account existing building stock and area and the existing municipal services and utilities. The subject land represents an appropriate location for intensification. The proposed amendment will result in a zoning category that will help promote intensification and compact form of development. The subject amendment is consistent with policies 1.1.3.1, 1.1.3.2, 1.1.3.3 and 1.1.3.4 of the PPS.

*1.4.1 To provide for an appropriate range and mix of housing options and densities required to meet projected requirements of current and future residents of the regional market area, planning authorities shall:*

- a) maintain at all times the ability to accommodate residential growth for a minimum of 15 years through residential intensification and redevelopment and, if necessary, lands which are designated and available for residential development;*

*1.4.3 Planning authorities shall provide for an appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs of current and future residents of the regional market area by:*

- b) permitting and facilitating:*
  - 1. all housing options required to meet the social, health, economic and well-being requirements of current and future residents, including special needs requirements and needs arising from demographic changes and employment opportunities; and*

- 2. all types of residential intensification, including additional residential units, and redevelopment in accordance with policy 1.1.3.3;
- c) directing the development of new housing towards locations where appropriate levels of infrastructure and public service facilities are or will be available to support current and projected needs;
- d) promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities, and support the use of active transportation and transit in areas where it exists or is to be developed;

This amendment promotes infill development on the underutilized west portion of the subject commercial plaza. Sixty-nine (69) new dwelling units are proposed, which is a higher density than currently exists on the subject land, and results in a net increase in residential units or accommodation. Hence, this amendment promotes intensification and will facilitate the municipality's ability to accommodate residential growth through intensification. The amendment will also provide a form of housing that is appropriate in terms of range and mix, and will meet the social, health and well being of current and future residents. Appropriate level of infrastructure, active transportation and transit services are available or will be available in the subject area. Approving the recommended amendment would support residential development using the infrastructure that is already in place, instead of requiring more expenditure on new infrastructure in an agricultural setting. The proposed development is in close proximity to Transit Windsor service and municipal sidewalks in the subject area, and will, therefore, support active transportation and public transit. This amendment is consistent with policy 1.4 of the PPS.

*1.6.6.2 Municipal sewage services and municipal water services are the preferred form of servicing for settlement areas to support protection of the environment and minimize potential risks to human health and safety. Within settlement areas with existing municipal sewage services and municipal water services, intensification and redevelopment shall be promoted wherever feasible to optimize the use of the services.*

The subject lands are within an area that is serviced by municipal sewage services and municipal water services. The requested zoning by-law amendment is consistent with policy 1.6.6.2 of the PPS.

*1.6.6.7 Planning for stormwater management shall:*

- f) promote stormwater management best practices, including stormwater attenuation and re-use, water conservation and efficiency, and low impact development.*

This amendment includes requirement for completion of detailed servicing study at the time of site plan control as seen in Recommendation II of this report. This amendment is consistent with policy 1.6.6.7 (f) of the PPS.

*1.7.1 Long-term economic prosperity should be supported by:*

- b) encouraging residential uses to respond to dynamic market-based needs and provide necessary housing supply and range of housing options for a diverse workforce;*
- c) optimizing the long-term availability and use of land, resources, infrastructure and public service facilities.*

This amendment encourages residential intensification by providing additional housing supply, which is an appropriate response to the market-based housing needs in the City of Windsor. The proposed development of three 4-storey multiple dwellings optimizes the availability and use of land and infrastructure by making use of a vacant portion of a commercial development for a medium profile residential development. The amendment is consistent with policy 1.7.1 of the PPS.

In summary, the above planning analysis demonstrates that the subject zoning by-law amendment is consistent with the relevant Policies of PPS 2020.

## 2. OFFICIAL PLAN (OP)

The site is designated “Mixed Use” in the Land Use Schedule D of the City of Windsor Official Plan. Uses permitted in the Mixed Use land use designation include retail and service commercial establishments, offices, cultural, recreation and entertainment uses, and institutional, open space and residential uses, exclusive of small scale Low Profile residential development (section 6.9.2.1). The proposed residential use on the subject land is a Medium Profile Residential development containing three 4-storey multiple dwellings with a total of 69 dwelling units.

Section 6.9.2.2 provides two forms of Mixed Use Areas and, based on the policy therein, the proposed development is considered to be in an area classified as *Mixed Use Center*.

*“Mixed Use Centres which are large sites developed according to a comprehensive development plan or nodal developments at the intersection of Controlled Access Highways and/or Arterial roads. This type of Mixed Use development provides a regional, community or neighbourhood focal point with a pedestrian oriented design.”*

Section 6.9.2.3 states that Mixed Use development shall be located where:

- (a) There is access to a Controlled Access Highway, Class I or II Arterial Roads or Class I Collector;
- (b) Full Municipal physical services can be provided;
- (c) Public transportation service can be provided; and
- (d) The surrounding development pattern is compatible with Mixed Use development.

The proposed Mixed Use development is located where there is access to a Class I Arterial Road (Lauzon Parkway) through Enterprise Way or Hawthorne Drive. Full municipal services are available and matters such as storm and sanitary sewer capacity will be further reviewed during site plan control process. Public transportation service is available, or planned for. The surrounding development pattern consists of a variety of uses and building types, which is compatible with Mixed Use development.

Section 6.9.2.4 lists criteria to be used in evaluating a mixed use development and requires the proponent to demonstrate, to the satisfaction of the municipality, that a proposed mixed use development satisfies the evaluation criteria. The Planning Department has reviewed the planning analysis by Pilon-Abbs Inc. in the June 6, 2022 Addendum to the Planning Rational Report with respect to s.6.9.2.4 of the OP and is satisfied with the opinion of the applicant's planner.

Section 6.9.2.5 lists design guidelines for evaluating a proposed mixed use development. Site Plan Control is a more appropriate tool to use when considering/implementing those guidelines.

Following Council's approval of this amendment, the next step is for the proponent to submit an application for site plan approval, which will ensure that the proposed development is in keeping with the Official Plan built form policy for infill developments as in section 8.7.2.3, OP Vol. 1.

Zoning Amendment Evaluation Criteria s.11.6.3.3 of the OP:

No support studies were submitted as part of this application, but a Planning Rationale Report and Addendum (prepared by Pilon Abbs Inc.) was submitted. The requirements, comments and recommendations from municipal departments and circularized agencies have been considered, as noted in the CONSULTATION section of this report. This amendment promotes opportunity for residential intensification and infill, which creates a compact form of neighbourhood and

ensures continuation of an orderly development pattern in the subject area. The subject zoning by-law amendment is consistent with the relevant policies of the PPS and conforms with the applicable objectives and policies of OP Vol. 1. The recommended zoning by-law amendment will provide additional housing options and opportunities in the area. No adverse impacts are anticipated on the nearby residential, commercial, industrial and institutional uses. This amendment meets the evaluation criteria set out in s.11.6.3.3 of the OP.

Based on the analysis provided in this report, this zoning by-law amendment maintains conformity with the Official Plan, as required in s.11.6.3.1 of the OP.

### 3. ZONING

The subject land is zoned Commercial District 3.3 (CD3.3) in the City of Windsor Zoning By-law 8600 ("By-law 8600"). Special zoning provision S.20(1)97 of By-law 8600 applies to the subject land and other lands within the immediate area.

The applicant requests an amendment from Commercial District 3.3 (CD3.3) to Residential District 3.2 (RD3.2) along with a reduction in the minimum front yard depth from 9m to 6m per s.20(1)97(i). **Appendix C** - Excerpts from By-law 8600, hereto attached, contains zoning provisions under CD3.3, RD3.2 and S.20(1)97.

Permitted uses in the RD3.2 zoning category are *Lodging House, Multiple Dwelling, Religious Residence, Residential Care Facility*; any of the following existing dwellings: *Double Duplex Dwelling, Duplex Dwelling, Semi-Detached Dwelling, Single Unit Dwelling*; and any use accessory to any of the preceding uses.

The RD3.2 regulates lot frontage, lot area, lot coverage, building height, landscape open space and density, but does not regulate any of the provisions in s.20(1)97, except building height. In my opinion, the requested yard depth reduction from 9m to 6m will promote a front yard setback that is predominantly required for residential developments fronting on local roads. It should be noted that a 6m front yard depth is adequate for the subject development and the Planning Department is in support of this request for a reduction in front yard depth. For this reason, a site specific provision is recommended in this report to eliminate s.20(1)97(i) for a multiple dwelling on the subject site and include additional provision consisting requirement for a minimum front yard depth of 6m for multiple dwellings on the subject land.

The proposed 69 residential units will require 86 parking spaces at the rate of 1.25 motor vehicle parking spaces per unit; 88 on-site parking spaces are proposed.

A draft by-law is attached as **Appendix E**.

### 4. RESIDENTIAL INTERIM CONTROL BY-LAW

The parcel is subject to Residential Interim Control By-law 103-2020 (RICBL) which prohibits a Group Home, Lodging House, a Shelter, and a dwelling with five or more dwelling units throughout the City of Windsor to allow a land use study to be conducted. Residential Interim Control By-law 103/2020 (RICBL) came into effect in the City of Windsor on July 13, 2020.

On July 13, 2020, Council adopted CR364/2020 directing that land use study be undertaken to consider, among other things, residential density and the appropriate location for higher density residential uses in the City of Windsor. The study will review the Official Plan and Zoning By-laws 85-18 and 8600 with respect to land use policies and provisions related to higher density dwellings such as, but not limited to, Group Home, Lodging House, Residential Care Facility, Shelter, and any dwelling with five or more dwelling units within the City of Windsor.

“The main purposes of the study are to:

- 1) Review those definitions that relate to dwellings and dwelling units, or are residential in nature;
- 2) Review zones, zoning districts, and provisions to determine an appropriate range of permitted residential uses and provisions, including merging zones and zoning districts and to ensure that the zones, zoning districts and provisions are consistent with the Provincial Policy Statement 2020 (PPS), especially, but not limited to, Policy 4.4 that requires the implementation of the PPS in a “*manner that is consistent with the Ontario Human Rights Code*” – and are consistent with the policy direction of the Official Plan;
- 3) Ensure compatibility with existing development, while allowing or encouraging certain areas to evolve to a higher-density and/or higher profile residential development.”  
[excerpt from Report C141/2020]

Interim Control By-law (ICBL) 99-2021 came into effect on June 7, 2021 and extended the effective date of RICBL 103-2020 to July 13, 2022. The extension allows for the additional time required to complete the land use study commenced under the IRCBL 103-2020, and provides the necessary time to implement, if deemed appropriate, the findings of the land use study including any amendments to the Official Plan and /or Zoning By-laws.

The following criteria are hereby deemed acceptable for determining if the proposed development can be exempt from the RICBL:

- *Conformity with the Official Plan* – As noted already in this report, the subject development is in conformity with the Official Plan.
- *Distance to Nearby Services and Amenities* – Neighbourhood Parks, School, Places of worship, restaurants and retail stores are within 1.0 km of the proposed development. The proposed development is within an acceptable distance to nearby services and amenities.
- *Distance to Public Transit* - As noted already in this report, the subject development is within an acceptable distance to public transit. The closest transit service is the Transway 1C route with a bus stop located on Tecumseh Road East at Walmart and another at Tecumseh Road East at East Park Plaza, approximately 500 metres from the subject development. There is another bus stop on Hawthorne at Sycamore (an Ottawa 4 route) within 750m of the subject development.
- *Potential for impact on the Land Use Study* - The recommended Zoning By-law amendment meets the criteria analyzed above. Furthermore, the subject area is designated Mixed Use in the OP, which permits the proposed multiple dwellings as noted in this report. Therefore, conflict is not anticipated between the proposed development and the land use study.

Section 2(1) of B/L 103-2020 exempts a parcel from the provisions of RICBL where an amending by-law to Zoning By-law 8600 to permit a dwelling with five or more dwelling units comes into force on or after January 1, 2017. Should the request for an amendment to Zoning By-law 8600 be approved, and an amending by-law comes into force, the proposed development will be automatically exempt from Interim Control By-law 103-2020.

## 5. SITE PLAN

The amendment will facilitate a “development” as defined in section 41(1) of the Planning Act; therefore, the applicant will be required to undergo the Site Plan Control process.

In the Pre-submission letter dated June 16, 2021, the applicant was advised that the following support studies and information would be required at the time of Site Plan Control:

1. Storm Water Retention Scheme
2. Storm Water Management Plan in accordance with section 10.2.4, OP Vol. 1

3. Traffic Impact Study
4. Natural Features, Tree inventory and Preservation Plan

Further to the June 16, 2021 letter, municipal departments and external agencies provided comments found in **Appendix D** hereto attached. The following items are to be considered or provided at the time of Site Plan Approval for the subject development:

- 1) *Utility Easements* - requested as noted in **Appendix D** hereto attached;
- 2) *Minimum Separation requirements* – per Enbridge Gas comment in **Appendix D** hereto attached.
- 3) *Site Plan Control Agreement* - The applicant enters into an agreement with the City of Windsor for all requirements under the General Provisions of the Site Plan Control Agreement for the Engineering Department.
- 4) *Servicing Study* – As stipulated in **Appendix D** hereto attached. The study shall review the proposed impact and recommend mitigating measures and implementation of those measures.
- 5) *Reciprocal Access & Services* – The owner shall enter into a reciprocal agreement with the abutting property to the north for access and services.
- 6) *Transportation Impact Statement* – To review and address sight lines at the proposed access.
- 7) *Tree Preservation* - The preservation of the two existing mature trees along the south boundary of the site will be considered in the tree planting requirements.
- 8) *Parkland Dedication* - Parkland dedication representing 5% of the subject lands, will be determined during the Site Plan Control process, to the satisfaction of the Executive Director of Parks, as per By-law 12780 and the Planning Act.
- 9) *Record of Site Condition* - A Record of Site Condition would be required for the proposed change of the use of the land from commercial to a more sensitive land use – residential, as noted in the comment from the Building Department in **Appendix D**.

## **Risk Analysis:** Climate Change Risks

### **Mitigation:**

- Promote active transportation by providing pedestrian and cyclist connection to existing & future sidewalks, multi-use trail and bike lanes in the area and encourage use of public transit; thereby, reducing carbon footprint.
- Minimize run-off from impervious surfaces (e.g. paved parking areas).
- Minimize the heat effect on the residents by increasing vegetation (such as soft landscape areas) on the site and consider promoting green roofs in the development design.

**Adaptation:** Low-impact development practice and design should be encouraged at the site plan control and building permit stages. Landscaping, stormwater management, tree-planting and lot-grading help mitigate adverse impacts on our climate. Therefore, during the site plan control process, stormwater management measures, servicing study, landscaping requirements and much more, would be discussed in details and incorporated in the site plan approval and site plan agreement. Tree-planting and lot-grading requirements are usually implemented through the building permit process.



**Financial Matters:** N/A

## **Consultations:**

### **1. DEPARTMENT AND AGENCIES**

**Appendix D**, attached to this report, contains comments from the municipal departments and external agencies. There are no objections to the proposed amendment. However, some municipal departments and external agencies have noted some requirements, which could be addressed at the time of site plan approval. Below are highlights of some of the comments received. The full information can be found in **Appendix D** attached to this report.

#### ***Engineering & Geomatics Division:***

- A detailed servicing study report on the impact of the increased flow to the existing municipal sewer system.
- Reciprocal Agreement with the abutting property to the north for access and services.

**ENWIN – Hydro:** ENWIN has overhead 27.6KV primary hydro distribution on a pole line directly through the subject development property.

**Enbridge – Windsor Mapping:** Enbridge Gas has active infrastructure in the proposed area. Enbridge Gas requires a minimum separation of 0.6m horizontal and 0.3m vertical from all of its plants that are less than NPS 16 and a minimum separation 1.0m horizontal and 0.6m vertical between any CER-regulated and vital pipelines. For all pipelines (including vital pipelines), when drilling parallel to the pipeline, a minimum horizontal clearance measured from the edge of the pipeline to the edge of the final bore hole of 1 m (3.3 ft) is required.

**Landscape Architect:** Preservation of existing mature trees along the south boundary of the subject land, and Parkland dedication requirement will be addressed at Site Plan Control.

**Transportation Planning:** Traffic Impact Statement (TIS), which reviews and speaks to sight lines at the proposed access, is required at the time of Site Plan Control.

### **2. PUBLIC NOTICE**

The official notice of the statutory public meeting will be advertised in the local newspaper, the Windsor Star.

The City will also mail courtesy notice to all properties within 120m (400 feet) of the subject parcel, prior to the Development & Heritage Standing Committee (DHSC) meeting.

## **Planner's Opinion and Conclusion:**

The applicant's request to amend zoning by-law 8600 by changing the zoning of a vacant west portion of the subject land from CD3.3 to RD3.2 in order to facilitate an infill development containing three 4-storey multiple dwellings with a total of 69 dwelling units and 88 onsite parking spaces, has been evaluated for consistency with the PPS and conformity with the OP.

After reviewing the comments received from municipal departments and external agencies, the relevant policies of the Provincial Policy Statement (PPS) 2020 and the Official Plan, it is my opinion that the recommended zoning by-law amendment is consistent with the PPS 2020 and maintains conformity with the Official Plan. This amendment is good planning.

In my opinion, a decision to approve this zoning by-law amendment, as recommended, is consistent with the PPS 2020.

The recommendation is for approval of the applicant's request as stipulated in the Recommendation section of this report.

### Planning Act Matters:

I concur with the above comments and opinion of the Registered Professional Planner.

**Michael Cooke, MCIP, RPP**  
Manager, Planning Policy

**Thom Hunt, MCIP, RPP**  
City Planner

I am not a registered Planner and have reviewed as a Corporate Team Leader

**JP**, Commissioner, Economic Development & Innovation

**SAH**, Chief Administrative Officer (A)

### Approvals:

Name	Title
Michael Cooke	Manager of Planning Policy/Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Chief Administrative Officer (Acting)

### Notifications:

Name	Address	Email
Abutting property owners, tenants/occupants within 120 meter (400 feet) radius of the subject land		
Applicant/Registered Owner: JBM CAPITAL INC. (c/o Joe Mikhail)	100 Ouellette , Unit #700 Windsor ON N9A 6T3	jbm@mikhailholdings.com
Agent: Jabe Inc. (c/o Jeff Belanger)	897 Monmouth Rd Windsor ON N8Y 3L5	jeffbelanger@outlook.com
Councillor Gary Kaschak	350 City Hall Sq. W., Suite 220, Windsor, ON N9A 6S1	gkaschak@citywindsor.ca

### Appendices:

- 1 Appendix A – Concept Plan - Multiple Dwelling
- 2 Appendix B - Site Photos
- 3 Appendix C - Excerpts from Zoning By-law 8600
- 4 Appendix D - Consultations Table
- 5 Appendix E - Draft By-law for Z-005-2022

[illegible]





**VIEW OF SUBJECT LAND AND ABUTTING USES NORTH & EAST, LOOKING FROM WEST SIDE OF ENTERPRISE WAY**





**CLOSE VIEW OF SUBJECT LAND FROM WEST SIDE OF ENTERPRISE WAY**



# APPENDIX B – SITE PHOTOS (taken June 3, 2022)

Files Z-005/22



**VIEW OF COMMUNITY LIVING WINDSOR & DWELLINGS ON THE WEST SIDE OF SUBJECT LAND**



**VIEW OF ENTERPRISE WAY LOOKING NORTH, ALONG THE BEND IN FRONT OF THE SUBJECT LAND, SHOWING BUILDING ON THE NORTH SIDE OF THE PARTS BEING REZONING**



**VIEW OF PLACE OF WORSHIP ON THE WEST SIDE OF SUBJECT LAND**



**ON THE SOUTH SIDE OF SUBJECT LAND, VIEW OF VACANT LAND RECENTLY REZONED FOR 5-STY MULTIPLE DWELLINGS**





**VIEW OF ENTERPRISE WAY LOOKING SOUTH OF THE SUBJECT LAND FROM 7025 ENTERPRISE WAY,  
ACROSS FROM SUBJECT LAND**





**STREET VIEW OF ENTERPRISE WAY COMMERCIAL PLAZA, LOOKING EAST TOWARDS LAUZON PARKWAY**





**STREET VIEW of LAUZON PKWY, LOOKING SOUTH FROM DRIVEWAY AT 2601 LAUZON PKWY**





**VIEW OF ENTERPRISE WAY FRONTAGE OF 2601 LAUZON PARKWAY, LOOKING EAST TOWARDS LAUZON PKWY**





**VIEW OF EXISTING COMMERCIAL PLAZA AT 2601  
LAUZON PARKWAY, LOOKING FROM LAUZON PKWY**



**STREET VIEW OF LAUZON PARKWAY, LOOKING NORTH  
TOWARDS TECUMSEH RD. E., FROM 2601 LAUZON PKWY**



**STREET VIEW OF LAUZON PARKWAY, LOOKING SOUTH TOWARDS THE EXPRESSWAY, FROM 2601 LAUZON PKWY**



## APPENDIX B – SITE PHOTOS (taken June 3, 2022)

Files Z-005/22



**STREET VIEW OF HAWTHORNE DRIVE, LOOKING WEST TOWARDS ENTERPRISE WAY, SHOWING VACANT RESIDENTIAL LAND ON THE NORTH SIDE AND INDUSTRIAL USE ON THE SOUTH SIDE**

## APPENDIX C – EXCERPTS FROM ZONING BY-LAW 8600

### SECTION 16 - COMMERCIAL DISTRICTS 3. (CD3.)

#### 16.3 COMMERCIAL DISTRICT 3.3 (CD3.3)

##### 16.3.1 PERMITTED USES

*Ambulance Service*

*Automobile Repair Garage*

*Bakery*

*Business Office*

*Child Care Centre*

*Commercial School*

*Confectionery*

*Food Outlet - Drive-Through*

*Food Outlet - Take-Out*

*Funeral Home*

*Garden Centre*

*Gas Bar*

*Hotel*

*Medical Appliance Facility*

*Medical Office*

*Micro-Brewery*

*Parking Garage*

*Personal Service Shop*

*Place of Entertainment and Recreation*

*Place Of Worship*

*Print Shop*

*Professional Studio*

*Public Hall*

*Public Parking Area*

*Repair Shop - Light*

*Restaurant*

*Restaurant with Drive-Through*

*Retail Store*

*Service Station*

*Temporary Outdoor Vendor's Site*

*Veterinary Office*

*Warehouse*

*Wholesale Store*

*Workshop*

*Existing Automobile Collision Shop*

*Existing Industrial Use*

*Existing Motor Vehicle Dealership*

Any use accessory to any of the above uses. An *Outdoor Storage Yard* is prohibited, save and except with the following main uses: *Ambulance Service, Garden Centre, Temporary Outdoor Vendor's Site, Existing Automobile Collision Shop, Existing Industrial Use, Existing Motor Vehicle Dealership.*

### **16.3.5 PROVISIONS**

- |     |   |                      |
|-----|---|----------------------|
| .4  | Building Height – maximum   | 20.0 m               |
| .10 | Gross Floor Area – maximum  |                      |
|     | a) <i>Bakery or Confectionary</i>   | 500.0 m <sup>2</sup> |
|     | b) <i>Workshop – Percent of the gross floor area of the Retail Store or Wholesale Store</i> | 200.0%               |
| .26 | <i>A Temporary Outdoor Vendor's Site is prohibited in a Business Improvement Area.</i>      |                      |

## **12.2 RESIDENTIAL DISTRICT 3.2 (RD3.2)**

### **12.2.1 PERMITTED USES**

*Lodging House*

*Multiple Dwelling*

*Religious Residence*

*Residential Care Facility*

Any of the following *existing* dwellings:

*Double Duplex Dwelling*

*Duplex Dwelling*

*Semi-Detached Dwelling*

*Single Unit Dwelling*

Any use accessory to any of the preceding uses

### **12.2.5 PROVISIONS**

- |    |  |                              |
|----|--|------------------------------|
| .1 | Lot Frontage – minimum   | 30.0 m                       |
| .2 | Lot Area – minimum   |                              |
|    | For a <i>corner lot</i> having a minimum frontage of 30.0 m on each of the <i>exterior lot lines</i> : |                              |
|    | a) For the first 5 <i>dwelling units</i>   | 540.0 m <sup>2</sup>         |
|    | b) For the next 19 <i>dwelling units</i>   | 67.0 m <sup>2</sup> per unit |
|    | c) For each additional <i>dwelling unit</i>  | 44.0 m <sup>2</sup> per unit |

- For any other *lot*:
- d) For the first 4 *dwelling units* 540.0 m<sup>2</sup>
  - e) For the next 15 *dwelling units* 85.0 m<sup>2</sup> per unit
  - f) For each additional *dwelling unit* 55.0 m<sup>2</sup> per unit
- .3 Lot Coverage – maximum 35.0%
  - .4 Main Building Height – maximum
    - Corner Lot* 24.0 m
    - Interior Lot* 18.0 m
  - .8 Landscaped Open Space Yard – minimum 35.0% of *lot area*
  - .13 Dwelling Unit Density – *dwelling units* per hectare – maximum
    - For a *corner lot* having a minimum frontage of 30.0 m on each of the *exterior lot lines* 188 units per ha
    - For any other *lot* 150 units per ha
  - .50 A *Lodging House* for the accommodation of 10 persons or less, and any use accessory thereto, shall comply with the *Single Unit Dwelling* provisions of Section 10.1.5 and further, the whole of the *building* shall be used for a *Lodging House*, including any *accessory use*. [ZNG/5630]
  - .55 A addition to an *existing Double Duplex Dwelling*, *existing Duplex Dwelling*, *existing Semi-Detached Dwelling* or an *existing Single Unit Dwelling* and any use accessory to the preceding uses, shall comply with the provisions of Section 11.2.5.

(AMENDED by B/L 95-2019, Sept. 27/2019)

## SECTION 20 - SPECIFIC ZONING EXCEPTIONS IN CERTAIN AREAS

### **(1) SITE SPECIFIC PROVISIONS**

97. For all lands generally bounded on the north by Enterprise Way, on the south by Quality Way, on the west by the Canadian National Railway right-of-way and on the east by Lauzon Parkway, being more specifically delineated on Zoning District Maps 11 and 15, the following regulations shall apply:
- (i) Minimum front yard depth - 9 metres; a required front yard shall be maintained exclusively as a landscaped open space yard;
  - (ii) Minimum side yard depth - 6 metres; provided that, a minimum set back of 9 metres shall be required for any side yard abutting a street;
  - (iii) Minimum rear yard depth - 6 metres;
  - (iv) Maximum building height - 14.5 metres for any building or structure within 150 metres of a residential district, otherwise no height limit shall apply;
  - (v) Minimum building set back - 70 metres from Lauzon Parkway
  - (vi) An access area may cross a landscaped open space yard;
  - (vii) No off-street loading or truck storage area shall be permitted in any yard abutting Lauzon Parkway. (ZDM 11, 15)



## **APPENDIX D – Consultation**

### **Comments from municipal departments and External Agencies**

#### **Stefan Fediuk – Landscape Architect**

Pursuant to the application for a zoning amendment (Z 005/22) to permit Residential District 3.2 (RD3.2) with Site Specific zoning on Parts 3 & 4 of the subject, please note no objections. Please also note the following comments:

##### Zoning Provisions for Parking Setback:

The landscape setbacks and areas are appropriate to the proposed type of development. Therefore there are no additional requirements at this time. The site will be subject to Site Plan Control where detailed landscape comments, including screening and resilience to climate change will be made.

##### Tree Preservation:

Applicant has identified two existing mature trees to be preserved along the south boundary of the site. The preservation of these two trees will be considered in the tree planting requirements at Site Plan Control.

##### Parkland Dedication:

Require a parkland dedication representing 5% of the subject lands, to the satisfaction of the Executive Director of Parks, as per By-law 12780 and the Planning Act. All requirements will be determined at the time a Site Plan application is received.

#### **Ontario Lands – Enbridge**

Thank you for your correspondence with regard to the proposed Site Plan Application. Enbridge Gas Inc, (formerly Union Gas Ltd.), does have service lines running within the area which may or may not be affected by the proposed Site Plan.

Should the proposed site plan impact these services, it may be necessary to terminate the gas service and relocate the line according to the new property boundaries. Any Service relocation required would be at the cost of the property owner.

If there is any work (i.e. underground infrastructure rebuild or grading changes...) at our easement and on/near any of our existing facilities, please contact us as early as possible (1 month in advance at least) so we can exercise engineering assessment of your work. The purpose is to ensure the integrity of our main is maintained and protected.

Confirmation of the location of our natural gas pipeline should be made through Ontario One Call 1-800-400-2255 for locates prior to any activity.

We trust the foregoing is satisfactory.

#### **Anne Marie Albidone – Environmental Services**

No concerns from Environmental Services.

## Frank Garardo – Policy & Special Studies

Schedule	Title	Designation
Schedule 'A'	Planning Districts & Policy Areas	Forest Glade
Schedule 'A-1'	Special Policy Areas	N/A
Schedule 'B'	Greenway System	"recreationways" within vicinity
Schedule 'C'	Development Constraint Areas	N/A
Schedule 'C-1'	Development Constraint Areas: Archaeological Potential	Low Archaeological Potential
Schedule 'D'	Land Use	<p>"Mixed Use",</p> <p><u>OP policies</u></p> <p>Permitted uses</p> <p>6.9 Mixed Use The lands designated as "Mixed Use" on Schedule D: Land Use provide the main locations for compact clusters of commercial, office, institutional, open space and residential uses. These areas are intended to serve as the focal point for the surrounding neighbourhoods, community or region. As such, they will be designed with a pedestrian orientation and foster a distinctive and attractive area identity.</p> <p>6.9.2.1 Uses permitted in the Mixed Use land use designation include retail and service commercial establishments, offices, cultural, recreation and entertainment uses, and institutional, open space and residential uses, exclusive of small scale Low Profile residential development.</p> <p>6.9.2.2 For the purpose of this Plan, Mixed Use development is further classified as follows: (a) Mixed Use Corridors which occupy linear street frontages with commercial, institutional and open space uses located immediately adjacent to the public right-of-way and residential uses located above grade; and....</p>
Schedule 'E'	N/A	N/A

Schedule 'F'	Roads & Bikeways	Class 1 Arterial
Schedule 'F1'	Railways	N/A
Schedule 'G'	Civic Image	Lauzon Pky "civic way"
Schedule 'H'	Baseplan Development Phasing	N/A
Schedule 'J'	Urban Structure Plan	Neighbouring Regional Commercial Centre within vicinity

### **Enbridge – Windsor Mapping**

After reviewing the provided drawing at 2601 Lauzon Pkwy and consulting our mapping system, please note that Enbridge Gas has active infrastructure in the proposed area. A PDF drawing has been attached for reference.

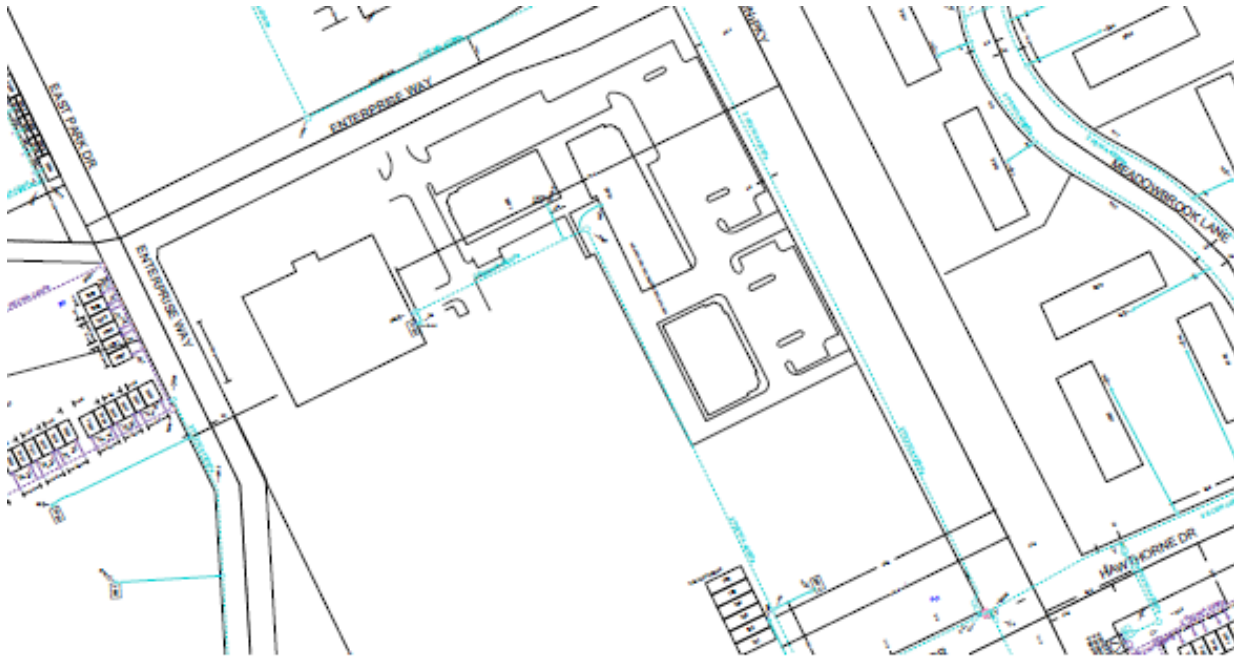
Please Note:

1. The shown piping locations are approximate and for information purposes only
2. The drawings are not to scale
3. This drawing does not replace field locates. Please contact Ontario One Call for onsite locates prior to excavating, digging, etc

Enbridge Gas requires a minimum separation of 0.6m horizontal and 0.3m vertical from all of our plant less than NPS 16 and a minimum separation 1.0m horizontal and 0.6m vertical between any CER-regulated and vital pipelines. For all pipelines (including vital pipelines), when drilling parallel to the pipeline, a minimum horizontal clearance measured from the edge of the pipeline to the edge of the final bore hole of 1 m (3.3 ft) is required. Please ensure that this minimum separation requirement is maintained, and that the contractor obtains locates prior to performing any work and utilizes safe excavation practices while performing any work in the vicinity.

Also, please note the following should you find any abandoned infrastructure in the area:

- Any pipe that is excavated, please assume that it is live
- If during the course of any job, any pipe is found that is not on the locate sheet and is in conflict with your work, please call our emergency number (1-877-969-0999), and one of our Union Gas representatives will respond to determine if that plant is in fact live or dead
- Please note that our Enbridge Gas representative will respond to the live or dead call within 1-4 hours, so please plan your work accordingly



### **Zaid Zwayyed – Zoning Coordinator**

1. The applicant needs to verify the height of dwellings and comply with the site-specific height requirements if a height limit is enforced during the ongoing amendment process.
2. The proposed front yard depth of 6.0 m is less than the required front yard depth per section 20 (1) 97 of 9.0 m. The applicant requested to obtain relief from this requirement and the proposal will be reviewed once a decision about the request is made.
3. Bicycle spaces on walkways need to be 2.0 m (6.56') away from an entrance or an accessible parking per section 24.30.20.3.1. Moreover, the dimensions of bicycle spaces need to be shown to ensure compliance with section 24.30.10.1.
4. The access area from Enterprise Way is 6.0 m wide and does not comply with the minimum access area width requirement of 7.0 m per section 25.5.30.4.
5. Clearance from Enwin may be required since there are hydro poles and possibly an electrical transformer on site.
6. The applicant needs to provide details on refuse bin enclosure and verify the height of the enclosure to ensure compliance with section 25.5.10.17

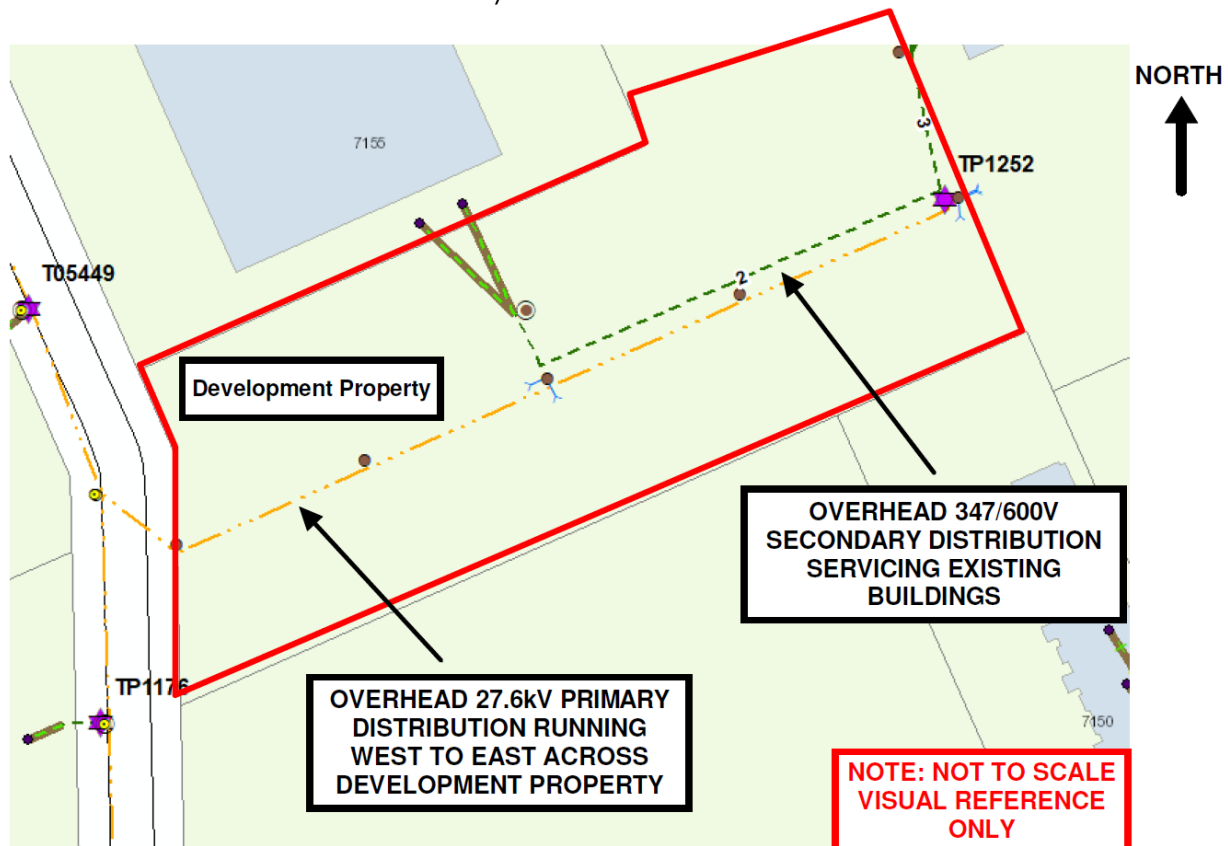
### **Enwin**

**Hydro Engineering:** ENWIN has existing overhead 27.6kV primary hydro distribution on a pole line directly through the development property. ENWIN also has overhead 600/347V hydro distribution servicing the building North of the development property and the buildings North-East of the development property via private dip poles.

Should the customer proceed with the development, ENWIN would need to be contacted to relocate the existing plant at a considerable cost to the customer.

Please refer to the Ontario Building Code for adequate clearance requirements. Also, we recommend referring to the Occupational Health & Safety Act for the minimum safe limits of approach during construction.

Sketch attached for reference only:



**Water Engineering:** Water Engineering has no objections.

#### **Tracy Tang – on behalf of Heritage Planner**

No supporting information required.

There is no apparent built heritage concern with this property and it is located on an area of low archaeological potential.

Nevertheless, the Applicant should be notified of the following archaeological precaution.

1. Should archaeological resources be found during grading, construction or soil removal activities, all work in the area must stop immediately and the City's Planning & Building Department, the City's Manager of Culture and Events, and the Ontario

Ministry of Heritage, Sport, Tourism and Culture Industries must be notified and confirm satisfaction of any archaeological requirements before work can recommence.

2. In the event that human remains are encountered during grading, construction or soil removal activities, all work in that area must be stopped immediately and the site secured. The local police or coroner must be contacted to determine whether or not the skeletal remains are human, and whether the remains constitute a part of a crime scene. The Local police or coroner will then notify the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries and the Registrar at the Ministry of Government and Consumer Services if needed, and notification and satisfactory confirmation be given by the Ministry of Heritage, Sport, Tourism and Culture Industries.

Contacts:

Windsor Planning & Building Department:

519-255-6543 x6179, [ktang@citywindsor.ca](mailto:ktang@citywindsor.ca), [planningdept@citywindsor.ca](mailto:planningdept@citywindsor.ca)

Windsor Manager of Culture and Events (A):

Michelle Staadegaard, (O) 519-253-2300x2726, (C) 519-816-0711,  
[mstaadegaard@citywindsor.ca](mailto:mstaadegaard@citywindsor.ca)

Ontario Ministry of Heritage, Sport, Tourism and Culture Industries

Archaeology Programs Unit, 1-416-212-8886, [Archaeology@ontario.ca](mailto:Archaeology@ontario.ca)

Windsor Police: 911

Ontario Ministry of Government & Consumer Services

A/Registrar of Burial Sites, War Graves, Abandoned Cemeteries and Cemetery Closures, 1-416-212-7499, [Crystal.Forrest@ontario.ca](mailto:Crystal.Forrest@ontario.ca)

**Robert Perissinotti & Sandy Mio – Engineering & ROW**

The subject lands are located at 2601 Lauzon Parkway. The applicant is requesting an amendment to Zoning By-law 8600 to change the zoning of the west portion of the subject property (legally described as Parts 3 & 4 on Reference Plan 27242) from Commercial District 3.3 (CD3.3) with Site Specific zoning [Section 20(1)97] to allow for the construction of three (3) four (4)-storey 23 unit Multiple Dwellings with a reduction in required minimum front yard depth, together with an 88 space parking area which will be interconnected with that existing on the east portion of the subject property serving the existing Major Commercial Centre.

SEWERS - The site may be serviced by a 250mm PVC sanitary sewer, 300mm PVC sanitary sewer, 525mm reinforced concrete pipe storm sewer and a 900mm reinforced concrete pipe storm sewer located in the Enterprise Way right-of-way. A sewer study is required to demonstrate that there is adequate capacity in the municipal sanitary and storm sewer networks. It must be demonstrated that no negative impacts will be realized by existing areas adjacent to the proposed development. The applicant will be required to submit site servicing drawings and site grading plans. Stormwater management will also be required for the proposed parking lot, completed in accordance with the Windsor/Essex Region Stormwater Management Standards Manual.

RIGHT-OF-WAY – The Official Plan classifies Enterprise Way as a local road, requiring a right-of-way width of 20.0m. The current right-of-way width is 20.10m, therefore a land conveyance is not required. A reciprocal access and service agreement is required.

Driveways are to be constructed as per AS-221 or AS-222, complete with straight flares and no raised curbs within the right-of-way. Redundant curb cuts and sidewalks shall be removed and restored in accordance with City Standards to the satisfaction of the City Engineer.

In summary we have no objection to the proposed rezoning, subject to the following requirements (Requirements can be enforced prior to issuance of Building Permits):

Site Plan Control Agreement - The applicant enters into an agreement with the City of Windsor for all requirements under the General Provisions of the Site Plan Control Agreement for the Engineering Department.

Servicing Study - The owner agrees, at its own expense, to retain a Consulting Engineer to provide a detailed servicing study report on the impact of the increased flow to the existing municipal sewer system, satisfactory in content to the City Engineer and prior to the issuance of a construction permit. The study shall review the proposed impact and recommend mitigating measures and implementation of those measures.

Reciprocal Access & Services – The owner agrees to enter into a reciprocal agreement with the abutting property to the north for access and services.

### **Barbara Rusan – Building Department**

The Building Code Act, Section 8.(1) requires that a building permit be issued by the Chief Building Official for construction or demolition of a building. The building permit review process occurs after a development application receives approval and once a building permit application has been submitted to the Building Department and deemed a complete application.

Due to the limited Ontario Building Code related information received, review of the proposed project for compliance to the Ontario Building Code has not yet been conducted.

It is strongly recommended that the owner and/or applicant contact the Building Department to determine building permit needs for the proposed project prior to building permit submission.

The City of Windsor Building Department can be reach by phoning 519-255-6267 or, through email at [buildingdept@citywindsor.ca](mailto:buildingdept@citywindsor.ca)

In addition to the above this development would require a Record of Site Condition (i.e. proposed change to a more sensitive land use – residential from previous commercial use).

### **Rania Toufeili – Transportation Planning Services**

- As noted during the Pre-Submission Application, a Traffic Impact Statement is required for this development which reviews and speaks to sight lines at the proposed access.

- Lauzon Parkway is classified as a Class I Arterial with a required right-of-way width of 46 meters. The current right-of-way width is sufficient and this road has recently been reconstructed, therefore no conveyance is required.
- Enterprise Way is classified as a Local Road with a required right-of-way width of 20 meters. The current right-of-way width is sufficient and therefore no conveyance is required.
- Vehicle and bicycle parking must comply with Zoning By-Law 8600.
- All accesses shall conform to the TAC Geometric Design Guide for Canadian Roads and the City of Windsor Standard Engineering Drawings.
- All exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).



APPENDIX E – Draft By-law Amendment

BY - LAW NUMBER -2022

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600  
CITED AS THE "CITY OF WINDSOR ZONING BY-LAW"

Passed the            day of            , 2022.

**WHEREAS** it is deemed expedient to further amend By-law Number 8600 of the Council of The Corporation of the City of Windsor, cited as the "City of Windsor Zoning By-law" passed the 31st day of March, 1986, as heretofore amended:

**THEREFORE** the Council of The Corporation of the City of Windsor enacts as follows:

1. By-law Number 8600 is further amended by changing the Zoning District Maps or parts thereof referred to in Section 1, of the by-law and made part thereof, so that the zoning district symbol of the lands described in Column 3 shall be changed from that shown in Column 5 to that shown in Column 6:

1. Item Number	2. Zoning District Map Part	3. Lands Affected	4. Official Plan Amendment Number	5. Zoning Symbol	6. New Zoning Symbol
1	15	Part of Block A, Registered Plan 1644, and designated as Part 3 and Part 4 on Reference Plan 12R27242; (located on the east side of Enterprise Way, north of Hawthorne Dr.)	n/a	CD3.3	RD3.2

2. That subsection 1 of Section 20, of said by-law, is amended by adding the following paragraph:

**“448. East side of Enterprise Way, north of Hawthorne Drive**

For the lands comprising Part of Block A, Registered Plan 1644, and designated as Part 3 and Part 4 on Reference Plan 12R27242, the minimum front yard depth provision in section 20(1)97(i) of By-law 8600 shall not apply to a multiple dwelling on the subject land and, the following additional provision shall apply to a multiple dwelling:

- a) Front Yard Depth - minimum - 6 metres.  
[ZDM 15; ZNG/6660]”

3. The said by-law is further amended by changing the Zoning District Maps or parts thereof referred to in Section 1, of said by-law and made part thereof, so that the lands described in Column 3 are delineated by a broken line and further identified by the zoning symbol shown in Column 5:

1. Item Number	2. Zoning District Map Part	3. Lands Affected	4. Official Plan Amendment Number	5. Zoning Symbol
1	15	Part of Block A, Registered Plan 1644, and designated as Part 3 and Part 4 on Reference Plan 12R27242; (located on the east side of Enterprise Way, north of Hawthorne Dr.)	-	S.20(1)448

DREW DILKENS, MAYOR

CLERK

First Reading - , 2022  
Second Reading - , 2022  
Third Reading - , 2022

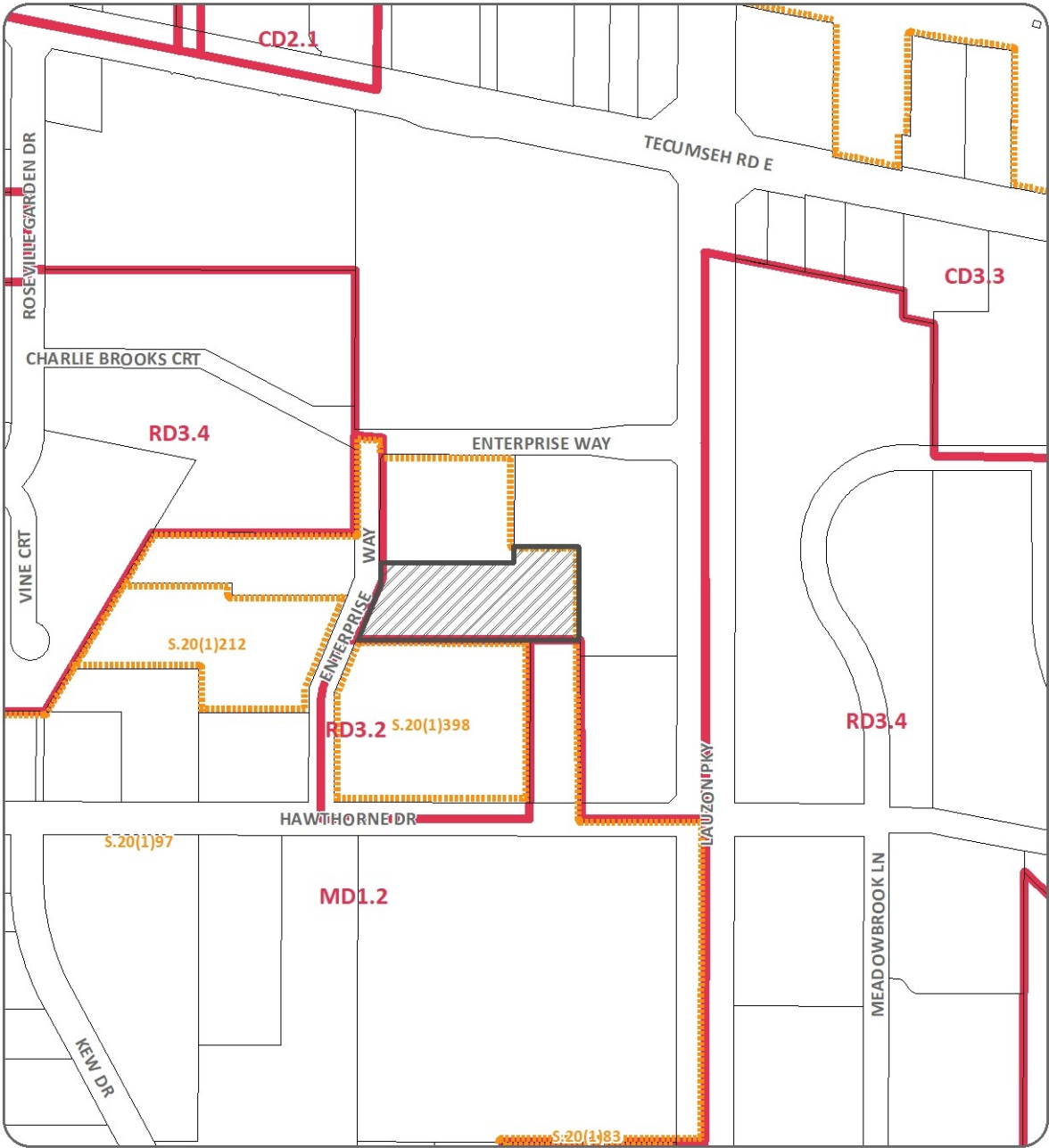
SCHEDULE 2

1. By-law \_\_\_\_\_ has the following purpose and effect:

To amend the zoning of the land located on the east side of Enterprise Way, north of Hawthorne Drive, described as Part of Block A, Registered Plan 1644, and designated as Part 3 and Part 4 on Reference Plan 12R27242, by changing the zoning from CD3.3 to RD3.2.

The zoning change will facilitate the development of three 4-storey multiple dwellings with 69 dwelling units on the subject vacant land. This amendment will result in a transit supportive development on the subject land.

2. Key map showing the location of the lands to which By-law \_\_\_\_\_ applies.

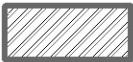


PART OF ZONING DISTRICT MAP 15

N.T.S.

SCHEDULE 2

APPLICANT: JBM CAPITAL INC.



SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT



DATE : APRIL 2022  
FILE NO. : Z-005/22, ZNG-6660



**Committee Matters: SCM 193/2022**

**Subject: Alley Closure between Spring Garden Road and Yorktown Avenue, and Partial Closure of Yorktown Avenue R.O.W. from Malden Road to east limit of said alley**

Moved by: Councillor Sleiman

Seconded by: Councillor Gill

Decision Number: **DHSC 412**

- I. THAT the 4.6 metre wide north/south alley located between Spring Garden Road and Yorktown Avenue, and shown on Drawing No. CC-1786 **attached** hereto as **Appendix "A", BE ASSUMED** for subsequent closure.
- II. THAT the 4.6 metre wide north/south alley located between Spring Garden Road and Yorktown Avenue, and shown on Drawing No. CC-1786 **attached** hereto as **Appendix "A", BE CLOSED**.
- III. THAT the 4.6 metre wide north/south alley located between Spring Garden Road and Yorktown Avenue, and shown on Drawing No. CC-1786 **attached** hereto as **Appendix "A", BE CONVEYED** to the abutting property owners at 1817 Spring Garden Road, 4769 Malden Road and 4787 Malden Road and as necessary, in a manner deemed appropriate by the City Planner.
- IV. THAT the 36.4 metre portion of the 20.1 metre wide east/west Yorktown Avenue right-of-way located on the east side of Malden Road, between the properties known municipally as 4787 Malden Road and 4815 Malden Road, and shown on Drawing No. CC-1786 **attached** hereto as **Appendix "A", BE DENIED** for subsequent closure.
- V. THAT Conveyance Cost **BE SET** as follows:
  - a. For alley conveyed to abutting lands zoned CD1.1: \$18.00 per square foot without easements, and \$9.00 per square foot with easements.
  - b. For alley conveyed to abutting lands zoned RD1.4: \$1.00 plus deed preparation fee and proportionate share of the survey costs as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor.
- VI. THAT the City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1786, **attached** hereto as **Appendix "A"**.
- VII. THAT the City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).
- VIII. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign all necessary documents approved as to form and content satisfactory to the City

Solicitor. THAT the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003. Carried.

Report Number: S 75/2022

Clerk's File: SAA2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 11.1. from the Development & Heritage Standing Committee Meeting held July 4, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7340>

**Subject: Alley Closure between Spring Garden Road and Yorktown Avenue, and Partial Closure of Yorktown Avenue R.O.W. from Malden Road to east limit of said alley-Ward 1**

**Reference:**

Date to Council: July 4, 2022  
Author: Brian Nagata  
Planner II - Development Review  
(519) 255-6543 ext. 6181

Planning & Building Services  
Report Date: June 6, 2022  
Clerk's File #: SAA2022

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

**Recommendation:**

- I. THAT the 4.6 metre wide north/south alley located between Spring Garden Road and Yorktown Avenue, and shown on Drawing No. CC-1786 **attached** hereto as **Appendix "A", BE ASSUMED** for subsequent closure.
- II. THAT the 4.6 metre wide north/south alley located between Spring Garden Road and Yorktown Avenue, and shown on Drawing No. CC-1786 **attached** hereto as **Appendix "A", BE CLOSED**.
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- IV. THAT the 36.4 metre portion of the 20.1 metre wide east/west Yorktown Avenue right-of-way located on the east side of Malden Road, between the properties known municipally as 4787 Malden Road and 4815 Malden Road, and shown on Drawing No. CC-1786 **attached** hereto as **Appendix "A", BE DENIED** for subsequent closure.
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- VI. THAT The City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1786, **attached** hereto as **Appendix “A”**.
- VII. THAT The City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).
- VIII. THAT The Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign all necessary documents approved as to form and content satisfactory to the City Solicitor. THAT the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003.

### **Executive Summary:**

N/A

### **Background:**

The applicant, Brenda McDonnell, owner of the property known municipally as 4787 Malden Road, applied to close the 4.6 metre wide north/south alley located between Spring Garden Road and Yorktown Avenue, together with part of the 20.1 metre wide Yorktown Avenue right-of-way between Malden Road and the eastern limit of the said alley, and shown on Drawing No. CC-1786 attached hereto as Appendix “A”, and also shown on the aerial photo attached hereto as Appendix “B”.

The subject alley (the alley) is composed primarily of grass and gravel, and includes a small vegetated area. The alley is unmaintained, with no direct vehicular access to Spring Garden Road. The gravel portion of the alley is currently being used for parking and outdoor storage by the legal non-conforming Automobile Repair Garage (T & C Active Auto Service) on the abutting property to the west, known municipally as 4769 Malden Road. The grass portion of the alley is manicured and currently being used in part for outdoor storage by an unknown party. There are no Encroachment Agreements on record for the use of the alley. (See Appendix D)

The subject right-of-way (the R.O.W.) is composed primarily of manicured lawn. The ditch is heavily vegetated with plants and trees. There are no Encroachment Agreements on record for the use of the R.O.W.

The applicant wishes to close the alley and the R.O.W. to enlarge their residential property for the purpose of providing additional privacy.

### **Discussion:**

The decision to recommend closure of a street or alley is derived from the City's *Classification of Alleys and Suitability for Closure* guideline document (the document), **attached** hereto as **Appendix “E”**. The document details four classifications of alleys

based on their usefulness, and provides corresponding criteria for determining suitability for closure.

### **Classification of Public Right-of-Ways**

The initial step is to determine if the alley and the R.O.W. are indispensable. This is achieved through the evaluation of the following criteria set forth in Section 1 of the document.

#### **Alley:**

1. *Does the alley serve commercial properties?*
  - a. The alley does not provide pedestrian or vehicular access to the legal non-conforming Automobile Repair Garage.
  - b. The legal non-conforming Automobile Repair Garage has used the alley for parking and outdoor storage since at least 1969 (1969-2019 City of Windsor aerial photography and 2009-2021 Google Street View).
  - c. As noted previously, an Encroachment Agreement has never been executed for use of the alley.
2. *Does the alley serve properties fronting on heavily traveled streets i.e. major arterial routes?*
  - a. The alley serves the legal non-conforming Automobile Repair Garage, which fronts a Class II Arterial Road (Malden Road).
  - b. Refer to the first criteria above.
3. *Does the alley contain sewers, and must the alley remain accessible for servicing?*
  - a. The alley does not contain any sewers.
4. *Does the alley serve as the only vehicular means of access to rear parking areas and garages where the property has insufficient lot width for a side drive?*
  - a. The alley does not provide vehicular access to any of the abutting properties.
5. *Does the alley contain Fire Department connections that are deemed to be necessary for firefighting access?*
  - a. Windsor Fire & Rescue Services have identified no concerns with the requested alley closure.

Based on the above, the Planning Department deems the alley “dispensable”, and supports the requested closure.



It is our recommendation that, upon closure, the abutting property owners be given the chance to acquire the subject alley in the manner described in the Recommendation section herein. Hence the recommendation is to close and convey the alley to the abutting property owners.

### **Yorktown Right-of-Way:**

1. *Does the R.O.W serve commercial properties?*
  - a. The R.O.W. does not serve commercial properties.
2. *Does the R.O.W serve properties fronting on heavily traveled streets i.e. major arterial routes?*
  - a. The R.O.W. does not serve properties fronting on a heavily travelled street.
3. *Does the R.O.W contain sewers, and must the alley remain accessible for servicing?*
  - a. The R.O.W. does not contain any sewers.
4. *Does the R.O.W serve as the only vehicular means of access to rear parking areas and garages where the property has insufficient lot width for a side drive?*
  - a. The R.O.W. does not provide vehicular access to any rear parking areas or garages.
5. *Does the R.O.W contain Fire Department connections that are deemed to be necessary for firefighting access?*
  - a. Windsor Fire & Rescue Services have identified no concerns with the requested R.O.W. closure.

Based on the above, the Planning Department deems the alley “dispensable”, however does **not** support the requested closure.

The closure may restrict the comprehensive development of the Registered Plans of Subdivision to the south and east, if and when they are developed.

The closure will eliminate vehicular and pedestrian access from Malden Road to the lots on the south side of the Yorktown Avenue right-of-way, between the R.O.W. and Second Street. The street within the Yorktown Avenue right-of-way, if and when constructed, will be subsequently required to include a cul-de-sac, together with the expropriation of land or the granting of easements to accommodate the necessary services. This places undue financial hardship on the owners of the said lots, if and when they develop their lands.

The closure may be more appropriate in the future, if and when the undeveloped lands within the Registered Plans of Subdivision are acquired by the provincial government and designated as a protected area. Protected areas aim to protect natural and cultural

features, maintain biodiversity and provide opportunities for compatible recreation, thus restricting development.

### **Risk Analysis:**

The recommended closure of the alley will divest the City of associated liability risks and maintenance costs. The recommended closure poses no known risk to the City.

### **Climate Change Risks**

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

N/A

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

N/A

### **Financial Matters:**

The rate for an alley conveyed to abutting lands zoned CD1.1 is assessed at \$18.00 per square foot without easements, and \$9.00 per square foot with easements.

The rate for an alley conveyed to abutting lands zoned RD1.4 is assessed at \$1.00 plus deed preparation fee and proportionate share of the survey costs as invoiced to the City by an Ontario Land Surveyor.

### **Consultations:**

Consultations were held with Municipal Departments and Utility Companies, which resulted in the information found in attached **hereto** as **Appendix “C”**.

The City's Naturalist, via the Planning Department's Landscape Architect, has confirmed that the ditch may provide habitat for Species at risk in Ontario (SARO) and subsequently should be maintained in its current natural state. The Landscape Architect has recommended that the applicant consult with the City's Naturalist to confirm the area of the R.O.W. needed to maintain the natural aspects of the ditch. This area is recommended to be maintained by the City of Windsor in the event that the R.O.W. is closed and conveyed.

The Public Works Department has confirmed that a 6.5 metre wide corridor measured from the south limit of the R.O.W. is required to maintain the ditch in the event that the R.O.W. is closed and conveyed.

The Operations Department has confirmed that the R.O.W. is needed to maintain pedestrian and vehicular access from Malden Road to the lots on the south side of the Yorktown Avenue right-of-way between the alley and Second Street.

Notice of Development & Heritage Standing Committee meeting and Council meeting are published in the Windsor Star prior to each of the meetings. In addition, notice of

each of the public meetings will be mailed to the abutting/affected property owners prior to the meetings.

### **Conclusion:**

The Planning Department recommends closure of the north/south alley shown on attached Appendix "A".

The closed alley is to be conveyed to the abutting property owners, as stated in Recommendations I, II and III of this report.

The Planning Department recommends based on information presented in this report that closure of the 36.4 metre portion of the 20.1 metre wide east/west Yorktown Avenue right-of-way located on the east side of Malden Road, shown on attached Appendix "A", be **denied** for the reasons referenced herein.

### **Planning Act Matters:**

Brian Nagata, MCIP, RPP  
Planner II - Development Review

I concur with the above comments and opinion of the Registered Professional Planner.

*Michael Cooke, MCIP, RPP*      *Thom Hunt, MCIP, RPP*  
*Manager of Policy Planning*      *City Planner*

I am not a registered Planner and have reviewed as a Corporate Team Leader  
SAH      JP

### **Approvals:**

<b>Name</b>	<b>Title</b>
Michael Cooke	Manager of Planning Policy/Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Acting Chief Administration Officer

### **Notifications:**

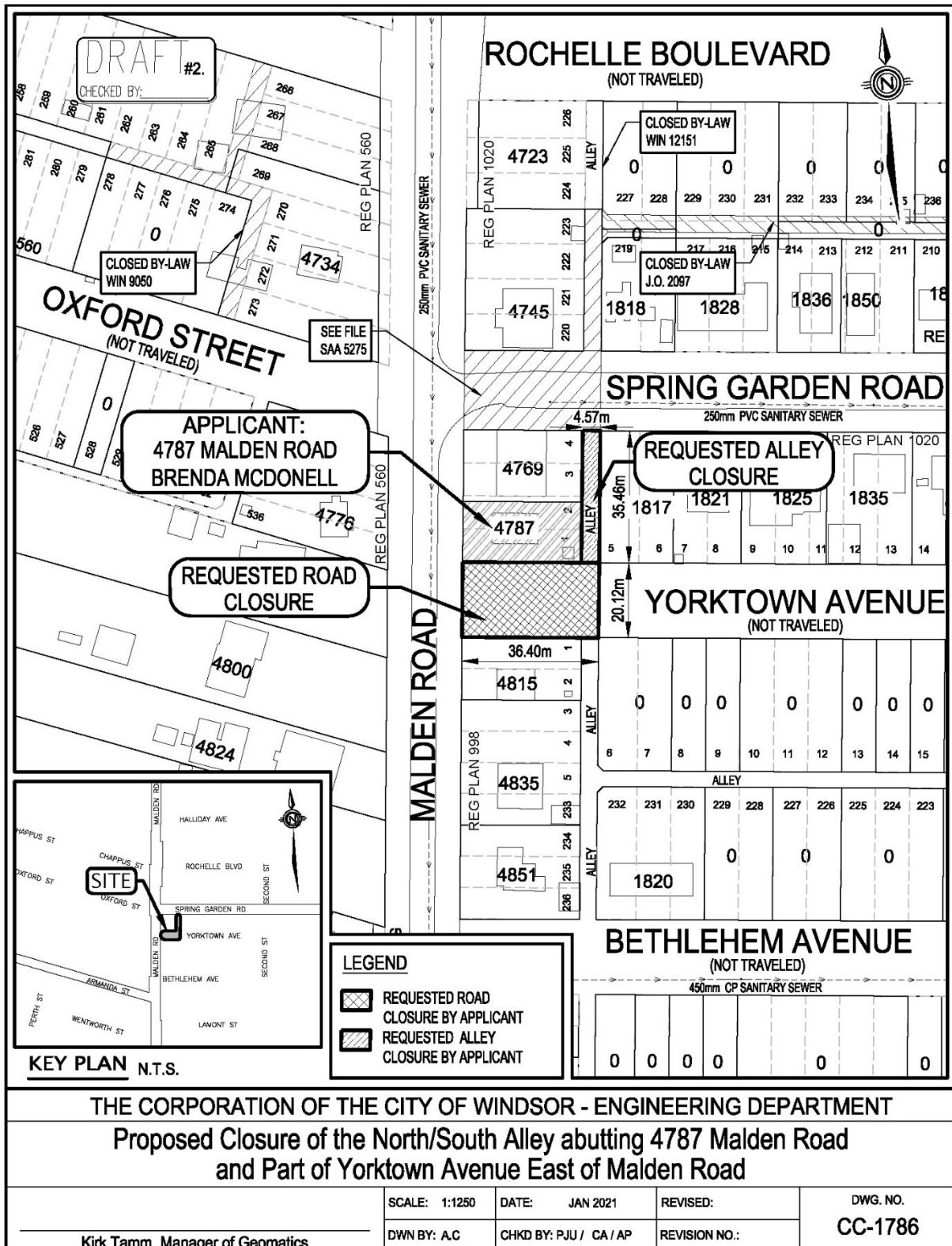
<b>Name</b>	<b>Address</b>	<b>Email</b>
Councillor Fred Francis	350 City Hall Square West, Suite 220  Windsor, ON	<a href="mailto:ffrancis@citywindsor.ca">ffrancis@citywindsor.ca</a>

Name	Address	Email
	N9A 6S1	
Property owners and tenants within 120 m of the subject parcel		

**Appendices:**

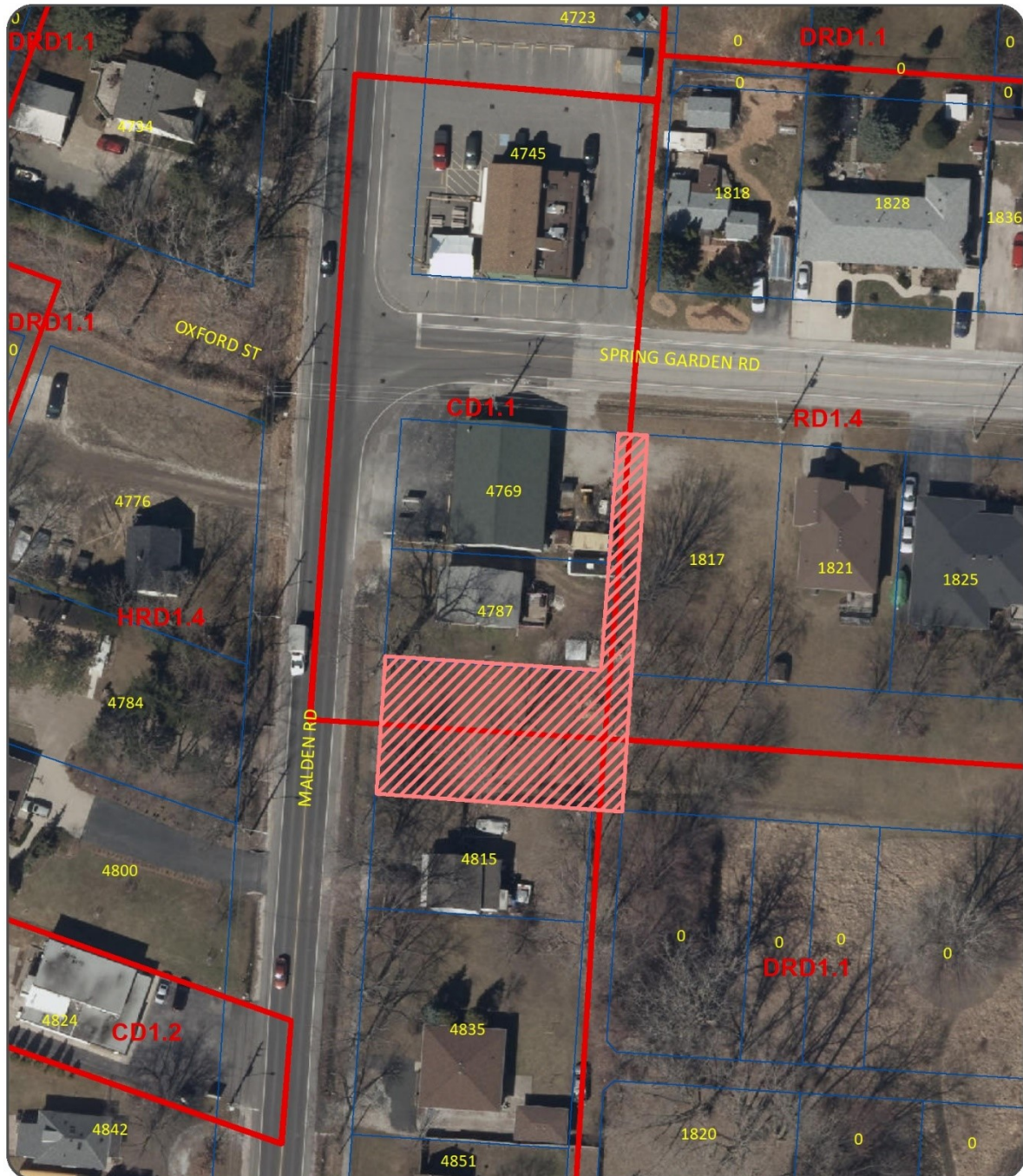
- 1 SAA-6275 - Appendix A - Drawing No. CC-1786
- 2 SAA-6275 - Appendix B - EIS Drawing - Aerial Photo
- 3 SAA-6275 - Appendix C - Consultations with Municipal Departments and Utility Companies
- 4 SAA-6275 - Appendix D - Site Photos
- 5 SAA-6275 - Appendix E - Classification of Alleys and Suitability for Closure

# **APPENDIX "A"** **Drawing No. CC-1786**



## APPENDIX "B"

### EIS Drawing - Aerial Photo



### STREET & ALLEY CLOSING (SAS/6275)

1:750

APPLICANT : BRENDA MCDONNELL

 SUBJECT LANDS

PLANNING DEPARTMENT - DEVELOPMENT DIVISION

DATE: JANUARY, 2021



**APPENDIX “C”****Consultations with Municipal Departments and Utility Companies****BELL CANADA WSP**

Bell Canada has no concerns with the proposed closure/disposal.

**[Charleyne Hall, Bell Canada External Liaison]**

**CANADA POST**

No comments provided

**COGECO CABLE SYSTEMS INC.**

No comments provided

**ENVIRONMENTAL SERVICES**

No concerns from Environmental Services.

**[Anne-Marie Albidone, Manager, Environmental Services]**

**ENWIN UTILITIES - HYDRO**

No Objection to closing the east/west alley portion abutting 4787 Malden and Yorktown street south/east of property.

Please note ENWIN has the following distribution along the north side of the alley:

1) overhead 27.6KV primary distribution and 120/240V secondary distribution along the north side of the alley to be closed.

An acceptable clearance must be maintained from our existing conductors on the north side of the proposed alley closing when working in the area. Please refer to the Ontario Building Code for adequate clearance requirements. We also recommend referring to the Occupational Health & Safety Act for the minimum safe limits of approach during work in the area.

Sketch below for reference only. This attachment does not replace the need for utility locates.

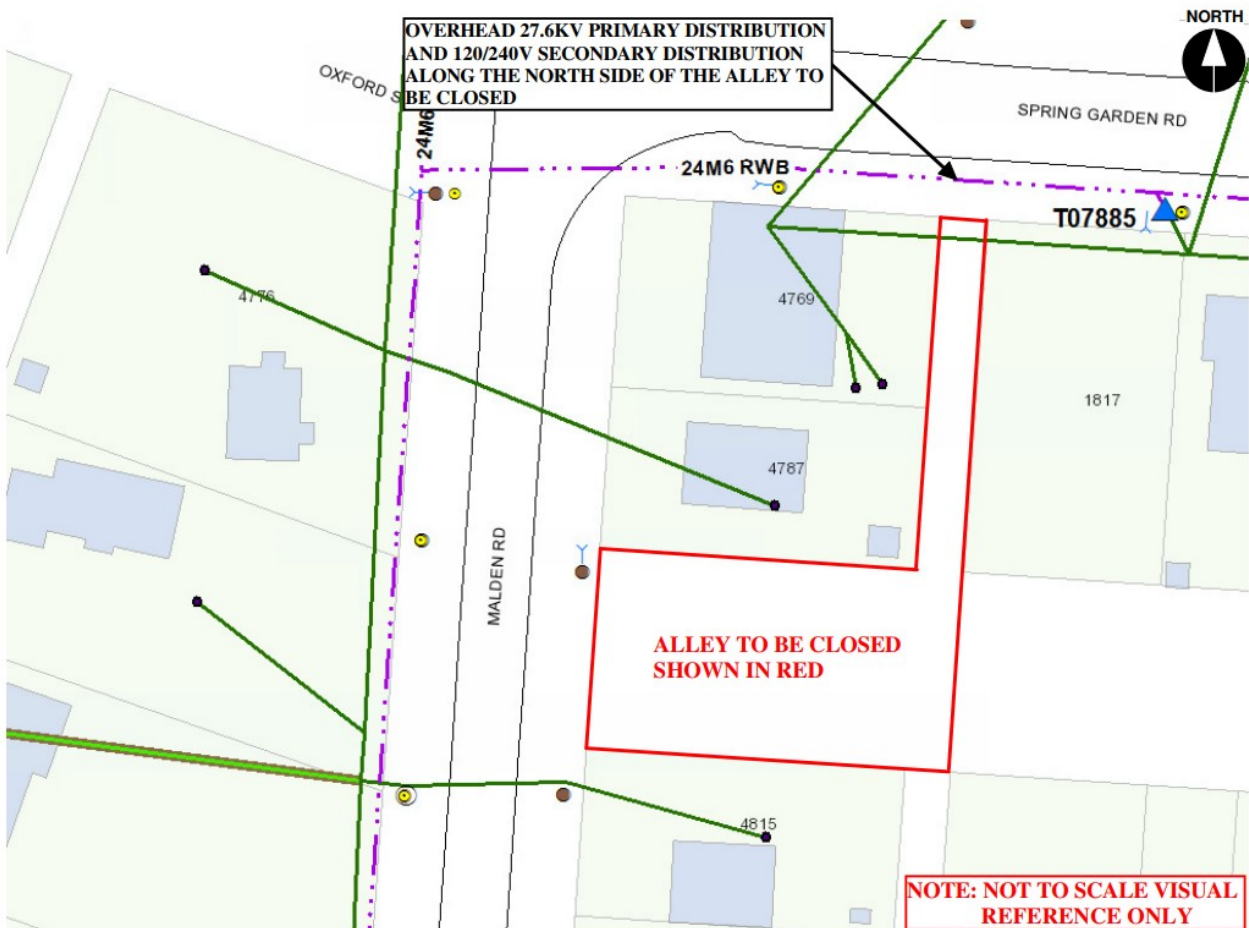
**[Cecile Dalglish, Technical Services Dispatch]**

**ENWIN UTILITIES - WATER**

Water Engineering has no objections.

**[Bruce Ogg, Water Project Review Officer]**





### **LEGAL DEPARTMENT**

For lands abutting CD1.1 \$18/sq ft without easements and \$9/sq ft with easements. Lands abutting RD1.4, \$1 plus deed prep and share of survey cost.

Residential half be charged at residential building lot rates (\$4,000 per front foot without easements, \$2,000 with easement) and the commercial half charged at the square foot commercial rate used for the alley.

**[Chris Carpenter, Coordinator of Real Estate Services]**

### **MNSi**

MNSi does not require any easements on this property at this time.

**[Dave Hartleib, Outside Plant Manager]**

### **PARKS & FACILITIES**

No comments provided

### **PLANNING DEPARTMENT**

No comments provided

**PLANNING DEPARTMENT - LANDSCAPE ARCHITECT**

There is no objection to a parcel closure on this parcel, however the City Naturalist has provided evidence of an area on the property for concern with respect to potential SAR. Per her e-mail:

"The subject lands have been mowed but there is a small open E/W drain on the south side of the parcel (adjacent 4815 Malden Rd.) which may provide habitat for species at risk as it is connected to the natural area behind 4815 Malden Rd.

I would recommend that this open drain be retained as such."

I would recommend that the owner discuss with the City Naturalist what area of land she would like to have remain open to accommodate her concerns. The remaining area may be closed and acquired by the applicant, but the area of concern to remain in the City's inventory.

**[Stefan Fediuk - Landscape Architect]**

**PUBLIC WORKS - ENGINEERING**

The subject alley and right-of-way are composed of grass. There is a Municipal sanitary sewer on Spring Garden and Malden Road. A sanitary service was left in the Yorktown Avenue right-of-way for a future building lot, sewerage fees remaining outstanding. There are concerns with existing ditch running from the Yorktown right-of-way to the ditch on Malden. The drainage issue must be resolved before Pubic Works can support the right-of-way closure. This alley appears to have some usefulness by CR146/2005; therefore, we have no objections to the closure alley portion of this application.

**[Adam Pillon, Development Engineer]**

**PUBLIC WORKS - TRANSPORTATION/TRAFFIC**

The north/south alley is not required for vehicular or pedestrian access. The north/south alley can be closed from the Spring Garden right of way to the north limit of the Yorktown ROW (south property line of 4787 Malden only).

The Yorktown ROW will be needed to maintain vehicular and pedestrian access to properties fronting Yorktown Street. The ROW south of 4787 Malden should remain as City owned ROW until the ROW is built and the final configuration of Yorktown Street is determined.

**[Mike Spagnuolo, Signal Systems Analyst]**

**ROGERS COMMUNICATIONS**

No comments provided

**TELUS COMMUNICATIONS**

TELUS has no infrastructure between Pavement Centerline & ROW line on the same side as the proposal.

Permit expires six (6) months from approval date.

If the location of your proposed design changes, it will be necessary to re-apply.

**[Derek Dukhu, CAD Technician]**

**TRANSIT WINDSOR**

Transit Windsor has no issues.

**[Steve Habrun, Manager of Operations]**

**UNION GAS**

After reviewing the provided APPLICATION: To close E/W alley portion abutting 4787 Malden and Yorktown street S/E of property and consulting our mapping system, please note that Enbridge Gas has active infrastructure in the area. A PDF drawing has been attached for reference (see below).

Please Note:

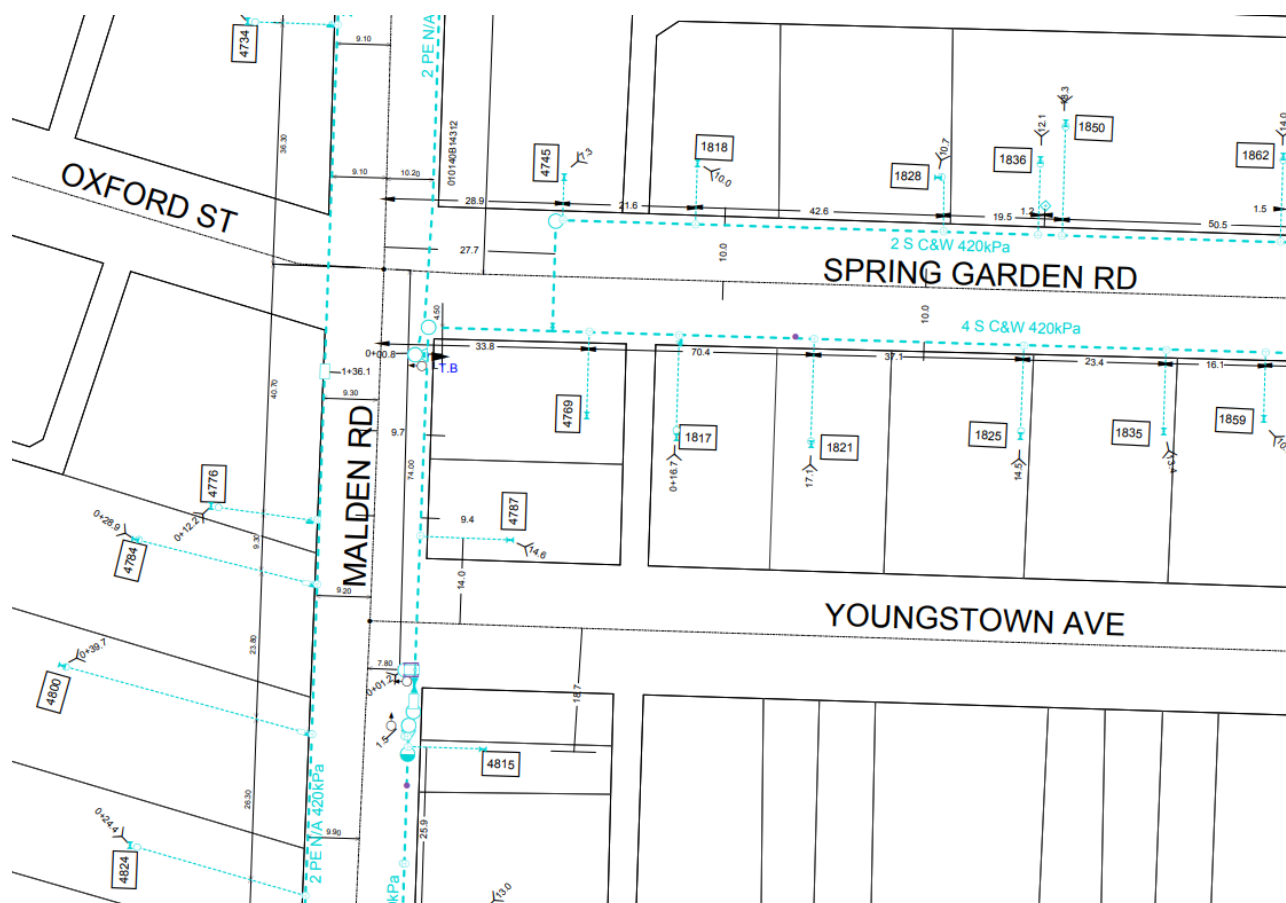
1. The shown piping locations are approximate and for information purposes only
2. The drawings are not to scale
  - a. This drawing does not replace field locates (Please contact Ontario One Call for on-site locates prior to excavating, digging, etc.)

Enbridge Gas requires a minimum separation of 0.3 m from all of our plant. Please ensure that this minimum separation requirement is maintained, and that the contractor obtains locates prior to performing any work and utilizes safe excavation practices while performing any work in the vicinity.

Also, please note the following should you find any abandoned infrastructure in the area:

- Any pipe that is excavated, please assume that it is live
- If during the course of any job, any pipe is found that is not on the locate sheet and is in conflict with your work, please call our emergency number (1-877-969-0999), and one of our Union Gas representatives will respond to determine if that plant is in fact live or dead
- Please note that our Enbridge Gas representative will respond to the live or dead call within 1-4 hours, so please plan your work accordingly

**[Gord Joynson, Drafter Estimator]**



### **WINDSOR FIRE**

No concerns from WFRS

**[John Lee, Chief Fire Prevention Officer]**

### **WINDSOR POLICE**

The Windsor Police Service has no concerns or objections with the requested alley closure. Closure of the land areas in question will not impair police incident response or mobile patrol functioning for the subject site or surrounding properties in any way.

**[Barry Horrobin, Director of Planning & Physical Resources]**



**APPENDIX “D”**  
**Site Photos of Yorktown Avenue R.O.W. (June 2, 2022) and**  
**Google Street View of Alley (July 2021)**



*Figure 1 - Looking north towards Yorktown Avenue R.O.W. from Malden Road*



*Figure 2 - Looking northeast towards Yorktown Avenue R.O.W. from Malden Road*





*Figure 3 - Looking east towards Yorktown Avenue R.O.W. from Malden Road*



*Figure 4 - Looking southeast towards Yorktown Avenue R.O.W. from Malden Road*





*Figure 5 - Looking south towards Alley from Spring Garden Road*



## **APPENDIX “E”**

### **Classification of Alleys and Suitability for Closure**

#### **Classification of Public Rights-of-Ways:**

Currently streets and alleys fall into four classifications on the basis of their usefulness:

- 1) Alleys that are **indispensable**. These would be alleys serving commercial properties and properties fronting on heavily traveled streets i.e. major arterial routes and alleys which contain sewers and must remain accessible for servicing; alleys or streets which serve as the only vehicular means of access to rear parking areas and garages where the property has insufficient lot width for a side drive; and, alleys which contain Fire Department connections that are deemed to be necessary for firefighting access.
- 2) Alleys that, **have some usefulness**, are nevertheless dispensable and may or may not be a complete liability.
- 3) Alleys that appear to serve **no useful purpose**, either now, or anticipated. Such alleys are in residential areas and locations where generally the lots are wide enough for side drives, or those alleys abutting parks and other parcels of land that do not require any servicing from the alley. Remnant or stub-end streets which are dead-ended and do not serve as access to other streets.
- 4) Alleys lying in Holding zones and other similar undeveloped areas where the alley system is **clearly obsolete** and has never been developed, but where the City needs to keep its options open until new area plans are prepared and development is imminent.

#### **Suitability for Closing:**

Following are the criteria and suitability for closing alleys in each of the above classifications.

- 1) Indispensable alleys should **not be closed**, conveyed, reduced or otherwise jeopardized through minority interests unless a suitable substitute alley is opened in lieu thereof. They are essential from the viewpoint of fire protection, police protection, emergency services (i.e. ambulance) and loading or unloading of goods, refuse collection, servicing of blocked sewers and utility services. Without such alleys, the above noted services would at least be more costly if not impossible to complete or adequately access; and would noticeably interfere with street traffic, thereby reducing the access capacity of the adjacent arterial, collector, or street for business.
- 2) Alleys having some usefulness should **be considered for closing** only upon request of abutting owners rather than by encouragement of the City.
- 3) Alleys that serve no useful purpose should **be closed** if at all possible, and in fact the owners abutting thereon should be encouraged to accept conveyance.
- 4) Alleys that are clearly obsolete should **not be closed** unless there is a municipal need or specific development proposals acceptable to the City are submitted.



**Committee Matters: SCM 194/2022**

**Subject: Repeal By-law 49-2020 and By-law 50-2020 and Close part of the north/south alley between Ontario Street and 825 Ford Boulevard**  
**Applicant/Owner: Donald and Julia Nelson File No.: SAA-5347 Ward 6**

Moved by: Councillor Gill  
Seconded by: Councillor Sleiman

Decision Number: **DHSC 413**

- I. THAT The City Solicitor **BE REQUESTED** to prepare the necessary by-laws to repeal By-law 49-2020 and By-law 50-2020.
- II. THAT the 3.7 metre wide north/south alley located between Ontario Street and 825 Ford Boulevard, and shown on Drawing No. CC-1726 **attached** hereto as **Appendix "A"**, and also shown as Parts 8 to 37, inclusive, on Reference Plan 12R-27989 **attached** hereto as **Appendix "D"**, **BE ASSUMED**.
- III. THAT the 3.7 metre wide north/south alley located between Ontario Street and 825 Ford Boulevard, and shown on Drawing No. CC-1726 **attached** hereto as **Appendix "A"**, and also shown as Parts 8 to 37, inclusive, on Reference Plan 12R-27989 **attached** hereto as **Appendix "D"**, **BE CLOSED**.
- IV. THAT the 3.7 metre wide north/south alley located between Ontario Street and 825 Ford Boulevard, and shown on Drawing No. CC-1726 **attached** hereto as **Appendix "A"**, and also shown as Parts 8 to 37, inclusive, on Reference Plan 12R-27989 **attached** hereto as **Appendix "D"**, **BE CONVEYED** to the abutting property owners and as necessary, in a manner deemed appropriate by the City Planner, subject to the following:
  - a) Easement, subject to there being accepted in the City's standard form and in accordance with the City's standard practice, be granted to:
    - Bell Canada to accommodate existing buried infrastructure;
    - Cogeco Cable Systems Inc. to accommodate existing infrastructure;
    - EnWin to accommodate existing 16 kV & 120/240 volt overhead hydro distribution, pole and down guys; and
    - MNSi to accommodate existing aboveground infrastructure.
- V. THAT Conveyance Cost **BE SET** as follows:
  - a. For alley conveyed to abutting lands zoned RD1.2: \$1.00 plus deed preparation fee and proportionate share of the survey costs as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor.

- VI. THAT the City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1726, **attached** hereto as **Appendix “A”**.
- VII. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign all necessary documents approved as to form and content satisfactory to the City Solicitor.
- VIII. THAT the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003.
- Carried.

Report Number: S 79/2022  
Clerk's File: SAA2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 11.2. from the Development & Heritage Standing Committee Meeting held July 4, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7340>

**Subject: Repeal By-law 49-2020 and By-law 50-2020 and Close part of the north/south alley between Ontario Street and 825 Ford Boulevard**  
**Applicant/Owner: Donald and Julia Nelson File No.: SAA-5347 Ward 6**

**Reference:**

Date to Council: July 4, 2022  
Author: Brian Nagata  
Planner II - Development Review  
(519) 255-6543 ext. 6181

Planning & Building Services  
Report Date: June 15, 2022  
Clerk's File #: SAA2022

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

**Recommendation:**

- I. THAT The City Solicitor **BE REQUESTED** to prepare the necessary by-laws to repeal By-law 49-2020 and By-law 50-2020.
- II. THAT the 3.7 metre wide north/south alley located between Ontario Street and 825 Ford Boulevard, and shown on Drawing No. CC-1726 **attached** hereto as **Appendix "A"**, and also shown as Parts 8 to 37, inclusive, on Reference Plan 12R-27989 **attached** hereto as **Appendix "D"**, **BE ASSUMED**.
- III. THAT the 3.7 metre wide north/south alley located between Ontario Street and 825 Ford Boulevard, and shown on Drawing No. CC-1726 **attached** hereto as **Appendix "A"**, and also shown as Parts 8 to 37, inclusive, on Reference Plan 12R-27989 **attached** hereto as **Appendix "D"**, **BE CLOSED**.
- IV. THAT the 3.7 metre wide north/south alley located between Ontario Street and 825 Ford Boulevard, and shown on Drawing No. CC-1726 **attached** hereto as **Appendix "A"**, and also shown as Parts 8 to 37, inclusive, on Reference Plan 12R-27989 **attached** hereto as **Appendix "D"**, **BE CONVEYED** to the abutting property owners and as necessary, in a manner deemed appropriate by the City Planner, subject to the following:
  - a) Easement, subject to there being accepted in the City's standard form and in accordance with the City's standard practice, be granted to:
    - Bell Canada to accommodate existing buried infrastructure;

- Cogeco Cable Systems Inc. to accommodate existing infrastructure;
- EnWin to accommodate existing 16 kV & 120/240 volt overhead hydro distribution, pole and down guys; and
- MNSi to accommodate existing aboveground infrastructure.

V. THAT Conveyance Cost **BE SET** as follows:

- a. For alley conveyed to abutting lands zoned RD1.2: \$1.00 plus deed preparation fee and proportionate share of the survey costs as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor.

VI. THAT The City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1726, ***attached*** hereto as **Appendix “A”**.

VII. THAT The Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign all necessary documents approved as to form and content satisfactory to the City Solicitor.

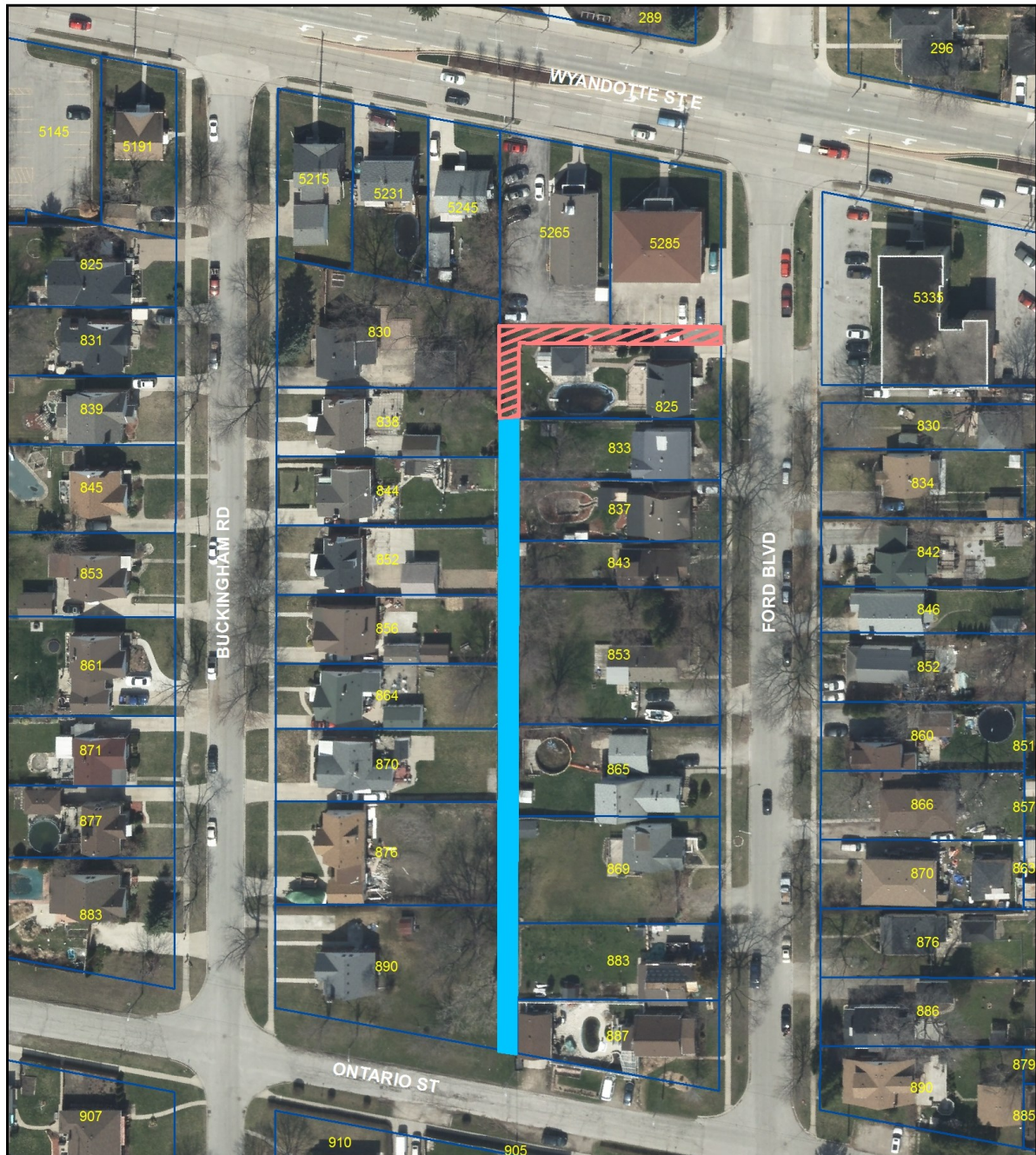
VIII. THAT the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003.

### **Executive Summary:**

N/A




### Figure 1: Key Map



## STREET & ALLEY CLOSING (SAA/5347)

APPENDIX 'B'  
APPLICANT : J. Nelson.

 REQUESTED CLOSURE BY APPLICANT  
 RECOMMENDED CLOSURE BY ADMINISTRATION

**PLANNING DEPARTMENT - DEVELOPMENT DIVISION**  
**DATE: OCTOBER, 2018**

**1:1,000**



MAP NO: 2

## Background:

The applicants, Donald and Julia Nelson, owners of the property known municipally as 825 Ford Boulevard (the subject property), applied in November 2017 to close the 3.7 metre wide east/west alley located between the property known municipally as 830 Buckingham Road and Ford Boulevard, together with part of the northerly half of the 3.7 metre wide north/south alley that abuts the subject property, and shown on Drawing No. CC-1726 **attached** hereto as **Appendix “A”**, and also shown on the aerial photo **attached** hereto as **Appendix “B”**.

Administration assessed the entire north/south alley and east/west alley using the *Classification of Alleys and Suitability for Closure* guideline document. The assessment concluded that the alleys serve no useful purpose and should be closed if at all possible. Administration recommended the full closure and conveyance of both alleys through their October 17, 2018 report to Council, which was subsequently approved.

Alley Closing By-law 100-2019 was passed on August 26, 2019 to close and convey the aforesaid 3.7 metre wide east/west alley and part of the northerly half of the 3.7 metre wide north/south alley, and shown on Drawing No. CC-1726 **attached** hereto as **Appendix “A”**, and also shown as Part 1 on Reference Plan 12R-27849 **attached** hereto as **Appendix “C”** to the abutting property owners. Notwithstanding By-law 100-2019, the alleys were conveyed in their entirety to the subject property.

Alley Closing By-laws 49-2020 and 50-2020 (**See Appendix “E” & Appendix “F”**) were passed on April 27, 2020 to assume, and close and convey respectively, the aforesaid east/west alley and the entire north/south alley and shown on Drawing No. CC-1726 **attached** hereto as **Appendix “A”**, and also shown as Parts 1 to 42, inclusive, on Reference Plan 12R-27989 **attached** hereto as **Appendix “D”** to the abutting property owners.

Administration subsequently discovered that By-laws 49-2020 and 50-2020 include and reference the lands described under By-law 100-2019 in error. This oversight prevents the assumption, closure and conveyance of the remainder of the north/south alley. A by-law to repeal the said by-laws is the only means to correct this error.

## Discussion:

Administration has determined that a by-law to repeal By-laws 49-2020 and 50-2020 is the most effective way to correct the aforesaid error. The amending of By-laws 49-2020 and 50-2020 would be a cumbersome process due to the number of changes required to fix the by-laws.

The new alley closure by-laws will provide an accurate legal description and provisions for the assumption, closure and conveyance of the remainder of the north/south alley. The revised legal description and provisions are reflected through the recommendation of this report herein.

It is our recommendation that, upon closure, the abutting property owners be given the chance to acquire the subject alley in the manner described in the Recommendation



section herein. Hence the recommendation is to close and convey the alley to the abutting property owners.

Delegation of Authority By-law 208-2008 does not give the Chief Administrative Officer the power to repeal or authorize an alley closing by-law.

### **Risk Analysis:**

The recommended repealing of By-law 49-2020 and By-law 50-2020 poses no known risk to the City.

### **Climate Change Risks**

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

N/A

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

N/A

### **Financial Matters:**

The rate for an alley conveyed to abutting lands zoned RD1.2 remains assessed at \$1.00 plus deed preparation fee and proportionate share of the survey costs as invoiced to the City by an Ontario Land Surveyor.

### **Consultations:**

Consultation was held with the Legal, Real Estate & Risk Management Department to confirm the process for addressing the errors within By-law 49-2020 and By-law 50-2020.

### **Conclusion:**

The Planning Department recommends that By-law 49-2020 and By-law 50-2020 be repealed with new by-laws that exclude the lands described within By-law 100-2019 and include provisions that accurately reflect the alley closure.

The closed alley is to be conveyed to the abutting property owners, as in Recommendations II & III of this report.

### **Planning Act Matters:**

Brian Nagata, MCIP, RPP  
Planner II - Development Review

I concur with the above comments and opinion of the Registered Professional Planner.

*Michael Cooke, MCIP, RPP  
Manager of Policy Planning*

*Thom Hunt, MCIP, RPP  
City Planner*

I am not a registered Planner and have reviewed as a Corporate Team Leader

*JP*

*OC*

**Approvals:**

<b>Name</b>	<b>Title</b>
Michael Cooke	Manager of Planning Policy/Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Chris Carpenter	Coordinator of Real Estate Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Acting Chief Administration Officer

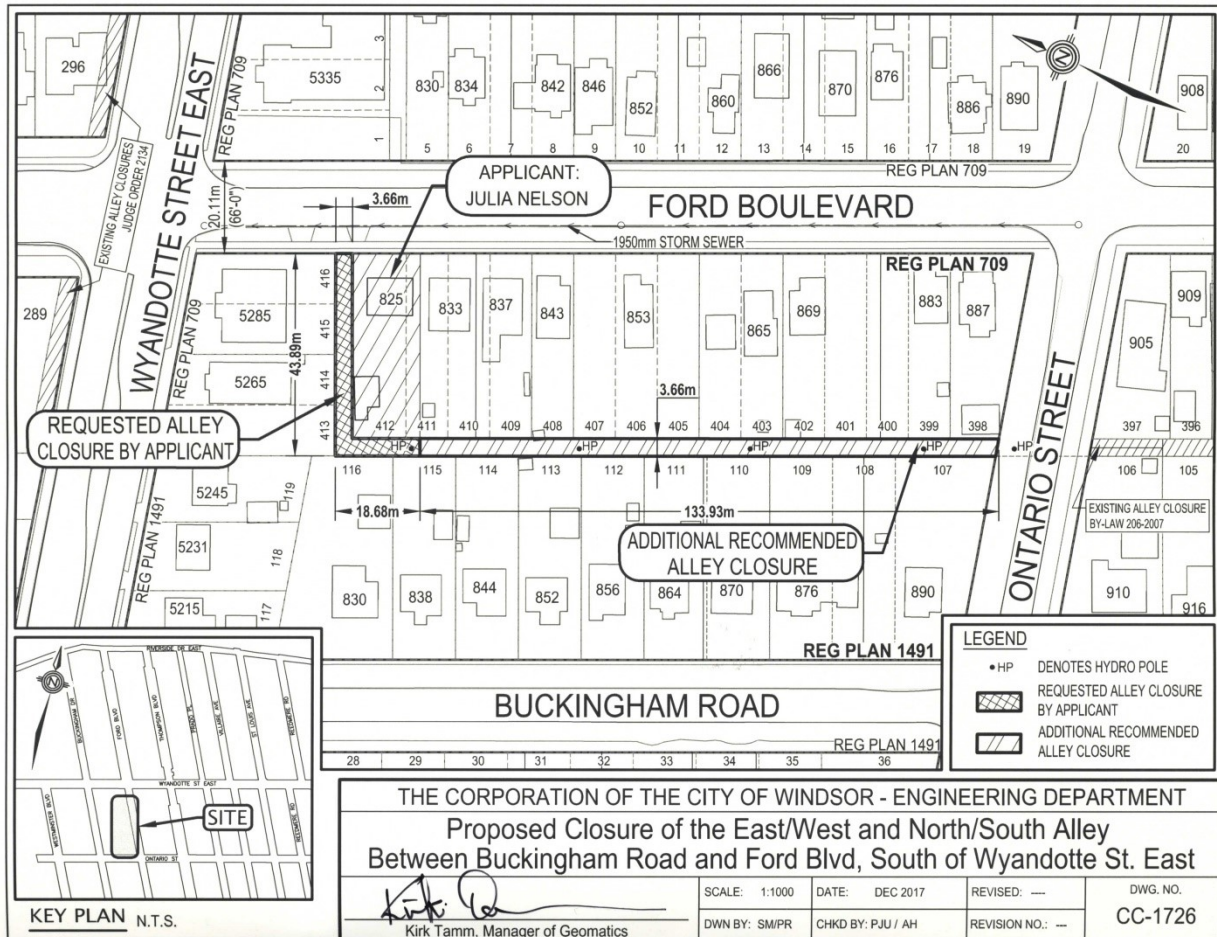
**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Councillor Jo-Anne Gignac	350 City Hall Square West, Suite 220  Windsor, ON N9A 6S1	<a href="mailto:joagignac@citywindsor.ca">joagignac@citywindsor.ca</a>

**Appendices:**

- 1 Appendix A - Drawing No. CC-1786
- 2 Appendix B - EIS Drawing - Aerial Photo
- 3 Appendix C - Reference Plan 12R-27849
- 4 Appendix D - Reference Plan 12R-27989
- 5 Appendix E - By-law 49-2020
- 6 Appendix F - By-law 50-2020

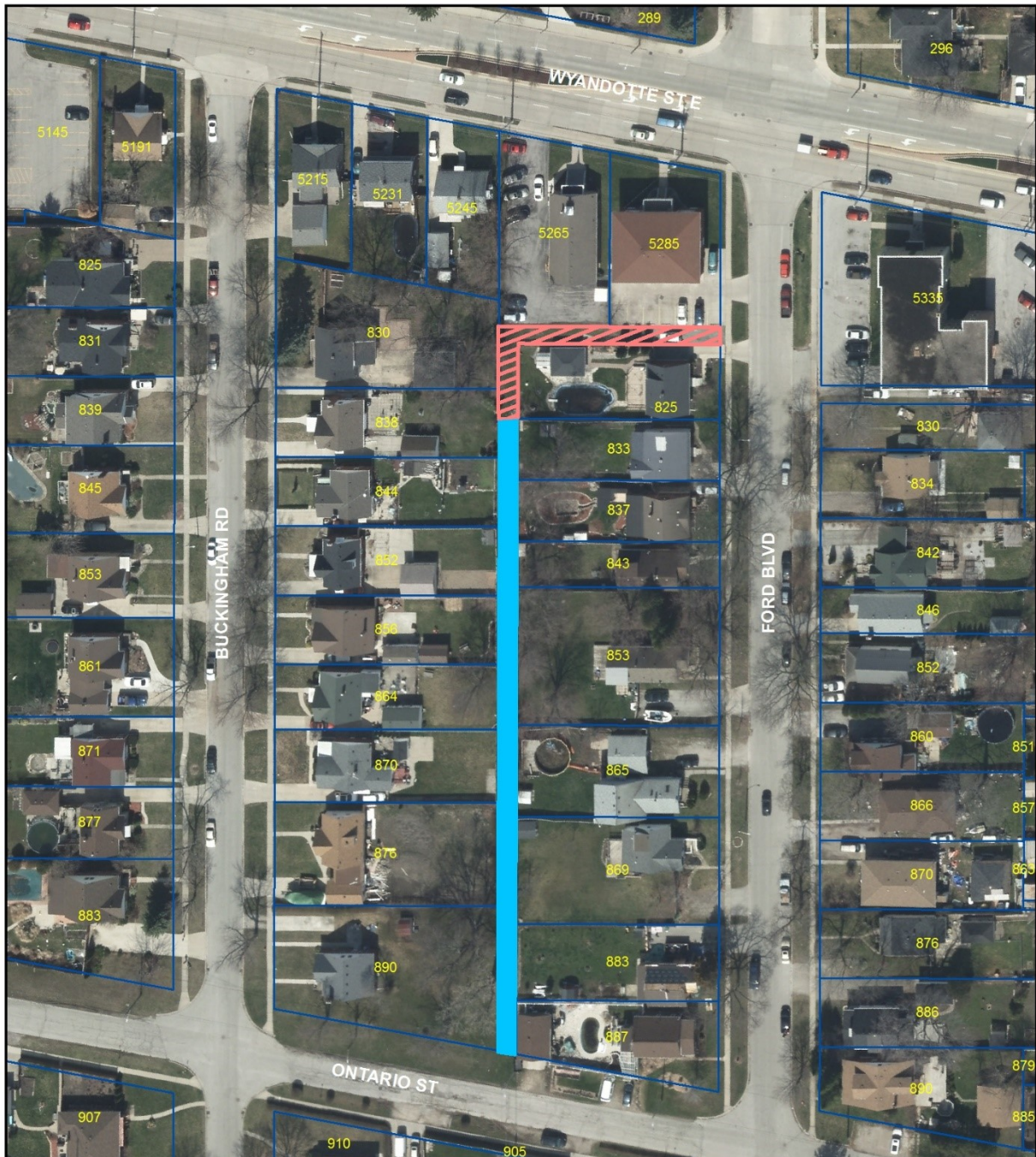
# **APPENDIX "A"** **Drawing No. CC-1726**







## APPENDIX "B"

### EIS Drawing - Aerial Photo



## STREET & ALLEY CLOSING (SAA/5347)

APPENDIX "B"  
APPLICANT : J. Nelson.

 REQUESTED CLOSURE BY APPLICANT  
 RECOMMENDED CLOSURE BY ADMINISTRATION

PLANNING DEPARTMENT - DEVELOPMENT DIVISION  
DATE: OCTOBER, 2018

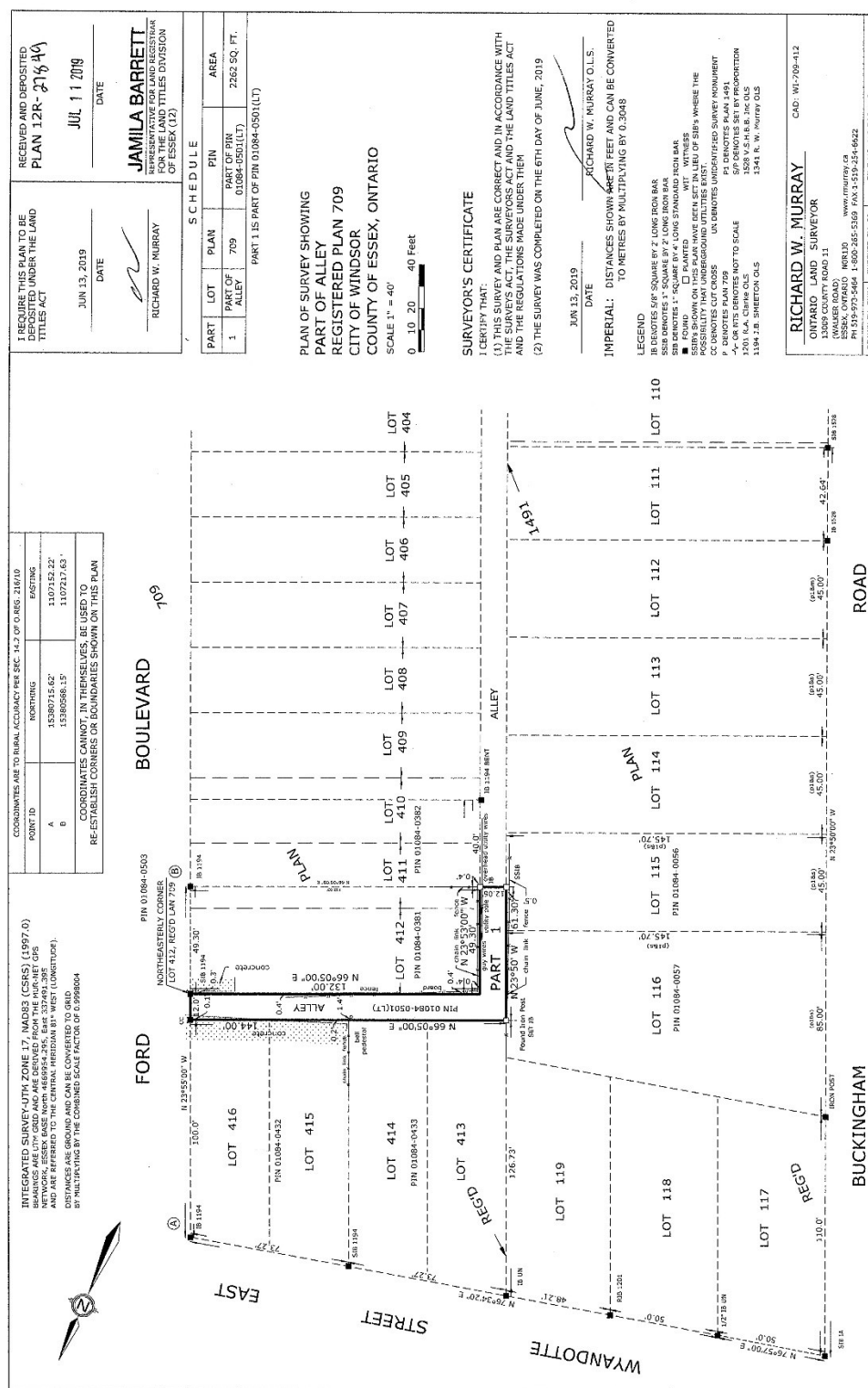
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MAP NO: 2

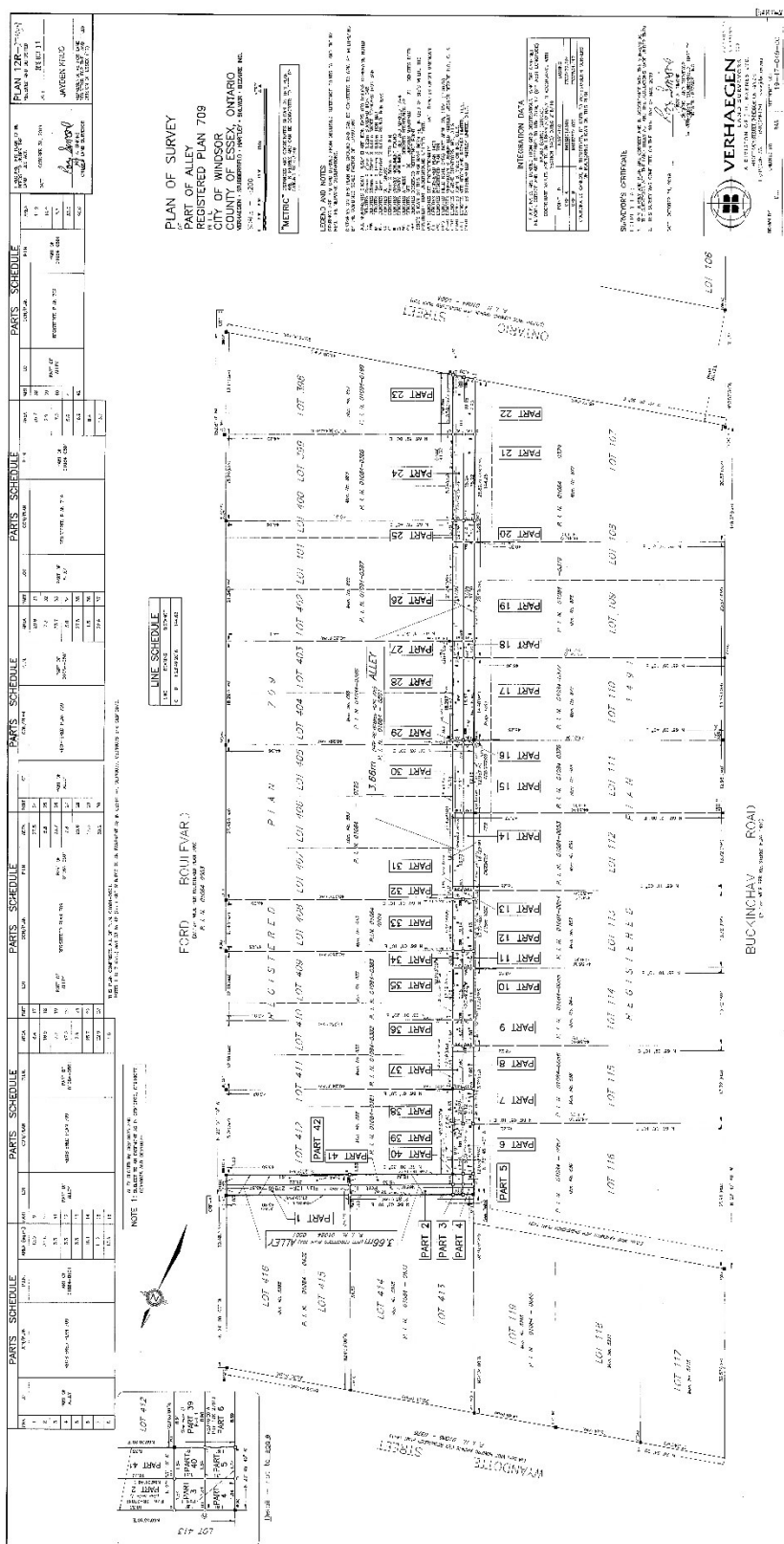
## APPENDIX “C”

## Reference Plan 12R-27849



40. 2733

**APPENDIX “D”**  
**Reference Plan 12R-27989**





**APPENDIX "E"**  
**By-law 49-2020**

**BY-LAW NUMBER 49-2020**

A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 3.66 METRE  
EAST/WEST ALLEY AND THE 4.00 METRE NORTH/SOUTH ALLEY  
LOCATED SOUTH OF WYANDOTTE STREET EAST, NORTH OF ONTARIO  
STREET, EAST OF BUCKINGHAM ROAD AND WEST OF FORD  
BOULEVARD, CITY OF WINDSOR

Passed the 27th day of April, 2020.

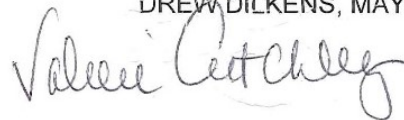
**WHEREAS** the 3.66 metre wide east/west alley and the 4.00 metre north/south alley located south of Wyandotte Street East, north of Ontario Street, east of Buckingham Road and west of Ford Boulevard, City of Windsor, more particularly described in Schedule "A" hereto annexed, is vested in The Corporation of the City of Windsor;

**AND WHEREAS** it is deemed expedient that the said lands be assumed for subsequent closure;

**THEREFORE** the Council of the Corporation of the City of Windsor enacts as follows:

1. That the 3.66 metre wide east/west alley and the 4.00 metre north/south alley located south of Wyandotte Street East, north of Ontario Street, east of Buckingham Road and west of Ford Boulevard, City of Windsor, more particularly described in Schedule "A" hereto annexed and forming part of this by-law, be and the same is hereby assumed for public use as a public highway.
2. That this by-law shall come into force and take effect on the day of the final passing thereof.

  
DREW DILKENS, MAYOR



CITY CLERK

First Reading - April 27, 2020  
Second Reading - April 27, 2020  
Third Reading - April 27, 2020



**SCHEDULE “A”**

Alley Plan 709, designated as Parts 1 to 42, inclusive, 12R27989; Windsor  
Being all of PIN 01084-0501

City of Windsor  
County of Essex

## APPENDIX "F"

### By-law 50-2020

#### BY-LAW NUMBER 50-2020

A BY-LAW TO CLOSE, STOP UP AND CONVEY CLOSURE THE 3.66 METRE  
EAST/WEST ALLEY AND THE 4.00 METRE NORTH/SOUTH ALLEY  
LOCATED SOUTH OF WYANDOTTE STREET EAST, NORTH OF ONTARIO  
STREET, EAST OF BUCKINGHAM ROAD AND WEST OF FORD  
BOULEVARD, CITY OF WINDSOR

Passed the 27th day of April, 2020.

**WHEREAS** it is deemed expedient to close, stop up and convey the 3.66 metre wide east/west alley and the 4.00 metre north/south alley located south of Wyandotte Street East, north of Ontario Street, east of Buckingham Road and west of Ford Boulevard, City of Windsor, more particularly described in Schedule "A" attached hereto;

**THEREFORE** the Council of the Corporation of the City of Windsor enacts as follows:

1. That the 3.66 metre wide east/west alley and the 4.00 metre north/south alley located south of Wyandotte Street East, north of Ontario Street, east of Buckingham Road and west of Ford Boulevard, City of Windsor, more particularly described in Schedule "A" attached hereto and forming part of this by-law, be and the same is hereby closed and stopped up.

2. That the lands be conveyed to the abutting owners at the following conveyance price:

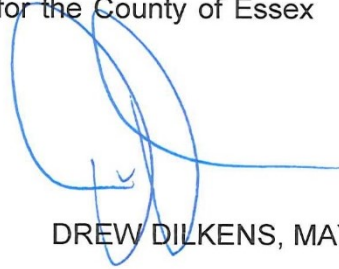
- a) For alleys abutting lands zoned RD1.2, \$1.00 plus deed preparation and proportionate survey costs as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor;
- b) For alleys abutting lands zoned ID1.1 and RD3.4, \$86.11 per square metre without easements and \$43.05 per square metre with easements plus deed preparation and proportionate survey costs as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor;

that part thereof upon which the owner's land abuts to the middle line of such closed and stopped up part; provided, however, that any such owner shall notify the Planning Department, in writing, of the owner's intention to exercise the owner's right to purchase, if such owner does not exercise its right of first refusal to purchase, the Planning Department shall be authorized to offer that part to the other abutting property owner at the same price.

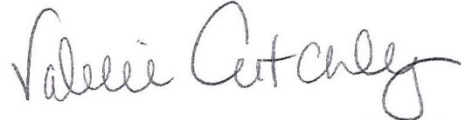
3. That any required easements pursuant to Council Resolution CR668/2018 be registered prior to conveyance.

4. That the Chief Administrative Officer and City Clerk be authorized and directed to execute on behalf of The Corporation of the City of Windsor and to seal with the seal thereof, any and all documents necessary to implement the foregoing; and that the transaction be completed electronically, for property where it is available, pursuant to By-law Number 366-2003, as amended from time to time.

5. This by-law shall come into force and take effect the day upon which it is registered in the Land Registry Office for the County of Essex (No. 12).



DREW DILKENS, MAYOR



CITY CLERK

First Reading - April 27, 2020  
Second Reading - April 27, 2020  
Third Reading - April 27, 2020

**SCHEDULE "A"**

Alley Plan 709, designated as Parts 1 to 42, inclusive, 12R27989; Windsor

Being all of PIN 01084-0501

City of Windsor  
County of Essex

## Item 8.9



### Committee Matters: SCM 195/2022

**Subject: Minutes of the Housing & Homelessness Advisory Committee of its meeting held March 22, 2022**

Moved by: Councillor Gignac  
Seconded by: Councillor Morrison

Decision Number: **CSPS 182**

THAT the minutes of the Housing & Homelessness Advisory Committee of its meeting held March 22, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 114/2022  
Clerk's File: MB2022

#### **Clerk's Note:**

1. Please refer to Item 7.1. from the Community Services Standing Committee Meeting held July 6, 2022.
2. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7343>



## **Committee Matters: SCM 114/2022**

**Subject: Minutes of the Housing & Homelessness Advisory Committee of its meeting held March 22, 2022**

## **Housing & Homelessness Advisory Committee**

Meeting held March 22, 2022

A meeting of the Housing & Homelessness Advisory Committee is held this day commencing at 10:00 o'clock a.m. via Zoom video conference, there being present the following members:

Marina Clemens, Chair  
Councillor Kieran McKenzie  
Jessica Brunet  
Fiona Coughlin  
Warden Gary McNamara, County of Essex  
Jim Steele  
Leigh Vachon  
Angela Yakonich

### ***Regrets received from:***

Judith Binder  
Kathy Hay  
Eric Hill  
Joyce Zuk

### ***Also present are the following resource personnel:***

Kirk Whittal, Executive Director, Housing & Children's Services  
Kelly Goz, Coordinator, Housing Administration & Development  
Tina Moore, Coordinator Housing Administration & Development  
Jennifer Tanner, Manager Homelessness & Housing Support  
Jeannie Diamond Francis, County of Essex  
Karen Kadour, Committee Coordinator

### **1. Call to Order**

The Chair calls the meeting to order at 10:02 o'clock a.m. and the Committee considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:



**2. Disclosure of Interest**

None disclosed.

**3. Adoption of the Minutes**

Moved by Councillor McKenzie, seconded by Warden McNamara,  
That the minutes of the Housing and Homelessness Advisory Committee of its meeting held January 25, 2022 **BE ADOPTED** as presented.  
Carried.

**4. Business Items**

**4.1 Residential Rental Licensing Pilot Study (RRL)**

The Chair refers to the submission to Council regarding the Residential Rental Licensing Pilot Study from herself, J. Zuk and A. Angelidis and asks for comments from the Committee.

Councillor McKenzie indicates that it is important for HHAC to promote the availability of housing for those in need. He adds that the residential rental licensing is seeking to address the conditions under which renters are living and to look for ways to ensure and promote safety for people living in rental units. There are a number of bad landlords in our community and the RRL is one of the ideas that Council has brought forward to address that. He proposes some additional language to add to the submission to Council relating to safe tenancies.

F. Coughlin concurs with Councillor McKenzie that something has to be done to ensure safe tenancies.

J. Steele notes there has been discussion about losing rental stock, and he suggests that a statement that we continue to pursue ways to increase the affordable housing stock in addition to this pilot study be provided.

J. Tanner states that she along with K. Goz have had e-mail conversations with Jude Malott, Executive Initiatives Coordinator, regarding ways administratively to measure the impact (if possible) on people experiencing homelessness or at risk of homelessness.

Warden McNamara advises that we are in the position whereby there are advantages to the landlord and not to the tenant.

Councillor McKenzie suggests adding the following sentence to the RRL submission from HHAC to City Council – *“The Committee recognizes the need to ensure rental units in our community must be safe and in compliance with all applicable regulations.”*

The Chair expresses concern regarding the term ‘applicable regulations’ as some of the regulations are very restrictive even for landlords.

Councillor McKenzie responds that if the regulations are so restrictive, HHAC should be making recommendations to change those regulations.

Moved by Councillor McKenzie, seconded by F. Coughlin,  
That the Residential Rental Licensing Feedback document provided by the Chair, A. Angelidis and J. Zuk **BE APPROVED** and **AMENDED** to add the following sentence provided by Councillor McKenzie – *“The Committee recognizes the need to ensure rental units in our community must be safe and in compliance with all applicable regulations.”*  
Carried.

## 4.2 Updates by Administration

### (a) Canada Ontario Housing Benefit (COHB) for 2022

T. Moore provides an overview of the Canada Ontario Housing Benefit for 2022 as follows:

- The Canada Ontario Housing Benefit is a federal provincial housing allowance program providing payment to low-income households, and the 2022 program is now accepting applications.
- The COHB is a monthly housing subsidy to assist low-income households with the ability to pay housing costs.
- This funding can assist with housing costs on or after April 1, 2022.
- The COHB is tied to the person or household, rather than the physical housing unit, allowing the benefit to move with the household province wide.
- The COHB'S purpose locally is to increase the affordability of rental housing for individuals and households in Windsor and Essex County.
- The estimated number of households to access a COHB 2022 is between 250 and 260 households based on the average monthly benefit that was seen in 2021. It is a significant allocation of \$1.2 million dollars.
- CHC is the administrator of the COHB.

## **(b) Review of the Housing with Supports Program**

J. Tanner provides the following comments relating to the Housing with Supports Program:

- City Administration has engaged with a consulting firm to evaluate the Housing with Supports program in Windsor and Essex County with the goal of transforming the system to align with industry best practices and the 10 Year Housing & Homelessness Plan.
  - To date, nine consultations have been held with stakeholders from the health, justice, emergency shelters and homelessness sectors.
  - Separate consultations have been held with home administrators/owners, staff and residents and the consultants are now reaching out to elected officials to solicit their input.
  - The goal is to complete all consultation activities by the end of March 2022.
  - The final report will be presented to Windsor and Essex County Councils possibly in June 2022.

J. Diamond Francis advises that through a review of data, there is a large proportion of Housing with the Support residents in the County that are coming directly from homelessness and another large proportion that are coming directly from hospital. Some of these individuals would have been either at risk of homelessness prior to their hospital admission or experiencing homelessness. She adds that a follow-up report may be done if required to look at those resident profiles and at the data that has been collected.

## **(c) By Names Prioritized List Data – February 22**

K. Goz provides the following update relating to the By Names Prioritized List Data:

- The numbers for the month of February 2022 have increased slightly, however, we are starting to see a lower number of households move into housing per month which is attributing to the increases. (472 experiencing homelessness in February 2022).
- Typically, we have seen 50-70 households move out of homelessness into housing per month which has led them to see decreases in homelessness.
- As they start to see less households move out of homelessness into housing, conversely will see that number of people in households experiencing homelessness increase over time.
- Not sure if February was an odd month or if this is the beginning of a trend because of our housing stock and housing availability has changed so drastically over the last year.
- Something for HHAC to pay attention to particularly if the residential rental licensing project is approved through Council.

Councillor McKenzie asks if there is a trend, HHAC should be contemplating what should be recommended to Council in terms of concrete steps to address those challenges.

K. Goz responds that over the last few months their department has seen many people displaced from their homes due to fires or events that were out of their control. Historically the teams through Windsor-Essex Housing Connections have housed folks in their own units. They have now started to shift to looking at doing home shares or bringing two people together to rent a two or three bedroom apartment to try to increase the affordability to the tenants.

J. Brunet asks how difficult is it for folks to navigate our system for someone who is not attached to intensive supports, or has a case worker that has the knowledge to help someone navigate the system. She questions if HHAC could discuss the ease and accessibility of navigating our system.

Councillor McKenzie asks Administration to respond regarding what HHAC can do to set a process in motion that is manageable from a work flow perspective but could provide information to make a recommendation to Council in terms of breaking down administrative barriers.

J. Tanner responds that some of the work is underway at this time. In 2021, City Council approved Administration to engage with Glos Arch + Eng Consulting to look at a housing hub model. The consultation is built on the success of the Homelessness & Housing Help Hub (H4) at Windsor Water World which was established as a COVID response but has fulfilled a need in the community. The consultation will explore what can be done for Windsor-Essex County on a permanent basis in terms of providing a centralized access point to help people find housing. The Consultants will identify potential locations, including what the physical structure of the building should look like in order to service people better and what partnerships will need to be brought in to assist in finding housing for people. The hub model and strategy will help improve navigation of the system, housing placements and how we address homelessness.

L. Vachon states that one of the limitations of HHAC is not cross-sectoral. Anecdotal from being on the front lines, the challenge is still our hospital systems and the way that psychiatric care is approached and asks if there are any updates around that. In terms of the housing and homelessness and what has been done at H4, the future of the hub is extraordinary. If the services do not exist to link people to, we will chronically fail and people will fail out of housing because they will not be receiving the mental health support that they need.

K. Whittal concurs with L. Vachon that this is an important issue because a few issues are being treated, however, the long term support that led to those folks to be successful in housing in some cases presents a challenge where the supports are later removed which then becomes a housing challenge.

The Chair advises that we have to understand the role of HHAC and adds that the homelessness component has only been added in the last four years to make the committee more relevant and to bring it under one umbrella.

J. Tanner states that upon receipt of the Consultant's report on the Housing Hub, a report to Council will be provided.

Councillor McKenzie proposes that Administration provide a report back to HHAC on ways to improve access to housing and homelessness supports by addressing administrative barriers and asks for comments from HHAC.

J. Tanner responds that what Councillor McKenzie is proposing is doable with one change – "to reduce administrative burdens". Part of what will improve access has to do with partnerships and connections with other sectors and other agencies. The focus, she suggests, should not be on efficiencies or reducing administration but more broadly on how can we improve homelessness and housing supports.

Councillor McKenzie states he is looking for what falls within HHAC's immediate span of control to promote some of the objectives of HHAC.

K. Goz remarks that there is a need to talk with tenants or perspective tenants on what they see or perceive to be barriers. Reducing an administrative barrier sometimes from an administrative side seems like it is "our barriers" but it is about reducing barriers for tenants to access homelessness and housing supports. It should be focused on the person or the household and not on housing administration.

J. Brunet suggests wording relating to improving the navigability of accessing our system. Supports and services are one thing, but knowing how to navigate the system is very important.

J. Diamond Francis indicates that whatever language is used, that it is clear that this refers to Windsor-Essex County because if we are talking about accessibility issues, it is compounded in the County. It is more difficult for County residents to access any type of housing and homelessness service at the present time.

K. Whittal refers to the 10 Year Housing & Homelessness Master Plan and adds that the strategies being discussed are already part of the Plan.

The Chair concurs with K. Whittal that most of what is being discussed is in the 10 Year Plan and suggests reviewing the Plan as a Committee and to bring back points that need to be strengthened. She adds that the 10 Year Plan is included in HHAC's mandate.

J. Tanner responds states that they are always striving for continuous improvement and achieving the goals and the strategies in the Plan. The work that they are doing in terms of reducing homelessness is guided by Built for Zero Canada. She

suggests that if HHAC wants see improvements in how the system is navigated, it may want to identify this as one of its priorities,.

J. Brunet asks as a HHAC member, is she able to work on an improvement project regarding navigation of the system. If so, she volunteers to undertake this improvement project. She adds that this will work in conjunction with the Master Plan. The data to be collected could be as simple as let's follow someone through the system when they arrive at a shelter; where do they go, and how many times do the intake forms switch hands.

Councillor McKenzie suggests that HHAC at its next meeting, review the 10 Year Housing & Homelessness Master Plan and pick out those pieces that need to be reinforced and emphasized as areas of focus as Council needs to be challenged and to implement the 10 Year Master Plan.

Warden McNamara advises that the role of any committee (in particular with stakeholders), is critical in dealing with day-to-day operations of our communities. There should be an opportunity for committees to challenge Council and Administration. He remarks that there will be an additional crisis on housing due to the tens of thousands of Ukrainians who will be coming to our communities soon.

The Chair suggests that the Committee at its next meeting, review the 10 Year Housing & Homelessness Master Plan to determine the gaps and to take a look at the navigation piece.

K. Whittal advises that Administration reports annually to Council on the progress of the 10 Year Housing and Homelessness Master Plan.

L. Vachon refers to the spirit of what Councillor McKenzie and Warden McNamara are saying and perhaps we should ask Administration what they need from HHAC in order to support them.

F. Coughlin responds that we do not need Administration to provide their recommendations; the recommendations have been provided in the 10 Year Housing & Homelessness Master Plan.

K. Whittal remarks that the 2021 Annual Report for the Housing & Homelessness Master Plan will be provided by the end of June 2022. He notes that the strategies will be on target or not on target. He suggests providing the 2020 Annual Report to HHAC to look at the strategies as a way of analyzing what might be the priorities for the Committee.

K. Goz responds that the draft Annual Report is provided to HHAC with an opportunity to provide feedback. Additionally, HHAC is copied on the more fulsome report that goes to both County and City Council along with the progress on the work plan identified in the 10 Year Housing & Homelessness Master Plan.

The Chair responds that over the years she has attended Council on numerous occasions to speak to the Housing & Homelessness Master Plan and the notable gaps were provided to previous members of Council. She concurs that the draft annual reports are provided to the Committee, however, with very little input from the members. She requests that J. Brunet provide a navigational stream to identify the gaps. She asks that the 2020 Annual Report be provided to HHAC (along with the gaps identified) and some of the items that will be included in the 2021 Report.

F. Coughlin challenges HHAC members to report back at the next meeting on what each service provider has done as it relates to the goals outlined in the Housing & Homelessness Master Plan.

J. Tanner responds that it is a direction that Administration has been trying to incorporate and this specific plan was written as a community plan. For example, Administration tries to reflect the successes and the achievements of numerous organizations in terms of building affordable housing, not just City-led projects

#### **4.3 Updates from Members Organizations**

J. Steele advises the Windsor Essex Community Housing Corporation had applied under the Rapid Housing Initiative under Goal #1 to increase supply. The work on homelessness has been good in the last three or four years and have done a good job as a community to identify where the homeless folks are. There will always be room to navigate better but have been increasing those numbers and overall the 10 Year Plan pulls it all together for them. We need to press Council to support the addition of more rent supplement units until more affordable housing can be built and the supply is increased. As there are many barriers for the applicant to get through the systems, there are also many barriers for the providers.

#### **5. Date of Next Meeting**

The next meeting will be held in May 2022 on a day and time to be determined.

#### **6. Adjournment**

There being no further business, the meeting is adjourned at 12:03 o'clock p.m.

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**CHAIR**

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**COMMITTEE COORDINATOR**





**Committee Matters: SCM 196/2022**

**Subject: Minutes of the Diversity Committee of its meeting held March 16, 2022**

Moved by: Councillor Gignac  
Seconded by: Councillor Morrison

Decision Number: **CSPS 183**

THAT the minutes of the Diversity Committee of its meeting held March 16, 2022 **BE RECEIVED.**

Carried.

Report Number: SCM 139/2022  
Clerk's File: MB2022

**Clerk's Note:**

1. Please refer to Item 7.2. from the Community Services Standing Committee Meeting held July 6, 2022.
2. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7343>



## **Committee Matters: SCM 139/2022**

**Subject: Minutes of the Diversity Committee of its meeting held March 16, 2022**

## **Diversity Committee**

Meeting held March 16, 2022

A meeting of the Diversity Committee is held this day commencing at 10:00 o'clock a.m. via Zoom video conference, there being present the following members:

Peter Ijeh, Chair  
Saiful Bhuiyan  
Lacy Carty  
Shelley Evans  
Khagendra Gautam  
Sungee John

### ***Regrets received from:***

Councillor Sleiman  
Jamie Bell

### ***Guest in attendance:***

Gagneet Kaur

## **1. Call to Order**

The Committee Coordinator calls the meeting to order at 10:03 o'clock a.m. and the Committee considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

## **2. Election of Chairperson**

The Committee Coordinator calls for nominations from the floor for the position of Chair. S. John nominates Peter Ijeh, seconded by K. Gautam. The Committee Coordinator asks if there are further nominations from the floor for the position of Chair. Seeing none, the Committee Coordinator asks P. Ijeh if he accepts. P. Ijeh accepts the position of Chair.

Moved by S. John, seconded by K. Gautam,  
That Peter Ijeh **BE ELECTED** Chair of the Diversity Committee.  
Carried.

## **3. Declaration of Conflict**

None disclosed.

#### 4. Adoption of the Minutes

Moved by S. John, seconded by L. Carty,

That the minutes of the Diversity Committee of its meeting held October 27, 2021  
**BE ADOPTED** as presented.

Carried.

#### 5. Business Items

##### 5.1 Transit Windsor Consultation with the Diversity Committee regarding Equity, Diversity and Inclusion Training

The Chair refers to the e-mail provided by Tyson Cragg, Executive Director of Transit Windsor and the following comments relating to Equity, Diversity and Inclusion are provided:

- Transit Windsor is in the process of recruiting for additional supervisory resources to bolster their training capacity.
- At this time, are limited to doing only new driver training as well as post-collision refresher training for operators.
- The mobile workforce consists of over 200 staff who work over a 20-hour span, seven days a week.
- Over the past year, no human rights complaints have been received.
- When drivers are hired, they focus on excellent customer service skills which includes equity, diversity and inclusion modules in their new driver training program which was developed by the Canadian Urban Transit Association.

Moved by S. John, seconded by L. Carty,

That the Executive Director of Transit Windsor **BE INVITED** to attend a future meeting of the Diversity Committee to provide an update and to review their protocols in place relating to their equity, diversity and inclusion training at Transit Windsor.

Carried.

##### 5.2 Facilitator for the Anti-Racism Initiative - Update

The Chair advises through an e-mail poll following the March 16, 2022 meeting, that Sungee John was nominated to sit on the Evaluation Team for the Request for a Proposal for a Facilitator.

G. Jones reports that there is a need for more resources in her area to deal with the diversity and inclusion initiative due to the addition of the Anti-Racism strategy and a very high workload tied to accessibility legislative compliance. She adds that she has done research on various community consultations including anti-racism, inclusion, and

anti-discrimination. A draft RFP document will be reviewed by the Evaluation Team that addresses social equity, systemic barriers, discrimination, racism and oppression. At the end of the day following this consultation, we will want to come out with an actionable plan with accountability. The engagement process during the Anti-Racism and Anti-Discrimination consultation will include Indigenous peoples, Black people, racialized people and other equity deserving communities including diverse faith communities, culturally diverse communities, persons with disabilities, women, 2SLGBTQ+ community and diverse staff. The aim is for the consultant to deploy a range of community based engagement tools and methods such as surveys, working with focus groups for the purpose of engaging those diverse residents and staff to identify the salient issues, challenges and opportunities. Following that, will work with the consultant to provide reporting on the activities completed, data collected along with the findings. Will work with city administration and key members of those communities to craft recommendations and actionable initiatives. Lastly, the proponents will be expected to prepare and present to the Diversity Committee, Standing Committee and City Council on the detailed findings of that strategy. The RFP follows the lead of many of the most progressive communities which will allow for an opportunity to have a thorough conversation done appropriately and also to look at some of the barriers in our Corporation that are could result in systemic racism and discrimination and oppression.

The Chair asks what are the costs associated with hiring a facilitator to undertake this work.

G. Jones responds that she does not know what the costs will be and adds that when the RFP is sent out, that the proponents potentially put certain dollar values with certain functions. She adds that \$200,000 in the Mayor's budget is available for this initiative.

S. Evans remarks that "listening to the voices of the members of the community" has been targeted and adds that G. Jones has identified those key players. She states moving forward, we want to ensure that the right areas are being targeted.

### **5.3 Potential Outdoor Event that includes Community**

The Chair suggests that an outdoor event be held in early Spring 2022. An invitation will be extended to the various communities which will also provide awareness of the Diversity Committee. He suggests a theme for the event be developed along with a location (city park) and a potential date for the event.

S. John suggests that some sort of a Town Hall could be held in anticipation of the Consultant's report on Anti-Racism perhaps at one of the city's facilities.

The Chair asks if this would be held via Zoom video conference.

G. Jones responds there may be some restrictions regarding the use of city facilities due to the pandemic at this time. She adds that if this is done virtually, she recommends that it be done in a variety of different ways, i.e. smaller focus groups.

The Chair responds that if this event is well planned, they could likely do both - a town hall along with small focus groups. It is important that the Committee connect with the community that we represent.

G. Jones proposes holding an event (Meet and Greet) outside under a pavilion to avoid possible restrictions within a city facility.

K. Gautam suggests that by limiting the number of people in attendance, this will allow for great discussion and a better result.

Moved by S. Evans, seconded by S. John,  
That **APPROVAL BE GIVEN** to an expenditure in the upset amount of \$2,000 for costs associated with the spring/summer outdoor event for the community.  
Carried.

#### 5.4 Confirm and Ratify E-mail Poll

Moved by S. Evans, seconded by K. Gautam,  
That the following motion **BE CONFIRMED AND RATIFIED**:

That Sungee John be nominated as the representative from the Diversity Committee to sit on the Evaluation Team for the Request for a Proposal for a Facilitator.  
Carried.

#### 6. Other Business

S. John expresses concern that the Diversity Officer, Windsor Police Services has been absent from meetings. She requests that Windsor Police provide data on their hiring practices in terms of representation of the diverse population in the City of Windsor.

**Clerk's Note:** In speaking with the Diversity Officer, Windsor Police Service on April 20, 2022, he advised that due to COVID-19, the Community Services Branch was closed and he did not return to his position as Diversity Officer until April 11, 2022.

Moved by S. John, seconded by S. Evans,  
That the Diversity Officer, Windsor Police Services **BE REQUESTED** to attend the next meeting of the Diversity Committee to provide an update of the hiring practices of Windsor Police Services as it relates to diversity.  
Carried.

G. Jones reports that a 21 day Equity challenge for City of Windsor Management and Human Resources will be rolled out which will include videos relating to implicit bias, systemic racism, white privilege, micro-aggressions, intersectionality and various topics related to addressing discrimination.

**7. Date of Next Meeting**

The next meeting will be held at the call of the Chair.

**8. Adjournment**

There being no further business, the meeting is adjourned at 11:04 o'clock a.m.

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**CHAIR**

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**COMMITTEE COORDINATOR**





**Committee Matters: SCM 197/2022**

**Subject: Minutes of the Meeting of the Board of Directors, Willistead Manor Inc., held February 10, 2022**

Moved by: Councillor Gignac

Seconded by: Councillor Morrison

Decision Number: **CSPS 184**

THAT the minutes of the Meeting of the Board of Directors, Willistead Manor Inc., of its meeting held February 10, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 163/2022

Clerk's File: MB2022

**Clerk's Note:**

1. Please refer to Item 7.3. from the Community Services Standing Committee Meeting held July 6, 2022.
2. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7343>



## **Committee Matters: SCM 163/2022**

**Subject: Minutes of the Meeting of the Board of Directors, Willistead Manor Inc.,  
held February 10, 2022**

SG  
February 10, 2022

A meeting of the **Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. via Zoom, there being present the following members:

D. Sanborn – Chair  
A. Abu-Zahra  
J. Evans  
C. Gaudette  
R. Gauthier  
A. Jahns  
R. Jasey  
D. Langstone  
K. Renaud

***Regrets from Board Members:***

MJ. Dettinger  
C. Dettinger  
C. Holt

***Also in attendance are the following resource personnel:***

M. Staadegaard, Manager, Culture & Events  
D. Seguin, Deputy Treasurer – Financial Accounting  
T. Graziano, Senior Manager, Facilities  
C. Menard, Cultural Development and Willistead Manor Coordinator  
S. Gebauer, Council Assistant & Executive Secretary to the  
Board of Directors, Willistead Manor Inc.

**1. CALL TO ORDER**

The Chairperson calls the meeting to order at 4:00 o'clock p.m. and the Board considers the Agenda being Schedule "A" **attached** hereto, matters, which are dealt with as follows:

**2. ADOPTION OF THE MINUTES**

Moved by J. Evans, seconded by R. Jasey,  
That the minutes of the Board of Directors, Willistead Manor Inc. meeting held January 13, 2022 **BE ADOPTED** as presented:

Carried.

### **3. BUSINESS ARISING FROM THE MINUTES**

M. Staaedegaard, Manager, Culture & Events, provides an update relating to the agreement with HCA Mindbox for the Coach House Historical Exhibit and indicates that a more concrete timeline may be provided at the next meeting of the Board.

C. Menard, Cultural Development and Willistead Manor Coordinator indicates that some preliminary work, including the removal of the sink and cupboard in Studio A, in the Coach House, will be undertaken in order to increase the space available for the Exhibit.

### **5. CHAIRPERSON'S REPORT**

None.

### **6. REPORTS**

#### **6.1 Management**

M. Staaedegaard Introduces Jen Knights, the new Executive Director of Recreation and Culture, who expresses her enthusiasm about the upcoming projects at Willistead Manor.

T. Graziano, Senior Manager, Facilities provides an update regarding the drainage work to be undertaken at the Manor and indicates that there have been unexpected delays however, it is anticipated that the work will be completed by the fall of 2022 and will not affect the wedding season in any way. T. Graziano also informs the Board members that the cooling system replacement project is in the design phase and will be put out to tender before the summer.

C. Menard informs the Board members that Vincent Georgie, Acting Associate Vice-President, External, at the University of Windsor is still interested in partnering with the Board of Directors for a private screening of the Willistead Manor Documentary, produced by Suede Productions, in the Performance Hall at the Armouries at the University of Windsor's School of Creative Arts (SoCA), and proposes a date of February 24, 2022 at 5:30pm.

#### **6.2 Treasurer**

D. Seguin, Deputy Treasurer-Financial Accounting, provides the current account balances as follows:

- Operating Account -- \$21,600.
- Savings Account -- \$8,896.

## **7. COMMITTEES**

### **7.1 Fundraising**

None.

### **7.2 Community Relations and Promotion**

None.

### **7.3 Acquisitions**

R. Gauthier inform the Board members that he will be meeting with Chris Renaud, from HCA Mindbox, and his team on-site to discuss the exhibit and will also arrange a meeting with Chris Renaud and A. Jahns to discuss material that may be included as part of the display.

C. Gaudette informs the Board members that she has met with the florist regarding the replacement of the silk arrangements in the Manor and that two arrangements have already been completed.

### **7.4 Friends of Willistead**

K. Renaud informs the Board members that Ms. Alice Shwery, a longtime member of the Friends of Willistead has passed away.

### **7.5 Education**

R. Jasey indicates that with the possibility of restrictions being lifted in the near future, he hopes to be able to reach out to the school boards with regards to field trips to suggest visits to Willistead Manor and the Historical Exhibit.

### **7.6 Historical**

A. Jahns informs the Board members that he is in possession of a photo album that dates back to the 1890s and has been assembling photographs that can be used for the Coach House exhibit.

### **7.7 Event Planning Committee**

None.

## **8. NEW BUSINESS**

C. Menard informs the Board members that Poetry at the Manor has always been a very important part of the City of Windsor's Poet Laureate and Storytellers Program and that in 2022, in celebration of the 10<sup>th</sup> anniversary of Poetry at the Manor, a collection of poems from all 45 Poets Laureate, who visited Willistead Manor and including photographs of the Manor, will be published and will be available for sale online and in Bookstores.

## **9. DATE OF NEXT MEETING**

The next regular meeting of the Board of Directors, Willistead Manor Inc., will be held Thursday, March 10, 2022 at 4:00 o'clock pm.

## **10. ADJOURNMENT**

There being no further business, the meeting is adjourned at 4:43 o'clock p.m.

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CHAIRPERSON

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EXECUTIVE SECRETARY



**Committee Matters: SCM 198/2022**

**Subject: Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held April 14, 2022**

Moved by: Councillor Gignac

Seconded by: Councillor Morrison

Decision Number: **CSPS 185**

THAT the minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., of its meeting held April 14, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 164/2022

Clerk's File: MB2022

**Clerk's Note:**

1. Please refer to Item 7.4. from the Community Services Standing Committee Meeting held July 6, 2022.
2. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7343>





## **Committee Matters: SCM 164/2022**

**Subject: Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held April 14, 2022**

A meeting of the **Executive Committee Board of Directors, Willistead Manor Inc.** is held this day commencing at 3:30 o'clock p.m. via Zoom, there being present the following members:

D. Sanborn, Chair  
C. Gaudette  
R. Gauthier

***Also in attendance are the following Resource Personnel:***

M. Staadegaard, Manager, Culture & Events  
J. Chacko, Executive Director, Parks & Facilities  
D. Seguin, Deputy Treasurer – Financial Accounting,  
C. Menard, Cultural Development and Willistead Manor Coordinator  
A. Ciacelli, Supervisor, Council Services/Deputy City Clerk

**1. CALL TO ORDER**

The Chairperson calls the meeting to order at 3:31 o'clock p.m. and the Executive Committee considers the Agenda being Schedule "A" ***attached*** hereto, matters, which are dealt with as follows:

**2. ADOPTION OF THE MINUTES**

Moved by C. Gaudette, seconded by R. Gauthier,  
That the minutes of the Executive Committee Board of Directors  
Willistead Manor Inc. meeting held March 10, 2022 **BE ADOPTED** as presented.

Carried.

**3. BUSINESS ARISING FROM THE MINUTES**

M. Staadegaard, Manager, Culture & Events, informs the Committee members they have met with Health and Safety and other partners regarding the reopening of the Manor and it has been confirmed that the Manor will be reopen in time for the Annual General Meeting, should the Board members agree to an in person meeting.

R. Gauthier indicates that he and Colleen will be meeting with Chris Renaud from HCA Mindbox next week, at which time they will approve the concept. R. Gauthier informs that it will take six weeks to produce the graphics and that everything should be installed by the end of June, including the cabinetry in the foyer.

C. Gaudette indicates that the completion of the exhibit should coincide with the unveiling of the Hiram Walker statue.

The Committee members discuss the donor wall that will eventually be installed in the foyer.

#### **4. REPORTS**

##### **4.1 Chairperson**

None.

##### **4.2 Administration**

M. Staadegaard, Manager, Culture & Events, informs the Committee members that Willistead Manor will be opening at the end of April and that many bookings have been confirmed throughout the year.

C. Menard, Cultural Development and Willistead Manor Coordinator informs the Committee members that they have been conducting staffing interviews because they lost some of their staff. In addition, C. Menard indicates that he will be meeting with Kathie Renaud to discuss the Holiday Season.

##### **4.3 Treasurer**

D. Seguin, Deputy Treasurer – Financial Accounting, informs the Committee members that the \$10,000. Annual transfer into the Willistead Furnishings Trust Account has been completed.

#### **5. NEW BUSINESS**

None.

#### **6. DATE OF NEXT MEETING**

The next meeting of the Executive Committee Board of Directors, Willistead Manor Inc. will be held on Thursday, May 12, 2022 at 3:30 o'clock pm. An email

poll will be conducted next week to determine whether the meeting will be held in person or via Zoom.

## **7. ADJOURNMENT**

There being no further business, the meeting is adjourned at 3:48 o'clock p.m.

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CHAIRPERSON

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EXECUTIVE SECRETARY

SG  
April 14, 2022

A meeting of the **Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. via Zoom, there being present the following members:

D. Sanborn – Chair  
A. Abu-Zahra  
C. Gaudette  
R. Gauthier  
A. Jahns  
R. Jasey  
K. Renaud

***Regrets from Board Members:***

MJ. Dettinger  
C. Dettinger  
J. Evans  
C. Holt  
D. Langstone

***Also in attendance are the following resource personnel:***

M. Staadegaard, Manager, Culture & Events  
D. Seguin, Deputy Treasurer – Financial Accounting  
J. Chacko, Senior Manager Parks  
C. Menard, Cultural Development and Willistead Manor Coordinator  
A. Ciacelli, Supervisor, Council Services/Deputy City Clerk

**1. CALL TO ORDER**

The Chairperson calls the meeting to order at 4:02 o'clock p.m. and the Board considers the Agenda being Schedule "A" ***attached*** hereto, matters, which are dealt with as follows:

**2. ADOPTION OF THE MINUTES**

Moved by R. Gauthier, seconded by C. Gaudette,  
That the minutes of the Board of Directors, Willistead Manor Inc. meeting held March 10, 2022 **BE ADOPTED** as presented:

Carried.

### **3. BUSINESS ARISING FROM THE MINUTES**

D. Sanborn refers to a motion made at the March 10, 2022 meeting regarding holding the Annual General Meeting in person and indicates that an email poll will be conducted by S. Gebauer next week to determine whether the members feel comfortable doing so, given the rising Covid-19 cases.

A. Abu-Zahra suggests ordering heat and serve meals from Thyme To-Go, Willistead Manor's caterer, which members can enjoy during a virtual meeting.

### **4. CHAIRPERSON'S REPORT**

None.

### **5. REPORTS**

#### **5.1 Management**

M. Staadegaard, Manager, Culture & Events, informs the Board members that they will be opening the Manor for bookings beginning at the end of April. M. Staadegaard indicates that they have met with the Human Resources Health and Safety representatives, have spoken to their partners in the Facilities Department and are currently in the process of conducting interviews for the Guide positions. M. Staadegaard states that they are very excited to be open for the first time in two years and look forward to seeing people in the space.

#### **5.2 Treasurer**

D. Seguin, Deputy Treasurer – Financial Accounting, informs the Board members that the \$10,000. Annual transfer into the Willistead Furnishings Trust Account has been completed and that the account balance is approximately \$20,000.

D. Seguin provides the current account balances as follows:

- Operating Account -- \$26,000.
- Savings Account -- \$10,000.
- Willistead Manor Capital Restoration Reserve Fund -- \$311,000.

D. Seguin explains that \$8,800. from the savings account will be transferred to the Willistead Restoration Improvement Fund after we have had the Annual General Meeting.

## **6. COMMITTEES**

### **6.1 Fundraising**

None.

### **6.2 Community Relations and Promotion**

None.

### **6.3 Acquisitions**

R. Gauthier indicates that he has been in regular contact with Chris Renaud of HCA Mindbox and that he and Colleen will be meeting with him next week, at the Coach House, at which time they will go over some of the timelines for the exhibit. R. Gauthier informs that it will take six weeks to produce the graphics, which should be installed by the end of June. He indicates that most of the work on the exhibit will be ready however, additional items such as the donor wall will not be complete.

### **6.4 Friends of Willistead**

K. Renaud indicates that they have reached out to every member of the Friends of Willistead and have unfortunately lost some. There will however be approximately 15 members available for the Art in the Park event in June.

C. Menard, Cultural Development and Willistead Manor Coordinator, informs that he had a meeting with Julie from Thyme To-Go concerning Art in the Park and that Julie will be sending some suggestions of how Thyme To-Go can partner with Friends of Willistead to offer some sort of outdoor food and beverage option and gathering space. C. Menard indicates that once he has some information, he will approach Rotary, the organizer of Art in the Park.

K. Renaud indicates that the Friends of Willistead are looking forward to the opening of the historical exhibit and would like to plan an outdoor picnic on July 1<sup>st</sup> or 2<sup>nd</sup> so that the Friends will have an opportunity to gather and visit the exhibit.

C. Menard indicates that he will be meeting with Kathie at the beginning of May to discuss Holiday decorating, Holiday tours and the Friends of Willistead's involvement in these events.

### **6.5 Education**

None.



## **6.6 Historical**

A. Jahns indicates that he has met with Chris Renaud from HCA Mindbox to show him the materials that has in his possession but indicates that most of the material that he had has been passed on to Suede Productions.

## **6.7 Event Planning Committee**

None.

## **8. NEW BUSINESS**

R. Jasey informs the Board members that he is currently responsible for the High Skills Major Program for Business through the Greater Essex County District School Board and refers to a program that he believes would be well suited for Willistead Manor. R. Jasey explains that as part of this program, students collaborate with local businesses and are tasked with solving a specific problem. In this case, students can be invited to Willistead Manor, from across the Public Board and can be provided a tour of the Manor and given some problems to solve. For example, they could be asked to determine how to get more volunteers involved at the Manor or how to attract more youth to the Manor. The students would then be asked to present their findings and solutions. All expenses would be covered by the School Board and could be scheduled for both the Fall 2022 semester as well as the Winter 2023 semester.

M. Staadegaard feels that this is a great program and a great opportunity for students. M. Staadegaard indicates that she and C. Menard will discuss the matter further to see if and how they could accommodate.

## **9. DATE OF NEXT MEETING**

The Annual General meeting of the Board of Directors, Willistead Manor Inc. will be held Thursday May 12, 2022 at 4:00 o'clock pm.

## **10. ADJOURNMENT**

There being no further business, the meeting is adjourned at 4:20 o'clock p.m.

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CHAIRPERSON



**Committee Matters: SCM 199/2022**

**Subject: Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held May 12, 2022**

Moved by: Councillor Gignac

Seconded by: Councillor Morrison

Decision Number: **CSPS 186**

THAT the minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., of its meeting held May 12, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 165/2022

Clerk's File: MB2022

**Clerk's Note:**

1. Please refer to Item 7.5. from the Community Services Standing Committee Meeting held July 6, 2022.
2. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7343>



## **Committee Matters: SCM 165/2022**

**Subject: Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held May 12, 2022**

A meeting of the **Executive Committee Board of Directors, Willistead Manor Inc.** is held this day commencing at 3:30 o'clock p.m. via Zoom, there being present the following members:

D. Sanborn, Chair  
C. Gaudette  
R. Gauthier

***Also in attendance are the following Resource Personnel:***

M. Staadegaard, Manager, Culture & Events  
A. Busa, Manager, Facilities Operations  
D. Seguin, Deputy Treasurer – Financial Accounting,  
C. Menard, Cultural Development and Willistead Manor Coordinator  
S. Gebauer, Council Assistant & Executive Secretary to the Board  
of Directors, Willistead Manor Inc.

**1. CALL TO ORDER**

The Chairperson calls the meeting to order at 3:32 o'clock p.m. and the Executive Committee considers the Agenda being Schedule "A" ***attached*** hereto, matters, which are dealt with as follows:

**2. ADOPTION OF THE MINUTES**

Moved by C. Gaudette, seconded by R. Gauthier,  
That the minutes of the Executive Committee Board of Directors  
Willistead Manor Inc. meeting held April 14, 2022 **BE ADOPTED** as presented.

Carried.

**3. BUSINESS ARISING FROM THE MINUTES**

None

## **4. REPORTS**

### **4.1 Chairperson**

None.

### **4.2 Administration**

A. Busa, Manager, Facility Operations, appears before the Executive Committee members to inform them about sidewalk reconstruction work that will be undertaken on the west side of the property, along Chilver Road, next to the Coach House. A. Busa explains that some of the brick pavers on the existing sidewalk have sunk while others are missing, causing a safety hazard that must be addressed. He indicates that the City of Windsor no longer allows brick pavers on the City right of way therefore the sidewalk will be replaced with concrete.

A. Busa asks the Committee members if they would like to consider replacing the brick pavers on the horseshoe shaped driveway and walkway to the Coach House with concrete to match the public right of way. He indicates that there are many coloured concrete patterns that can be considered, if replacing the current surface is an option. A. Busa informs the Committee members that the brick pavers are in good condition however, he is interested in the Committee members' thoughts on the matter.

R. Gauthier asks whether the concrete paving stones that have been selected for the Paul Martin Garden and the courtyard at the Manor could be considered in this area. R. Gauthier states that the Coach House is as special as the Manor and that retaining the historic feel is very important. A. Busa indicates that using the same product that is being used at the Manor is certainly an option.

R. Gauthier suggests that the Horseshoe shaped driveway and walkway remain as is for now and that the replacement of the brick pavers be considered when the work in the Courtyard is undertaken so that the same product can be used to replace the brick pavers.

A. Busa informs the Committee members that the work on the right of way will begin soon and that the transition between the concrete and the brick pavers will be seamless. He indicates that the sidewalk should be completed before Art in the Park however, if there are any delays they will wait until after the event.

M. Staadegaard, Manager, Culture & Events, informs the Committee members that the Manor is open and that the first booking on the second floor will take place this weekend. She also adds that work has begun to connect the two sections of the pathway near the driveway gates and that it will be completed prior to Art in the Park, which takes place on June 4<sup>th</sup> and 5<sup>th</sup>.

M. Staadegaard provides an update regarding the new playground that will be installed at Willistead Park, indicating that the structure will be fully accessible and incorporates features very specific to Willistead Manor.

C. Menard, Cultural Development and Willistead Manor Coordinator, informs the Committee members that he has met with Kathie Renaud of Friends of Willistead and that they have confirmed that the tours of the Manor will resume. The tours include: Educational Tours for Académie Ste. Cécile, the July Summer Tours on Wednesdays and Sundays, the Holiday Tours on Wednesdays and Sundays in December and tours of the Manor during Art in the Park between 1:00pm and 4:00pm, where FOW will be on-site.

C. Menard informs that a Request for Proposals has gone out for catering services at Willistead Manor since the current contract period is almost over and indicates that the current caterer, Thyme To-Go, will have the opportunity to submit a proposal. The next caterer will be in place in July.

A discussion ensues regarding the events being planned surrounding the unveiling of the Hiram Walker Statue in July. The unveiling will coincide with the opening of the historical exhibit in the Coach House and could also include tours of the Manor as well as a ticketed fundraising event.

#### **4.3 Treasurer**

D. Seguin, Deputy Treasurer – Financial Accounting, will provide an overview of the 2021 Financial Reports and Statements contained in the Annual Report, as well as current account balances, at the regular meeting.

### **5. NEW BUSINESS**

D. Sanborn asks the Committee members to consider a nominee for the position of Vice Chair, which is currently vacant.

The Committee members discuss the need for additional Board members as well as the recruitment process.

### **6. DATE OF NEXT MEETING**

The next meeting of the Executive Committee Board of Directors, Willistead Manor Inc. will be held on Thursday, June 9, 2022 at 4:00 o'clock p.m.

## 7. ADJOURNMENT

There being no further business, the meeting is adjourned at 4:10 o'clock p.m.

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CHAIRPERSON

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EXECUTIVE SECRETARY



SG  
May 12, 2022

A meeting of the **Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. via Zoom, there being present the following members:

D. Sanborn – Chair  
A. Abu-Zahra  
J. Evans  
C. Gaudette  
R. Gauthier  
R. Jasey  
D. Langstone  
K. Renaud

***Regrets from Board Members:***

MJ. Dettinger  
C. Dettinger  
C. Holt  
A. Jahns

***Also in attendance are the following resource personnel:***

M. Staaedegaard, Manager, Culture & Events  
D. Seguin, Deputy Treasurer – Financial Accounting  
C. Menard, Cultural Development and Willistead Manor Coordinator  
S. Gebauer, Council Assistant & Executive Secretary to the Board  
of Directors, Willistead Manor Inc.

**1. CALL TO ORDER**

The Chairperson calls the meeting to order at 4:18 o'clock p.m. and the Board considers the Agenda being Schedule "A" **attached** hereto, matters, which are dealt with as follows:

**2. ADOPTION OF THE MINUTES**

Moved by C. Gaudette, seconded by R. Gauthier,  
That the minutes of the Board of Directors, Willistead Manor Inc. meeting held April 14, 2022 **BE ADOPTED** as presented:

Carried.

### **3. BUSINESS ARISING FROM THE MINUTES**

R. Gauthier informs the Board members that he has met with Chris Renaud of HCA Mindbox, who indicated that the graphics for the exhibit will be in production soon and will be installed before July 2, 2022. R. Gauthier confirms that a space will be left on the wall for the monitor that will eventually be mounted.

C. Menard, Cultural Development and Willistead Manor Coordinator, indicates that a few years ago, flat screen monitors were added in all of the community centres and states that he will explore the possibility of acquiring a monitor and having it installed by July 2, 2022.

### **4. CHAIRPERSON'S REPORT**

D. Sanborn comments about the vacancies on the Board and a conversation ensues regarding the strategic planning session and report that was prepared by Foresight Management Consulting.

### **5. REPORTS**

#### **5.1 Management**

M. Staadegaard, Manager, Culture & Events, provides the following updates:

- The Manor is open and the first booking on the second floor will take place this weekend.
- Art in the Park is scheduled for June 4<sup>th</sup> and 5<sup>th</sup>.
- Work is currently underway to connect the two sections of the pathway near the driveway gates and will be completed prior to Art in the Park.
- Installation of the new accessible playground will begin in late summer or early fall and the old play structure will remain until the work is complete.

D. Langstone informs the Board members that he will forward to them, by email, a promotional video that was created for the Art in the Park event and asks that each member feel free to share it.

M. Staadegaard advises that Board members that Adrian Busa, Manager, Facility Operations, attended the meeting of the Executive Committee to inform them that sidewalk reconstruction work will be undertaken on the west side of the property, along Chilver Road, next to the Coach House. Because some of the brick pavers on the existing sidewalk have sunk and others are missing, causing a safety hazard, the sidewalk will be replaced with concrete. The Brickwork on the private property will remain untouched at this time.

C. Menard, Cultural Development and Willistead Manor Coordinator, informs the

Board members that he has met with Kathie Renaud of Friends of Willistead and that they have confirmed that the tours of the Manor will resume. The tours include Educational Tours for Académie Ste. Cécile, the July Summer Tours on Wednesdays and Sundays, the Holiday Tours on Wednesdays and Sundays in December and tours of the Manor during Art in the Park between 1:00pm and 4:00pm, where FOW will be on-site.

In addition to the tours, C. Menard informs that other events are currently being planned at the Manor, including the opening of the historical exhibit in the Coach House that will coincide with the unveiling of the Hiram Walker Statue, Poetry at the Manor, the Harvest Dinner and Breakfast with Santa.

C. Menard informs that a Request for Proposals has gone out for catering services at Willistead Manor since the current contract period is almost over and indicates that the current caterer, Thyme To-Go, will have the opportunity to submit a proposal. The next caterer will be in place in July.

## 5.2 Treasurer

D. Seguin, Deputy Treasurer – Financial Accounting, provides the current account balances as follows:

- Operating Account -- \$26,000.
- Savings Account -- \$10,000.

D. Seguin provides an overview of the Annual Report Financial Documents.

D. Langstone inquires about investing in the WindsorEssex Community Foundation. D. Seguin indicates that he will investigate further but explains that municipalities are restricted on the types of investments and refers to regulations set out in the *Municipal Act, 2001*.

Moved by J. Evans, seconded by R. Jasey,  
That the Annual Report and Financial Statements on the affairs and operations of Willistead Manor Inc. for the year 2021, attached as *Appendix A*, **BE ACCEPTED** as presented.

Carried.

Moved by R. Jasey, seconded by J. Evans,  
That upon acceptance of the Willistead Manor Inc. 2021 Annual Report by City Council, copies **BE FORWARDED** to a list of appropriate parties as approved by the Willistead Board.

Carried.

Moved by D. Langstone, seconded by C. Gaudette,  
That in accordance with Sections 6 (c) of *the City of Windsor Act, 1981*, an amount of \$ 8,794. **BE PAID OVER** to the City of Windsor Willistead Capital Restoration Reserve Fund.

Carried.

## 6. COMMITTEES

### 6.1 Fundraising

None.

### 6.2 Community Relations and Promotion

None.

### 6.3 Acquisitions

R. Gauthier informs that he has received an email from Susan Prust, a descendant of Hiram Walker's from Michigan, concerning an oil painting and other items that she will be donating.

C. Gaudette proposes that all of the descendants of the Walker Family be invited to the July events, which include the unveiling of the Hiram Walker Statue and the opening of the historical exhibit.

R. Gauthier informs the Board members that the Chandelier for Mrs. Walker's Dressing Room has been picked up from Michigan. He further informs that a person anonymously dropped off a painting at the Manor. At this time, it is not known whom the portrait is of.

### 6.4 Friends of Willistead (FOW)

K. Renaud indicates that the first tour for Académie Ste. Cécile will take place on Wednesday, May 25<sup>th</sup> and will include 20 students. Six members of the FOW will be available to attend.

K. Renaud also informs that fifteen members of the FOW will be available to take on positions at the Manor during Art in the Park. FOW will occupy the same spot outside of the gates and will be selling books and possibly some photographs. C. Menard will be meeting with Julie from Thyme To-Go to discuss food and beverage options.

K. Renaud indicates that FOW members will be available to assist during the summer tours and are looking forward to the opening of the historical exhibit in the Coach House. K. Renaud informs that FOW would like to support the purchase of the TV monitor that will be installed in the Coach House.

## **6.5 Education**

None.

## **6.6 Historical**

## **6.7 Event Planning Committee**

None.

## **8. NEW BUSINESS**

Because the Manor is now open, the Board members agree that the next meeting of the Board of Directors will take place in person at Willistead Manor.

Further, the Board members decide that the Annual Dinner, which normally takes place immediately following the Annual General Meeting, will be scheduled immediately following the September 8<sup>th</sup>, 2022 meeting of the Board of Directors.

## **9. DATE OF NEXT MEETING**

The next meeting of the Board of Directors, Willistead Manor Inc. will be held Thursday June 9, 2022 at 4:30 o'clock pm.

## **10. ADJOURNMENT**

There being no further business, the meeting is adjourned at 5:39 o'clock p.m.

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CHAIRPERSON

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EXECUTIVE SECRETARY



**Committee Matters: SCM 200/2022**

**Subject: Report No. 115 of the Board of Directors, Willistead Manor Inc. (2021 Annual Report)**

Moved by: Councillor Morrison  
Seconded by: Councillor Gignac

Decision Number: **CSPS 187**

THAT Report No. 115 of the Board of Directors, Willistead Manor Inc., of its meeting held May 12, 2022 indicating:

That the Annual Report and Financial Statements on the affairs and operations of Willistead Manor Inc. for the year 2021, attached as Appendix A, **BE ACCEPTED** as presented; and,

That upon acceptance of the Willistead Manor Inc. 2021 Annual Report by City Council, copies **BE FORWARDED** to a list of appropriate parties as approved by the Willistead Board; and,

That in accordance with Sections 6 (c) of the *City of Windsor Act, 1981*, an amount of \$8,794. BE PAID OVER to the City of Windsor Willistead Capital Restoration Reserve Fund **BE APPROVED**.

Carried.

Report Number: SCM 166/2022  
Clerk's File: MB2022

**Clerk's Note:**

1. The recommendation of the Advisory Committee and Standing Committee are the same.
2. Please refer to Item 7.6. from the Community Services Standing Committee Meeting held July 6, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7343>



## **Committee Matters: SCM 166/2022**

**Subject: Report No. 115 of the Board of Directors, Willistead Manor Inc. (2021 Annual Report)**



**REPORT NO. 115**  
of the  
**BOARD OF DIRECTORS,**  
**WILLISTEAD MANOR INC.**  
of its meeting held May 12, 2022

---

**Present:** D. Sanborn -- Chair  
A. Abu-Zahra  
J. Evans  
C. Gaudette  
R. Gauthier  
R. Jasey  
D. Langstone  
K. Renaud

Your Board submits the following recommendations:

Moved by J. Evans, seconded by R. Jasey,  
That the Annual Report and Financial Statements on the affairs and  
operations of Willistead Manor Inc. for the year 2021, attached as *Appendix A*, **BE  
ACCEPTED** as presented.

Carried.

Moved by R. Jasey, seconded by J. Evans,  
That upon acceptance of the Willistead Manor Inc. 2021 Annual Report by  
City Council, copies **BE FORWARDED** to a list of appropriate parties as approved by  
the Willistead Board.

Carried.

Moved by D. Langstone, seconded by C. Gaudette,  
That in accordance with Sections 6 (c) of *the City of Windsor Act, 1981*, an  
amount of \$ 8,794. **BE PAID OVER** to the City of Windsor Willistead Capital Restoration  
Reserve Fund.

Carried.

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**Chair**

---

**Executive Secretary**

**NOTIFY:**

Name	Address	City/Prov/Pstcd	Telephone	FAX
Board of Directors Willistead Manor Inc.				

# *Willistead Manor Inc.*



*Photograph courtesy of Marty Gervais*

## *Annual Report*

# *2021*

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# THE CITY OF WINDSOR

OFFICE OF THE MAYOR

DREW DILKENS, DBA  
MAYOR

**"The heritage of the past is the seed  
that brings forth the harvest of the future." | Wendell Phillips**

Willistead Manor will always be one of the most important buildings in our community. It was very difficult for the City and for the Willistead Manor Inc. Board of Directors to see the iconic home remain closed for 2021. However difficult, it was the correct, responsible, and necessary decision to protect our community health and well-being as the pandemic continued. It was also necessary to protect the manor itself. The pandemic increased the need for enhanced cleaning at all City facilities. Due to the historic nature of the manor, we were unable to provide the level of enhanced cleaning required without causing damage to the woodwork and furnishings. This did not stop weddings from taking place in the Paul Martin Gardens once they were safe to host once again. It also did not stop us from working hard on major Willistead Manor projects.

For the City of Windsor, a key highlight of 2021 was the winter press conference to announce significant investments in heritage preservation at Willistead Manor through the 2022 City Budget. I was proud to highlight important recent restoration work, as well as upcoming investments. Our long-term capital plan looks to invest about \$1.7-billion in public infrastructure renewal to raise the quality of life of residents over the next decade. This includes about \$170-million for Parks, Recreation and Culture, and Facilities, as City Council keeps its focus on delivering results and increasing quality of life. Council's investment into heritage preservation for Willistead Manor totals \$7.2-million between 2017 and 2032. We are investing about \$1.6-million towards the heritage facility's Capital Rehabilitation program in 2022 alone.

At that announcement, I highlighted upcoming 2022 projects including foundation waterproofing, resurfacing of the terrace in the Paul Martin Gardens, and restoration of capstone and grate work. We are replacing the cooling system, and taking care of interior and exterior painting. Over the next ten years, major infrastructure projects in the works include restoration of the perimeter fence, main entrance refurbishment and repaving, repaving the parking lot, and restoration of the basement and associated infrastructure. This work is about continuing to invest to keep the manor house, the surrounding buildings, and the park site vibrant, thriving, and brimming with heritage, culture, and art all year long.

While the City's Facilities department focused on some of these projects in 2021, the Willistead Manor Inc. Board of Directors, the Friends of Willistead, and City Culture staff worked on moving key projects forward so they would be ready when we were finally able to re-open the doors of the manor. For a few years now, the Board has worked closely with the City and Suede Productions on the research, filming, production, and editing phase of a Willistead Manor



documentary. The film, *Walkerville's Willistead Manor: The Home That Shaped a Community*, was completed in 2021, and will be released in 2022. It tells the story of the Walker Family, the formation of Walkerville, and the construction and history of Willistead Manor. It also details the search for the famed portrait of Edward that hangs in the Great Hall. Meanwhile, work got underway on the research, design, and development of a permanent mini-exhibition on the Walker Family for display in the Coach House. Set to be unveiled in July 2022, alongside the unveiling of the Hiram Walker Commemorative Statue, the exhibition will become part of future tours and educational programming on site. The ongoing restoration and preservation of Willistead Manor is a key part of the vision for Windsor's future.

I offer sincere thanks, on behalf of myself, and City Council, to the Board of Directors and the Friends of Willistead for their ongoing commitment to preserving and sharing the story of Willistead. Thanks to the descendants of Hiram Walker, Pam and Tony Morse, for their continued support of the work here, and for helping us maintain the important link between our City and the Walker family. Thanks also to the donors and partners, including Rotary Club of Windsor (1918), who offer funding support to the manor year after year through donations and large-scale efforts like *Art in the Park* – which also returns in 2022. Finally, my thanks to the City staff who work to preserve and program this space year-round.

Windsor's story is tied to the history of Walkerville and of the Walker family, and to the many contributions made during the formation of our community. Willistead Manor is a big part of that history – and truly is the *home that shaped a community*. Thank you for being part of the Manor's successes yesterday, today and tomorrow.

Sincerely,

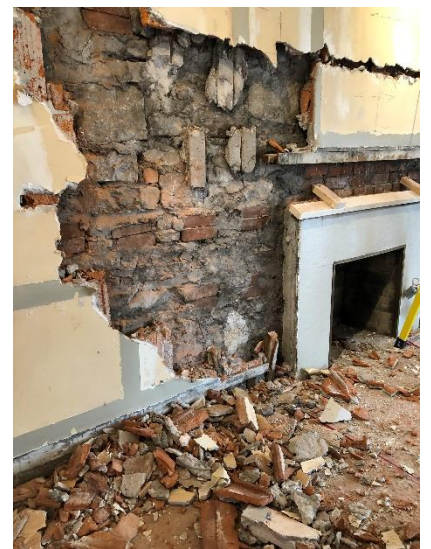
A handwritten signature in dark ink, consisting of a large, stylized 'D' followed by a long, sweeping horizontal line that extends to the right.

Drew Dilkens  
Mayor, City of Windsor

# DELIVERING RESULTS FOR LOCAL HERITAGE PRESERVATION

**\$7.2 million**  
for Willistead Manor  
Restoration  
Between 2017 to 2032

**\$1.6 million**  
to be invested in 2022









# 2021 Annual Report



## The Corporation of the City of Windsor and the Board of Directors Willistead Manor Inc.

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

Prepared by the Council Services Department, May 2022

Photographs courtesy of “City of Windsor Culture Collection” unless otherwise noted

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# **To His Worship the Mayor and Members of Council:**

This is the Willistead Manor Inc. Annual Report to City Council on the affairs and operations of the Corporation for the calendar year 2021.

The Willistead Manor Inc. Board of Directors act in a policy advisory capacity to City Council on the operation of Willistead Manor Inc.; however, the ongoing management of the facility is under the direction of the Office of the Commissioner of Community Services. A full report of the activities in the facility may be obtained from that Service Area.

## **Introduction and Background**

The *City of Windsor Act, 1981* established a Corporation without share capital under the name of Willistead Manor Inc., with the objective to receive, maintain, manage, control and use donations for charitable purposes for the rehabilitation of Willistead Manor Inc. For the purpose of attaining its objective, the Corporation "Willistead Manor Inc." has the power to accept and hold any real or personal property granted, donated, devised, bequeathed or otherwise conveyed to it and to convert any such property into money and further to advise City Council respecting the following:

1. The operation of Willistead Manor Inc.;
2. The development and maintenance of the grounds of "Willistead Park";
3. The promotion and development of Willistead Manor Inc. as a centre for amusement, entertainment and exhibitions;
4. The promotion of meetings, receptions and displays in Willistead Manor;
5. The promotion of educational or cultural activities in Willistead Manor;
6. The promotion of the performing arts, including musical and artistic work, in Willistead Manor.

Pursuant to Section 12 of By-law Number 1 of the Corporation, enacted October 29, 1981, the Board of Directors shall, once annually, hold a meeting at which will be approved for submission to City Council, a review of the affairs and operations of the Corporation for the year immediately preceding and a financial statement which contains a profit and loss statement and a balance sheet for the year. This report is submitted in accordance with By-law Number 1.

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# Directorate

<u>Term Expiring August 17, 2022</u>	<u>Term Expiring August 17, 2023</u>
Andalieb Abu-Zahra James Evans Robert Gauthier Douglas Sanborn	Carl Dettinger Mary Jane Dettinger Colleen Gaudette Art Jahns Robert Jasey David Langstone
Councillor Chris Holt	
Kathleen Renaud, President, Friends of Willistead	

## Officers

In accordance with Section 6 of By-law Number 1, of the Corporation, the Board at its first meeting following City Council's appointment of Directors, elected the following Officers:

### 2021/2022

Chairperson – Douglas Sanborn  
Vice-Chair – Vacant  
Treasurer – Robert Gauthier  
Secretary – Colleen Gaudette  
Past Chairperson – James Evans

Honourary Chairs – Stephen Marshall (Deceased) and Louise Brown

## Committee Structure

The Board functions with an active Committee structure comprising the following sub-committees that report through the Board:

- Acquisitions Committee
- Community Relations & Promotions Committee
- Education Committee
- Event Planning Committee
- Fundraising Committee
- Historical Committee

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# Manor Club



The Manor Club Fundraising program was approved by City Council in 1982, and revised in 1983, as an effective vehicle for persons and corporations to donate money for the continuing restoration and refurbishing of Willistead Manor Inc.

In 2021 the Manor Club received donations totalling \$ 8,769.00.

The following classifications of membership were established:

<b>Charter Life Members:</b>	original members whose donations exceeded \$1,000.00 prior to December 31, 1982
<b>Charter Corporate Members:</b>	original corporations whose donations exceeded \$1,000.00 prior to December 31, 1982
<b>Life Members:</b>	donors who have completed their \$1,000.00 donations since December 31, 1982
<b>Corporate Members:</b>	corporations who have completed their \$1,000.00 donations since December 31, 1982
<b>Sustaining Members:</b>	donors of less than \$1,000.00 whose donations, when they reach \$1,000.00 will make them life members
<b>Sustaining Corporate Members:</b>	corporate donors of less than \$1,000.00 whose donations, when they reach \$1,000.00 will make them corporate members





# *Report of the Board Chair*

The Willistead Manor Inc. Board of Directors is an active participant with the management resources of the City of Windsor's Office of Parks, Recreation, Culture and Facilities, which maintains Willistead's grounds, gardens, buildings and furnishings.

Willistead Manor is the crown jewel of Olde Walkerville offering gracious facilities and grounds for weddings, receptions, meetings and many other special events.

Unfortunately, due to the Covid-19 pandemic, the Manor has been closed since March 2020 but we are hopeful that the scheduled May 2022 opening can be realized. Due to these Covid-19 lockdowns, our financial partners have had to cancel the fundraising activities and donations which have benefitted the Manor for many years.

The annual Rotary Club of Windsor (1918) Art in the Park event scheduled for June 5th and 6th, 2021 was cancelled and we are anxiously anticipating the 2022 event. Donations to Willistead Manor from the Rotary Club (1918) began in 1972 and the Willistead Manor Board of Directors is extremely thankful for their 50 years of continuous support towards upkeeping this historic gem for all to appreciate.

The Friends of Willistead are a vibrant group of approximately sixty volunteers who continue to offer support with docent services and various community events promoting and fund raising for the Manor. We are eternally grateful for all they do and anxiously look forward to when they can bring their energy back to the Manor.

Additionally, the Board is sincerely thankful for the continued support over the years from The Manor Club Patrons, Via Italia Seniors and Community Centre Inc., The Questors Ontario Chapter, The Windsor Essex County Association of Realtors, the Windsor Design Association designers, teachers and students from the St. Clair College Interior Design Program and everyone else who contributes to support the Manor for the continued enjoyment of the residents and visitors to Essex County.

Finally, a special thank-you to the Acquisitions Committee, whose hard work and dedication allows the Manor to maintain the high-level historical quality and community value that Willistead Manor Inc. strives for.

We are excited to announce that a historical exhibit in the Coach House, made possible from the generous Merrinoff family donations and the support of numerous Walker family descendants, is scheduled to open in July 2022. We are all looking forward to once again being able to gather with friends, colleagues and patrons to continue our work promoting the Manor.

As your Chair, I would like to thank the entire Board of Directors for their continued support and tireless effort, working together we can achieve our vision of creating “An interactive world-class cultural site that promotes personal and community experiences connecting the past to the future.”

On behalf of the Board; thank you Mayor Dilkens and City council for your support and ongoing investments honouring the Manor’s history and present-day relevance.

In closing, we also wish to extend thanks to the following people from the City of Windsor for their interest and support:

Ray Mensour – Commissioner, Community Services  
Jen Knights – Executive Director, Recreation & Culture  
James Chacko – Executive Director, Parks & Facilities  
Michelle Staadegaard – Manager, Culture & Events  
Christopher Menard – Cultural Development & Willistead Manor Coordinator  
Kim Manzerolle – Recreation Centre Clerk, Willistead Manor  
Dan Seguin – Deputy Treasurer, Financial Accounting  
Sue Hallett-Zufelt – Financial Analyst, Financial Accounting  
Steve Vlachodimos – City Clerk & Senior Manager, Council Services  
Sandra Gebauer – Council Assistant and Executive Secretary to the Board of  
Directors, Willistead Manor Inc.  
Bonnie Reid – Resident Custodian

Respectfully submitted,

***Douglas Sanborn***

Douglas Sanborn  
Chair, Willistead Manor Inc.





*Photograph Courtesy of Tourism Windsor Essex Pelee Island*



*Photograph Courtesy of Tourism Windsor Essex Pelee Island*





## *Acquisitions Committee*

The Acquisitions Committee met with the Board via Zoom several times throughout 2021 to discuss the challenges of the pandemic as it relates to Willistead Manor. Acquisitions continued to work on initiatives to maintain our mission of preservation of the manor despite these challenges.

Several years ago, the Acquisitions Committee and the Board of Directors contracted Suede Productions to create a documentary to showcase Hiram Walker, his successful business ventures, Willistead Manor and the Walker family legacy. We are delighted to report that the documentary has been completed and we hope to premiere it to the public sometime in 2022.

The Acquisitions Committee and the Board of Directors also contracted HCA Mindbox to help facilitate the historical exhibit in the Coach House. We anticipate its completion in 2022 and look forward to opening it to the public.

In closing, I would like to quote a paragraph from the booklet, *Willistead Manor, A History and A Guide*:

“As the manor is over 100 years old, (completed in 1906), terms such as reconstruct, repair, renew and restore are applied on an on going basis not only to the Manor but to the grounds and attendant buildings as well. This magnificent gift from the Walker family now belongs to the people of Windsor and it is up to us to keep this gem a shining example of public support”.

Respectfully submitted,

*Robert Gauthier*

Robert Gauthier ARIDO IDC  
Executive Member of the Board of Directors, Willistead Manor Inc., Chair of  
Acquisitions





*Photograph Courtesy of Tourism Windsor Essex Pelee Island*



# *Friends of Willistead*

Our group continued to be safe but we were away from the Manor and all our usual activities. We kept in touch through emails and phone calls but the 40-year history of the Friends was put on hold.

In 1980 when the Manor was refurbished and ready to be what it is today, a strong group of advocates (including the Questers) met and made plans to serve and promote the Manor in any way that they could. The Manor became a premier event place but was also to be known as part of the community so tours and educational partnerships were formed and the Friends became a group.

The first open house was to show off the Manor ready for Christmas in December 1981. One of the original tour guides from then remains a member 40 years later. The Manor was enhanced through donations and acquisitions and became a draw to locals and tourists, who always left in awe of what Edward and Mary had created with architect Albert Khan. This is still true today and Christmas at Willistead Manor is an event you cannot miss.

The Friends are a group of 60 members who come from all walks of life and all bring unique skills to the table: seamstress, office employee, teachers, nurses, moms and dads and appreciated volunteers.

We have raised funds for the restoration of the Manor and will continue to do so...our High Teas, Easter and Halloween parties for children, Christmas bazaars, Art in the Park cafe and various endeavors have raised monies that help the 115-year-old house stay safe for future generations to enjoy.

Respectfully Submitted,

*Kathleen Renaud*

Kathleen Renaud, President  
Friends of Willistead.



**WINDSOR'S POET LAUREATE EMERITUS & POET LAUREATE PRESENT**

a virtual edition of  
**poetry**  
 AT THE MANOR  
 - Vol. 9 -

**TUESDAY, OCTOBER 19, 2021 | 7:00 PM**

Watch at Mayor Drew Dilkens' YouTube page, and on Facebook pages for Mayor Drew Dilkens, The City of Windsor, Museum Windsor & Black Moss Press

FEATURED POETS	SPECIAL GUESTS
<b>MARTY GERVAIS</b> WINDSOR Poet Laureate Emeritus	<b>MAYOR DREW DILKENS</b> Introductory and Welcome Remarks
<b>MARY ANN MULHERN</b> WINDSOR Poet Laureate	<b>ALEXEI UNGURENAȘU</b> WINDSOR Youth Poet Laureate
<b>LOUISE BERNICE HALFE</b> CANADIAN Parliamentary Poet Laureate	<b>CRISSI COCHRANE</b> "WHY" Animated Music Video
<b>SKY DANCER</b> OTTAWA Poet Laureate	<b>NADINE DELEURY</b> Cello performance outside Willistead
<b>ALBERT DUMONT</b> OTTAWA Poet Laureate	<b>BOOK SALES</b> Purchase works by our guest poets through links we'll provide.
<b>RANDELL ADJEI</b> ONTARIO Poet Laureate	Additional details at <a href="http://www.citywindsor.ca">www.citywindsor.ca</a>
<b>VICTORIA BUTLER</b> BARRIE Poet Laureate	<b>Telling Our Stories.</b> <b>Sharing Yours.</b>

Supported by the City of Windsor, Black Moss Press, the League of Canadian Poets & Biblioasis





*Photograph Courtesy of Suede Productions*



*Photograph Courtesy of Suede Productions*

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## The House Guest

By Marty Gervais | Windsor's Poet Laureate Emeritus  
*In honour of Ken Saltmarche at Willistead Art Gallery*

I'd like to think the tall thin man  
I met in the upstairs gallery is still there  
a ghost among the wide open rooms  
and imagine him still busy with painters  
and poets and musicians, still finding  
ways to put pictures to words, still  
finding words to paint the stories  
we carry with us

I imagine him moving in the after hours  
feeling his way through the splendid  
darkness of this august place that sits  
amidst Elm and Chestnut  
and Kentucky coffee trees

I'd like to think the tall thin man  
finds a moment each night  
to settle down before an easel and paint  
yet another and another and another  
of this place he calls home

---

## Mary Walker at Willistead

By Mary Ann Mulhern | Windsor's Poet Laureate

It was her home  
This mansion of many rooms  
She planned every detail  
Decorations, furnishing, colours  
Paintings, each piece  
A reflection  
Of her gift for art

Now, all these years later  
Mary Walker is at peace  
Knowing all is well  
With her beloved Willistead  
She rejoices to see the rooms  
Filled with people  
To hear the voices  
Wordsmiths from all across the country

It was her gift to all of us.

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***2021  
Financial Reports  
and Statements***

***Board of Directors  
Willistead Manor Inc.***



**WILLISTEAD MANOR INC.**  
**FINANCIAL REPORT**  
*For the year ending December 31, 2021*

***Manor Club***

*The fiscal year ending December 31, 2021 concluded with Willistead Manor Inc. continuing its “Manor Club” fund raising campaign. Operating on a budget of \$4,500 all of which is dedicated to the Manor Club campaign, various fundraising efforts were undertaken to promote the Willistead Manor Club this year and in the future. A positive operating fund balance from 2020 was included in the 2021 budget, which, combined with normal operating expenses, resulted in a cumulative surplus for 2021 of \$31,145.*

*Twenty eight contributions to the Manor Club were received, amounting to \$8,769. Eleven of the Manor Club contributions exceeded the \$100 annual membership established by the Board of Directors. Since its inception in 1982, contributions to the Manor Club total \$393,224.*

*As the Board is empowered under Section 6 (c) of its governing legislation*

*“to pay over from time to time monies received by the Corporation to the City Treasurer and the City shall use any monies so received only for the purposes of operating, renovating and furnishing Willistead Manor”.*

*We will be presenting a cheque to the City Treasurer in the amount of \$8,794 to be applied toward the continued restoration of Willistead.*

***WILLISTEAD MANOR INC.  
BALANCE SHEET  
As at December 31, 2021***

	<u>2021</u>	<u>2020</u>
<i>Assets:</i>		
<i>Cash in Bank</i>	<u>\$ 39,940</u>	<u>\$ 28,972</u>
<i>Liabilities:</i>		
<i>City Treasurer - Willistead Capital Restoration Fund</i>	8,794	2,535
<i>Equity</i>	<u>31,145</u>	<u>26,437</u>
<i>Total Liabilities &amp; Equity</i>	<u>\$ 39,940</u>	<u>\$ 28,972</u>

*Note: Does not reflect values of fundraising inventory*

**WILLISTEAD MANOR INC.**  
**STATEMENT OF REVENUE, EXPENDITURE AND FUND BALANCE**  
*As at December 31, 2021*  
*with comparative figures for 2020*

	<u>2021</u>	<u>2020</u>
<i>Revenues:</i>		
<i>Manor Club Contributions</i>	8,769	2,427
<i>Fundraising Event</i>	-	-
<i>Bank Interest - Savings</i>	25	109
<i>Total Fundraising Revenue</i>	<u>8,794</u>	<u>2,536</u>
<i>Operating Grant</i>	4,500	4,500
<i>Bank Interest - Operations</i>	<u>209</u>	<u>280</u>
<i>Total Revenues</i>	<u>13,503</u>	<u>7,316</u>
<i>Expenditures:</i>		
<i>Fundraising</i>	-	-
<i>Other</i>	-	104
<i>Transfer to Willistead Capital Restoration Fund</i>	<u>8,794</u>	<u>2,535</u>
<i>Total Expenditures</i>	<u>8,794</u>	<u>2,639</u>
<i>Excess of Revenues over Expenditures</i>	4,709	4,678
<i>Fund Balance, Beginning of Year</i>	<u>26,437</u>	<u>21,760</u>
<i>Fund Balance, End of Year</i>	<u><u>31,145</u></u>	<u><u>26,437</u></u>

**2021**  
**FINANCIAL REPORTS**  
**AND STATEMENTS**



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

***WILLISTEAD MANOR - Furniture and Furnishings Trust Fund***

***WILLISTEAD MANOR - Capital Restoration Reserve Fund***

***WILLISTEAD MANOR – Endowment Fund***



**CORPORATION OF THE CITY OF WINDSOR  
WILLISTEAD MANOR FINANCIAL REPORT  
*For the year ending December 31, 2021***

***Art-in-the-Park***

*Due to Covid-19, Art-in-the-Park co-sponsored by the City of Windsor and the Rotary Club of Windsor (1918) was not held in 2021. This joint effort, which commenced in 1978, has generated \$1,385,281 towards Willistead Restoration projects.*

***Willistead Classic Car Show***

*The Willistead Classic Car Show event was not held in 2021. This show, which began in 1987, has generated a total of \$209,153 toward Willistead restoration projects.*

***Friends of Willistead***

*The Friends of Willistead have generated 'contributions' totalling \$127,506 since their inception in 1982. They have also volunteered countless hours of labour, particularly decorating for Christmas and assisting in furnishings acquisitions.*

***Furniture and Furnishings***

*Furniture and furnishings valued at approximately \$515,705 have been donated to Willistead over the years by many generous members of the community.*

***Willistead Capital Restoration***

*The Willistead Capital Restoration Fund has a balance of \$320,786 as at December 31, 2021 year-end.*

### ***Willistead Endowment Fund***

*In 2012, City Council approved the establishment of the Willistead Manor Endowment Fund. The fund is to be used exclusively, and in perpetuity, for the preservation, restoration, and capital improvement of Willistead Manor, and used for any means needed to achieve this purpose. It is intended that the fund be used for infrastructure projects. The minimum capital amount that must be preserved in the fund at all times is set at 50% of the receipted value of life to date contributions to the fund. As at December 31, 2021 the Willistead Endowment Fund has a fund balance of \$28,683. The minimum capital balance that must be preserved in the fund as at December 31, 2021 is \$13,428.*



**WILLISTEAD FURNISHINGS - TRUST FUND**  
**STATEMENT OF REVENUE, EXPENDITURE AND FUND BALANCE**  
*As at December 31, 2021*  
*with comparative figures for 2020*

	<u>2021</u>	<u>2020</u>
<i>Revenues:</i>		
<i>Interest Income</i>	\$ 64	\$ 58
<i>Transfer from Willistead Restoration Reserve Fund</i>	<u>10,000</u>	<u>-</u>
<i>Total Revenues</i>	10,064	58
<i>Expenditures:</i>		
<i>Furnishings and Upgrades</i>	<u>3,793</u>	<u>5,601</u>
<i>Total Expenditures</i>	<u>3,793</u>	<u>5,601</u>
<i>Excess (Deficiency) of Revenues over Expenditures</i>	6,271	(5,543)
<i>Fund Balance, Beginning of Year</i>	<u>4,211</u>	<u>9,754</u>
<i>Fund Balance, End of Year</i>	<u><u>\$ 10,482</u></u>	<u><u>\$ 4,211</u></u>





**CORPORATION OF THE CITY OF WINDSOR**  
**WILLISTEAD MANOR - CAPITAL RESTORATION RESERVE FUND**  
**STATEMENT OF REVENUE, EXPENDITURE AND FUND BALANCE**  
*As at December 31, 2021*  
*with comparative figures for 2020*

	<u>2021</u>	<u>2020</u>
<i>Revenues:</i>		
<i>Willistead Manor Inc.</i>	\$ 2,535	\$ 8,361
<i>Art-in-the-Park</i>	-	-
<i>Friends of Willistead - Donation</i>	-	2,000
<i>Donation Box Proceeds &amp; Sale of Books</i>	-	-
<i>Transfer from Willistead Capital</i>		
<i>Maintenance Reserve Fund</i>	-	34
<i>Interest Income</i>	<u>4,311</u>	<u>5,276</u>
 <i>Total Revenues</i>	 6,847	 15,671
 <i>Expenditures:</i>		
 <i>Transfer to Willistead Furnishings Trust</i>		
<i>Fund</i>	10,000	-
<i>Transfer to Capital Project</i>	<u>-</u>	<u>100,000</u>
 <i>Total Expenditures</i>	 <u>10,000</u>	 <u>100,000</u>
 <i>Deficiency of Revenues</i>		
<i>Over Expenditures</i>	(3,153)	(84,329)
 <i>Fund Balance, Beginning of Year</i>	 <u>323,939</u>	 <u>408,268</u>
 <i>Fund Balance, End of Year</i>	 <u><u>\$ 320,786</u></u>	 <u><u>\$ 323,939</u></u>



**CORPORATION OF THE CITY OF WINDSOR**  
**WILLISTEAD MANOR - ENDOWMENT FUND**  
**STATEMENT OF REVENUE, EXPENDITURE AND FUND BALANCE**  
*As at December 31, 2021*  
*with comparative figures for 2020*

	<u>2021</u>	<u>2020</u>
<i>Revenues:</i>		
<i>Donations</i>	\$ 300	\$ 2,000
<i>Interest Income</i>	<u>199</u>	<u>281</u>
<i>Total Revenues</i>	499	2,281
<i>Expenditures:</i>		
<i>Total Expenditures</i>	<u>-</u>	<u>-</u>
<i>Excess of Revenues over Expenditures</i>	499	2,281
<i>Fund Balance, Beginning of Year</i>	<u>28,184</u>	<u>25,903</u>
<i>Fund Balance, End of Year</i>	<u><u>\$ 28,683</u></u>	<u><u>\$ 28,184</u></u>



**CORPORATION OF THE CITY OF WINDSOR**  
**WILLISTEAD CAPITAL RESTORATION PROJECT ACCOUNTS**  
*As at December 31, 2021*

	<u><i>Life to Date</i></u>
<i>Revenues:</i>	
<i>City Contribution</i>	<i>\$ 1,500,000.00</i>
<i>Canada 150 Grant (1)</i>	<i>450,000.00</i>
<i>Heritage Funding - Trust</i>	<i>25,000.00</i>
<i>- Reserve</i>	<i>120,000.00</i>
<i>Donations - The Morris &amp; Beverly Baker Foundation</i>	<i>54,500.00</i>
<i>-The Chandisherry Foundation</i>	<i>25,000.00</i>
<i>- Friends of Willistead</i>	<i>12,000.00</i>
<i>- Other</i>	<i>50.00</i>
 <i>Transferred Balance from Previous Capital Project</i>	 <i><u>174,707.00</u></i>
 <i>Total Revenues</i>	 <i>2,361,257.00</i>
 <i>Expenditures:</i>	
 <i>Total Expenditures to Date</i>	 <i><u>\$ 2,296,591.00</u></i>
 <i>Balance Available at December 31, 2021</i>	 <i><u><u>\$ 64,666.00</u></u></i>

*(1) \$450,000 grant awarded in 2017 through the Canada 150 Community Infrastructure Program together with the \$1,500,000 from the City of Windsor was spent by March 31, 2018 as per the terms of the grant.*



*Thank You*



**Committee Matters: SCM 201/2022**

**Subject: Rent Supplement Program Expiries and Mitigation Update - City Wide**

Moved by: Councillor Gignac  
Seconded by: Councillor Morrison

Decision Number: **CSPS 188**

THAT the report of the Coordinator of Housing Administration & Policy dated May 9, 2022 entitled "Rent Supplement Program Expiries and Mitigation Update - City Wide" **BE RECEIVED** for information.

Carried.

Report Number: C 85/2022  
Clerk's File: GH/14271

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 8.1. from the Community Services Standing Committee Meeting held July 6, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7343>

**Subject: Rent Supplement Program Expiries and Mitigation Update - City Wide**

**Reference:**

Date to Council: July 6, 2022  
Author: Jolayne Susko  
Coordinator, Housing Administration & Policy  
(519) 255-5200 ext. 6278  
jsusko@citywindsor.ca  
Housing and Children's Services  
Report Date: May 9, 2022  
Clerk's File #: GH/14271

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

**Recommendation:**

THAT this update report from the Executive Director of Housing and Children's Services regarding Rent Supplement Expiries and Mitigation Efforts **BE RECEIVED FOR INFORMATION.**

**Executive Summary:**

N/A

**Background:**

The City of Windsor is the Service Manager with respect to Social and Affordable Housing for the City of Windsor and the County of Essex. The City administers a number of affordable housing programs funded municipally, as well as provincially and federally, including Rent Supplement (RS) and Housing Allowance (HA) Programs.

The programs provide rental assistance to low-income households living in private rental accommodations, and in social and affordable housing units in Windsor and Essex County. A portion of these programs are municipally funded through a shared contribution agreement between the City of Windsor (as Service Manager) and the County of Essex since the devolution of social housing in 2001. In addition, the federal and provincial governments have provided RS/HA funding under time-limited housing program funding envelopes such as, Investment in Affordable Housing (IAH and IAH-E), Social Infrastructure Fund (SIF) and Ontario Priorities Housing Initiative (OPHI).

RS/HA(s) have not only benefited low-income households but have also assisted social and/or affordable housing landlords with their housing project's financial viability by providing RS/HA(s) to a specific number of qualifying tenants.

Windsor Essex has offered RS/HA programs as a means of expanding affordable housing options in our community for years. As of November 2021, approximately \$3.29 million was being allocated to RS/HA(s) assisting on a monthly basis to approximately 500-549 households throughout Windsor and Essex County.

The funding programs for RS/HA(s) have been long standing and considered quasi-permanent funding by recipients, their Program Administrators and the community support agencies, ALSO, Community Living Essex County, Windsor Essex Brokerage for Personal Supports, as examples.

### **Discussion:**

In 2020, Housing Services began actively working with RS/HA Program Administrators on a rent supplement expiry mitigation strategy and through these efforts the majority of households with a RS/HA expiring March 31, 2022 successfully transitioned to an alternate benefit for example, a Windsor Essex Housing Benefit (WEHB) or Rent Geared to Income (RGI). Mitigation efforts continue for households with RS/HA(s) expiring on March 31, 2023 and March 31, 2024.

All expiring RS/HA households are notified of the expiry in writing and advised on required action(s) in order to be considered for an alternate benefit such as a Canada Ontario Housing Benefit (COHB), Windsor Essex Housing Benefit (WEHB) or Rent-Geared-to-Income (RGI) unit. Each participant must be on and/or eligible to be on, the CHR-WEC's centralized waitlist to be considered eligible for these three alternate housing subsidy options. All expiring rent supplement participants have been offered Priority II status on the CHR-WEC's centralized waitlist and the participant's date of application goes back to their original application date; understanding RGI units and the WEHB must be offered from the centralized waitlist in order of priority.



Further to the Rent Supplement Program Expiries and Mitigation Strategy report presented to Council on January 5, 2022 (Council Report: S 144/2021; CR 36/2022) the following is a status update on rent supplement/housing allowance RS/HA expiries and mitigation efforts:

<b>Program Name</b>	<b>Populations Served</b>	<b>Expiry Date</b>	<b>No. of Households (at September 2021)</b>	<b>Approx. Annual Subsidy</b>	<b>Mitigation/ Funding Program Replacement as of May 2022</b>
Investment in Affordable Housing (IAH)	In crisis, homeless, persons with disabilities, seniors, survivors of domestic violence, working poor	Mar-31-2022	82	\$460,000	Majority funded with municipally funded housing benefit program (WEHB) and RGI

Rent supplement administrators actively worked with each RS/HA household with a rent supplement agreement expiring on March 31, 2022 (82 households; Investment in Affordable Housing (IAH)), assessing the value of each alternate housing option so households were able to make an informed choice on an alternate benefit.

The 82 households with Investment in Affordable Housing (IAH) RS/HA's expiring March 31, 2022 were mitigated over the course of 2021-22 as follows:

- 47 households converted to WEHB
- 2 households were deemed eligible for a WEHB < \$25 therefore, no benefit issued
- 4 households with WEHB applications in process/outstanding paperwork
- 16 households were housed RGI
- 2 recipient's deceased
- 2 households moved out of province/moved in with family
- 5 households voluntarily withdrew
- 1 household evicted
- 1 household converted to IAH-E RS/HA expiring March 31, 2024 due to an administrative error
- 2 households – no response to mitigation efforts

<b>Program Name</b>	<b>Populations Served</b>	<b>Expiry Date</b>	<b>No. of Households</b> (at September 2021; April 2022)	<b>Approx. Annual Subsidy</b> (at September 2021; April 2022)	<b>Mitigation/ Funding Program Replacement as of May 2022</b>
Strong Communities Rent Supplement (SCRSP)	persons with disabilities, seniors, working poor	SCRSP Mar-31-2023; HPP 22-23 annualized funding	195; 190	\$1,164,000; \$1,115,000	Funded through Mar 2023 with new Housing and Homelessness Program which is annualized funding (HHP; announced March 7/2022)

As reported to council on April 11, 2022 (Council Report: C 51/2022), in March 2022 the Ministry of Municipal Affairs and Housing (MMAH) announced the new Homelessness Prevention Program (HPP) which came into effect starting April 1, 2022. HPP is a consolidation of three funding programs, including Strong Communities Rent Supplement Program (SCRSP).

The HPP recognizes the importance and integral part SCRSP RS/HA(s) play within the affordable housing system and addresses the significant concerns raised regarding the program's scheduled end on March 31, 2023 by continuing to fund this program through this new consolidated annualized funding allocation until such time the HPP program is modified or terminated. The conversion of SCRSP to HPP, equates to approximately \$1.18 million in annual funding allowing the continuance of funding for approximately 195 RS/HA households, wherein many of the households assisted require supportive housing as a result of their physical and/or cognitive needs. Thereby, mitigating some of the risks associated with expiring RS/HA funding programs.

<b>Program Name</b>	<b>Populations Served</b>	<b>Expiry Date</b>	<b>No. of Households (at September 2021; April 2022)</b>	<b>Approx. Annual Subsidy (at September 2021; April 2022)</b>	<b>Mitigation/ Funding Program Replacement as of May 2022</b>
Investment in Affordable Housing (Ext) (IAHE)	In crisis, homeless, seniors, survivors of domestic violence, working poor	Mar-31-2024	203; 176	\$1,400,000; \$1,264,000	Mitigation efforts underway
IAHE – Social Infrastructure Funding (SIF)	seniors, youth	Mar-31-2024	48; 42	\$190,000; \$208,000	Mitigation efforts underway
SIF – Anti-Human Trafficking (SIF-AHT)	Survivors of human trafficking	Mar-31-2024	17; 14	\$111,000; \$112,600	Mitigation efforts underway
Ontario Priorities Housing Initiative (OPHI – HA) (yearly allocation)	Homeless and/or at-risk-of-homelessness	Originally scheduled to expire  Mar-31-2022, funding extended through  Mar-31-2023	6; 6	\$30,000; \$50,000	Funding through March 31, 2023 with 2022-23 OPHI funding.  Mitigation efforts underway
<b>ESTIMATED UNFUNDED RS/HA TOTAL</b>			<b>274; 238</b>	<b>\$1,731,000; \$1,634,600</b>	

The programs expiring March 31, 2024 were offered as extension/companion programs to the provincially funded IAH program RS/HA programs which expired March 31, 2022 and assist specific populations with their affordable housing needs. At the writing of this report, these specific programs are not being extended and no replacement funding announcements have been made to offset the March 31, 2024 expiring programs. Therefore, Housing Services as Service Manager has paused offering new RS/HA's on attrition/turnovers in these expiring programs and is actively working with RS/HA Program Administrators to determine next steps to mitigate and assist RS/HA recipient households with

their transition to an alternative housing benefit/assistance program on or before the March 31, 2024 program expiry.

### **Risk Analysis:**

There continues to be a critical risk to RS/HA households linked to an expiring RS/HA funding agreement requiring immediate, significant and ongoing action to mitigate the negative effect the loss of subsidies will have on the housing affordability for these households, which may result in evictions and ultimately homelessness for some of these households.

Ongoing efforts with RS/HA households with an expiring RS/HA will need to be made to assist them in navigating and applying for a replacement housing benefit, understanding a replacement benefit may not provide the same level of subsidy as their expiring subsidy/allowance. There is also significant risk there may not be a replacement subsidy available for all households experiencing this loss as future funding allocations are unknown and/or may not meet the demand. Furthermore, the loss of RS/HA funding continues to have an impact on our ability to assist new households in Windsor-Essex seeking assistance with their affordable housing need.

The Executive Director of Housing and Children's Services will continue to advocate for replacement funding at Ministry forums and tables and continue to support expiring RS/HA mitigation efforts.

### **Climate Change Risks**

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

N/A

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

N/A

### **Financial Matters:**

The City of Windsor, as Service Manager for Windsor-Essex, is responsible for delivering a number of RS/HA programs in the service area. Funding allocations to operate and administer these programs form part of the Housing Services ongoing annual provincial operating budgets and HPP provincial budget.

As noted in the body of the report, RS/HA programs that expired as of March 31, 2022 have been mitigated and the affected households have been transferred, for the most part, to an alternative housing benefit program such as, WEHB and RGI.

The balance of the expiring RS/HA programs represent programs where a rent supplement administrator is authorized through a service agreement with the City to offer a set number of rent supplements based on a fixed funding allocation.

The remaining RS/HA programs, by expiry date and the updated potential budget effect, are as follows:

**Expiry - March 31, 2023**

**Program: Homelessness Prevention Program (HPP)**

**- formerly Strong Communities Rent Supplement Program (SCRSP)**

**Funding Allocation: \$ 1.118 million / year**

**Current Take-up: 190 units; Yearly Subsidy: \$ 1.115 million/year**

As noted above, in March 2022 the Province announced the consolidation of three funding programs into the Homelessness Prevention Program (HPP). With the introduction of the HPP, the SCRSP was effectively terminated March 31, 2022 and the yearly funding allocation of \$1.118 million became a component of this new program allocation. Housing Services will continue to fund SCRSP RS/HA households through to the original SCRSP expiry date of March 31, 2023. Housing Services and Homelessness and Housing with Supports staff are working to design and deliver a RS/HA program under the new HPP program. Every effort will be made to successfully mitigate RS/HA tenancies set to expire on March 31, 2023 by continuing to fund households under the HPP program or transition them to an alternate housing benefit/assistance program e.g., WEHB, COHB, RGI. The HPP is a provincially funded program with no additional costs to the City or County.

**Expiry – March 31, 2024**

**Program: Investment in Affordable Housing Extension (IAHE)**

**Funding Allocation: \$ 8.02 million; Period: 2015 – 2024**

**Current Take-up: 176 units; Yearly Subsidy: \$ 1.264 million/year**

**Program: Social Infrastructure Fund (SIF-IAHE)**

**Funding Allocation: \$ 1.0 million; Period: 2016 – 2024**

**Current Take-up: 42 units; Yearly Subsidy: \$ 208,000/year**

**Program: Social Infrastructure Fund – Anti Human Trafficking (SIF/IAHE/AHT)**

**Funding Allocation: \$ 568,000; Period: 2018 – 2024**

**Current Take-up: 14 units; Yearly Subsidy: \$ 112,600/year**

As of the writing of this report, the above programs have not been extended and no replacement funding announcements have been made to offset the March 31, 2024 expiring programs. Should the Service Manager choose to consider funding programs expiring March 31, 2024, the municipal cost, based on current take-up, is estimated to be \$1.6 million annually (\$1.0 million City).

**Consultations:**

Mike Deimling, Social Housing Analyst

Nancy Jaekel, Financial Planning Administrator

**Conclusion:**

The current demand for affordable housing continues to exceed the supply for all municipalities in the Windsor Essex service area. The expiry of RS/HA funding envelopes over the course of the next two years has the potential to increase affordable housing demand, evictions and homelessness by approximately 270 RS/HA households which are currently in receipt of an expiring rent supplement. Housing Services and program administrators will continue the mitigating strategy efforts to find these households a replacement affordable housing benefit but at this time, the demand continues to exceed available funding.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Jolayne Susko	Coordinator, Housing Administration & Policy
Nancy Jaekel	Financial Planning Administrator
Kirk Whittal	Executive Director, Housing and Children's Services
Debbie Cercone	Acting Commissioner Human and Health Services
Joe Mancina	Commissioner, Corporate Services CFO/City Treasurer
Onorio Colucci	Acting Chief Administrative Officer

Notifications:

Name	Address	Email
Housing and Homelessness Advisory Committee (HHAC; Clerks to send)		
Windsor Essex Community Housing Corporation		<a href="mailto:jsteele@wechc.com">jsteele@wechc.com</a>
Housing Information Services		<a href="mailto:angelidis@lscdg.com">angelidis@lscdg.com</a>
Assisted Living Southwestern Ontario		<a href="mailto:RalphGanter@alsogroup.org">RalphGanter@alsogroup.org</a>
Windsor Homes Coalition		<a href="mailto:angela@wfhcp.com">angela@wfhcp.com</a>
Mariner's Co-operative Housing Development		<a href="mailto:marinerscoop@outlook.com">marinerscoop@outlook.com</a>
Frank Long Co-op		<a href="mailto:FrankLong@cogeco.ca">FrankLong@cogeco.ca</a>
Ryegate Co-op Homes		<a href="mailto:ryegate@bellnet.ca">ryegate@bellnet.ca</a>
T.W.C. Development Corporation		<a href="mailto:mderikx@sympatico.ca">mderikx@sympatico.ca</a>
WeFIGHT		<a href="mailto:gilberts@lao.on.ca">gilberts@lao.on.ca</a>
PCCWA		<a href="mailto:Margaret.pccaow@cogeco.net">Margaret.pccaow@cogeco.net</a>
Family Services Windsor Essex		<a href="mailto:jzuk@fswe.ca">jzuk@fswe.ca</a>
Community Living Essex		<a href="mailto:karen@communitylivingessex.org">karen@communitylivingessex.org</a>
Windsor Essex Brokerage for Personal Supports		<a href="mailto:colleen@webps.ca">colleen@webps.ca</a>
House of Sophrosyne		<a href="mailto:Karen.waddell@sophrosyne.ca">Karen.waddell@sophrosyne.ca</a>
County of Essex; CAO County of Essex		<a href="mailto:mgalloway@countyofessex.ca">mgalloway@countyofessex.ca</a>

Appendices:

N/A





**Committee Matters: SCM 202/2022**

**Subject: Building Safer Communities Fund (BSCF) Update and Agreement Information (City Wide)**

Moved by: Councillor Gignac

Seconded by: Councillor Morrison

Decision Number: **CSPS 189**

THAT the report of the (Acting) Manager of Social Policy and Planning dated June 9, 2022 entitled "Building Safer Communities Fund (BSCF) Update and Agreement Information (City Wide)" **BE RECEIVED** for information; and,

THAT the Commissioner Human and Health Services **BE AUTHORIZED TO APPROVE** and **SUBMIT** applications and related submissions and amendments to secure funding related to the Building Safer Communities Fund and any subsequent programs or program extensions, provided they are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Manager (A), Social Policy and Planning; and further,

THAT the City Clerk and Chief Administrative Officer **BE AUTHORIZED TO EXECUTE** Funding Agreements and any related amendments and extensions between the City of Windsor and the Ministry of Public Safety and Emergency Preparedness, provided that the Funding Agreements and any related amendments and extensions are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Commissioner of Human and Health Services at a cost not to exceed the funding allocation provided by the Federal government or as allocated in the approved City budget in each respective year; and further,

THAT the Commissioner Human and Health Services or his/her designate **BE AUTHORIZED TO EXECUTE** the necessary agreements and documents related to the Building Safer Communities Fund, provided such agreements and documents comply with the governing program requirements, and are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and satisfactory in technical content to the Manager of Social Policy and Planning; and further,

THAT the Human and Health Services Commissioner **BE AUTHORIZED TO ALLOCATE** funds, withdraw, negotiate and re-allocate funds in the approved BSCF budget between different program components and program recipients, agencies and organizations to ensure compliance with program rules and are in a form satisfactory to the City Solicitor; satisfactory in financial content to the City Treasurer and satisfactory in technical content to Manager of Social Policy and Planning, and provided that

projects do not exceed the funding allocation provided by the Federal government or as allocated in the approved City budget in each respective year; and,

THAT the Commissioner Human and Health Services **BE AUTHORIZED**, throughout the duration of the Building Safer Communities Fund and any subsequent extensions, to take such actions as required to implement, operationalize and manage the program and projects as approved through the appropriate governance structure; and further,

THAT City Council **AUTHORIZE** the Commissioner Human and Health Services, **TO APPROVE** and **SUBMIT** all related financial and/or operational submissions, documents, and reports, as may be required by the program requirements subject to approval of financial content by the City Treasurer as applicable.  
Carried.

Report Number: S 78/2022

Clerk's File: SS/14026

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 8.2. from the Community Services Standing Committee Meeting held July 6, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220707/-1/7343>

**Subject: Building Safer Communities Fund (BSCF) Update and Agreement Information (City Wide)**

**Reference:**

Date to Council: July 6, 2022  
Author: Stephen Lynn  
Manager (A), Social Policy and Planning  
519-255-5200 ext. 5302  
slynn@citywindsor.ca  
Community Development and Health Services  
Report Date: June 9, 2022  
Clerk's File #: SS/14026

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

**Recommendation:**

**THAT** the report from the Manager, Social Policy and Planning on the Building Safer Communities Fund (BSCF) **BE RECEIVED**; and,

**THAT** the Commissioner Human and Health Services **BE AUTHORIZED TO APPROVE** and **SUBMIT** applications and related submissions and amendments to secure funding related to the Building Safer Communities Fund and any subsequent programs or program extensions, provided they are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Manager (A), Social Policy and Planning; and further,

**THAT** the City Clerk and Chief Administrative Officer **BE AUTHORIZED TO EXECUTE** Funding Agreements and any related amendments and extensions between the City of Windsor and the Ministry of Public Safety and Emergency Preparedness, provided that the Funding Agreements and any related amendments and extensions are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Commissioner of Human and Health Services at a cost not to exceed the funding allocation provided by the Federal government or as allocated in the approved City budget in each respective year; and further,

**THAT** the Commissioner Human and Health Services or his/her designate **BE AUTHORIZED TO EXECUTE** the necessary agreements and documents related to the Building Safer Communities Fund, provided such agreements and documents comply with the governing program requirements, and are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and satisfactory in technical content to the Manager of Social Policy and Planning; and further,

**THAT** the Human and Health Services Commissioner **BE AUTHORIZED TO ALLOCATE** funds, withdraw, negotiate and re-allocate funds in the approved BSCF budget between different program components and program recipients, agencies and organizations to ensure compliance with program rules and are in a form satisfactory to the City Solicitor; satisfactory in financial content to the City Treasurer and satisfactory in technical content to Manager of Social Policy and Planning, and provided that projects do not exceed the funding allocation provided by the Federal government or as allocated in the approved City budget in each respective year; and,

**THAT** the Commissioner Human and Health Services **BE AUTHORIZED**, throughout the duration of the Building Safer Communities Fund and any subsequent extensions, to take such actions as required to implement, operationalize and manage the program and projects as approved through the appropriate governance structure, and further;

**THAT** City Council **AUTHORIZE** the Commissioner Human and Health Services, **TO APPROVE** and **SUBMIT** all related financial and/or operational submissions, documents, and reports, as may be required by the program requirements subject to approval of financial content by the City Treasurer as applicable.

### **Background:**

In 2019, the Provincial government amended the Police Services Act to mandate every municipality to prepare and adopt a Community Safety and Well-Being Plan (CSWB). After discussions amongst the regional Chief Administrative Officers proposing a regional CSWB Plan, Report S198/2019 was brought to City Council requesting authorization to engage the County of Essex and its municipalities to develop a Regional Community Safety and Well-Being Plan (RCSWB).

The RCSWB Plan was developed through 2020 and 2021 with Council receiving and approving the submission of the Plan on November 15, 2021 (C172/2021). The final plan was submitted on December 3, 2021 and on May 6, 2022, the Solicitor General for the Province of Ontario communicated the Plan met their requirements and was completed.

On March 28, 2022, the City of Windsor received notification from Public Safety Canada that the Federal Government would be providing Windsor with \$2.9 million over four (4) years from the Building Safer Communities Fund (BSCF). The funding is conditional upon meeting program requirements, completing a submission form and developing a contribution agreement. Public Safety Canada will be working with the City to discuss next steps. Due to its close alignment with the Regional Community Safety and Well-Being Plan, the City will be working collaboratively with partners from the Regional System Leadership Table to determine how best to invest the funds in the community. This will include feedback from Community partners.

### **Discussion:**

Public Safety Canada is working to build a safe and resilient Canada through the Initiative to Take Action Against Gun and Gang Violence (ITAAFFV) and the Building Safer Communities Fund (BSCF), a targeted, time-limited contribution program that will provide \$250 million to municipalities and Indigenous communities to develop

community-based prevention and intervention strategies to tackle gun and gang activities.

BSCF is a pan-Canadian program. Public Safety officials developed a methodology to identify recipients and ensure the funding was equitably distributed to large, small, rural and Indigenous communities across Canada. The City of Windsor was identified as a recipient under the program's methodology with funding of approximately \$2.9 million from 2022 to 2026.

The objective of the BSCF is to support Municipalities and Indigenous (First Nation, Inuit or Metis) governments by providing a determined funding allocation to put in place community led projects to combat gun and gang violence and address knowledge gaps concerning the impacts of interventions in gun and gang violence. Eligible recipients may further distribute funds to ultimate recipients of their choice to:

- Develop local and community based strategies and initiatives;
- Build capacity to better understand the nature, scope and impacts of the types of prevention and intervention initiatives implemented;
- Enhance evidence-based and targeted prevention and intervention activities
- Advance knowledge and evidence of what works, and
- Develop a data collection strategy and system.

Eligible activities must support the achievement of BSCF objectives and must be domestic in scope.

This includes:

- Development of a strategy on gun and gang violence
- Development and delivery of prevention intervention initiatives addressing risk factors associated with gun and gang violence, including but not limited to mentoring, counselling, skills development and recreational opportunities;
- Development or enhancement of data systems to support data gathering/reporting on gun and gang crime or on results achieved;
- Development of knowledge to fill gaps at the community/recipient level, including research, and sharing of information and/or best practices related to gun and gang violence;
- Outreach and recruitment of preventative initiatives or intervention participants;
- Public awareness and education;

- Collaboration and integration of horizontal initiatives related to gun and gang violence;
- Development of a plan to sustain successful preventative initiatives or intervention activities beyond the end of the contribution agreement;
- Any other prevention and intervention initiatives as developed in consultation with the program authority.

The City of Windsor will be working with its partners from the CSWB Regional Systems Leadership Table on a plan to invest these funds in meaningful ways throughout the community. The first steps following approval of this report is to complete the BSCF submission form and develop and sign the contribution agreement to begin the flow of funds.

### **Risk Analysis:**

Funding under the Building Safer Communities Fund is conditional upon meeting program requirements and developing a contribution agreement. Failure to quickly approve and move forward with agreements and signatures could result in losing the funds earmarked for the City.

### **Climate Change Risks**

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

N/A

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

N/A

### **Financial Matters:**

The City of Windsor has been identified to receive **time-limited** funding through the Building Safer Communities Fund in the notional amount of \$2,904,415.43.

The amounts are broken down as follows:

<b>BSCF Program Year</b>	<b>Fiscal Year</b>	<b>Amount*</b>
Year 1	2022-2023	\$290,441.54
Year 2	2023-2024	\$1,016,545.40

Year 3	2024-2025	\$1,016,545.40
Year 4	2025-2026	\$580,883.09
Total Notional Funding		\$2,904,415.43

\*The funding allocation is not completely finalized and may vary from year to year when fully defined.

There is no expectation that annualized funding will continue beyond the period outlined above.

### **Consultations:**

Leonardo Gil, Project Manager, Community Development and Health Services, City of Windsor

Debbie Cercone, Commissioner (A) of Human and Health Services, City of Windsor

Jason Bellaire, Chief of Police (A), City of Windsor

Linda Higgins, Manager of Intergovernmental Funding, City of Windsor

### **Conclusion:**

The City of Windsor will work with its partners from the Community Safety and Well Being Plan Regional Leadership Committee to complete the Building Safer Communities Fund submission and finalize a contribution agreement with Public Safety Canada. With Council's approval to execute these agreements, funds will begin flowing to complete the eligible activities outlined in the fund details over the four year funding period.

### **Planning Act Matters:**

N/A

### **Approvals:**

<b>Name</b>	<b>Title</b>
Stephen Lynn	Manager of Social Policy and Planning (A)
Linda Higgins	Manager of Intergovernmental Funding
Debbie Cercone	Commissioner of Human and Health Services (A)
Aaron Farough	Legal Counsel



<b>Name</b>	<b>Title</b>
Wira Vendrasco for Shelby Askin Hager	Commissioner of Legal and Legislative Services
Joe Mancina	Commissioner Corporate Services/Chief Financial Officer
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Jason Bellaire		jbellaire@windsorpolice.ca

**Appendices:**



**Council Report: C 110/2022**

**Subject: Reimagined Adie Knox Herman Recreation Complex Project  
Update and Next Steps - Ward 2**

**Reference:**

Date to Council: July 25, 2022

Author: Sergio Colucci

Project Administrator

519-255-6100 ext. 6785

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

Engineering

Report Date: June 24, 2022

Clerk's File #: SR/14319

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

**Recommendation:**

- I. THAT Council **APPROVE** the Reimagined Adie Knox Herman Recreation Complex Project – reconfigured to accommodate the Phase 1 build out at a total project cost of \$18,930,000 as outlined within this report; and,
- II. THAT City Council **APPROVE** the pre-commitment of existing placeholder funding identified within the current 5-year funding window in the Adie Knox Herman Reimagining (REC-002-21) totalling \$11,543,628 for immediate use with the balance of funding totalling \$7,386,372 being deemed pre-committed and available for immediate use as it falls within the 5-year capital funding window; and,
- III. THAT Council **PRE-APPROVE** and **AWARD** any procurement(s) necessary that are related to the above project(s), provided that the procurement(s) are within approved budget amounts, pursuant to the Purchasing By-Law 93-2012 and amendments thereto; satisfactory in financial content to Commissioner, Corporate Services/Chief Financial Officer, in legal form to the Commissioner, Legal & Legislative Services; and in technical content to the Executive Director of Engineering; and,
- IV. THAT the Purchasing Manager **BE AUTHORIZED** to issue Purchase Orders as may be required to effect the recommendation noted above, subject to all specifications being satisfactory in technical content to the Executive Director of Engineering, and in financial content to the Commissioner, Corporate Services/Chief Financial Officer; and,

V. THAT Administration **BE AUTHORIZED** to apply for any additional grants that would be appropriate for future phases of the project; and,

VI. THAT the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to take any such action required to effect the recommendation noted above and sign any required documentation/agreement(s) for the projects, satisfactory in legal form to the Commissioner, Legal & Legislative Services, in technical content to the Executive Director of Engineering and in financial content to the Commissioner, Corporate Services/Chief Financial Officer.

### **Executive Summary:**

N/A

### **Background:**

On June 21, 2021, Administration presented the Reimagined Adie Knox Herman Recreation Complex preliminary conceptual plan and cost estimates along with usage and operational details related to the existing pool and the Green and Inclusive Community Buildings (GICB) Grant opportunity offered through Infrastructure Canada to City Council. At that meeting, Council committed to moving the aquatic services at Adie Knox to the University of Windsor, directed Administration to submit an application to the GICB program, committed to securing up to \$29M in capital funds as per the requirements of the grant, directed Administration to communicate the results of the grant application and funding plan to Council, and directed Administration to undertake additional consultations and to begin working on the outdoor playground and splash pad.

Public consultation sessions were completed in advance of the June 21, 2021 council meeting and the GICB grant submission. Additional public consultations were completed between August 2021 and October 2021 which resulted in the revised and updated Reimagined Adie Knox Conceptual Site Plan.

On July 6, 2021, the City submitted an application under the GICB program. The City's application, if awarded it would have resulted in up to \$13.5M in funding under this grant. During the June 21, 2021 council meeting, Council committed to securing capital funding up to a maximum of \$29 M (CR274/2021) as per the GICB grant requirements if the City was successful in securing grant funding for a total project budget of \$42.5M. Administration was to report back to Council if the application was successful or not.

*(CR274/2021)“That Council COMMIT, as per the Green and Inclusive Community Building Grants requirement, to securing the necessary capital funding, up to a maximum of \$29,000,000 in order to proceed with the project (reconfiguration of Adie Knox to a community centre) should the grant application be successful, and that the results of the grant application BE COMMUNICATED to Council spelling out the plan if the city's application is successful or alternatively, if the application is not successful, to report back at budget deliberations on how the \$29,000,000 could be allocated for consideration towards Adie Knox.”*

On March 21, 2022, Administration provided an update report and Revised Concept Plan based on public consultation and approved proceeding with a playground, splash pad, and preliminary design investigations. To date, \$1,070,000 in funding has been committed, as outlined within CR274/2021 and CR108/2022, in order to advance work on the playground, splash pad, multi-use trail and for other preliminary design work.

## **Discussion:**

### **Conceptual Plan and Grant Results**

At the June 21, 2021 Council Meeting, Administration was directed to engage with third parties regarding interest in leasing/renting space in the reimagined Adie Knox Recreation Complex. Discussions were held with the Windsor Family Health Team and the Unemployed Help Centre (UHC). Work continues with the UHC in regards to programming opportunities and shared use of space in the future.

A comprehensive public consultation process for improvements to Adie Knox was conducted from August 2021 through October 2021. Following these public consultations, a revised Conceptual Site Plan, March 2022, was developed and endorsed by City Council (CR108/2022) to accommodate as many of the comments received as possible.

The estimate for the full build based on the feasibility study completed by Archon Architects Inc. was approximately \$42.5M. This included the scenario where the pool was repurposed, all provisional items were included, as well as contingency, internal project costs, and a premium for market conditions. These improvements would have been funded through \$13.5M in grant funding and up to \$29M in capital funding.

On June 14, 2022, Administration was informed by Infrastructure Canada that the City's application, *The Re-Imagination of Adie Knox Herman Recreation Complex*, was not selected for funding. According to the grant provider, a second application opportunity is scheduled for a later date this year. Administration is currently working on coordinating a meeting with the grant provider to obtain further insight on where the application fell short and to get guidance on where improvements can be made if the City decides to pursue a second application intake.

While the grant funding was not secured, Administration is proposing the construction of a re-designed facility, using a phased approach based on previously earmarked and available funding.

### **Playground and Splash Pad**

Construction of the playground and splash pad at Wilson Park and the asphalt walkway connecting them to the existing parking lot off of McEwan Avenue started the first week in June and are anticipated to be completed later this summer. This work is being funded from Project ID# 7211050. To date, \$1,070,000 in funding has been committed in order to advance work on the playground, splash pad, multi-use trail and for other preliminary design work, leaving \$18.93M in available project funding.

## **Phase 1**

Based on the remaining available funding, the first phase for the \$18.93M re-designed Adie Knox project could include the following components:

- New Gymnasium, gymnasium storage, gymnasium change rooms
- Four new multi purpose rooms & multi-purpose storage
- 2 Outdoor tennis courts (including electrical conduit and lighting)
- Outdoor basketball court (including electrical conduit and lighting)
- Outdoor walking trail
- Outdoor shade structure
- Arena / Building upgrades
- Parking area
- Replacement of existing HVAC water tower and related mechanical and electrical upgrades and replacements
- Electrical vehicle charging/parking spaces (3)

As industry prices have shown to be volatile, the above noted components will be prioritized in order to meet the operational needs of the facility. A public procurement process will be conducted to determine with a greater degree of certainty the final project costs.

Should Council proceed with the proposed improvements outlined in this report, the next steps will be to retain a consultant for detailed design, tendering, and contract administration for the project.

As part of the detailed design for Phase 1, the previously approved conceptual site layout and building footprint will need to be re-evaluated and redesigned to accommodate a phased construction approach. Works not completed as part of Phase 1 could be built in the future pending Council approved funding.

## **Phase 2**

As part of the funding requirements under the Green and Inclusive Community Building Grants application, \$9M was identified from the University Ave project (ECP-014-07) as placeholder funding, should the grant be successful. Given that the grant was not successful and the placeholder funding of \$9M is no longer required to leverage the grant, those funds remain with the University Ave project to implement phase 1 & 2 of the University Avenue/Victoria Avenue Environmental Assessment works, which includes reconstruction of University Avenue from Crawford to Cameron and Cameron to Bridge.

If Council wishes to proceed with a Phase 2 design for Adie Knox, the following additional components attributed to the \$9M could potentially be added to the project:

- New indoor walking track
- Additional washrooms
- New main corridor building addition (building shell for, new entrances and reception)

- Interior fit-out for family washroom, mechanical room, elevator, reception, IT, electrical, security, and main corridor seating
- Family hangout area
- Storage room
- Additional seating areas
- Ramp rebuild
- Additional parking

In order to carry out this work, Council would need to evaluate and assess a funding source and provide direction to Administration on the proposed Phase 2 components. The previously approved conceptual site layout and building footprint would need to be reviewed to accommodate this construction approach as well.

### **Additional Components**

The following items that were included in the Conceptual Plan (March 2022) will no longer form part of the project:

- Accessibility Initiatives, including:
  - High performance glazing to reduce bright sunlight and glare
  - Acoustic panels in gym, arena, and galleria to reduce auditory distractions
  - Canopy at south entrance for weather refuge and wayfinding
  - Accessible seating at top of arena stands (elevator, bridge, & platform)
  - Elevated accessible seating in family hangout at glazed arena end wall
- Various green initiatives, including:
  - Natural gas boilers changed to heat pumps and geothermal field
  - New CO2 arena chiller plan for heat recovery and desiccant dehumidification
  - High performance cladding for additions
  - Retrofit existing lighting and add lighting controls
  - Photovoltaic (PV) plant on new roof areas
  - New Zamboni room with ice melting pit
- New fitness centre
- New music room
- Community partner Program Room

Similar to the Phase 2 works note above, should Council wish to consider the addition of any of the above noted components, additional funding would be required.

### **Risk Analysis:**

#### **Financial Risk:**

There is a risk that the \$18.93M projected cost for the Phase 1 works may vary depending on the final detailed design and market conditions at the time of tendering. There is also a risk that specific products that will be required for this project may have an impact on the projects overall contingency costs. These risks are mitigated by

including a premium for unknown future market conditions on construction costs and a contingency has also been included in the construction estimate for the proposed improvements outlined in this report.

## **Climate Change Risks**

### **Climate Change Mitigation:**

During the development of the Green and Inclusive Buildings grant a number of green initiatives were identified that would achieve a minimum 25 percent energy efficiency improvements above current building code. Improving energy efficiency of the facility will reduce energy costs and green house gas (GHG) emissions and reduce climate change risk to the corporation. Buildings currently make up 44% of corporate GHG emissions (CEP, 2014).

The City's approved Corporate Climate Action Plan has a number of relevant recommendations with a primary recommendation that the City foster an "energy first" ethic across the organization by ensuring the Asset Management Policy and Framework integrate sustainability for community assets including energy infrastructure and ensuring it is implemented thoroughly. The Asset Management Policy outlines that importance of lifecycle costing (5.2.4), and sustainable service delivery considering environmental goals (5.1.6).

The loss of funding has resulted in the removal of the green initiatives previously considered through the grant. These components can be reconsidered, as possible, under potential, future grant opportunities.

### **Climate Change Adaptation:**

Notwithstanding the loss of grant funding, consideration will be given to ensure that site design does not negatively impact climate change risk on site or in neighbouring areas and where possible, further mitigate risks.

**Thermal Resiliency:** With annual temperatures along with the number of days above 30 degrees C expected to increase, increased cooling requirements could be considered in the detailed design in order to allow Adie Knox to act as an emergency cooling centre under extreme hot days.

**Extreme Precipitation Events and Basement Flooding:** Annual precipitation is expected to also increase as with the frequency of extreme storm events. Based on the Sewer Master Plan, Adie Knox is located in an area of risk for basement flooding. The detailed design will not include any new basement or below grade structures in order to limit impacts on neighbouring properties.

## **Financial Matters:**

Through the 2022 10-year recommended capital budget document, Council approved the following:

*THAT City Council DEEM the following funding as placeholders, until the grant decision has been made, for the City's required \$29 million in grant*



*matching funding for the Re-imagined Adie Knox Herman project, as submitted to the Green and Inclusive Community Building program:*

- *Adie Knox Herman Reimagining (REC-002-21) with total funding of \$20 million from 2022 to 2028; and,*
- *University Avenue/Victoria Avenue (ECP014-07) with total funding of \$9 million from 2023 to 2026*

As previously noted, of the \$20M in placeholder funding in REC-002-21 – Adie Knox Herman Reimagining, \$1,070,000 has been spent or committed for the splash pad and playground works, leaving \$18.93M available for use. The table below provides a financial summary of the proposed Phase 1 – Reimagined Adie Knox project:

<b>Estimated Expenses (incl. Non-Recoverable Tax)</b>	
Construction Costs	\$14,000,000
Professional Fees (including internal costs)	\$1,850,000
Miscellaneous	\$750,000
Contingency	\$2,330,000
<b>GROSS ESTIMATED PROJECT COSTS</b>	<b>\$18,930,000</b>
<b>REVENUE</b>	
REC-002-21 funding with 5-year window	\$11,543,628
REC-002-21 funding in 2027	\$6,076,723
REC-002-21 funding in 2028	\$1,309,649
<b>TOTAL REVENUE FOR PRE-COMMITMENT</b>	<b>\$18,930,000</b>

If Council directs administration to proceed with Phase 1 construction, there is currently \$1,330,000 in 2022 funding available for immediate use. In order to fully fund the expected \$18,930,000 in work, Administration recommends that the following be approved as pre-commitments to the Adie Knox Herman Reimagining project (REC-002-21):

- \$1,738,045 from F169 Pay-As-You-Go in 2023
- \$375,000 from F160 Capital Expenditure Reserve in 2024

- \$4,948,358 from F169 Pay-As-You-Go in 2024
- \$3,150,000 from F169 Pay-As-You-Go 2025
- \$2,225 from F221 Service Sustainability in 2026

Additionally, Administration recommends the following funds be deemed as placeholder funding until they fall within the 5-year funding window, at which time they will be deemed pre-committed and available for immediate use from the Adie Knox Herman Reimagining project (REC-002-21):

- \$3,676,723 from F169 Pay-As-You-Go in 2027
- \$2,400,000 from F221 Service Sustainability in 2027
- \$1,283,649 from F169 Pay-As-You-Go in 2028
- \$26,000 from F221 Service Sustainability in 2028

Council should be aware that estimates contained in the table are based on current available information and are preliminary. As industry prices have shown to be volatile, the building components listed under the Phase 1 and Phase 2 sections of this report may need to be prioritized in order to meet the operational needs of the facility once a detailed design of the improvements to Adie Knox are completed and a more accurate estimate is made available.

### **Consultations:**

Laura Ash, Supervisor, Parks Projects  
 Luigi Congi, Program Manager, Asset Planning  
 Michael Dennis, Financial Manager, Asset Planning  
 Carrie McCrindle, Financial Planning Administrator  
 Karina Richters, Supervisor Environmental Sustainability & Climate Change  
 Alex Vucinic, Manager of Purchasing

### **Conclusion:**

As the City was not successful in the grant application, Administration can begin work on Phase 1 of the Reimagined Adie Knox project with the remaining \$18,930,000 that was approved as part of the 2022 Approved Capital Budget.

Any additional phases beyond Phase 1 would required Council direction for additional funding options to be identified.

### **Planning Act Matters:**

N/A

### **Approvals:**

Name	Title
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<b>Name</b>	<b>Title</b>
Colleen Middaugh	Manager of Corporate Projects
France Isabelle-Tunks	Executive Director, Engineering/Deputy City Engineer
Natasha Gabbana	Senior Manager of Asset Planning
James Chacko	Executive Director, Parks & Facilities
Jen Knights	Executive Director, Recreation & Culture
Chris Nepszy	Commissioner, Infrastructure Services
Ray Mensour	Commissioner, Community Services
Janice Guthrie	On behalf of Commissioner, Corporate Services/Chief Financial Officer/City Treasurer
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Onorio Colucci	Chief Administrative Officer

**Notifications:**

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

**Appendices:**

- 1 Appendix A - Reimagining Adie Knox Improvements

# Appendix A: Reimagining Adie Knox Opportunities

McKAY

AVENUE

## PROPOSED PHASE 1 CONSTRUCTION

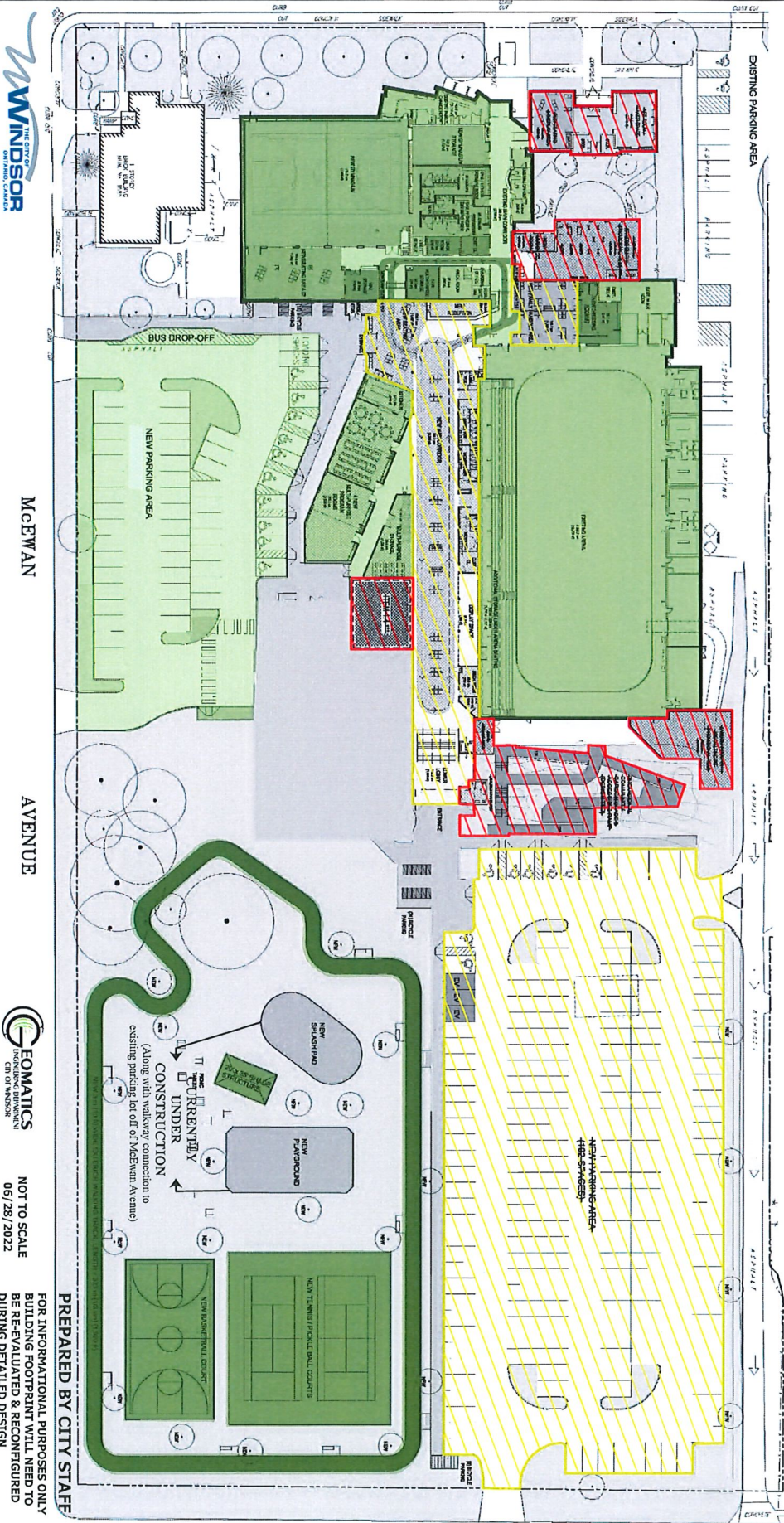
- New Gymnasium, gymnasium storage, gymnasium change rooms
- Four new multi purpose rooms & multi-purpose storage
- 2 Tennis courts (including electrical conduit and lighting)
- Basketball court (including electrical conduit and lighting)
- Outdoor walking trail
- Outdoor skate structure
- Paved / Building upgrades
- Parking area
- Replacement of existing HVAC water tower and related mechanical and electrical upgrades and replacements
- Electrical vehicle charging/parking spaces (3)

## PHASE 2

- New indoor walking track
- Additional washrooms
- New main corridor building addition (building shell for new entrance and reception)
- Interior kitchen (to family washroom, mechanical room, elevator, storage, RT, electrical, security, and main corridor seating)
- Family lounge area
- Storage room
- Additional ceiling areas
- Ramp rebuild
- Additional parking

## ADDITIONAL FUNDING COMPONENTS

- Accessibility Initiative
- Various Green Initiatives
- New fitness centre
- New Zumba room w/ ice melting pit
- New music room
- Community partner program room



WINDSOR  
THE CITY OF  
ONTARIO, CANADA

McEWAN

AVENUE

GEOMATICS  
CONSULTING LTD.  
CITY OF WINDSOR

NOT TO SCALE  
06/28/2022

PREPARED BY CITY STAFF  
FOR INFORMATIONAL PURPOSES ONLY  
BUILDING FOOTPRINT WILL NEED TO  
BE RE-EVALUATED & RECONFIGURED  
DURING DETAILED DESIGN



**Subject: Walkerville Theming and Districting Plan - Ward 4**

**Reference:**

Date to Council: July 25, 2022  
Author: Adam J. Coates  
Sr. Urban Designer  
350 City Hall Square | Suite 210 | Windsor, ON  
519.255.6543 ext. 6352  
acoates@citywindsor.ca

Planning & Building Services  
Report Date: May 11, 2022  
Clerk's File #: SR/14006

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

**Recommendation:**

- I. THAT the Walkerville Theming and Districting study area illustrated in Appendix 'A' attached hereto, **BE DESIGNATED** as the boundary for the Walkerville Theming and Districting Plan;
- II. THAT the Walkerville Theming and Districting Plan dated June 2022, contained in Appendix 'B', **BE ACCEPTED**;
- III. THAT the recommendations outlined in Appendix 'C', **BE APPROVED**;
- IV. THAT administration, **BE AUTHORIZED**, to initiate an RFP for Design Services for the Argyle Road Flex Street (IIPO No.1) as illustrated in Appendix 'B' and report back to Council with the results of the RFP;
- V. THAT the replacement of existing traffic control poles and arms along Wyandotte Street within the Walkerville Theming and Districting Boundary and at the intersection of Walker Road and Riverside Drive, **BE APPROVED**, at a cost not to exceed \$400,000 funded from the Theme Districting Initiative, Project # 7186001;
- VI. That administration, **BE AUTHORIZED**, to initiate a RFP for Design Build Services for the construction of the "Home of Hiram Walker & Sons" gateway element, and report back to the Council with the results of the RFP;
- VII. THAT the previous approved placeholders for \$3,595,000 and \$250,000 as detailed in the Finance section **BE PRE - COMMITTED** for project 7186001 for immediate use and additional funding required be addressed in the 2023 Capital Budget.



## **Executive Summary:**

N/A

## **Background:**

Theme Districting Initiatives (Project # 7186001) are intended to leverage and build upon the existing cultural character of specific areas in the City. The Walkerville area was selected as the first project area for the Theme Districting Initiative. (CR 472/2018) Subsequently, Brooks McIlroy was the successful proponent chosen to develop the Walkerville Theming and Districting Plan. Through public engagement, and consultation with private and public stakeholders, Brooks McIlroy has developed a vision for the area as well a series of actions based Initiatives, Improvements, Projects, and Opportunities. (IIPOs)

### **Hiram Walker Statue Park**

One of the projects identified early in the process was the need for a gateway element at the intersection of Devonshire Rd. and Riverside Dr. The City of Windsor had already commissioned a statue for this purpose, but the park design had not yet been finalized. This task fell to the team at Brooks McIlroy.

City Council approved the construction of Hiram Walker Statue Parkette on February 17, 2021. (C 25/2021) Council Resolution (CR81/2021) gave direction to administrative staff and allocated funding for the development of the Hiram Walker Statute Parkette.

The project was envisioned to be an inspiring element in the Walkerville community. The life size bronze statue of Hiram Walker himself with 6 whiskey barrels is representative of an era long gone but not forgotten and that celebrates the remarkable influence the Walker family had in shaping the community. When discussions about Theme Districting began, it was evident that the design of a Parkette to accompany the statue would be the perfect fit as a gateway feature.

Brooks McIlroy was hired to develop a conceptual design for the park and subsequently the construction drawings. They pulled inspiration from the work already completed, including the Historical Background Report (Appendix B), and public input as to the desired 'look and feel' of the new parkette. The Planning Department worked closely with the Parks Department and Brook McIlroy to execute and deliver the new parkette.

The parkette not only displays the statue but also plays a role in telling the story of Hiram Walker and the development of the Town of Walkerville. The statue depicts Mr. Walker walking from the distillery to the new town with plans under his arm. An integrated "rill" provides a visual reference to the flow of events created by Hiram Walker and connects the initial industry with the subsequent planning of the former company Town of Walkerville. At either end of the rill are bronze plaques, one depicting the town of Walkerville and the other the distillery, clearly linking these two elements through Hiram Walker himself.

The Hiram Walker Statue Parkette was officially unveiled and opened on Saturday July 2, 2022

## **Walkerville Heritage Conservation District**

It was always envisioned that the HCD would follow the development of the Districting Plan and will be subject to future council considerations and approvals.

As part of the larger picture for the continued development and protection of the Walkerville area, City Council received report (S 102/2019) on the benefits and process to designating Walkerville a Heritage Conservation District (HCD) under the Ontario Heritage Act.

A HCD designation enables more protection for heritage resources; improves the quality of life; protects the sense of place; enhances cultural and economic vitality; and contributes to cultural tourism. . Council directed Administration to proceed with the implementation of the Walkerville HCD Study (CR 334/2019). Subsequently, to reduce confusion and doubling of efforts for overlapping components, Administration informed Council that the HCD Study would commence after completion of the Walkerville Districting Plan. Council also approved available funding for the HCD Study (CR 32/2021).

The Walkerville Theming and Districting Plan outlines a vision for the surrounding area. It is a guide to help direct the future vision of Walkerville and will be taken into consideration during the development of the HCD. The HCD will further the objectives of the theming plan by developing design guidelines for new construction, infill development, and design requirements for public realm infrastructure elements.

### **Discussion:**

Walkerville has long been considered an area where 'Distillery' themed elements could be further explored given its rich history of Hiram Walker & Sons, and current businesses like Hiram Walker & Sons, JP Wiser's, and the Walkerville Brewery. The current collection of retail businesses, cafes, restaurants, strong tourism attractions, and unique community identity made it the ideal candidate for launching the districting model.

The goal of Walkerville's districting initiative, which has been adopted by Council, is to create and strengthen community destinations so that they attract more people and contribute to the neighbourhood's unique "sense of place." As such, districting aims to enhance existing amenities, infrastructure, history, and culture to create new destinations that already have an established identity and support and enhance the existing ones.

The main objective of Districting is to reshape and animate established destination points in the City, thus creating new and revitalized places that form a unique network of spaces, multiple destinations, and public realm connections within the larger context. The Walkerville Theming and Districting Plan is a compendium made up of a Background Study, a Visioning Document, and an Implementation Plan. (Appendix B)

### **Background Study**

The background study gave the consultant team an understanding of the current and historical context of the Walkerville area.



<u>Visioning Document</u>	The visioning document outlines the consultation efforts that identified and refined the Initiatives, Improvements, Projects and Opportunities (IIPO's). It highlights and summarizes the desires of the community and stakeholders and identifies the character/aesthetic for the overall district.
<u>Implementation Plan</u>	The implementation plan refines the IIPO's and lays out the path to successful implementation. It identifies recommendations to City Council, the paths to success, potential barriers, phasing timeline, phasing priority, capital investment strategies, policies to consider, currently active studies, and cost estimates.

## **Background Study**

Brook McIlroy compiled background information and current conditions within Walkerville by reviewing and summarizing previous relevant plans, documents, and studies. They also conduct site visits to identify notable opportunities to promote the district vision over the short, medium, and long term. With the help of Carl Bray and Marcus Latourneau, the team created a timeline and summary of the "History of Development" for the area. This includes pre-European settlements, the French colonization period, the Hiram Walker Era, the "Big Expansion" of the town, and the periods leading up to today.

The team reviewed the unique attributes and characteristics of the town. Including the existing built form, open spaces, social structure, cultural and community assets, the environment, and associative heritage. The team analyzed the existing urban fabric through a series of mapping exercises. The mapping analysis identified the following:

- Nodes, Gateways and Pedestrian Connections;
- Heritage and City-owned Properties;
- Zoning/Program Distribution Analysis;
- A Figure-Ground diagram and Building Heights;
- Laneway identification, and;
- A Walking Distance and Landmarks Map;

With the knowledge gained, the team developed a "Strengths, Opportunities, Aspirations, and Results" (SOARs) analysis. The SOARs analysis gave insight on generating the districting ideas to be created and explored further. This analysis informed the outcomes of the districting plan overall. (Appendix B)

## **Visioning Document**

The Visioning Document highlights the major consultation efforts that were performed as part of the project. This involved both in-person and virtual opportunities to generate ideas and visions, and provide input and feedback on the designs. In addition to the formal consultation events, many conversations with leaders in Walkerville's business, arts, and creative industries helped to inform the ideas and direction of the plan. Through this process, the IIPO's were defined and refined. The major consultation efforts included:

<b>Community Design Work Shop</b>	The purpose of the Visioning Workshop was to inform participants about the Plan's purpose, process, and expected outcomes. Participants learned about Walkerville's Evolution and growth and were also able to
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provide their feedback through various design and charrette style exercises. A total of 56 participants signed into the workshop, but more were in attendance.

**Active Community Engagement Website**

The consultant team established a community engagement website housing various materials, including an overview of the project and the upcoming opportunities for feedback. The online ideas survey and feedback survey were hosted on the website.

**Online Ideas Survey**

Based on the input and ideas generated at the Community Design Workshop, the consultant team produced an online digital survey providing opportunities for the public to offer ideas and input on ten identified Initiatives, Improvements, Project, and Opportunities (IIPOs). 404 responses were received, providing creative and visionary ideas.

**IIPO Feedback Survey**

Following further design refinement based on the Phase 2 survey feedback, a series of narrated videos illustrating 3-dimensional modeling of the IIPO designs were provided in an online Feedback Survey. 133 responses were received, providing thoughtful insights and feedback on the proposed designs. The feedback was incorporated into the final designs presented in the Plan.

**Other Consultation efforts:**

(2) Media Events hosted by the Mayor;  
Meetings with the Walkerville BIA;  
Meetings with SHO Art Studio and site visit;  
Discussions with private developers;  
Discussions with the Pernod Ricard.

**Implementation Plan**

Early in the consultation process, many priorities and common goals began to emerge. Through design explorations, precedent studies, consultation, and refinement, they were translated into a set of nine tangible and achievable IIPOs. The Implementation Plan summarizes the IIPO's and outlines a strategy for the phasing, priority, capital investment, paths to success, potential barriers, and other steps necessary to successfully implement the vision.

The IIPOs range from new parks, plazas, and public spaces, to active mobility corridors, mixed-use developments, pedestrianized streets, iconic gateways, and programs that celebrate the history and heritage of Walkerville. Seven of the IIPOs are location-specific and are tied to particular sites or blocks. Two IIPOs (the Historic Walkerville Program and Walkerville Wayfinding Program) are a District-wide endeavour and are designed to connect and link the entire district.

The Walkerville Theming and Districting Plan (Appendix B) outlines and illustrates conceptual designs for each one of these projects. For the purposes of this report, a summary of each IIPO is being provided.



Map for the 7 location specific Walkerville Theming and Districing IIPOs.

### 1. Walkerville Distillery District

Centred on Argyle Rd. and Assumption St., a new pedestrian friendly flex street will connect Wyandotte St. to the Hiram Walker/Canadian Club Historic Offices, creating the new Walkerville Distillery District. The district will be anchored by the redevelopment of a grouping of heritage structures integral to Walkerville's history as a major industrial distillery.



Bird's Eye View - Proposed

### 2. Hiram Walker Gateway Parkette

The parkette features the newly created statue of Hiram Walker, as well as introduces new seating, lighting, and landscaping including groves of trees in sloping planters. The parkette signals arrival at Walkerville and serve as a physical and symbolic gateway to the neighbourhood. This project has been completed in tandem with the districing initiative.



### 3. Railspur Linear Park

The park's main objective is to make connections between Walker Road, VIA Rail, the Welcome Centre, Argyle Road, and the core of Wyandotte Street. The park is large enough to host events and gatherings while celebrating the dynamic history of Walkerville. The park traverses between two buildings housing active distillery operations at Hiram Walker & Sons and includes an active rail spur used in the day-to-day operations of the distillery.



Bird's Eye View - Proposed

### 4. Riverfront Park and Pathway Connection

Better connecting Walkerville with the river and its neighbouring communities to the east and west is crucial to its continued success. New amenities in the Riverfront Park include a children's playground, adult fitness park, lounge and table seating, a tiered waterfront deck and lookout pier, and new tree planting and landscaping. Continuing the pathway connection to the east, including a new pedestrian crossing at Chilver Road and an iconic multi-use Peabody pedestrian and cycling bridge over Riverside Drive.





Bird's Eye View - Proposed

### 5. Devonshire / Assumption Mixed-Use Urban Square

The open space at the northwest corner of Devonshire Rd. and Assumption St. will become a new urban public space framed by 4 to 5-storey mixed-use buildings that create an edge for both the street and the public space. This is the site of the former Pere Marquette Train Station and the Queen Victoria Fountain, which currently resides in Willistead Park. With the opportunity for leveraging significant private reinvestment and future development, the vision will create a new Victoria Square Plaza and return the Queen Victoria fountain back to this location.



Bird's Eye View - Proposed

## 6. Hiram Walker Alleyway Pilot

By reinventing the alley between Kildare Rd. and Chilver Rd. as a pilot project, creative concepts in alleyway activation will be deployed and tested, incorporating new public art, overhead lighting, pedestrian oriented pavers and landscaping along the edges.



## 7. Wyandotte East Gateway

The intersection of Wyandotte St. and Walker Rd. will be reimagined as an attractive and vibrant urban gateway to Walkerville, improving the aesthetics and road-dominated focus of this important location. Located directly adjacent to the active Hiram Walker & Sons distillery operation, new development will be required to be designed to create comfort for all users while ensuring that the distillery's operations are able to continue unimpeded.



## 8. Historic Walkerville - District Wide Program

Building on the well-established Walkerville Heritage Walking Tours, a series of location-specific plaques will be installed adjacent to heritage resources throughout Walkerville, providing interpretation of the cultural and natural heritage of the neighbourhood.



## 9. Walkerville Wayfinding – District Wide Program

The program will incorporate signage and waypoints that connect landmarks, gateways, and other nodes within the neighbourhood. The coordinated wayfinding program will help pedestrians, cyclists, transit users, and motorists to find the best routes to destinations in Walkerville, and introduce them to new businesses, services, destinations, and other amenities in the neighbourhood. Part of this project would be the replacement of existing Traffic Poles and arms with more historically accurate black poles and arms. The way-finding program would also introduce pedestrian lighting at specific locations.



## Phasing and Priority

In order to ensure the implementation of large-scale vision projects, the vision needs to be broken down into manageable project components. The implementation process must account for the complex set of interdependencies between governments and their agencies, community stewardship, economic development, the timing of large-scale private and public investments, such as major infrastructure (utilities, transport, park systems, brownfield cleanup), and the micro-delivery of small scale projects.



## High Level Phasing Implementation Chart

#	IIPO	Priority	Timeframe
1.	Walkerville Distillery District	High	Mid-Term
2.	Hiram Walker Gateway Parkette	High	Immediate
3.	Railspur Linear Park	Low	Long-Term
4.	Riverfront Park & Pathway Connection	Medium	Mid-Term
5.	Devonshire / Assumption Mixed-Use Urban Square	Medium	Market-Driven
6.	Hiram Walker Alleyway Pilot	Medium	Short-Term
7.	Wyandotte East Gateway	Low	Market-Driven
	Gateway Arch on Walker Road "Historic Town of Walkerville"	Medium	Short-Term
8.	Historic Walkerville Program	High	Short-Term
9.	Walkerville Wayfinding Program	High	Short-Term
<p>Priority:</p> <p>High Priority: Presents a relatively high risk to the success of the overall project if not completed.</p> <p>Medium Priority: Presents medium risk if not completed within the phasing timeline.</p> <p>Low Priority: Presents a relatively low risk. Other tasks and dependencies may need to be completed prior to this priority being fulfilled.</p> <p>Phasing timeline:</p> <p>Immediate: These are recommendations that are in place with the passing of the plan.</p> <p>Short-term: These are the implementation of the recommendations over the first 36 months of the project.</p> <p>Mid-Term: These are the implementation of the recommendations within a 3 to 10 year range.</p> <p>Long-Term: These are recommendations and projects that are projected to be past the 10 year mark of the plan.</p>			

## Getting Started

From the list of IIPOs and the recommendations in Appendix 'C' there are actionable items and projects that can get underway. The Hiram Walker Statue Park is almost completed and preparation for other short-term project as well as the preparation for high priority mid-term projects can begin. The first set of actionable items include the following list and are reflective of the recommendations of this report.

1. Hire a consultant for the design of the Argyle Flex Street.

The most pressing of the IIPOs is the design development of the Walkerville Distillery District – Argyle Flex Street. Completing the design on the Argyle Flex Street now will take advantage of the timing for the current proposal for the adaptive reuse of the historic barrel storage buildings. Although the vision is clear for the flex street, the specific design should be developed at the same time as the proposed private development. This will ensure that overall re-development and work within the public right of way are able to happen in tandem.

2. Replace the existing traffic control poles to be black in colour at strategic locations.

There are six intersections within the Walkerville Theming and Districting Plan that would benefit by updating the traffic control poles and arms to match the newly constructed intersection of Devonshire Road and Riverside Drive. The intersection includes the stretch along Wyandotte at Gladstone Ave, Lincoln Rd, Chilver Rd, Devonshire Rd, Monmouth Rd, and Walker Road. The last intersection is at the corner of Walker Road and Riverside Drive.

3. Hire a design consultant for the “Historic Town of Walkerville” gateway arch at the Wyandotte East Gateway.

Similar to the process for the “Historic Sandwich Town” arch, administration can develop an RFP for Design Build services for the “Historic Town of Walkerville” gateway element that will span over Walker Road just north of the Wyandotte Street intersection. Inspiration of the gateway element will be taken from the elevated structure that was once part of the Hiram Walker & Sons barrel whiskey maturing warehouses.



Hiram Walker and Sons Maturing Warehouse, Southwester Ontario Digital Archive.

Upon the commencement of those action items or once they have been realized, the next set of Short-Term projects will be initiated. These include:

1. Hiram Walker Alleyway Pilot Project;
2. The Historic Walkerville Program, and;
3. The Walkerville Wayfinding Program.

#### Private Development and Community Partnerships

Investment in the community is a multi-pronged approach, and includes private citizens, private developers, corporations, community foundations, local government agencies, etc. The full realization of this vision is not possible without community partnership and leadership.

In regard to private developments, through the utilization of Community Improvement Plans (CIPs) the City can help steer and incentivize private development to a targeted area. CIPs can help overcome some of the hardships or barriers in developing infill properties, and can strategically incentivize and guide the aesthetic outcomes consistent with the Plan.

Through programs like the Development Charge Reduction program, the Brownfield Redevelopment Strategy, the Building Facade Improvement Program for Main Streets CIP, and the commitment from Council to fund a Walkerville Heritage Conservation District Study, the City has made major strides to help entice further economic growth in the Walkerville area.

Many private investments have been made in the area and are proving to be successful. These existing investments help to create a positive trend for economic growth and help support existing economic activity as well as create new ones.

The Walkerville Distillery District would benefit by expanding the current boundary of the *Building Facade Improvement Program for Main Streets* to include the properties adjacent to the proposed "Argyle Flex Street" project. (Recommendation 1.3 of Appendix C) Private investment may be further encouraged at targeted locations by including the buildings and properties adjacent to the *Wyandotte East Gateway* (IIP0 No.7) location as well as the first block of Monmouth Road South of Wyandotte St. (Recommendation 7.1 of Appendix C)

### Active Industrial and Land Use Compatibility

The active distilleries and industrial uses in Walkerville are the main foundational backbone of the District and genesis for the creation of the Walkerville Theming and Districting Plan. The vision for the plan is that both the distilleries and the community will mutually coexist in a way that is beneficial to both. There are opportunities for the local distillery industry to drive the branding and marketing of the Walkerville Distillery District, and further their community outreach initiatives.

There are concerns with land use compatibility for any public or private development within close proximity to an active industrial use. The Pernod Ricard operations and others are active industrial facilities and the introduction of potential sensitive land uses within the "minimum separation distance" or "potential area of influence" may have an impact on the distillery operations "facility Compliance Status."

Pernod Ricard completed its own analysis of the Walkerville Theming and Districting plan. (Appendix D) The analysis outlines their initial concerns and discussion points. These will be further discussed as part of individual project development, and/or during the development of any feasibility studies.

The Ministry of the Environment Land Use and Compatibility Guidelines (MOE D1-D6) sets the planning framework for the evaluation of proposed encroachments between land uses. The dual nature of the guidelines puts the responsibility on the encroaching development to complete a Land Use Compatibility Study. For proposed developments that introduce sensitive land uses in proximity to the active industrial operations of the distillery, the onus will be placed on the developer, through the public Planning Act process to undertake the needed studies and consultations.

The Planning Act process will require that any newly introduced land use changes and/or rezoning needed to realize the proposed developments are compatible to both the short and long-term functions and operations of the active industrial facilities.

Land Use Compatibility Studies are just one tool, and should not be solely relied upon. Consultation with the industrial uses is the only way to collect future growth information about their operations. Achieving compliance with the environmental regulations and analysing potential mitigation measures can in many instances ensure that the industrial interests are protected and that the vision for the area will be successful.

There are case studies of similar situations in Ontario where sensitive uses were proposed within the minimum separation distance of an active industrial use. The Redpath Sugar development is an example of one. In this case, a cross-section of approaches were able to mitigate concerns. These included, but were not limited to,

- Warning clauses registered on-title;
- Mitigation/design features secured in the zoning by-law, approved site plan drawings and building permits.
- Private agreements between the industry and the proponent of the sensitive land use:
  - Restrictive covenant;
  - Specific development agreements between the municipality, developer and industry.

The Ministry of the Environment does recognize “Redevelopment, Infilling & Mixed Use areas” (MOE D-6 Section 4.10) present unique challenges concerning minimum separation distance and encroaching sensitive uses. Section 4.10 outlines the requirements for the Ministry to consider proposals for urban redevelopment, infilling and/or transition to mixed use. The full measure of these requirements will be the responsibility of the development and will not be fully recognized until a formal process is initiated by a proposed development.

## **Risk Analysis:**

The following items have been identified as potential sources of risk:

**Resource Risk** – The current resources allocated to the Theme Districting Initiative (Project # 7186001) to complete the short-term (0-3 year) IIPs identified in the Walkerville Theming and Districting Plan are possible to be completed at the current funding levels. That being said, the utilization of only capital funds from the City of Windsor depletes the resources for the completion of further projects and other areas of the City that would benefit from the Districting Initiative. In order to realize the vision for various areas within the City of Windsor, a multi-pronged long-term approach needs to be applied to all IIPs and Theme Districting Plans. Potential capital investment sources will be from a cross-section of approaches including, City of Windsor budget considerations, government grant programmes, foundations, fundraising, donations, and sponsor / naming marketing opportunities. The short-term projects will benchmark the appetite of the community to be involved and invest in Walkerville. If the identified short-term IIPs receive little interest from the community then there is a risk that the capital resources provided from the City of Windsor will be insufficient over the duration of the implementation timeline for all IIPs.

**Long Term Maintenance, Vandalism Risks** - The long-term maintenance and lifecycle costing for new assets should always be considered. Proper planning and careful selection of quality products and materials will help mitigate this risk as much as possible. In addition, these amenities should be inspected on an ongoing basis for potential health/safety and vandalism issues. Currently the city does inspections on a regular basis for parks, which helps to mitigate this risk. Every new asset added to the existing system requires maintenance and inspections, which in turn requires more resources. If resources for maintenance and inspections are not addressed it may mean having to take assets out of service or they may fall into disrepair incurring the risk of litigation and more costs. This is considered possible to occur and of moderate risk. Vandalism, excessive use of equipment and wear and tear on amenities are all factors that are considered possible to occur and will have moderate impact.

**Timing Risks** – The time frame for the completion of any of the Theme Districting Initiative is considered to be long-term. Phasing the IIPs as short-term, medium-term, and long-term help

prioritize the projects within any of the completed districting plans. A Theme District Plan represents a vision; the timing of when and how this vision is realized presents a low impact to the success of the vision as long as the implementation occurs. That being said, market conditions are currently favorable for private investment, and market conditions should be leveraged while they are favorable. If private developments are not realized, it may diminish the overall vision for the area. Right now, this is considered to be low risk as development applications for the Walkerville area have been increasing.

**Community Impact Risks** – Not completing the Theme District Plan vision will have low impact on the “current” conditions of the community, and the community will continue to move forward with the status quo. Not realizing the vision or not having a districting plan in place present a significant long-term impact to the community and may result in the loss of unique character and/or unique places within in the City of Windsor. The homogenization of the built-environment within the City erodes community uniqueness and ultimately can have an impact on community identity, pride and ownership. Outlining the goals and vision for any particular community helps guide the community in a positive and understood direction.

## **Climate Change Risks**

### **Climate Change Mitigation:**

The Walkerville Theming and Districting Plan takes into account climate change mitigation. The implementation plan references the Community Energy Plan and the Climate Action Plan. Given the “high-level” nature of districting plans, many of the design systems and strategies will be applied when the IIPs are implemented, much like the inception of the Hiram Walker Statue Parkette.

The Hiram Walker Statue Parkette employed a variety of Low Impact Design principles. Including, adding more trees to the city canopy, LED lighting, a bio swale that retains and absorbs rain runoff in order to reduce the discharge in the municipal storm sewer, and introducing new trees to shade the parkette and reduce hard surface heat generation and micro climate wind conditions.

### **Climate Change Adaptation:**

As mentioned in the Climate Change Mitigation section, the use of climate adaptation strategies will be employed during the inception of the individual IIPs.

### **Financial Matters:**

Adequate capital and operational investment are required in order for the Walkerville Theming and Districting Plan to be successful. Walkerville was established because of the initial investment of private industry. It continues to be a model community because of the current investment from the private sector, public sector, its residents and businesses. The resources needed to implement the vision requires leveraging all possible funding opportunities and will have dependencies on private market conditions.

The funding model envisioned for many of the projects would be a hybrid model, with potential for cost sharing with private and public partnerships, government programmes, community foundations, fundraising opportunities, donations, sponsorship and naming opportunities, as well as capital budget considerations from the municipality.

The required capital investment in the community is extensive and the burden should not be the sole responsibility of the municipality.

### High Level Estimate Ranges

#	IIPO	Potential Cost Range	Funding Timeline
1.	Walkerville Distillery District (public realm improvements only)	\$4 Million – \$6 Million	Mid-Term
2.	Hiram Walker Gateway Parkette	\$1 Million – \$1.2 Million	Complete
3.	Railspur Linear Park	\$4 Million – \$5 Million	Long-Term
4.	Riverfront Park & Pathway Connection	\$1.2 Million – \$1.5 Million	Mid-Term
5.	Devonshire / Assumption Mixed-Use Urban Square	Private Investment	NA
6.	Hiram Walker Alleyway Pilot	\$250,000 – \$500,000	Short-Term
7.	Wyandotte East Gateway Gateway Arch on Walker Road “Historic Town of Walkerville”	Private Investment \$500,000	NA Short-Term
8.	Historic Walkerville Program	\$60,000 – \$100,000	Short-Term
9.	Walkerville Wayfinding Program	\$700,000	Short-Term

These investments will be realized over time and budget considerations should coincide with the project priority and phasing timeline.

Funding Timelines	Short-Term (0-3 Years)	Mid-Term (3-10 Years)	Long-Term (+10 Years)
<b>Total</b>	\$1.51 M – \$1.8M	\$5.2 M – \$7.5 M	\$4 M - \$5 M

Theme Districting Initiative project 7186001 currently has an uncommitted balance of \$465,196 which is ample enough to cover the replacement of existing traffic control poles and arms along Wyandotte Street within the Walkerville Theming and Districting Boundary and at the intersection of Walker Road and Riverside Drive.

However, the funding in project 7186001 would not be sufficient to fund the cost expected to be needed for this entire project. The Theme Districting Initiative project presently has two placeholders also available that the Planning Department would like to use to offset some of the cost above. The first placeholder is from report approved B73/2018 that provides \$3,595,000 funds projected to be available for use in 2023. The second placeholder is for \$250,000 from Fund 169 that was part of the approved report B56/2017. The \$250,000 was derived from the 2017 ICIP CCR Grant enhanced plan that was not approved and therefore was not successful. When the enhanced plan was not approved the funds were left as a placeholder to be used for future use.

Funds were committed from the Theme Districting Project for the construction of the Hiram Walker Statue Parkette (Project No. 7211016). Surplus funds from that project are to be returned to the Theme Districting Project upon completion of the work (CR81/2021). It is projected that there will be a surplus from the Hiram Walker Statue Parkette Project but the amount will not be known until the project is closed out.

### **Consultations:**

Public and stakeholder consultations were completed throughout the development of the plan. In addition, two media events were hosted by the Mayor's Office to help promote and increase community awareness.

An overview of the consultations sessions and comments received is contained in the Visioning Document portion of Appendix 'B'. The Planning Department conducted a series of design sessions and online intake surveys. Including an in-person Design Charette, Online Ideas Survey, and Feedback Survey. Internal and interdepartmental meetings were coordinated by Brooks McIlroy and included Transportation Planning, Parks Development, Culture and Recreation, Environmental Services Department, and Public Works Engineering.

Financial Planning has been consulted to confirm the budgets of the Theme District Initiative Project (# 7186001) and the Hiram Walker Statue Parkette project (# 7211016)

### **Conclusion:**

The Walkerville area was selected as the first project area for the Theme Districting Initiative.

Through extensive public engagement, and consultation with private and public stakeholders, Brooks McIlroy and City Staff have developed a vision for the area as well a series of actions based Initiatives, Improvements, Projects, and Opportunities. (IIPOs)

The Walkerville Theming and Districting Plan will build on the significant historic distillery and company town, its present distillery operations, and the existing neighbourhood fabric that makes Walkerville a unique and desirable location to live, work, and visit.

The continued growth of historic Walkerville has been carefully considered and analysed. A Plan is thus being recommended so that future private and public investments/projects will be appropriately leveraged, designed and implemented on a coordinated and compatible basis.

### **Planning Act Matters:**

The districting plan is non-statutory.

### **Approvals:**

<b>Name</b>	<b>Title</b>
Neil Robertson	Manager Urban Design / Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services



<b>Name</b>	<b>Title</b>
James Chacko	Executive Director of Park & Facilities
Ray Mensour	Commissioner of Community Services
Jelena Payne	Commissioner of Economic Development & Innovation
Joe Mancina	Commissioner of Corporate Services, Chief Financial Officer/City Treasurer
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## **Appendices:**

Appendix A – Walkerville Theming and Districting Boundary

Appendix B – Walkerville Theming and Districting Plan

Appendix C – Summary of Recommendations

Appendix D – Analysis and Results v3

Appendix E – Pernod Ricard Response Letter

Appendix F – WECHU – Recommendations.

Appendix G – Land Use and Zoning Map

Appendix A  
Walkerville Theming and Districting Plan Boundary



Limits: Detroit River to Niagara Street, and Walker Road to Gladstone Avenue.





# Walkerville Theming and Districting Plan

June, 2022

Council Agenda - July 25, 2022  
Page 470 of 710

**BrookMcIlroy/**

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# PROJECT SUMMARY

The Walkerville Theming and Districting Plan presents an opportunity to imagine the future Walkerville as a unique community destination in Windsor that celebrates its past and embraces its future.

***Tremendous potential exists to enhance the quality of the public realm and to introduce an exciting diverse mix of uses in reimagined and new contextually-appropriate buildings.***

The Plan presents nine Initiatives, Improvements, Projects, and Opportunities (IIPOs), all of which were envisioned and designed by the people who know Walkerville best.

Walkerville today is a beautiful, lush, quiet community with a vibrant commercial core, an active industrial edge, and an incredible collection of heritage architecture. It's also constantly evolving and establishing a very contemporary identity rooted in the arts, entrepreneurship, and commerce, while keeping its heritage alive.

For more than 160 years, the Hiram Walker & Sons Distillery has been at the centre of the development and unique identity of Walkerville.

***As Walkerville continues to evolve, its industrial roots and ongoing employment-related activities must be celebrated, protected, and allowed to effectively coexist alongside new private and public realm development.***

The diversity of commercial, industrial, and residential uses continues to be at the core of Walkerville's unique character and culture, and the continued success of the active distillery operation is critical to the implementation of the Plan.

We are grateful to the hundreds of people who took time to share their stories and ideas with us as we developed this Plan. It is you, the people who know Walkerville best, who created the vision that will help to make Walkerville an even more incredible place to live, work, shop, dine, play, and visit.



The Plan defines three new Districts within Walkerville



# BACKGROUND



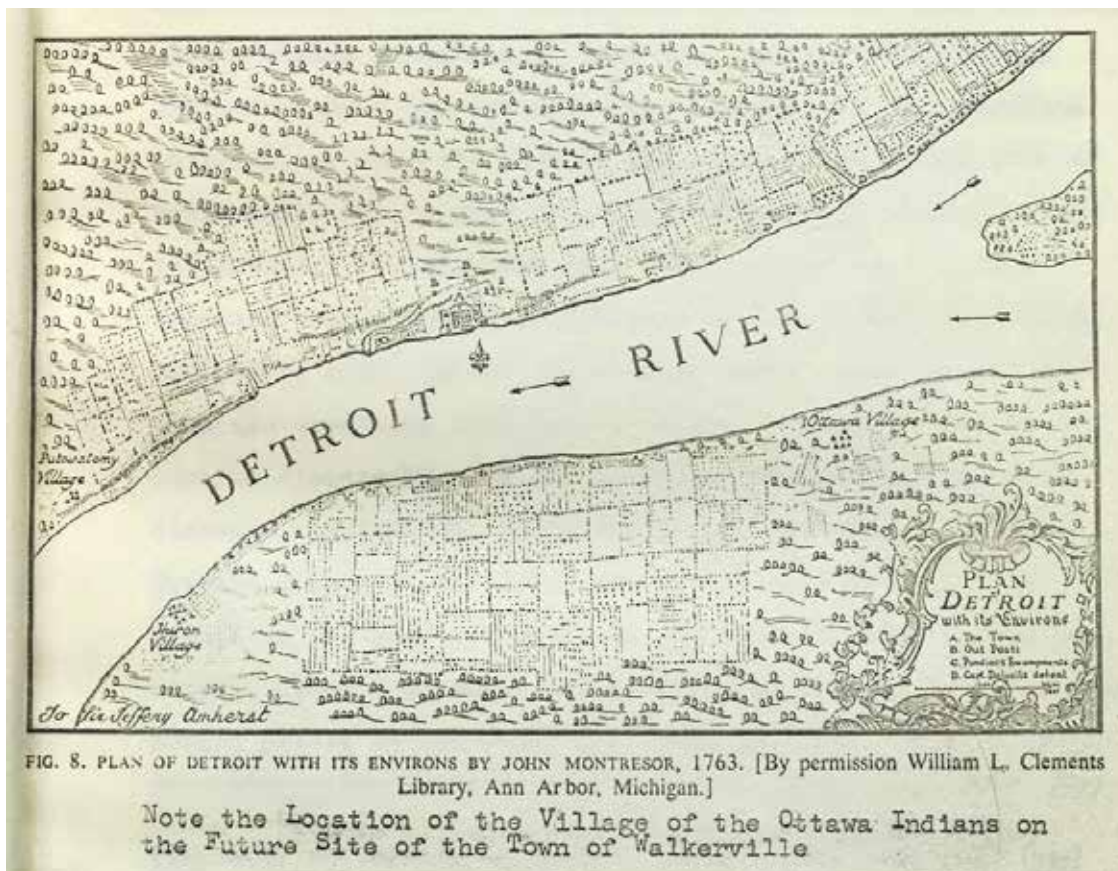


Image 1A: Plan of Detroit (1763)

Image source: SWODA/Archives of Ontario

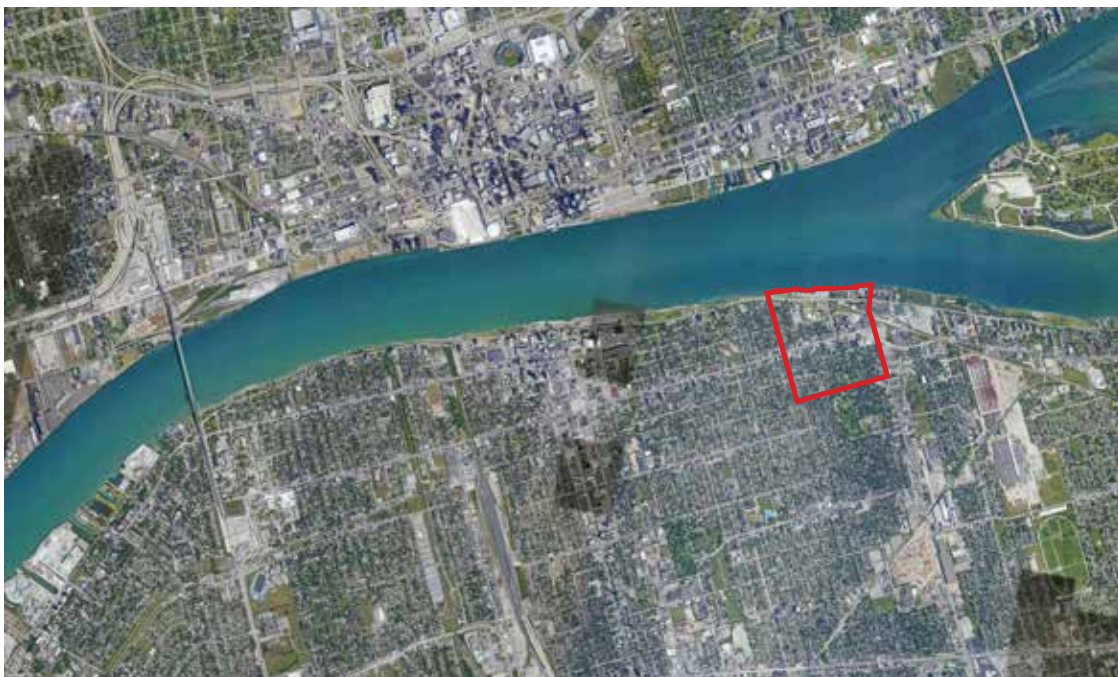


Image 1B: Aerial of Windsor and Detroit (2019) with Walkerville Study Area identified

Image source: Google Earth Imagery

## Walkerville's Evolution

Carl Bray and Marcus Letourneau

### Introduction

The Walkerville Theming and Districting Plan is intended to enhance the physical setting of the community. The heritage planning component provides the historical information and analysis that will guide recommendations for enhancements to the public realm and to private property. Outcomes of this work include an understanding of the key development periods in Walkerville's history and of the design intent of the Walker family (and others) during these periods. The study also identifies key surviving elements from each period and provides guidelines for new development based on these elements.

The heritage material has been compiled using a variety of methods. The heritage study team toured the study area on foot and photographed representative portions of it. They then found material in the archives of the University of Windsor, the Windsor Public Library, Western University, the Archives of Ontario, and the Walker company's private collection. Of these materials, historic photographs and fire insurance plans were the most useful. Local histories and graduate theses also provided much of the historical detail.

### History of Development

#### Indigenous Occupation

According to early mapping of this part of Windsor, at least the riverfront portion of the current site of Walkerville was, at the time of early European contact, an Indigenous village and cemetery

occupied by members of the Odawa community as well as other native groups. It is likely that Indigenous peoples occupied this area long before contact with Europeans and Indigenous groups have an ongoing presence in the area.



Image 1C: Topographical Map of Detroit (ca. 1754)

Image source: SWODA/Archives of Ontario



Lands along the Detroit River have high archaeological potential for pre-contact archaeological resources. An archaeological assessment was undertaken for the CN lands. Research is currently ongoing into other assessments completed within the area, but further assessments may be required.

#### French Period (1600s-1800s)

The French were the first Europeans in the area. The lands they came to were occupied at that time by the Iroquois. Early settlement was concentrated on the Detroit side of the river and it was not until the latter stages of the wars between the British and French that settlement on the east side began. French residents of Detroit were granted land on the east side of river in 1749. These were long strips of land running inland from the shoreline, bounded on the south by a Huron village and on the north by an Odawa village and burial ground. By the end of the Seven Years War in 1763, European settlement on the east side of the river was underway. By this time, the Odawa village had been abandoned and more lots were granted to French and British settlers in the Walkerville area. Further south, the community of Sandwich (now Windsor) was established in 1797 for both French and British settlers who wished to remain under British rule .

By the time that Hiram Walker began assembling land for his new community of Walkerville, the lands he intended to purchase were owned by French and British settlers. The owner of the largest parcel was Antoine Descomptes Labadie. Labadie acquired his land from the British who, in turn, had acquired it from the Indigenous residents (according to one source, it was Chief Pontiac who transferred the lands to Lieutenant Edward Abbott of the Royal Artillery Regiment in 1765 and Abbott transferred

his land to Labadie). On his death in 1806, his lands were apportioned to his descendants. One of his daughters married John Gaspe Hall and it was a portion of their son's land that Walker acquired in 1856. Adjacent lands were owned by John and Luc Montreuil and Alexander Chapoton and Walker acquired their lands in 1857.

#### The Hiram Walker Era (1850s-1880s)

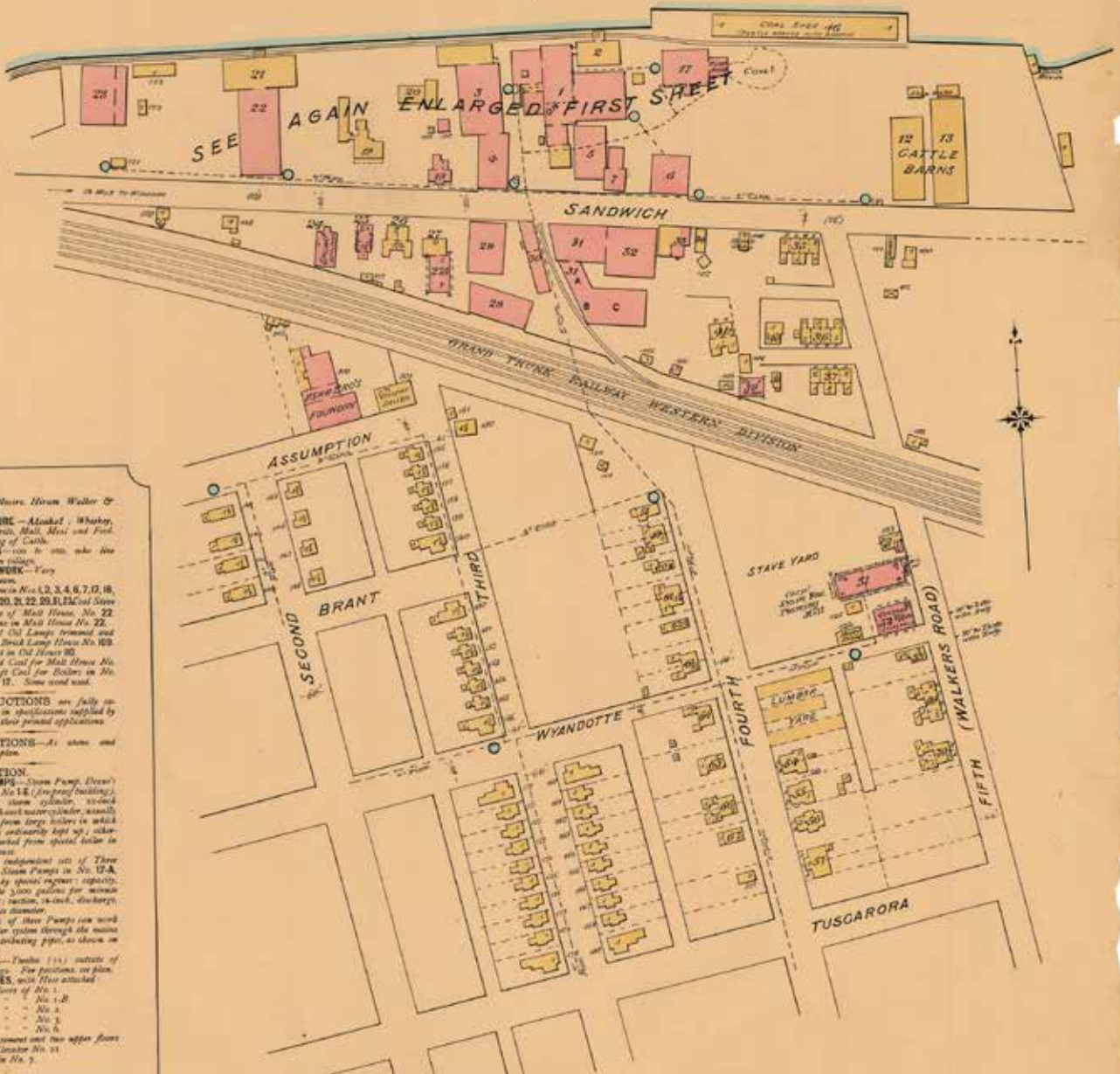
Hiram Walker began to transfer his distillery operation across the Detroit River in the 1850s. There are several reasons for this. First, the United States and the then-Dominion of Canada signed a reciprocity treaty in 1854, removing tariffs on grain and distillery products. The extension of the Great Western Railway to Windsor in 1854 linked the region to the eastern hinterland as well as to the United States, removing reliance on marine or road transport and greatly expanding access to markets for industrial products. Land on the Canadian side of the river was considerably less expensive than on the American side and there was plenty of it available; materials were also cheaper. There was an opportunity to develop a steam-powered mill that would greatly increase the efficiency of the milling operation and make use of the abundant grain supply in the area. Walker also would have noted that there was little competition for his distillery business in Canada. Add to this a more stable legislative framework in Canada (as opposed to the inconsistent and temperance-influenced conditions in Michigan and elsewhere in the US), and the risks associated with establishing a new industry on the Canadian side were more than balanced by the advantages of doing so.

It was in this context that Walker began assembling land on the opposite shore from Detroit. The land he bought from Messrs. Labadie, Hall, Montreuil

CHAS. E. GOAD C.E.  
112 St. Francis Xavier Street  
MONTREAL  
FEBRUARY 1884

# DETROIT - RIVER

WALKERVILLE DISTILLERY  
— SECOND SHEET —  
SPECIAL SURVEY N°55



**OWNERS**—Messrs. Hiram Walker & Son.  
**MANUFACTURE**—Alcohol, Whiskey, and Spirits, Raisin, and Food.  
**EMPLOYEES**—run to one who live mostly in village.  
**HOURS OF WORK**—Vary.  
**POWER**—Steam.  
**HEAT**—Steam in Nos. 1, 2, 3, 4, 6, 7, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100.  
**LIGHT**—Coal Oil Lamps, kerosene and gas in small Lamp House No. 10.  
**FUEL**—Hard Coal for Mill House No. 22. Soft Coal for Boilers in No. 1-A and 1-B. Some wood used.  
**CONSTRUCTIONS**—are fully explained in specifications supplied by firm in their printed applications.  
**OCCUPATIONS**—As shown and also on plan.  
**PROTECTION**—Three Pumps—Steam Pump, Deane's make in No. 1-A (fireproof building), steam steam cylinder, which works from large boiler in which steam is ordinarily kept up; also, steam worked from special boiler in same house.  
This independent set of Three Three Steam Pumps in No. 1-A, driven by special engine; capacity, 5,000 to 5,000 gallons for minutes and set; rubber, 10-inch, discharge, 10-inch diameter.  
Each of these Pumps can work the water system through the mains and distributing pipes, as shown on plan.  
**HYDRANTS**—Twelve (12) outside of buildings. For positions, see plan.  
**STAND PIPES**—see plan.  
On 3 floors of No. 1:  
1 - No. 1-A  
1 - No. 2  
1 - No. 3  
1 - No. 4  
1 - No. 5  
On Basement and two upper floors of Residence No. 11.  
To be on No. 2.  
**IRON LADDERS**—Inside buildings, Nos. 1 and 2, adjacent to Stand Pipes.  
**HOSE**—About 5,000 feet on two floors and on various Stand Pipes.  
**WATCHMEN**—Three Night and Day.  
Three Clocks, one with 12, and two with 6 legs. One man rings half hour bell.  
**FIRE COMPANIES**—Two Hove Companies, one Hove and Laidler Co., about 15 members in each Company, composed of employees.  
**ELECTRIC FIRE ALARM**.  
N.B.—This plan is not a Warranty on the part of Messrs. Hiram Walker & Son.

—SCALE OF THIS SHEET—  
—100 FT. = 1 INCH—

Image 1D: 1884 Fire Insurance Map showing the early Walker Distillery buildings (pink) and housing (yellow)  
Image source: City of Windsor

and Chapoton consisted of Farm lots 94, 95 and 96 in Concession 1 of the Town of Sandwich, County of Essex. He ultimately acquired 468 acres and, in 1859, moved his family into the former Labadie farmhouse on the river shore. He took this two-storey frame building, constructed around 1839, and remodelled it, enlarging it and adding a third storey. On the surrounding lands, he built his distillery operation. Other than the distillery, however, the remainder of the lands he acquired were farmland or forest.

From the outset, Walker was determined to have control over all aspects of the distillery business. To that end, he established what was essentially a vertically integrated corporation that extended beyond industrial production into all aspects of the supply chain, including the formation of an entire town to supply workers. Thus, the community of Walkerville was created as a factory town, built to serve the many businesses in which Walker had an interest.

Walker concentrated his distillery operation along the waterfront, between Sandwich Street (later Riverside Drive) and the shoreline. Lands south of Sandwich were bounded by the railway tracks; beyond that was open land. In the beginning, Walker concentrated development within a roughly rectangular area bounded by the river to the north, Walker Road to the east, Wyandotte Street to the south, and Kildare Road to the west. Within this area he built the distillery, grain fields, a flour mill, a farm (for hogs initially, later cattle), and employee housing. The river supplied water for the whiskey, the farms provided grain while the hogs and cattle ate the mash resulting from the distillery operation and were, in turn, sold. Walker owned all land and buildings. Housing was rented to employees (this allowed Walker to control who worked for him). No land or buildings were sold during his management of the Walker companies.



Image 1E: Hiram Walker Cottages, Argyle Rd.  
Image source: BrookMcIlroy



To foster his expanding industrial operation, Walker established a ferry to Detroit (1881) and a railway. The Lake Erie and Detroit Railway (1888) linked his distillery to the agricultural hinterland of Essex County, ensuring a steady supply of grain and other raw materials and augmenting the service provided by the Great Western Railway. These additions to the existing marine and rail network enabled him to have an essentially self-contained community, separate from nearby Windsor. It was this sense of uniqueness that Walker strove hard to maintain.

The community of Walkerville coalesced quickly in the years between 1870 and 1890. Walker's first houses were frame structures located in the blocks just west of Walker Road (some of which appear to have survived). He created a compact settlement immediately adjacent to his industrial operations. Acting as his own land developer and builder, he concentrated construction within a portion of his original tract, this one bounded by Walker Road to the east and Devonshire Road to the west and by the river to the north and Tuscarora Street to the south. Within these bounds Walker tried to create a complete community. Not only did he supply the water and sewer infrastructure, he built the streets and the buildings that lined them. In addition to housing he established a church (in 1870) that also served as a community centre and school. By 1875 he had built a water pumping station, a firehall, a police station, as well as streetlighting. In 1879, Walker created a plan of subdivision that became the basis for future development of the community.

To get a sense of what Walkerville was like in those early years it is instructive to refer to mapping from that era. Fire insurance plans from 1884 show a distillery operation along the riverfront that included a feed mill, grain elevator and drying elevator,

warehouses, waterworks, a mill and distillery, a boiler house, a rectifying house and large coal yard. In addition to these structures there was also a ferry dock and ferry house, the Walker home in the former Labadie farmhouse, and a waterfront park. Across the street was the so-called Flatiron building (built 1882) which contained shops on the first floor and the Walkerville Music Hall (capacity 600) on the second. This and the Church of England (located further east on the same block) provided the local institutions, along with the fire hall (and reading room) and jail on nearby Walker Road. Surrounding these buildings were more industries and related land uses: a brick stable, bonded warehouses, a butcher shop, a paint shop, a cooper's shop, a carpenter's shop, a planning mill and a stave factory. All of these were owned or controlled by Walker. The only other enterprises in this area not wholly controlled by Walker were the Kerr Brothers Engine and Foundry Company and the Dominion Syrup and Sugar Refining Company. These industries were attracted by the good rail access and other incentives Walker could offer and they were harbingers of the major expansion of industry to the east, in what became Ford City.

There were other industries attracted to Walkerville in the busy years between 1880 and 1890. Walker Road became the new centre of industry, with the distillery as its western edge. Major new industries such as Parke Davis, Globe Furniture, Malleable Iron Works, Barnum Iron and Wire Works, Ontario Basket Company, Walkerville Brewery, Milner Walker Wagon Works, Page Wire and Fence all clustered in a few blocks south of Riverside Drive, flanking the street.

Aside from the industrial and institutional development, the early community consisted of somewhat sporadic groups of houses. With a

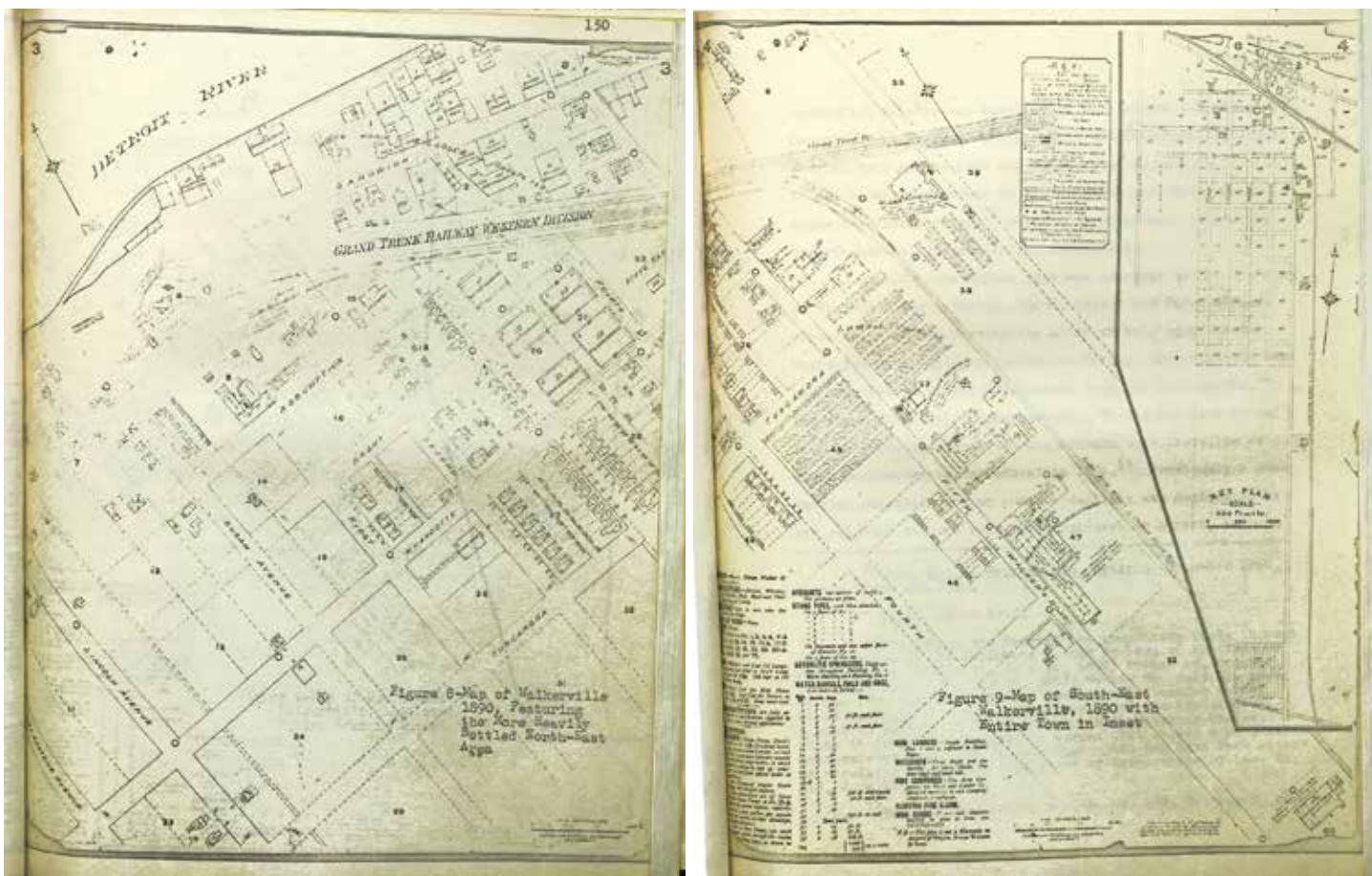


Image 1F: 1890 Fire Insurance Maps showing the growing Town of Walkerville  
Image source: SWODA/Archives of Ontario

subdivision framework of square blocks bisected by rear lanes running north-south, the predominantly frame houses were located in close proximity to industry. There was a grouping just south of the railway between Assumption and Brant Streets flanking Devonshire Road, another cluster flanking Argyle and a somewhat disjointed grouping on the block east of Monmouth Road north of Tuscacora Street. Of all of these groupings, the ones along Argyle show a common house design and lotting pattern. It is interesting to note that there is no development along Wyandotte aside from a few scattered buildings, and the edge of the settlement is essentially the mid-block lane west of Argyle Street. As a result, the majority of modern-day Walkerville had not yet been built.

#### The Big Expansion (1890-1914)

All that changed as a result of a key event - the incorporation of Walkerville as a village. Up until this time, Walker controlled all aspects of the community, from what got built, who worked for him and where they lived. That was not what he had in mind for the future of Walker enterprises, however, and he and his sons made several key changes to the organization that had a profound effect on the ways in which the community developed .

The first major change he made was to relieve the company of responsibility for some public services via incorporation. Once Walkerville became incorporated, the company could offload fire and police services, for example. Incorporation also benefitted the company in other ways. The town



now had a defined boundary within which it, rather than the municipality of Sandwich East, controlled expansion. The new boundary encompassed a larger area than the original settlement, extending west as far as the alley between Lincoln Road and Gladstone Road (it was later extended south of Tuscacora Street to Ottawa Street). Establishment as a municipality enhanced property values and made investment in expansion attractive, especially as the municipality could offer incentives such as low tax rates.

But the most important outcome of incorporation was the symbolic, as well as practical, end of Walkerville as a company town and its new identity as a model subdivision. Walker and his sons wasted no time in creating the Walkerville Land and Building Company that became the major land developer, landlord and builder for the expansion of the village. In addition to owning property and renting it, the Walkers decided to improve the land and sell to prospective owners or builders (the company was also set up as a Trust with the Province of Ontario).

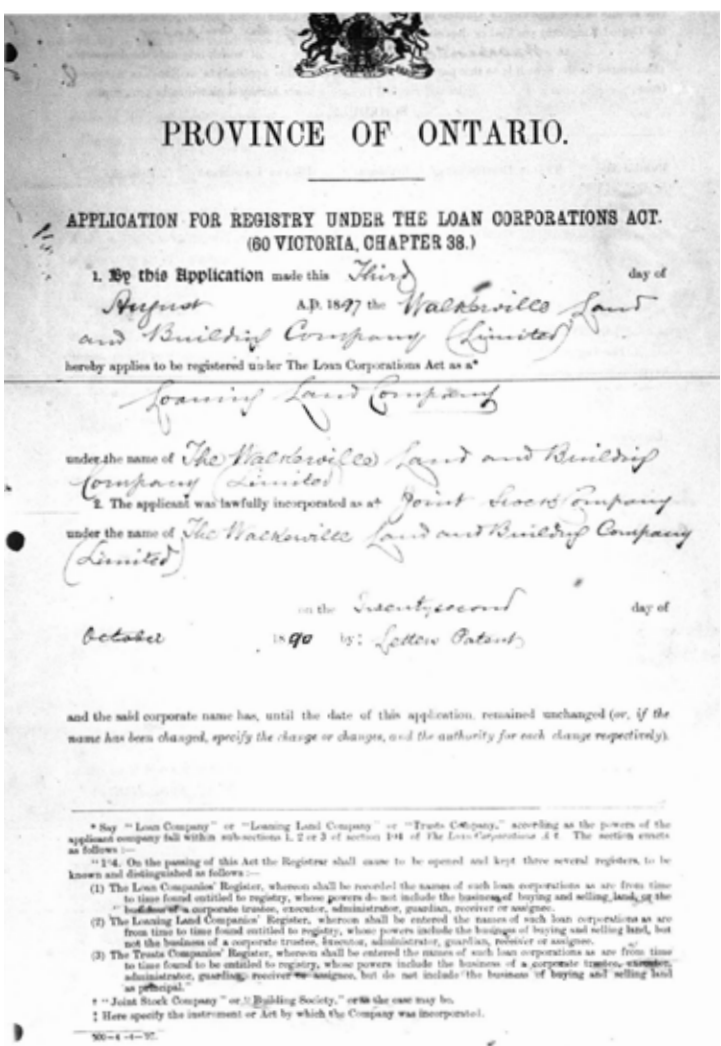
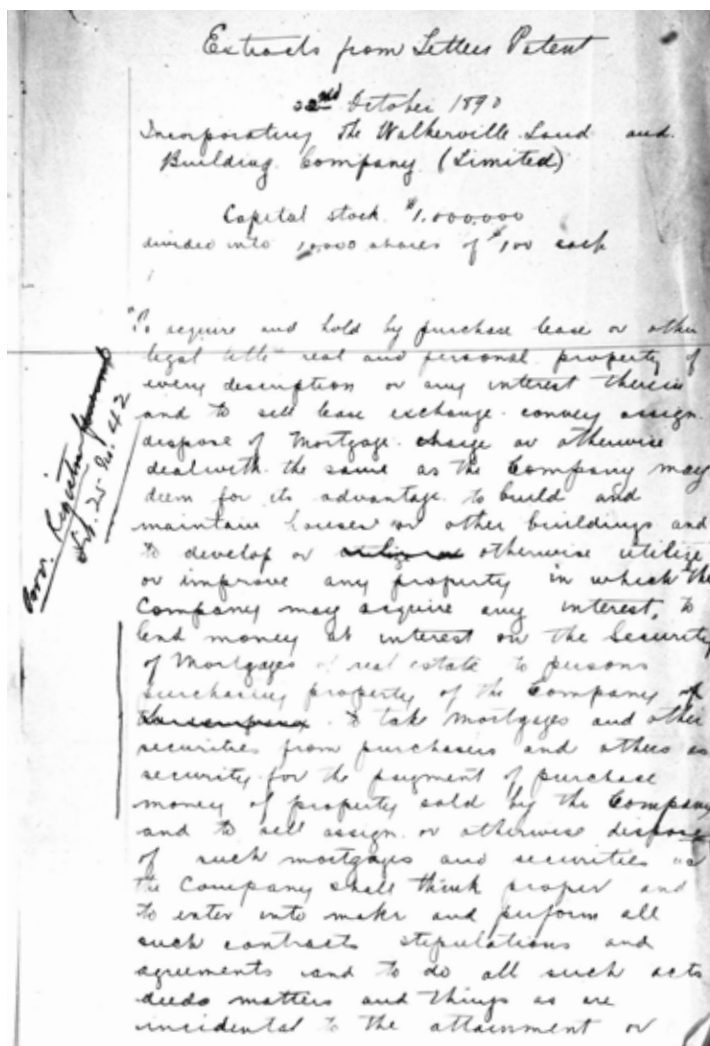


Image 1G: Extract from Hiram Walker's Loan Corporations Registry and Letters Patent (1897)

Image source: SWODA/Archives of Ontario

As a result, the housing built earlier was offered for sale or was torn down and replaced with more profitable buildings. The former paternalistic pattern of management for the community evolved into one that had more in common with subdivision development elsewhere, although the Walkers still exerted a powerful influence over what got built, and in what manner. Some of the development during this period still reflected the regimented layouts of early Walkerville, but the more prestigious development south of Tussock Street, with its larger houses, churches and schools, had a different pattern. It is at this stage that the ideal of a “garden city” seems to have emerged.

The Garden City movement arose in Great Britain in the late 19th century. As promoted by Ebenezer Howard in his book “Garden Cities of To-morrow”, these were to be the antithesis of the crowded and unhealthy cities of Victorian Britain. They were intended to offer the best of urban and rural living, in new, complete communities built in the countryside but linked to the city by rail and road. However, the socialist ideology of the Garden City movement seems to have been interpreted in many different ways such that it became a form of urban design rather than an economic and cultural shift from the prevailing way of building communities. In this way, Walkerville had more in common with model industrial communities such as New Lanark, Bourneville and Port Sunlight in Britain, and Pullman in the United States (or even 20th century resource towns in Canada such as Arvida and Kapuskasing). As a result, while Walkerville had many of the elements of a garden community, including a large farm located near the current Windsor airport to the south, it was still a factory town, not a utopian experiment in the manner that Howard envisaged. However, the label of “garden city” is a misnomer, and

Walkerville is best understood, in part, as a model factory town.

During the development phase that followed in the next decades, it is likely that Walker and his sons would have been well aware of current trends in culture and economics (as would their spouses), would have seen garden cities in the context of improved ways to build. Precedents such as Rosedale in Toronto were likely a reference, as would have been similar subdivisions in the US and Britain. What the Walkers did, however, was exert greater design control over the resulting expansion than was provided in many earlier subdivisions. For example, they laid out the streets with extensive landscaping and made the church and a public park as focal points at either end of the main north-south street (Devonshire). In a similar fashion, and subsequent to the development of Devonshire as a main-street, they developed the east-west commercial street (Wyandotte) with paving, street lighting and street trees. Throughout, they hired, or encouraged others to hire, prominent architects to design housing and commercial buildings as well as churches and schools. There was even an annual competition (sponsored by the Walkers) for the best floral garden. As of 1901, they retained the services of Frederick Trueman, a landscape gardener who managed works in the public realm as well as in private grounds. He established a nursery for flowering and ornamental plants and began a tree-planting program for the boulevards that resulted in approximately 10,000 saplings being installed. After 1900, the Walker sons also used the prominent Detroit architect Albert Kahn for key commercial, residential and institutional buildings throughout Walkerville. This high standard of design throughout the village made Walkerville distinct from other communities of the time.



Image 1H: Walkerville streetscape photos showing paving, sidewalks, trees, lighting, and streetcar tracks  
Image source: City of Windsor

Photographs from the first decade of the 20th century show what are already mature and designed streetscapes. Roadways are paved with bricks and flanked by wide boulevards in which are planted sizeable deciduous street trees, with concrete sidewalks and stone curbs. Private homes, all designed in the eclectic styles popular in the Edwardian period, are edged with clipped hedges, low stone walls and simple wooden or cast-iron fences. Streetlights with double globes line each street. Even the fire hydrants appear to be custom designs. Devonshire Road has become the main axis

for residential and public development. Anchored to the south by St. Mary's Anglican Church and to the north by the riverside park and ferry dock, it has a node at the train station just south of the railway tracks. Here there was a large brick train station and baggage building south of which was an ornamental square featuring the Queen Victoria Jubilee fountain. Across the street was the railway hotel and, at the next intersections, the post office/customs house and bank. Wyandotte Street by now had been developed as the main east-west axis of the community along which were the major commercial premises as well as the library, vaudeville theatre





Image 1J: Walkerville's Pere Marquette Railway Station with Queen Victoria Jubilee Fountain in foreground  
Image source: City of Windsor

and banks. Street trees and globes streetlights are also seen on this street, along with a uniform two storey building massing (brick predominating) with three storey buildings at intersections and canvas awnings along shopfronts. Even the distillery buildings were beautified with vines up their sides, ornamental iron fences along their edges and deciduous trees (elms and catalpas) along their street face.

#### Walker Disengagement (1915-1926)

Changes in the Walker family altered the development that followed the initial bursts of building activity. Following Hiram Walker's death in 1899, the prime mover during this period was Walker's son E.C. Walker. It was he who sponsored the Queen Victoria commemorative fountain, retained American architect Albert Kahn to design key public and private buildings, built an expensive headquarters on the site of the former Walker farmhouse, created St. Mary's Church and cemetery and, in a final grand gesture, built Willistead Manor

and its related park and country club. His wife was also responsible for renaming the streets to their current state, away from their earlier, plainer titles (e.g. First, Second, Third...), with Indigenous references for the east-west streets and British Imperial ones for the north-south roads. But he died in 1915 and his brothers also died around that time.

After being unsuccessful in her efforts to persuade her nephews to move to Walkerville, E.C. Walker's widow moved back to the US and, as she had no children, the remaining heirs donated Willistead to the municipality in 1921. It was these heirs who developed the lands south of St. Mary's Gate with restrictive covenants stipulating minimum house sizes (3500 sq. ft.).



Image 1K: 1909 air photo showing Walker's distillery and the Walkerville townscape beyond (looking south)  
 Image source: SWODA / Archives of Ontario



Image 1L: 1909 air photo showing the Walkerville townscape with the Detroit River beyond (looking north)  
 Image source: SWODA / Archives of Ontario





Image 1M: Ferry dock at the foot of Devonshire St.  
Image source: City of Windsor

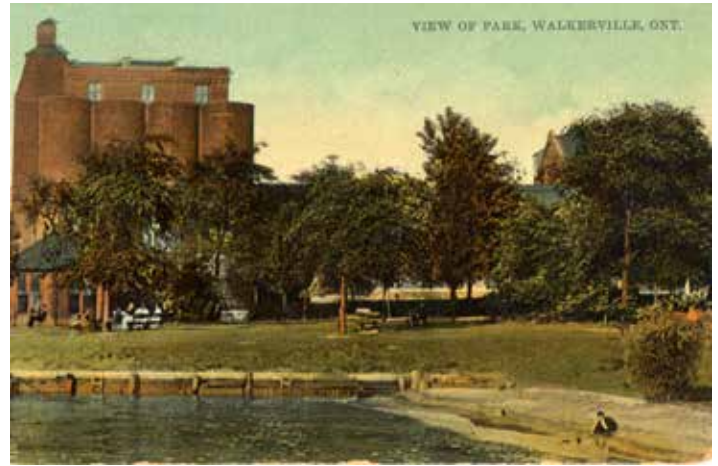


Image 1N: Waterfront park next to the ferry dock (1915)  
Image source: SWODA / Archives of Ontario



Image 1P: Corner of Devonshire St. at Wyandotte St. (1916)  
Image source: SWODA / Archives of Ontario

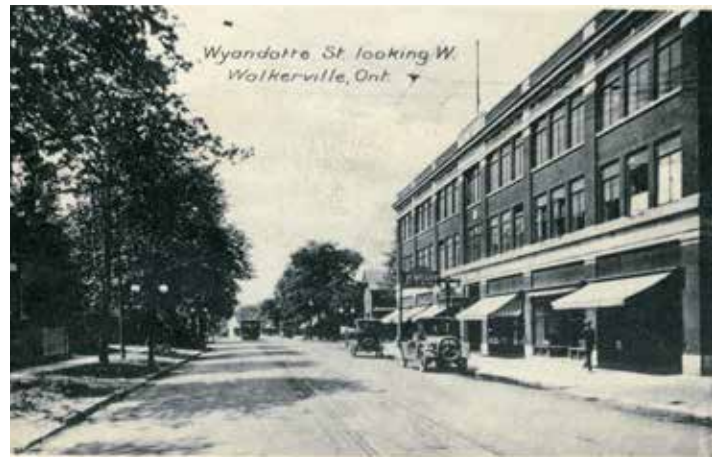


Image 1Q: Wyandotte St., looking west (1925)  
Image source: SWODA / Archives of Ontario

By this stage, as evidenced by fire insurance plans from 1924, most of the vacant properties within Walkerville had been built upon, with a few left open in the blocks south of Tuscacora. Some notable structures included the Grier Apartments (1918 at Chilver Road and Riverside Drive), the first purpose-built apartments in the village, the Tivoli Theatre (1918, on Wyandotte at Lincoln Road), and the St. Joseph Orphanage (on Riverside Drive east of Lincoln Road, now the site of the Windsor-Essex Children's Aid Society). Around the train station there were still large industries, both north and south of the tracks, and industrial buildings were interspersed with housing between Assumption and Brant Streets. Along Wyandotte Street, commercial buildings occupy most, but not all, of the properties lining the sidewalk: there are still some houses facing the street or terminating a row of houses and small

shops extending from the side streets. The parts of Walkerville that showed the most influence of the design intent of the Walker family were found east of Victoria, south of Wyandotte, and were concentrated along Monmouth Road and Devonshire Road. Within the overall streetscape treatment of trees, streetlights and paving, these parts of the village have the most coherent building styles and designs. It is here, perhaps more than in any other part of the community, that the sense of a “garden city” may be found. The concept is highlighted in the curved streets and landscaped “island” developed for St Mary's Anglican Church and then the vast greenery of Willistead Manor, which promoted a traffic reduced, park-like setting to promote a residential neighbourhood focus. Lots were sold only to those who could afford to build homes of 3,500 square feet, thus ensuring the substantial character of the neighbourhood.



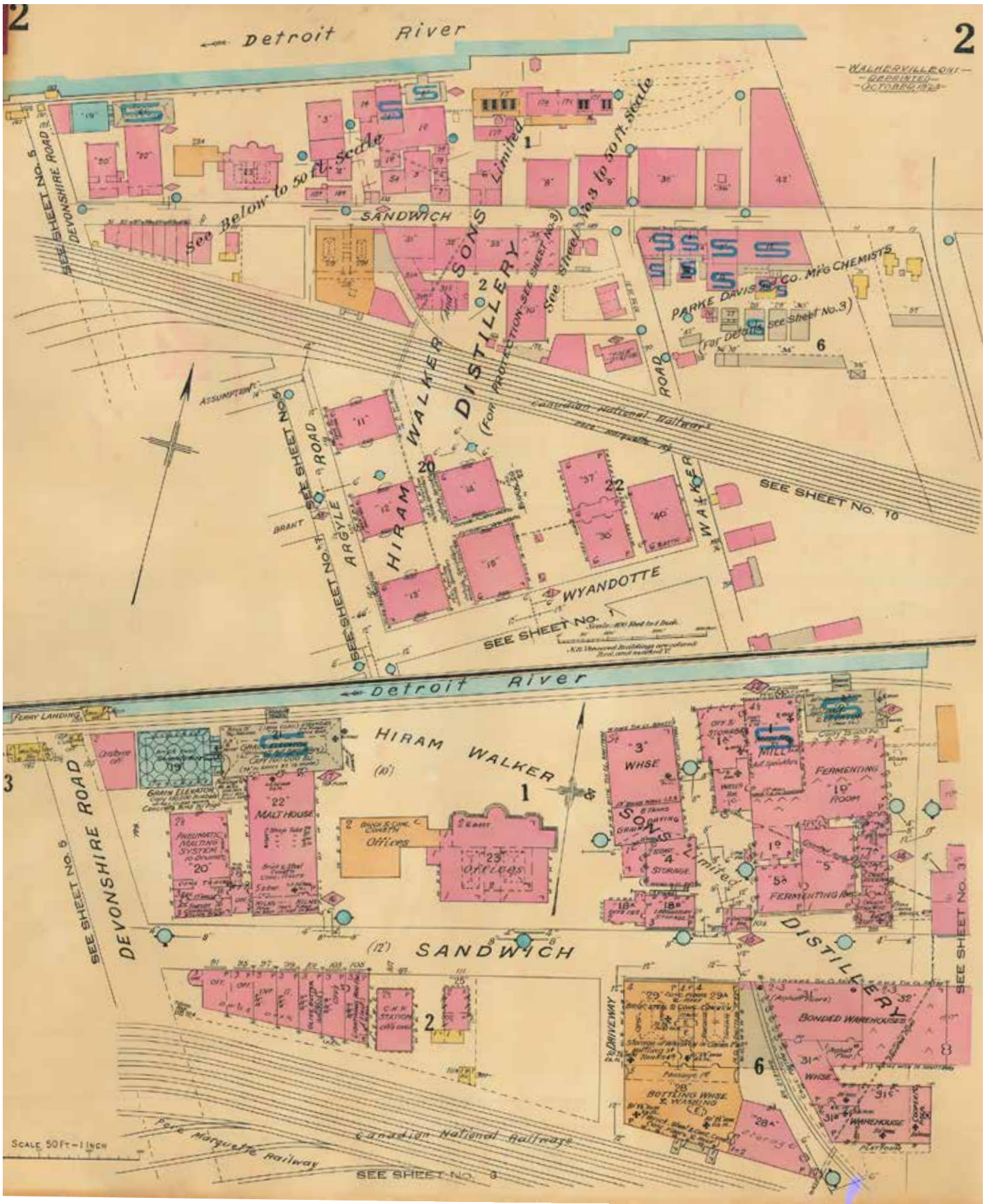


Image 1R: 1923 Fire Insurance Plan of Walker's distillery

Image source: City of Windsor





Image 1S: 1955 Aerial of Walkerville, looking north  
Image source: SWODA / Archives of Ontario

The final stage of the Walker company's involvement in Walkerville ended in 1926 when the heirs sold the distillery to a Toronto-based company. It is not clear at this time whether the Walker Land and Building Company continued in operation after the distillery portion of the Walker holdings was sold.

#### Slow Maturation (1927-1970s)

Infill around the edges and within Walkerville went on during the rest of the 1920s but the Depression slowed development here. However, alcohol sales may have helped Walkerville be the only financially solvent municipality in the five Border Cities. The economic slump of the 1930s also weakened the village's ability to operate as an independent municipality and, in 1935, Walkerville was annexed by the City of Windsor (despite great local opposition).

By this stage, the lands along Wyandotte had been developed and those west of Chilver were subdivided and built upon in large part by the Chilver Land and Building Company on property inherited by Charles Lewis Chilver from his grandmother. The pattern of small, square blocks found in the earlier parts of Walkerville changes here to one of long, rectangular blocks, although the mid-block land system is continued. Here also the houses are smaller, with narrow side and front setbacks, and most are of frame construction. Within the older parts of the community, some of the frame houses from the first era of development were replaced by small apartments, especially on Argyle north of Tuscacora. Former hotels became retail and apartment buildings and many of the distillery buildings were closed and abandoned or demolished.

Further changes came in the years following World War Two. The distillery operation expanded. The park and ferry dock at the foot of Devonshire Road was replaced with a large grain elevator. The train station as well as its outbuildings and ornamental park were removed in the late 1950s and the block containing the Flatiron Building was razed around the same time. The Pentilly mansion property on the west side of Devonshire Road was demolished and replaced by two apartment buildings, and several commercial properties along Wyandotte were replaced by parking lots or single storey commercial buildings.

#### Gradual Revitalization (1970s-present)

Walkerville benefitted from emerging trends in Canadian society during this period, the most important of which were the rise of heritage conservation and the revitalization of downtowns. The first beneficiary of these changing attitudes was Willistead Manor, saved from demolition and restored by the municipality in the late 1970s after a period of decline. Next, the Walker organization substantially renovated the headquarters building in 1990. And local citizens raised money for the relocation of the former town hall from Riverside Drive to Devonshire Road, to prevent its demolition. For the commercial core of Walkerville along Wyandotte Street, the City undertook streetscape improvements in the 1980s as part of a Community Improvement Program, adding street trees, street furniture, interpretive panels and reproduction globe streetlights. Former industrial buildings are being renovated and former public buildings such as the post office/customs house have been converted to office use. The residential streets have well-maintained boulevards and the standard of building maintenance is high. Also important is a renewed interest in local history as evidenced by the Walkerville Times publications and by local special events, both of which emphasize the community's history and tell its stories.





Image 1T: 1989 Aerial, looking west  
Image source: SWODA / Archives of Ontario



Image 1U: Aerial view of Walkerville looking north [2019]  
Image source: Google Earth Imagery

## Summary

The physical setting of Walkerville that is valued today is largely the result of the second generation of the Walker family, with some contributions by the generation that followed. They had the money and

the vision to create a model community that was a more unified design than that initially created by Hiram Walker. While it is not clear if they, or even Hiram Walker, were working from a master plan, the expansion that happened after 1890 clearly showed a unified design intent. Further research is needed





Image 1V: Walkerville today

Image source: BrookMcIlroy

to determine if there was a design guide of some sort that the Walker Land and Building Company used as the template for their work, or if Albert Kahn or other architects or landscape designers had design control at some stage. But it is clear that the development along Lincoln Road, for example, was of a much lower design standard than development undertaken by the Walker organization, so there is a clear distinction between the Walker products and those of other developers. It is also evident that

the restrictive covenants the Walkers imposed for developments around and south of St. Mary's Church may have contained some form of design guidelines, given the character of the properties that were built subsequently. What remains in place today is an artifact from the early 20th century; an Edwardian model subdivision born of a factory town and built thanks to the efforts of one family's corporation, an organization that, for most of the development period, controlled many aspects of daily life within Walkerville.







## The Unique Attributes and Character of Walkerville

### Built Form

The study area for the Walkerville Theming and Districting Plan extends from Gladstone Ave. at the west to Walker Rd. at the east, and from the Detroit River at the north to Niagara St. at the south. This area consists of residential, commercial, and industrial uses in close proximity within a regular street grid that is pedestrian-friendly and lined with mature trees. Buildings range in age from contemporary to over 130 years old.

Residential buildings are primarily single-detached homes between two and three storeys tall. Many of the homes in the study area have been given Heritage-Listed or Designated status by the City of Windsor in recognition of their cultural and architectural significance. A number of residential buildings in the 800 and 700 Block of Monmouth Road are semi-detached rowhouses with Listed Designations. These homes originated as Hiram Walker & Sons worker's homes and include decorative brickwork and other unique architectural details. Many founding community members of the town, including many mayor/council members, resided north of Wyandotte Street on Devonshire Road and Kildare Road. South on Wyandotte Street and Devonshire Road near St. Marys Gate are exemplary examples of outstanding/distinguished architecture.

A number of two and three storey apartment buildings are located within the study area along and near Assumption St., and Wyandotte St. Some of



Image 2A: St. Mary's Anglican Church  
Image source: BrookMcIlroy



Image 2B: Wyandotte St. at Chilver Rd.  
Image source: BrookMcIlroy



these buildings were developed as worker's homes for Hiram Walker & Sons. Along the 600 Block of Argyle Road, apartment buildings were constructed in brick and stone, in the Classical Revival style with gothic parapet detailing.

Commercial uses are primarily located along Wyandotte St. which serves as a commercial corridor of primarily one-to three-storey commercial and converted residential buildings. Most buildings along Wyandotte are built at or near the front lot line and create a pedestrian-friendly active commercial streetscape. Several open lots exist along Wyandotte, particularly toward the east of the study area, and many are used for vehicle parking. The commercial corridor includes a mix of listed heritage structures and buildings dating from the late 19th and early 20th century, along with a number of post-war and contemporary buildings. Additional commercial uses are located on streets perpendicular and just north

of Wyandotte St. at Devonshire Rd., Chilver Rd., and Lincoln Rd. Open lots along Devonshire Road are a result of past demolitions of buildings between Riverside Drive and Wyandotte Street including the original Walkerville Train Station.

Industrial uses including the expansive Hiram Walker Distillery are located at the north-east of the study area near along Riverside Dr. and Wyandotte St. near Walker Rd. Many of the industrial buildings were or are associated with the Hiram Walker & Sons Company, and are now held and operated by a variety of owners. They range in height from one to five storeys.

The study area also includes various institutional uses including King Edward Public School, St. Mary's Anglican Church, Lincoln Road Mosque, Walkerville Evangelical Baptist Church (fire destroyed), and All Nations Full Gospel Church.



Image 2C: Wyandotte St., looking east from Gladstone Ave.

Image source: BrookMcIlroy

## Open Space

Open spaces and parks are located within the study area, including the eastern edge of the Riverfront Trail, Walkerville Jubilee Park at Wyandotte St. and Kildare Rd., and the historic Willistead Park at the south edge of the study area. Many informal open spaces are also present throughout the area, resulting from a combination of building demolition, decommissioning of railway lines, and interim uses as vehicle parking lots. Extensive informal open spaces exist in the vicinity of Riverside Dr., Devonshire Rd., and Assumption St. and present great opportunities for mixed-use destinations.

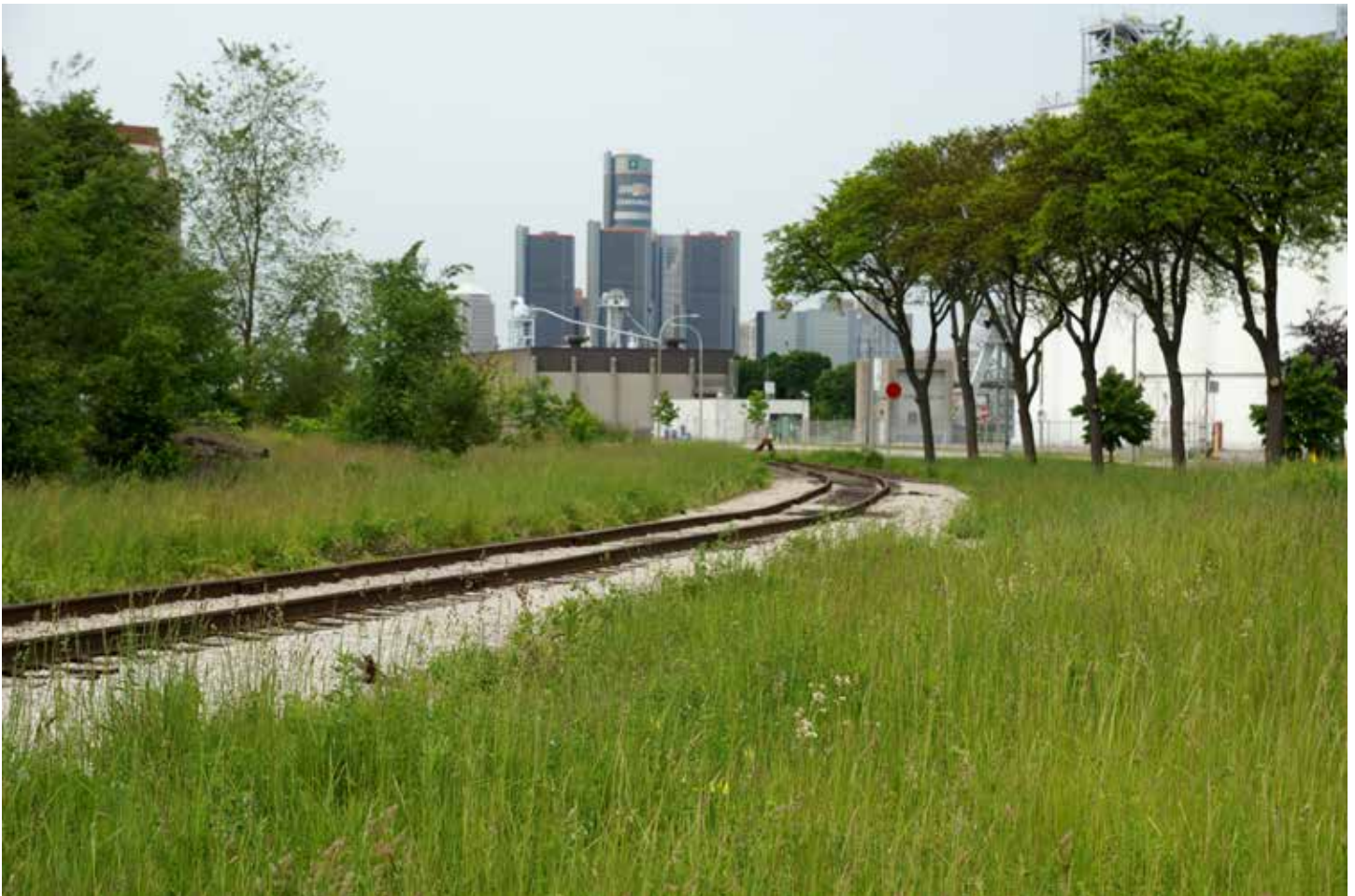


Image 2D: The Riverfront Pathway (top) and 2E: former railway lands (bottom)  
Image source: BrookMcIlroy



## Social, Cultural, and Community Assets

One of Walkerville's strongest assets is the people who live, work, and visit the neighbourhood and take pride in its dynamic history and bright future. Walkerville is home to many creative, energetic, entrepreneurial citizens who contribute to their community's beauty, safety, and its creative and commercial landscape.

Walkerville is the home to, and host of many social, cultural, and community assets. Several art institutions are present within the Study Area. The Walkerville BIA fulfills its mission to realize the neighbourhood as *the chosen destination for visitors, businesses and residents by working with its members and partners [to] create and maintain a vibrant, historic, diverse business district through beautification, business development, and promotion.* The visible positive effects of the BIA's work are strong in the community both physically in the streetscapes, and in the storefronts of diverse for-profit and non-profit businesses.

Sho Art, Spirit & Performance is an art studio near Monmouth and Wyandotte St. that hosts an array of artists, theatre groups, non-profit organizations, businesses and creative industries. Other galleries and studios within the study area include Adele Duck, Arts Collective Theatre, Arts Council of Windsor & Region, Ina A. C. Collin Sculpting, Julia Conlon Art Studio & School, Levigator Press, and Walkerville Artists' Co-Op. Several performance theatres are also in the study area including Riverfront Theatre Company and the Olde Walkerville Theatre. At the edge of the study area and serving as a gathering space for locals and visitors, Willistead Park is an extensive cultural and community asset with open spaces, furnishings. Within the park, Willistead Manor is a City-owned and operated heritage building serving many community-related functions.

Other cultural and community organizations and assets in Walkerville include the Children's Aid Society Windsor-Essex, Royal Canadian Legion Branch 12, Olde Walkerville Theatre, Arts Council-Windsor & Region, Walter D. Kelly Life Celebration



Image 2E: Murals and vibrant business frontages along Wyandotte St.  
Image source: BrookMcIlroy

Centre, Masjid Noor-ul-Islam, Walkerville Evangelical Baptist Church, King Edward Public School, St. Mary's Anglican Church, and All Nations Full Gospel Church.

## Environment

At the northern border of the study area, the Detroit River is a sensitive aquatic ecosystem. Originally serving as a railway right-of-way and industrial shipping corridor, the riverfront has evolved to include amenities such as the Windsor Riverfront Trail, which ends at the western edge of the study area. Riverside Dr. is a multi-lane road with few crossings or pedestrian amenities. As such, the right-of-way serves as a separating edge between waterfront amenities and the Walkerville neighbourhood.

Environment-related opportunities include enhancing walkability and reducing vehicle reliance to combat air pollution; adaptively reusing existing buildings for new purposes; developing new green spaces and vegetation; reducing non-permeable surfaces and associated runoff; promoting low-carbon and low-impact development; and encouraging gentle intensification to combat urban sprawl and its associated environmental impacts.

Thanks to the visionary landscape designs realized in Walkerville's streetscapes and boulevards, the existing tree canopy within residential areas is extensive and an important asset for the community due to the trees' associated beauty, ability to provide shade, and contribution to axial views down streets such as Devonshire Rd., Niagara St., and others. Enhancing the tree canopy in commercial, industrial, and riverfront areas is a key opportunity in improving environmental conditions throughout the study area.



Image 2F: The adaptive reuse of the existing Walkerville Power Building is an example of sustainable development  
Image source: BrookMcIlroy



## Economy

In addition to housing North America's largest distillery operations, Walkerville boasts a diverse and robust commercial and industrial economy, primarily operating within the northern portion of the study area in the vicinity of Wyandotte St., Devonshire Rd., Brant St., Assumption St., and Argyle Rd. Business activities range from professional services, retail shops, restaurants and pubs, product manufacturing, personal services, media outlets, performing arts, health care, finance, and others.

Fostering growth and success within Walkerville's business sector, including the incorporation of new businesses to fill gaps in service offerings for residents and visitors, will be key to ensuring Walkerville's continued economic success and future as a sustainable and complete community.

As Walkerville continues to mature and evolve, folding commercial, industrial, and recreational uses seamlessly into the community's pedestrian-friendly urban fabric will serve to connect Walkerville from the Riverfront to its residential core, and to its neighbouring communities to the east and west.

## Material and Associative Heritage

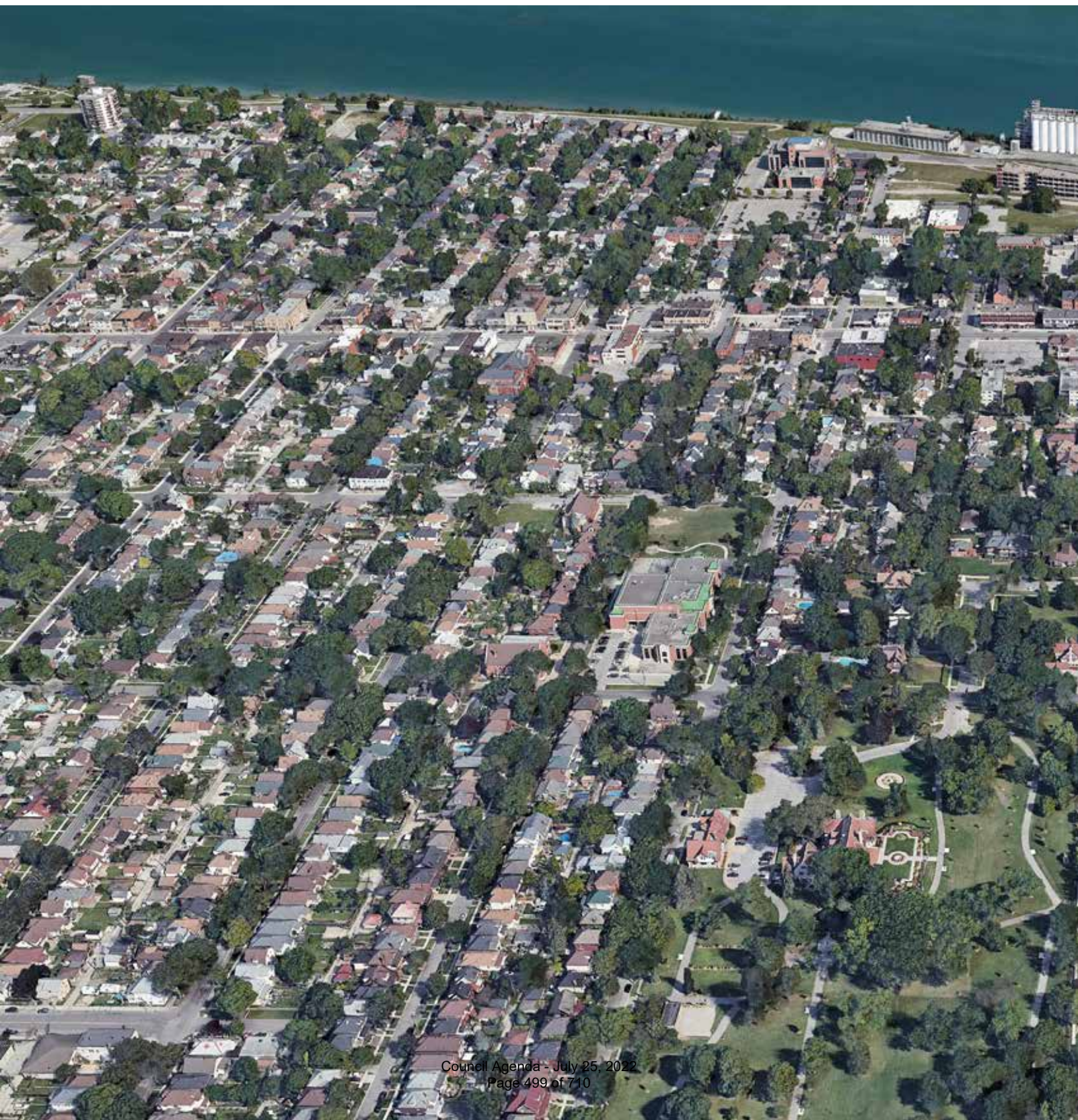
The associative heritage value of the Walkerville study area is connected with the origins and growth of Walkerville from a Model Factory Town to a contemporary mixed neighbourhood. For many years, the Walkerville Times and its associated publications and endeavours have been crucial keepers of knowledge on the history and heritage of Walkerville, and continue to communicate and promote the community's heritage. Chapter 1 of this document is based on extensive original document research and provides an overview of the material and associative heritage elements found in Walkerville.



Image 2G: Rail spur between Walker and Devonshire Rds.  
Image source: BrookMcIlroy



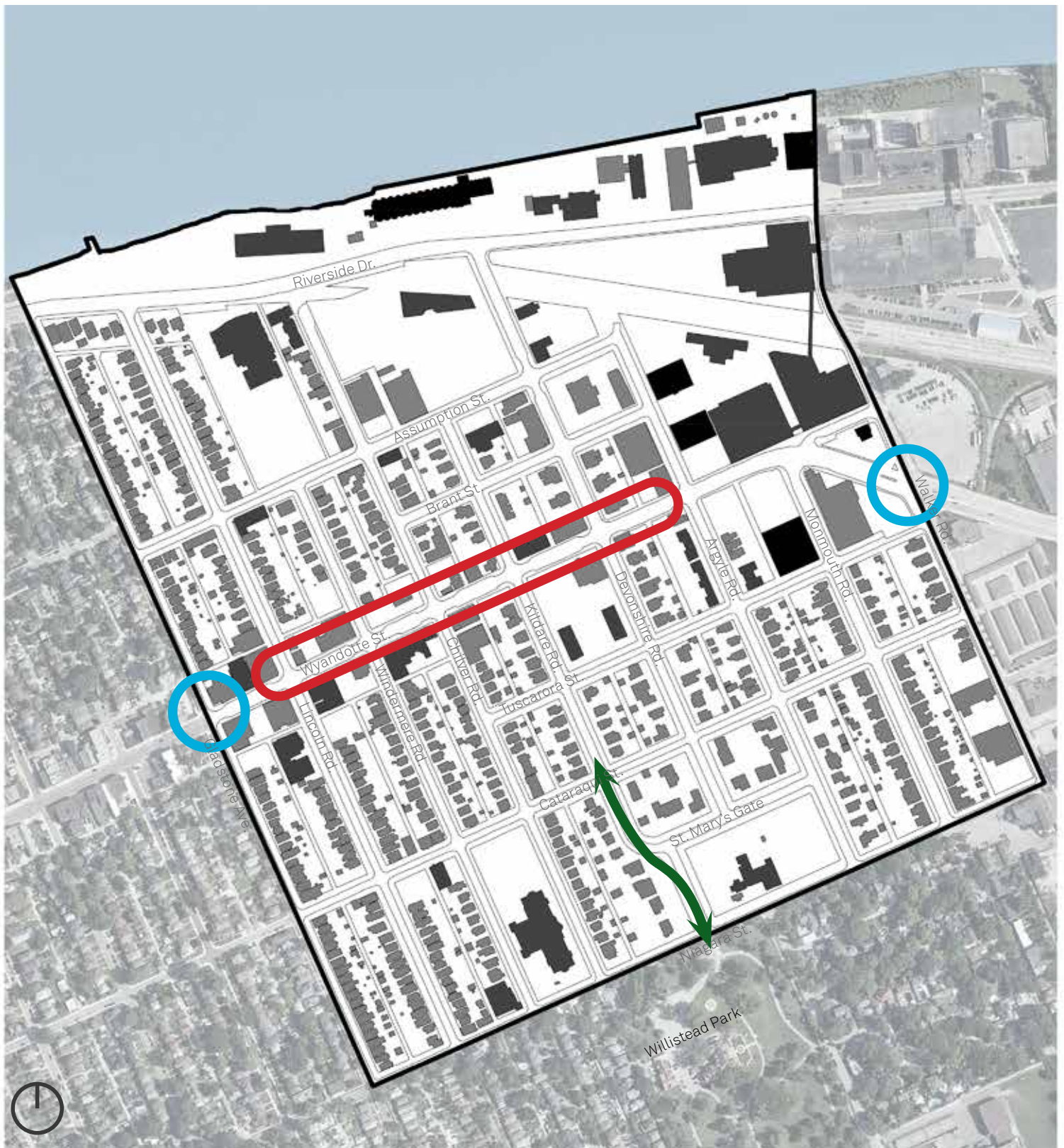
## Urban Form Mapping











### Walkerville Nodes, Gateways, and Pedestrian Connections

Walkerville includes two distinct Gateway locations along Wyandotte Street at Gladstone Avenue and Walker Road. When crossing these Gateway locations, a distinct change in the built form and public realm is present. A nodal area is identified on Wyandotte Street respectively between Lincoln Road and Argyle Road. This node includes a mix of uses including commercial at grade. A prominent pedestrian connection connects Willistead park to nodal areas to the north along Kildare Road.



Gateway



Node



Pedestrian  
Connections

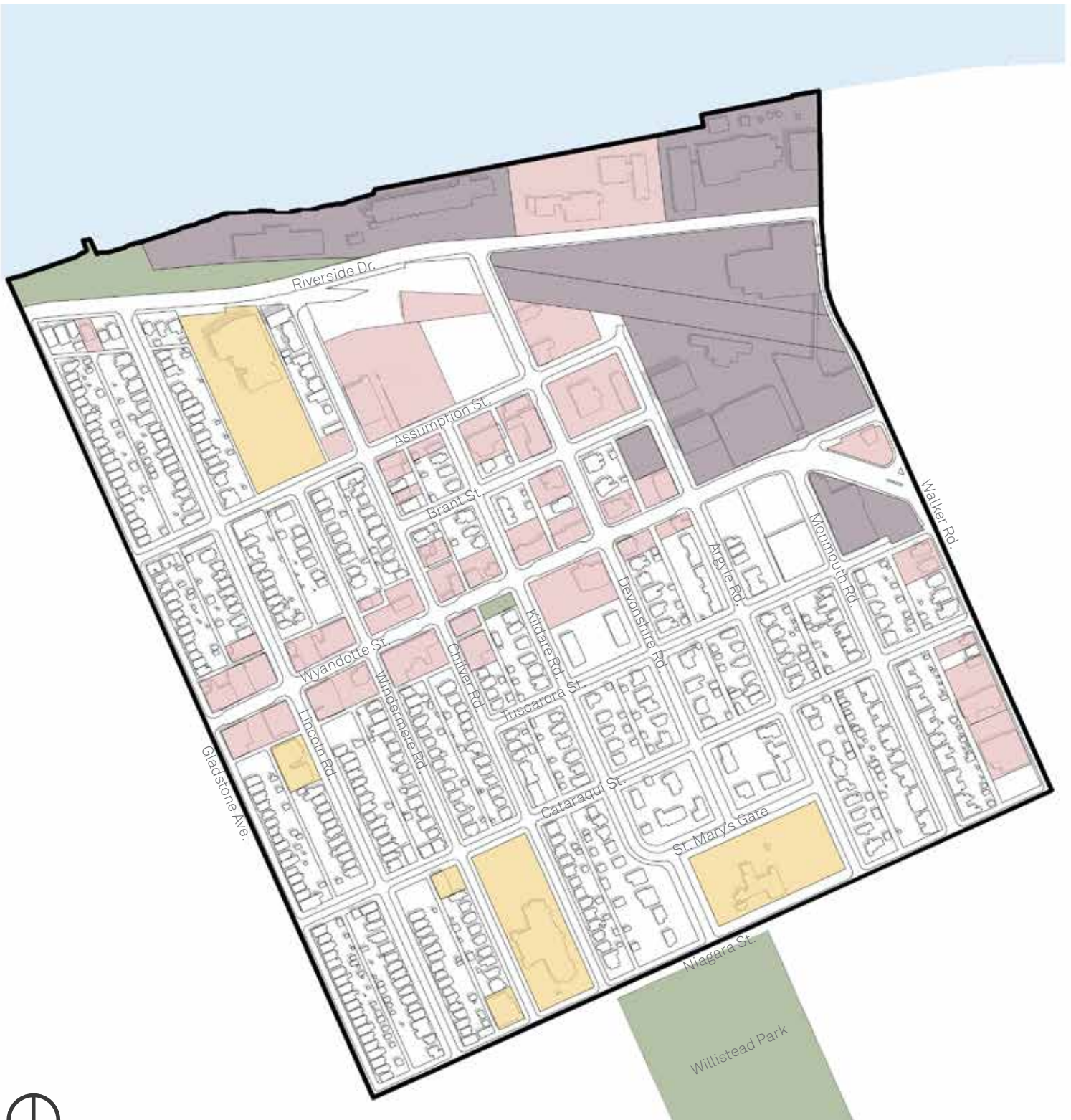




### Heritage and City-owned Properties Distribution in Walkerville (January 2020)

The Heritage and City-owned Properties Distribution map shows that Walkerville lacks City-owned Property. Many Heritage Properties are disbursed throughout the Study Area with the largest concentration in the south-east quadrant.

- City-owned Property
- Heritage Property



### Program Distribution in Walkerville

The Program Distribution map shows that Walkerville lacks existing green space. Wyandotte Street is an east-west commercial corridor while Devonshire Road is a north-south corridor comprised of commercial uses at the north and residential towards the south. Industrial lands are respectively located north of Assumption Street and east of Argyle Road.

- Institutional
- Green Space
- Industrial
- Commercial





**Walkerville Figure-ground Diagram by Building Height**


Walkerville includes a broad distribution of building heights. The majority of the buildings are 1-2 storeys. Taller buildings are generally industrial or institutional in their use. The largest concentration of taller buildings 3 storeys or greater is in the north and north-east quadrant.





### Laneways in Walkerville

Walkerville includes a well connected network of laneways throughout the Study Area.

 Building

 Laneways





#### Walking Distances and Landmarks in Walkerville

- |  |  |
|--|--|
| 1 Riverfront Trail                     | 8 Walter D. Kelly Life Celebration Centre                  |
| 2 Grain Silo                           | 9 Masjid Noor-ul-Islam                                     |
| 3 Hiram Walker & Sons Limited          | 10 Walkerville Evangelical Baptist Church (fire destroyed) |
| 4 Children's Aid Society Windsor-Essex | 11 King Edward Public School                               |
| 5 Royal Canadian Legion Branch 12      | 12 St. Mary's Anglican Church                              |
| 6 Olde Walkerville Theatre             | 13 All Nations Full Gospel Church                          |
| 7 Arts Council-Windsor & Region        |  |

## Analysis of

# Strengths Opportunities Aspirations Results

### Introduction

The following SOAR analysis presents a high level review and analysis of the Walkerville Study Area. It identifies the strengths, opportunities, aspirations and results from an urban design perspective and are informed by background research, site visits, and consultation with the public and key stakeholders. This analysis will inform the final recommendations of the Walkerville Theming and Districting Plan including establishing a design framework and the identification of potential initiatives, improvements, projects, and opportunities that the City of Windsor can undertake within the Study Area.

### SOAR Analysis

For the purposes of this analysis, the S.O.A.R. categories are defined as follows:

- Strengths: Existing positive features or attributes for the area.
- Opportunities: Conditions where the potential for revitalization or improved conditions may be viable.
- Aspirations: The preliminary vision and core ideas for the project, informed by expert opinion and consultation with the public and key stakeholders (Phase 1 project consultation).
- Results: The desired outcomes and measures that will signal the success of the project.

### Strengths

Identified strengths for the Study Area include:

- A rich history and built cultural heritage, including a significant number of heritage properties within the neighbourhoods.
- The overall walkability of the Study Area, including fine grain, walkable blocks.
- The area's proximity to the Detroit River.
- The area's proximity to the international border, providing opportunities for trade and ease of mobility between Canada and the United States.
- A diversity of land uses including institutional, residential, commercial and open spaces.
- The presence of employment uses related to the Hiram Walker Distillery and Walkerville Brewery, with opportunities for interaction with these facilities (e.g. tastings, brewery tours, night market)
- The presence of a central commercial corridor along Wyandotte St. and Devonshire Rd. that provides access to a range of services to area residents, workers, and visitors, including restaurants and cultural facilities.
- The existence of an established arts and non-profit community.
- The presence of a mature tree canopy throughout the residential neighbourhoods.
- Quality Housing Stock

### Opportunities

Identified opportunities for the Study Area include:

- Improved integration of the Hiram Walker Distillery built form into the fabric of the community.
- Integration of public art or landscaping treatments to reference the area's historic significance, including possible design inspiration from the Model Town concept (e.g. murals, lighting, streetscape design, wayfinding).

- Creating an enhanced green network to the Riverfront, which may include street trees, planters, and/or street-level landscaping.
- Realizing a large, mature tree canopy in commercial and industrial areas, including along Wyandotte Street.
- Creating and enhancing pedestrian and cyclist connections from the developed areas of the Study Area to the Riverfront.
- The creation of a public park or square within the Study Area linked to the Riverfront (e.g. located at Devonshire Road and Riverside Drive), which functions as a community destination.
- Potential partnerships between the City of Windsor and private developers to negotiate land for publicly accessible open spaces or parkland.
- Identification of new nodes, corridors and gateways within the Study Area in order to prioritize urban design initiatives (e.g. landscaping, lighting, public art, wayfinding). This may include strengthening the conditions on Devonshire Road and Wyandotte Street.
- Bolster/continue to build on the vibrant and active street frontage along Wyandotte Street.
- Sensitive intensification of key sites and corridors through redevelopment.
- Recognition of Indigenous presence within the Study Area through sensitively integrated design interventions (e.g. gathering space, landscaping), determined in consultation with the Indigenous community.
- Improved connectivity from the Windsor GO Train Station to the Study Area.
- Build on heritage characteristics, industrial history, and context.

### **Aspirations**

Identified Aspirations for the Study Area include:

- Enhanced pedestrian and cyclist safety along Riverside Drive and Wyandotte Street (e.g. new signalized crossings, traffic calming, buffering between vehicular traffic and pedestrians)
- Increased housing through reuse and intensification opportunities.
- New gateway features or visual landmarks to distinguish the Walkerville Study Area from the adjacent context.
- Additional commercial uses along Wyandotte Street to better serve the needs of residents (e.g. grocery store).
- The integration of public art within the area.
- Strengthening and improving laneway connections within the Study Area, including opportunities for animation and placemaking.
- Expansion of the night market and other event and festival opportunities.

### **Results**

Identified Results for the Study Area include:

- A Hierarchy of Streets that prioritizes and balances a variety of users and creates safer and more efficient connections for pedestrians, cyclists, and motorists
- Enhanced Streetscape Design along major pedestrian routes
- Animated and Vibrant Streets and Laneways
- An Enhanced and Expanded Mature Tree Canopy in the neighbourhoods, commercial areas, and toward the Waterfront
- A Diverse Mix of Uses, Housing and Building Types
- Sensitive and Carefully Integrated Intensification that reflects Walkerville's historic character, including:
  - The Protection and Enhancement of Built and Natural Heritage; and
  - The Protection of Neighborhood Character



## Conclusion

The SOAR Analysis identified in this document identifies the perceived strengths, opportunities, aspirations and results related to the Walkerville Theming and Districting Plan, informed by background review, site visits and consultation undertaken in Phase 1 of the project. The findings of the SOAR will be used to inform the District Vision and preliminary directions on initiatives, improvements, projects, and opportunities that will enhance the urban conditions in the Walkerville Study Area and foster and enhance the thriving local character and culture.

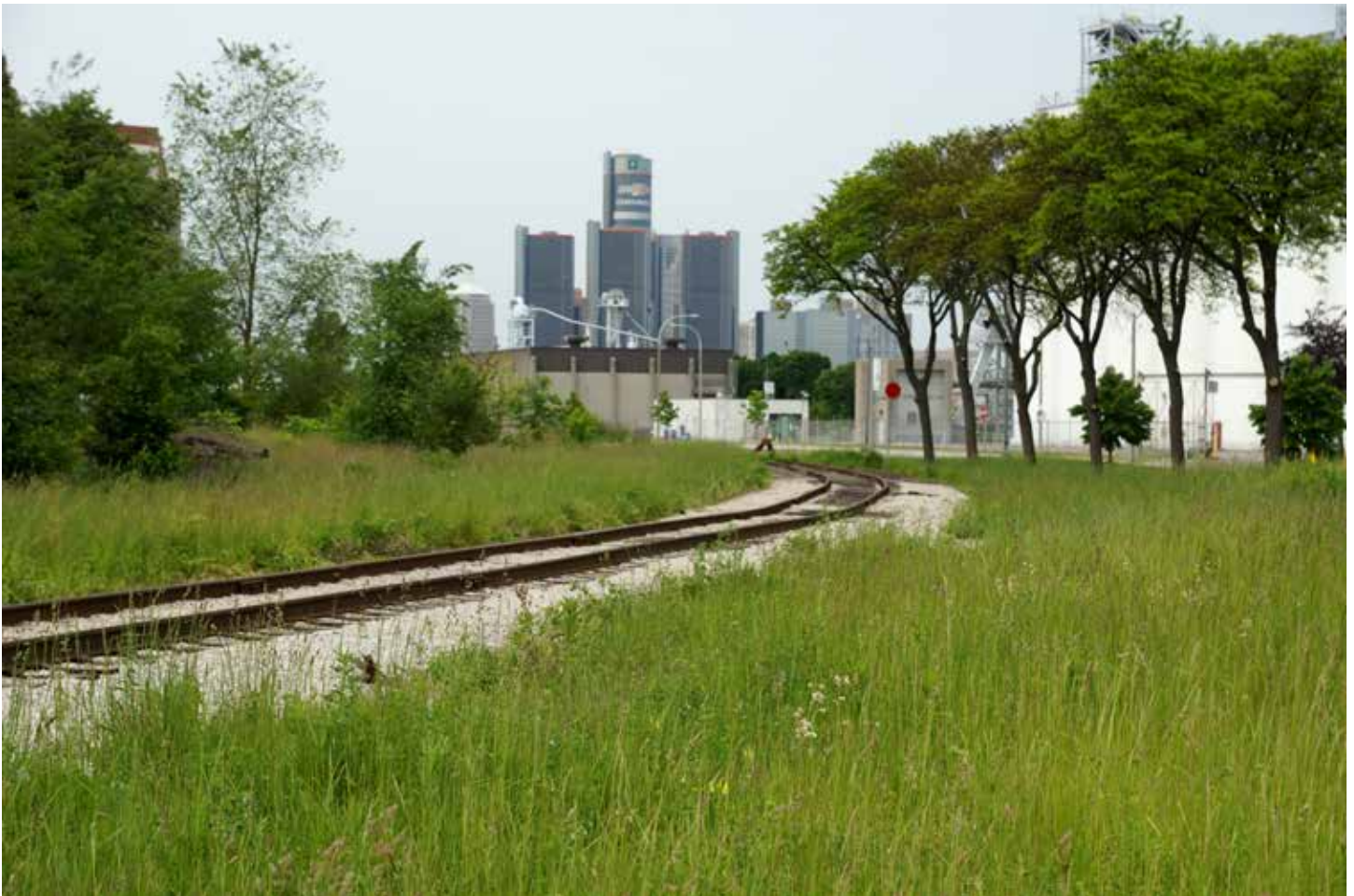


Image 4A: Rail spur between Walker and Devonshire Rds., looking west  
Image source: BrookMcIlroy

## **Brand and Marketing Opportunities**

Following is a list of high-level themes that could be leveraged in the branding and marketing of Walkerville as a unique and diverse destination.

### **Walkability**

Walkerville includes a fine-grained network of streets and laneways that are lined with a diversity of commercial, residential, and institutional uses. Streets include sidewalks and other public realm amenities which create a pleasant environment for walking.

### **Past and Present**

Walkerville is a contemporary model town that is built upon the heritage of Hiram Walker.

### **Distilling**

Walkerville was founded on distilling and is still the location of a thriving distilling industry.

### **Arts & Culture**

With its many galleries, theatres, businesses, and restaurants Walkerville is a hub for arts and culture.

### **Architecture & Built Heritage**

Walkerville includes a diverse range of unique architectural styles and over 200 heritage buildings.

# VISIONING



## Consultation Process

The Walkerville Theming and Districting Plan communicates a vision for the future of Walkerville that has been developed in close collaboration with the people who live, work, visit, dine, and play in Walkerville. The consultation process involved both in-person and virtual opportunities to generate ideas and visions, and to provide input and feedback on the designs. In addition to the formal consultation events, many conversations with leaders in Walkerville's business, arts, and creative industries helped to inform the ideas and direction of the Plan.

### Phase 1: Community Design Workshop

To kick off the public consultation process, a Visioning Workshop was held at the Walkerville Brewery for the Walkerville Theming and Districting Plan. The session was attended by City of Windsor Staff and members of the consultant team from Brook McIlroy and Letourneau Heritage Consulting. A total of 56 participants signed into the workshop, but more were in attendance.

The purpose of the Visioning Workshop was to inform participants about the Plan's purpose, process, and expected outcomes. Participants learned about Walkerville's Evolution and growth through a presentation by the heritage consultants. The presentation provided background and context for subsequent design and charrette style exercises.

In six separate groups, participants circulated through a visual preference exercise, an "I love..." / "I wish..." mapping activity, and sketched out their visions for the future of Walkerville.

### Community Engagement Website

The consultant team established a community engagement website housing various materials, including an overview of the project and the upcoming opportunities for feedback. The website contained a Background Report outlining Walkerville's evolution, an analysis of the attributes, character, and urban form of Walkerville, and a study of the strengths, opportunities, aspirations, and results as well as marketing opportunities. The website was subsequently updated with a summary of the Community Design Workshop, as well as the Phase 2 and Phase 3 virtual surveys.

### Phase 2: Online Ideas Survey

Based on the input and ideas generated at the Community Design Workshop, the consultant team produced an online digital survey providing opportunities for the public to offer ideas and input on ten identified Initiatives, Improvements, Project, and Opportunities (IIPOs). 404 responses were received, providing creative and visionary ideas for reimagining Walkerville.

### Phase 3: Online IIPO Feedback Survey

Following further design refinement based on the Phase 2 survey feedback, a series of narrated videos illustrating 3-dimensional modeling of the IIPO designs were provided in an online Feedback Survey. 133 responses were received, providing thoughtful insights and feedback on the proposed designs. The feedback was incorporated into the final designs presented in the Plan.



Photos of Community Design Workshop at the Walkerville Brewery

Initiatives, Improvements, Projects, and Opportunities (IIPO) Ideas Survey

#5: Argyle & Monmouth Flexible Streets

Argyle Rd. between Wyandotte St. and Assumption St., as well as Monmouth Rd. between Wyandotte St. and Tuscarora St. have been identified as two potential locations for flexible streets that could function as both pedestrian-priority, and on occasion, pedestrian-only streets. Through unique paving surfaces that reintroduce the cobblestone streets of Walkerville in decades past, as well as seating, public art, and historic and cultural interpretive elements, these streets could become public spaces and destinations suitable for many uses including festivals, events, and markets.

Aerial View of Location



In your opinion, how important are Argyle & Monmouth Flexible Streets for Walkerville?

1 2 3 4 5 6 7 8 9 10

Not Important ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Critically Important

What thoughts or ideas do you have on Argyle & Monmouth Flexible Streets? Your answer can be as long as you like so give us lots of detail and paste links to images you like. Below are some example images for inspiration:



Images include a pedestrian street paved with two-tone grey unit pavers with market tents lining both sides; a street performer and onlookers on a cobblestone pedestrian street; a narrow pedestrian street with unit pavers, trees, bicycle parking, and retail shops; and a wide pedestrian street with restaurant patios and large mature street trees.

Your answer

Back

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Page 7 of 13

Clear form



## Initiatives, Improvements, Projects, and Opportunities (IIPO) Presentation

### #1: Riverfront Park and Pathway Connection

Below is an overview video followed by a feedback form. Please watch the video and tell us what you think in the text box below. You may pause the video at any time to read the captions.

To watch the video full screen, follow this link to watch on Youtube:

<https://youtu.be/-UkLOUnu-Uo>



What do you think of the design of the Riverfront Park and Pathway Connection?



Your answer

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Clear form

Screen capture of phase 3 consultation online survey with embedded virtual fly-through videos

## Visioning Workshop Summary

On December 3rd, a Visioning Workshop was held at the Walkerville Brewery for the Walkerville Theming and Districting Plan. The session was held between 6:30 pm and 8:30 pm and was attended by City of Windsor Staff and members of the consultant team from Brook McIlroy Inc. The session was also attended by the sub-consultant team from Letourneau Heritage Consulting Inc. A total of 56 participants signed into the workshop, but more were in attendance.

### Purpose

The purpose of the Visioning Workshop was to inform participants about the Plan's purpose, process, and expected outcomes. Participants learned about Walkerville's Evolution and growth and were also able to provide their feedback through various design and charrette style exercises.



*Presentation from Sub-Consultant Team*

## Agenda

The agenda for the Visioning Workshops was as follows:

- Introduction;
- “I Love” and “I Wish” and the Visual Preference Study Exercise;
- Formal Presentation on Walkerville’s Evolution;
- Public Square Design Exercise;
- Sketch Your Walkerville Vision;
- Conclusions.

### Introduction

The Introduction was started by Adam Coates with the City of Windsor. Adam introduced the project and the consultant team. Following Adam Coates’ introduction, Nathan Flach introduced Brook McIlroy’s past planning involvement with the City of Windsor. Participants were divided into six separate groups at random and asked to re-seat themselves.

### “I Love” / “I Wish” & Visual Preference Study

After the Introduction, the consultant team introduced the “I Love” and “I Wish” and the Visual Preference Study Exercise.

The “I Love” and “I Wish” Exercise had participants post stickers stating what they wish and what they love about Walkerville. An aerial map was provided and participants were encouraged to post the stickers onto the map. Due to the high number of participants and stickers, many stickers did not spatially relate to specific areas on the map. Any location-specific comments are highlighted below. A summary of topics and comments include the following:

#### “I Wish”

- Walkability
  - Numerous comments praised the overall walkability of the Walkerville District.
  - Additional comments relating to walkability included the need for car-free streets, complete streets, safer crossing opportunities along Wyandotte Street East, and better access to the waterfront.
- Parks
  - Numerous comments were made relating to the need for better connection to the public waterfront including the Riverfront Trail. Some participants suggested that the Riverfront Trail should connect to the Walkerville District.
  - Other comments included a lack of trees and the need for a dog park.
- Vehicular Concerns
  - Some participants stated that additional parking was required.
  - Others noted that traffic calming and better traffic enforcement was needed.
- History and Character
  - Several comments suggested including additional gateway and/or visual landmark features to distinguish Walkerville.
  - Several comments suggested that Walkerville’s distinct character be maintained and reinforced.
  - Some comments suggested that Walkerville’s past history be included in a meaningful way as the District is planned and developed. One comment suggested historic plaques.
- Public Art
  - Several comments suggested that murals and additional public art was welcome.
- Public Realm
  - Several comments suggesting additional



patios on streets and laneways.

- Some comments suggested additional courtyards.
- Housing
  - Numerous comments were made relating to increased housing diversity and options.
  - Some comments suggested that mixed-use housing and commercial building options could be added.
- Laneways/Alleys
  - Numerous comments suggested improvements to the care and upkeep of laneways/alleys.
  - Numerous comments suggested more activation in laneways/alleys including uses which back directly onto them and additional beautification.
- Programming
  - Some participants suggested more festivals be held in Walkerville.
- General Comments
  - Numerous comments suggested that Walkerville currently lacks grocery stores and indoor exercise locations.
  - Some comments suggested that infill opportunities were present along Devonshire Road and Riverside Road.
  - One comment was made suggesting additional picnic benches and a community centre be included at Willistead Park.

- History and Character
  - Many participants noted that Walkerville had a strong sense of community, and cultural and physical heritage.
- Built Form
  - Many participants noted that Walkerville had many historic buildings.
- Public Realm
  - Numerous comments remarked on the many patios and courtyards available in Walkerville.
- Commercial/Retail
  - Many participants enjoyed the high number of diverse shops, restaurants, and breweries.
- Programming
  - Some comments suggested that the night market and festivals were positive.

### **Visual Preference Exercise**

The Visual Preference Exercise asked participants to stick stickers onto photos showing various public realm elements. Each sticker represented a “vote” for the participant’s visual preference. Each participant was given approximately 12 stickers to stick onto any of the 96 photos provided. The Visual Preference Responses summary below includes all photos with 10 or more stickers.

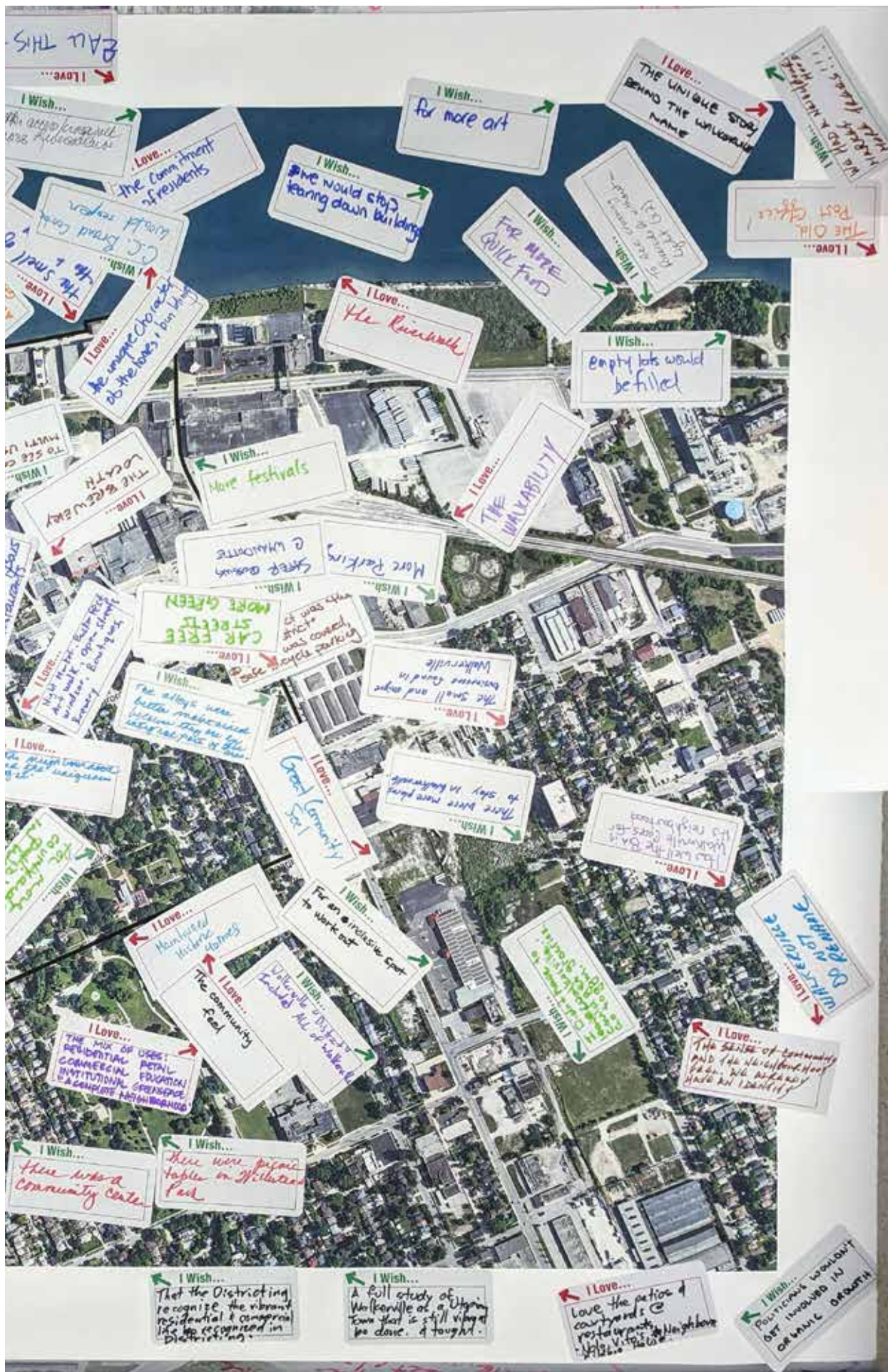
### **“I Love”**

- Walkability
- Many participants noted that Walkerville is very walkable due to the high number of amenities that can be accessed by foot.
- Many participants noted that Walkerville felt like a complete community with many commercial, park/open space, and residential uses.

## “I Wish” and “I Love” Responses









Visual Preference Responses



\*Indicates number of dots placed on each image











\*Indicates number of dots placed on each image





10



10



10



10



10



10

## Walkerville's Evolution – Heritage Presentation

After the “I Love” and “I Wish” exercise and the Visual Preference Study Exercise, Nathan Flach introduced Marcus Letourneau and Carl Bray from Letourneau Heritage Consulting Inc. Carl Bray gave a presentation on the evolution of Walkerville from the pre-contact period until present day.

## Public Square Design Exercise

After the Heritage Presentation, Nathan Flach introduced the Public Square Design Exercise. Eight Public Square Design Themes were introduced to participants prior to handing out a blank public square plan for participants to draw and comment on. Participants worked in small groups to complete the exercises. The Eight Themes included:

- Image and Identity;
- Attractions and Destinations;
- Amenities;
- Flexibility;
- Seasonal Strategy;
- Access;
- Edges and Connections; and
- Partnerships.

Participants were encouraged to draw and write on the map. They were also able to use images from the Visual Preference Exercise as precedent images.

Five of the six tables suggested elements including:

- Additional trees, green space, and landscaping
- Food vending; and

- Public seating and tables.

Three of the six tables suggested:

- A water feature or central feature; and
- Seasonal programming elements including but not limited to ice skating.

Elements suggested from less than two of the six tables included:

- A statue;
- Bicycle parking;
- Playground;
- Community garden
- Theatre;
- Adjacent bike lanes;
- Dog park;
- Washrooms; and
- Sheltered outdoor areas.

A high-level summary and description of each Public Square Design is provided below:

### Public Square 1:

Elements suggested included:

- Diagonal pathway elements leading to a central landmark feature such as an ice rink or statue;
- Trees and other green elements located throughout the Square;
- A community bulletin board;
- A community garden;
- A photo feature such as a “Walkerville” sign;
- A community theatre space;
- Ethnic/cultural elements; and
- Additional activation including food trucks.

Precedent images included:

- Bicycle parking;
- Public seating opportunities; and
- Public realm amenities



# PUBLIC SQUARE DESIGN THEMES

## 4 Image and Identity

What does the square say about Walkerville? How does it relate to Walkerville's identity?

## 1 Attractions and Destinations

What are the main attractions and destinations in the square? How do they relate to the square's identity?

## 2 Amenities

What kind of amenities (seating, lighting, trees, landscaping, green, public art) are needed to support the square's identity and contribute to its use?

## Flexibility

How does the square change over the course of a day, week, and year? Are there opportunities for the square to be used for different purposes and activities?

## 3 Seasonal Strategy

How does the square change with the seasons? Does it have different activities and uses in different seasons? Are there opportunities for the square to be used for different purposes and activities?

## 6 Access

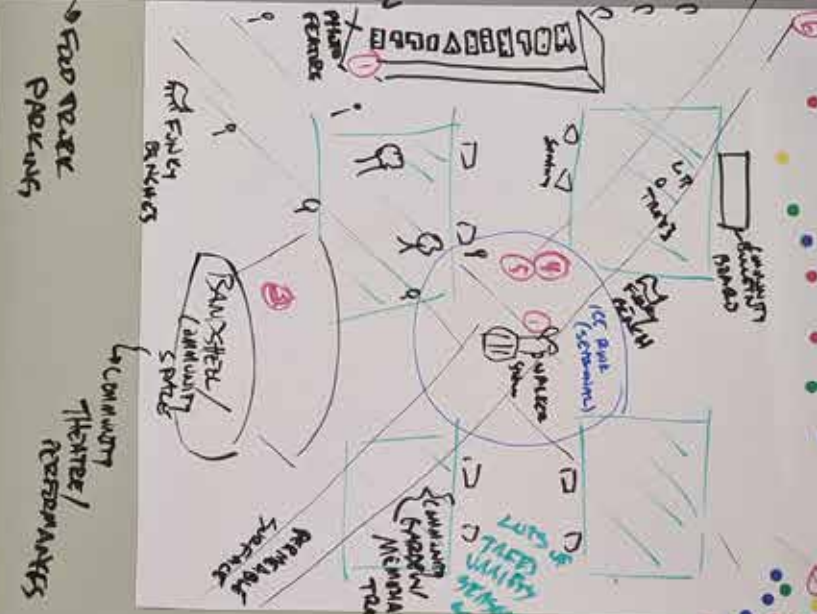
How can the square be accessed by different modes of transport? Are there opportunities for the square to be used for different purposes and activities?

## Edges and Connections

What are the edges of the square? Are there opportunities for the square to be used for different purposes and activities?

## Partnerships

How can the square be used for different purposes and activities? Are there opportunities for the square to be used for different purposes and activities?



**Public Square 2:**

Elements suggested included:

- Bike lane accessible public square;
- Bicycle parking;
- Areas for picnicking;
- A central landmark feature such as a water fountain;
- A historic walkway;
- A dog park;
- Washroom facilities;
- A playground;
- Seasonal activation elements such as a skating rink and food vending in the winter and a patio, bistro, or basketball court in the summer; and
- Covered seating areas.

No precedent images were included.

## PUBLIC SQUARE DESIGN THEMES

### Image and Identity

What does the square say about Walkerville? How does it relate to Walkerville's history?

### Attractions and Destinations

Are there smaller "stages" (concerts, markets, games, etc.) that can be integrated into the square's design? How can the square be designed to attract visitors and residents?

### Amenities

What amenities (seating, lighting, shade, parking, green, public art) can be integrated into the square's design? How can the square be designed to provide amenities for visitors and residents?

### Flexibility

How does the square change over the course of a day, week, and year? Are there temporary features that can be integrated into the square's design? How can the square be designed to provide flexibility for visitors and residents?

### Seasonal Strategy

How can the square be designed to provide different experiences for visitors and residents throughout the year? How can the square be designed to provide seasonal experiences for visitors and residents?

### Access

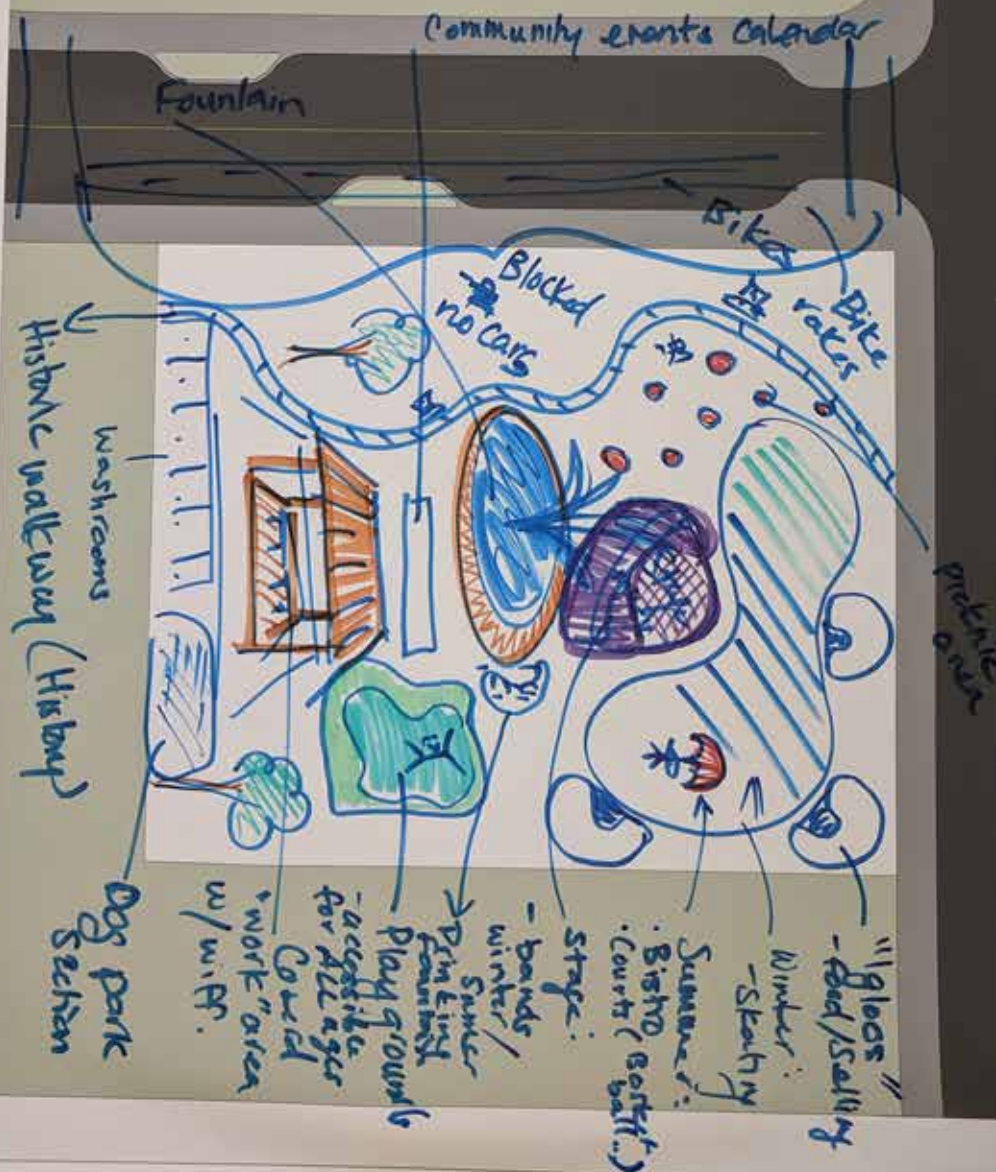
How can the square be designed to provide easy access for visitors and residents? How can the square be designed to provide access for visitors and residents?

### Edges and Connections

How can the square be designed to provide connections to the surrounding neighborhood? How can the square be designed to provide connections to the surrounding neighborhood?

### Partnerships

Are there potential partners that could help to make the square a success? Are there groups that could help to make the square a success? How can the square be designed to provide partnerships for visitors and residents?



**Public Square 3:**

Elements suggested included:

- Tables with seating;
- A central statue;
- Kiosks and Programming such as a night market and farmer's market;
- Trees and grass;
- Seasonal activation elements such as a skating rink in the winter and beach volleyball court in the summer;
- A speakers corner; and
- Access by streetcar (trolley).

No precedent images were included.



## PUBLIC SQUARE DESIGN THEMES

### Image and Identity

What does the square say about Walkerville? How does it relate to Walkerville's identity?

### Attractions and Destinations

Are there smaller "nodes" (background, building or pavilion, fountain, cafe, bandstand, shelter, a statue of Brian Walker) within the square?

### Amenities

What kind of amenities (seating, garbage bins, lighting, trees, plantings, grass, public art) make the square more interesting and comfortable to use?

### Flexibility

How does the square change over the course of a day, week, and year? Are there temporary features that can be moved, like a stage, chairs, tables, umbrellas, and various games?

### Seasonal Strategy

How does the square change over the course of a year? Are there different activities that taking place in the square at different times of the year? Are there different events or activities that can be held in the square at different times of the year?

### Access

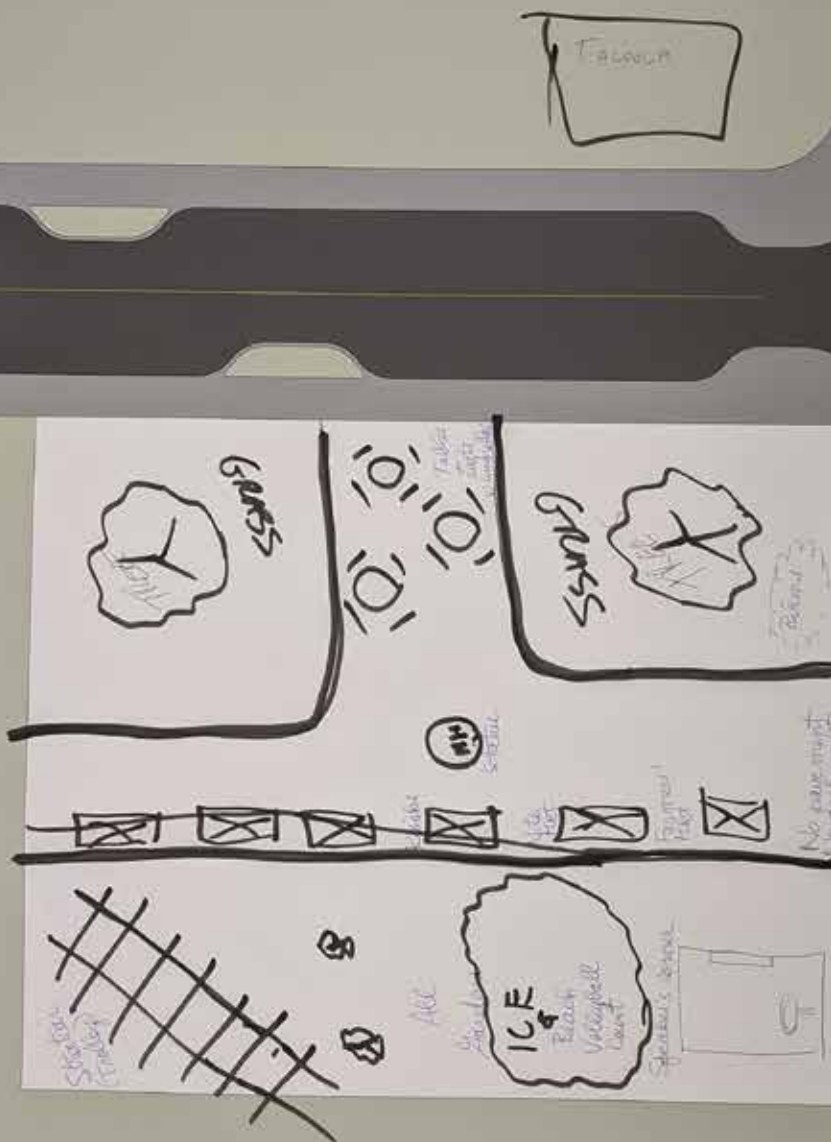
How can you make the square easier to get to? How do sidewalks, signage, traffic, lighting, and trees, and other features that the design of the square?

### Edges and Connections

What are the edges of the square? Are there areas at the edge that help to activate the square? How does the square reach out and connect to the Walkerville neighbourhood?

### Partnerships

Are there potential partners that could help to make the square a success? Are there groups that could use the square for specific events or community gatherings? Are there businesses and could offer a product or service that would make the square even better?



**Public Square 4:**

Elements suggested included:

- Diagonal pathways leading to a central water feature or statue;
- Green space including trees;
- Bicycle parking; and
- A market or café;

Precedent images included:

- Parklets;
- Patio seating;
- Water features;
- Civic squares with pedestrian oriented lighting;
- Public squares with seating; and
- Public square with a small market store.

No precedent images were included.



### **Public Square 5:**

Elements suggested included:

- Adequate lighting for evening activation;
- A flexible space that can accommodate events including crafts fairs;
- Connections between the square and adjacent neighbourhoods;
- Trees;
- Retail kiosk locations;
- A water feature;
- Seating;
- Ample access to sun;
- Washrooms;
- Barrier free;
- Transit accessibility; and
- Spill out space onto adjacent streets, ie. Located adjacent to a pedestrianized or flexible street.
- Public Square 5 also suggested a whiskey barrel motif under Image and Identify.

Public Square 5 did not include any precedent images, but included Partnership ideas including St. Clair and the University of Windsor.



ADDITIONAL INFORMATION

- Whiskey barrel motive

Are there credible "plans" (improvement, building or position, knowledge, skills, benefits) that are a source of vision (ability) within the company?

- attractions for the eyes.

Water Feature.

What kind of innovation (creating, carrying over, adapting, using) has the most effect on innovation? (1 = least effect, 5 = most effect)

5000 / 5000

Chapman (1992)

where does the square change in

卷之四

How does the ocean change with the seasons? Does it host different activities like sailing, windsurfing, surfing, swimming, etc. in different seasons? What are the different water sports, water sports, and water sports? What are the different water sports, water sports, and water sports? What are the different water sports, water sports, and water sports?

24/3

How can you make the system easy to get to? How do customers, agents, help, training, etc. make your brand identity into the essence of the system?

2011-2012

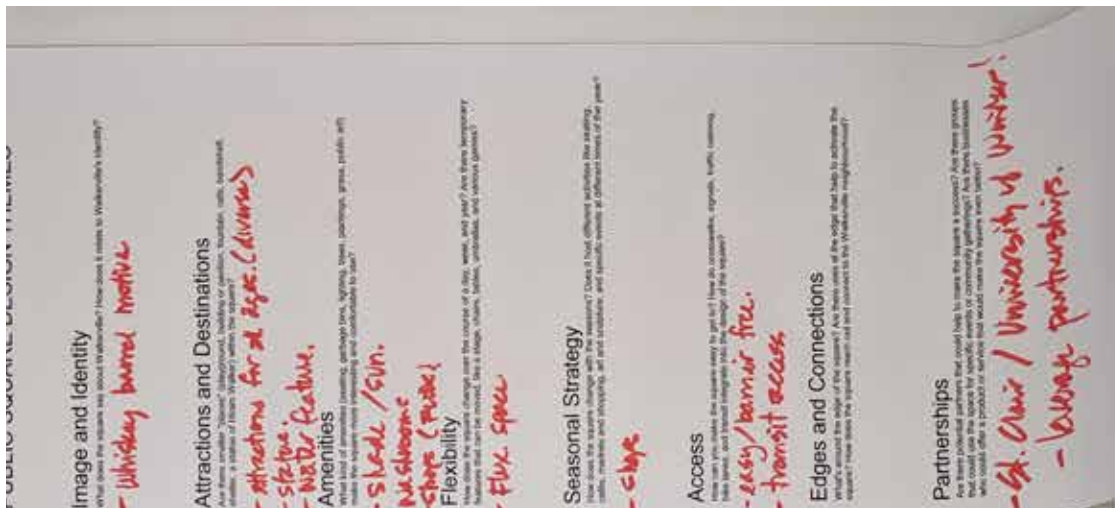
10

What's around the edge of the island? A 100-meter line of the island is the edge of the island. A 100-meter line of the island is the edge of the island.

Are there political partners that could help to make the league a success? Are there groups that could help to make the league a success? Are there groups that could help to make the league a success?

2.  $\Delta \text{cis} / \text{trans} = 1.1$

Wiederholungsfragen



**Public Square 6:**

Elements suggested included:

- A playground;
- A gazebo;
- Public Seating;
- Cafes;
- Seasonal activation including ice skating and music festivals;
- The square should be walkable, bikeable, and linked to a main street;
- Landscaping should be included at the edges; and
- The image and identity should represent “community.”

Precedent images included:

- Public seating;
- Public square lined with trees;
- An ice skating trail; and
- Central square feature.





## Image and Identity

What does the square say about Walkerville? How does it relate to Walkerville's identity?

## Community

### Attractions and Destinations

Are there smaller "moments" (playground, building or garden, fountain, cafe, bandstand) that add to the square's identity?

## music/bandshul

## European square/statue

### Amenities

What kind of amenities (seating, garbage bins, lighting, trees, plantings, grass, public art) makes the square more interesting and enjoyable to visit?

## Cafe's, skate rental, public art

### Flexibility

How does the square change over the course of a day, week, and year? Are there temporary features that can be moved, like a stage, chairs, tables, umbrellas, and various games?

## Seasonal activities

### Seasonal Strategy

How does the square change with seasons? Does it have different activities for skating, public art, markets and shops, art and sculpture, and specific events at different times of the year?

## skating/music festivals

### Access

How can you make the square easy to get to? How do crosswalks, signals, traffic calming, and other features, and transit linkages help the design of the square?

## walkable linked to main street bicycle closed street

### Edges and Connections

What's around the edge of the square? Are there uses at the edge that help to activate the square? How does the square reach out and connect to the Walkerville neighborhood?

## landscaping

### Partnerships

Are there potential partners that could help to make the square a success? Are there groups that could use the space for specific events or community gatherings? Are there businesses who could offer a product or service that would make the square more vibrant?

## food vendors social activity rentals

## Sketch Your Walkerville Vision

After the Public Square Design, Nathan Flach introduced the Sketch Your Walkerville Vision activity. In this exercise, participants were given transparencies and asked to overlay them onto a map of Walkerville. Participants were introduced to six themes to consider when sketching their vision of Walkerville. This included:

- Streetscape & Public Realm;
- Destinations;
- Gateways and Corridors;
- Branding and Identity;
- Connections & Mobility;
- Future Development.

A high-level summary description and image of each transparency are provided in the following pages.

## Walkerville Vision Table 1:

- Several new connections were suggested including a pedestrian connection between the train station to Argyle Road and Assumption Street, and Riverside Drive East and Devonshire Road. An extension of the Riverfront Trail and was also included. Additional crossings on Riverside Drive East at Devonshire Road and Lincoln Road were also included.
- Laneway improvements were suggested throughout the study area.
- Several gateway locations were identified at Gladstone Avenue and Wyandotte Street East, and Riverside Drive East and Devonshire Road.
- Additional public spaces are suggested near Cataraqui Street and Argyle, Wyandotte Street East and Kildare Road, and Wyandotte Street East and Monmouth Road. A pier is also included at the waterfront near Lincoln Road.
- General comments written on the transparency suggested that Walkerville be a heritage conservation district, and for a ferry to depart from the area.

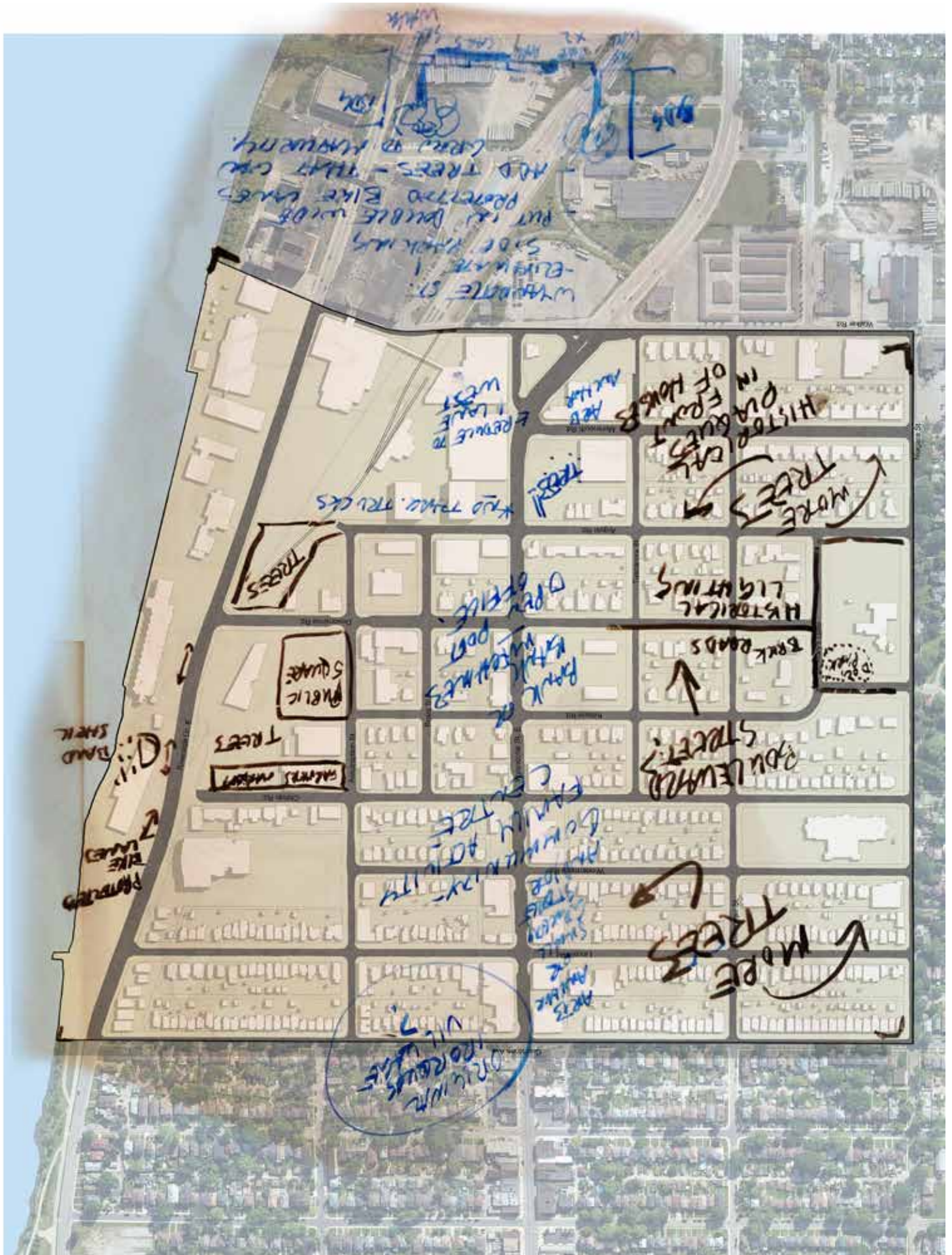




**Walkerville Vision Table 2:**

- Brick paving is suggested on portions of St Mary's Gate and Devonshire Road. A boulevard style street is suggested on Devonshire Road.
- A public square is suggested at Assumption Street and Devonshire Road. A farmers market is suggested on Chilver Road near Assumption Street.
- Protected bike lanes are proposed along Riverside Drive East.
- A bandshell is proposed along the waterfront.
- A dog park near St Mary's Gate and Devonshire Road.
- Reduction in travel lanes on Wyandotte Street East near Monmouth Road.
- General comments written on the transparency suggested that more trees be planted throughout the area. Other comments included historic plaques in front of homes, prohibiting trucks along Wyandotte Street East, a new community centre, a bank, and a post office.







**Walkerville Vision Table 3:**

- Argyle Road near Assumption Street is suggested to close to vehicular traffic.
- A public square is suggested near Devonshire Road and Assumption Street.
- A gateway feature is suggested on Wyandotte Street East at Walker Road and Gladstone Avenue.
- Steep bumps are suggested on many north south streets.
- Trees and flowerbeds are suggested for Wyandotte Street East.
- The elimination of truck traffic along Wyandotte Street East.
- A pedestrian crossing across Riverside Drive and Chilver Road.



**Walkerville Vision Table 4:**

- Several underutilized lots were identified along Walker Road, Wyandotte Street East, Assumption Street, and Riverside Drive East.
- Gateway features were suggested at Riverside Drive East and Lincoln Road, Riverside Drive East and Devonshire Road, Wyandotte Street East and Gladstone Avenue, and Wyandotte Street East and Argyle Road.
- Additional crossings are suggesting along Riverside Drive Road at Lincoln Road and Devonshire Road.
- The blocks respectively bounded by Assumption Street, Kildare Road, Wyandotte Street East, and Argyle Road to be rezoned residential.
- The intersection of Wyandotte Street East and Argyle Road to be a community node with a new park proposed at Wyandotte Street East and Kildare Road.
- General comments include additional community planting, allowing for laneway housing, and additional wayfinding measures.





**Walkerville Vision Table 5:**

- A public square at Assumption Street and Devonshire Road.
- Additional planting.
- Bicycle infrastructure and traffic calming measures along Wyandotte Street East.
- Bicycle infrastructure on Riverside Drive East.
- A public park along the waterfront with a beach.
- Additional crossings are suggesting along Riverside Drive Road at Lincoln Road and Devonshire Road.
- Make Walkerville a Heritage District.





**Walkerville Vision Table 6:**

- New or improved connections including: bike lanes on Niagara Street, Lincoln Road, Kildare Road, and Devonshire Road; a new pedestrian connection from the train station towards Riverside Drive East and Devonshire Road and the waterfront; and a water walkway.
- The intersection of Wyandotte Street and Devonshire is identified as dangerous.
- An evaluation of potential weekend street closures along Wyandotte Street.
- New public squares located at Chilver Road and Riverside Drive, Riverside Drive East of Devonshire Road, and Riverside Drive East at Lincoln Road.
- General comments written on the transparency include underutilized storefronts along Wyandotte Drive and Cataraqui Street, additional patio spaces, parking, and bicycle parking.





## Online Ideas Survey

### Purpose

As part of the second phase of the Walkerville Theming and Districting Plan, a digital survey was conducted between May 7<sup>th</sup>, 2020 to June 10<sup>th</sup>, 2020. The survey provided opportunities for more detailed feedback on ten IIPOs that have been identified. The feedback provided will inform the prioritization and design of the final Initiatives, Improvements, Projects, and Opportunities that will be included in the Plan.

This survey provided participants with the opportunity to provide input on the following IIPOs (in no particular order):

1. Riverfront Park & Pathway Connection
2. Railspur Linear Park
3. Devonshire / Riverside Gateway Parklet
4. Devonshire / Assumption Urban Square
5. Argyle & Monmouth Flexible Streets
6. Hiram Walker Alleyway Pilot
7. Riverside Drive Rebalance
8. Wyandotte East Gateway
9. Historic Walkerville Program
10. Walkerville Wayfinding Program

### Summary

The digital online survey was available in two formats– a standard format, and an enhanced format compatible with screen reader software. In total, 354 responses were received on the standard format, and 50 were received on the enhanced version. A total of 404 responses were recorded.

Participants were provided the opportunity to provide long-answer comments on each of the 10 IIPOs. Prior to providing comments, participants were asked to rank the importance of each IIPO based on their importance from 1-10. The survey ranking revealed the following results:

IIPO	Average Response (/10)
Riverfront Park & Pathway Connection	7.94
Devonshire / Assumption Urban Square	7.64
Railspur Linear Park	7.64
Historic Walkerville Program	7.36
Riverside Drive Rebalance	7.14
Argyle & Monmouth Flexible Streets	7.03
Hiram Walker Alleyway Pilot	6.85
Wyandotte East Gateway	6.74
Devonshire / Riverside Gateway Parklet	6.64
Walkerville Wayfinding Program	6.08

The summary continues in ranked order of each IIPO. An excerpt from the digital survey is provided for each IIPO to provide context to responses.

Following is a summary of the feedback received for each IIPO presented.



## RIVERFRONT PARK & PATHWAY CONNECTION

Participants were asked to provide their thoughts or ideas for a Riverfront Park and Pathway Connection. They were also asked what kinds of activities should the park support. 35 participants responded.

The majority of participants stated positive sentiments towards the Riverfront Park & Pathway Connection.

Activities and features which were suggested by multiple participants included:

- Public seating
- A beach
- Vegetation and other elements for shade

- An art installation
- Cycling infrastructure
- Playground/kids play areas

Other activities and features which were suggested included:

- A flower garden
- A fountain or water feature
- Food/beverage stands
- An unpaved or naturalized pathway
- A pathway suitable for both cyclist and pedestrians
- Naturalized areas



### Summary

Currently, the multi-use pathway along the Detroit River ends in a loop just east of Lincoln Rd. Historically, this was the location of a park adjacent to a ferry dock, complete with trees, benches, and a sand beach. The introduction of new amenities and landscaping along this stretch of the riverfront could celebrate Walkerville's historic and contemporary connection with the River. Continuing the pathway connection to the east, including a safe crossing at Riverside Drive, could help to better connect Walkerville with both the river and its neighbouring communities to the east and west.

### Inspirational Images





- Picnic/BBQ Areas
- Outdoor fitness stations
- Washrooms
- Ball courts
- A boat launch for kayaks/canoes
- A monument or interactive historical/educational element

Some participants provided specific comments. These have been paraphrased or quoted:

### **Crossing and a New Pathway**

- *[T]he pathway that ends at Devonshire Road be linked to Alexander Park at Strabane Avenue. If the Hiram Walker distillery owners could be convinced to offer public access along the river, this would be tremendous.*
- Include the properties east of Hiram Walker for the planned pathway
- *[A] pedestrian crossing a must*
- An elevated walkway over Riverside Drive
- *We need a safe crossing with a well timed stop light to calm traffic. Better eastward bike path and pedestrian route that is not exposed to heavy, fast and dangerous traffic on Riverside*
- *Pedestrian centred streets, a pedestrian overpass at Riverside & Lincoln*
- *Pathways for biking and walking, a beach area below would be different or something where we can get close to the water... and tie the pathways through Willistead Park and the adjacent Ford City neighbourhoods*

### **Cycling**

- *High priority to extend path east. Better connections are essential, especially for cyclists who currently can't use Lincoln to travel south and must ride in the very dangerous Riverside paint[ed] lane[s] to arrive at a suitable intersection. The current Riverside bike lane is not suitable "all ages and abilities" infrastructure.*
- *Extend bike routes from riverside into Walkerville.*

### **General**

- *It should be a hub for activities that can take advantage of the safe trails that connect to the bridge. We want amenities that allow for safe gatherings. We should look into capturing the spirit of the river along with a safe passage to draw visitors up the road and experience shopping and eating along inland streets.*
- *Make use of the artistic community from Walkerville...the huge white grain silos on the riverfront belonging to Hiram Walker should have artwork painted on them. Since the power building has been renovated and look across to the silos and the river - could there be an artistic submission contest of local artists designing artwork for these silos? What Detroit has done on Campus Martius is amazing.*
- *A naturalized park space would be a nice addition to this area. Planting of native tree species and plants would give visitors a sense of what the area would have looked like before industrialization. The more naturalized space dedicated to walking/cycling the better in my view.*

## DEVONSHIRE / ASSUMPTION URBAN SQUARE

Participants were asked to provide their thoughts or ideas on an urban square at the corner of Devonshire and Assumption. 35 participants responded.

The majority of participants stated positive sentiments towards Gateway Parklet at the corner of Devonshire and Riverside.



### Summary

The open space at the northwest corner of Devonshire Rd. and Assumption St. could become a new urban public space framed by mixed-use buildings that create an edge for both the street and the public space. The space could be multi-functional, offering a mix of hard and soft (landscaped) surfaces, amenities for children and adults, and could be an ideal location for a seasonal farmer's market or small neighbourhood events. The edges of the space could be activated with complementary uses including restaurant and cafe patios and small shops.

### Inspirational Images



Survey excerpts for Devonshire / Assumption Urban Square

Thoughts and ideas which were suggested by many participants included:

- Farmers market
- Pop-up restaurant/food trucks
- Local artists displays
- Additional open space, planted areas, and grass

Other activities and features which were suggested included:

- Public seating
- Outdoor event space for music festivals, Shakespeare in the Park, live theatre, etc
- Outdoor skating rink
- Public washroom
- A water feature
- Retail
- A mid-rise building
- Splash pond or other water feature

Some participants provided specific comments. These have been paraphrased or quoted:

### General

- *Why not cover the center of the plaza in a glass pavilion ie: Prince Albert's Hall, with a roof line recalling the old train station buildings. This structure could be open sided with the corners built up with modular portables for*
- *The Walkerville Power Reconstruction is excellent, except for the vast blacktop parking lot. These should no longer be allowed. Environmentally conscious permeable paving options are available, and should be mandated*

- *Where is the parking to support all these ideas? Walkerville is already inundated with visitors into our neighborhood on the weekends and parking becomes a challenge for those who live in Walkerville.*
- *[T]his should be privately developed to house light commercial and residential units to create a balance of work life and entertainment with in the area.*
- *The potential here is amazing. This space is at the core of Walkerville, as much as Willistead Park is. This could become the higher-activity centre, with events held in an area surrounded by restaurants and bars and historic buildings. This is where the Victoria memorial should be brought back to, its original location. This is where we could have an open plaza for events, landscaping, a winter skate trail and fountain. This is the centre of the original Walkerville and its significance should be celebrated.*
- *Mixed use building and or store fronts would be good for this area.*
- *Having a few small key cafes, restaurants, and pub along the perimeter would be good for this location along with having an arrangement in the center, like a fountain by day color display by night. This would provide good day value to the area, but more social night value which is much needed.*



## RAILSPUR LINEAR PARK

Participants were asked to provide their thoughts or ideas for a Railspur Linear Park. 37 participants responded.

The majority of participants stated positive sentiments towards Railspur Linear Park.

Thoughts and ideas which were suggested by multiple participants included:

- A cycling and walking pathway with connections to the waterfront
- A sculpture or other public art element
- An ice skating circuit or pond



### Summary

The large open space along the currently underutilized portion of the CN rail corridor between Walker Rd. and Devonshire Rd. could become a linear park with a multi-use pathway connecting the Central Riverfront Pathway, the VIA Rail Station, and the core of Walkerville. The park could be large enough to host events and gatherings while celebrating the history of the railroad in Windsor and Walkerville. New amenities could provide year-round enjoyment and use, and introduce additional landscape elements including trees, plantings, furnishings, and water features.

### Inspirational Images



*Survey excerpts for Railspur Linear Park*

Other activities and features which were suggested included:

- An area for live music or events
- Pedestrian lighting
- Seating
- Historic railway infrastructure
- Water features with lighting effects
- Outdoor theatre or symphony space
- Naturalized areas including wetland
- Food and drink vending
- Interactive areas with shuffle board, chess tables, etc
- Market
- Plaza with seating and seasonal activities/engagement (eg. Campus Martius, Detroit)
- Sound barriers

Some participants provided specific comments. These have been paraphrased or quoted:

### Connections

- *It would be great to connect this to Riverfront Park, and add to Walkerville [BIA]*

### History and Heritage

- *[Maintain] [e]mbedded existing train tracks and industrial feel into landscape design*
- *Rail themed displays, playgrounds, and landscape design*

### General

- *A series of reflective pools or ponds that bring the water connection deeper into core of the area. Cycle and walking paths that lace over and around the water features.*
- *Windsor needs more connection to it's waterfront and the ability to touch and feel the water.*
- *The more detail and thought put into this*

*project, the more people you will attract. If the area is just paved for a walkway, I don't see people using it. It would need to be interactive or exceptionally beautiful, like the wetland area in the picture above.*

- *I would love to see more walking paths and naturalized space with an emphasis on tree planting. COVID has demonstrated the importance of walkable park space and reclaiming some of the space conceded to vehicle traffic and parking.*
- *I would prefer a community/town square on the west side of Devonshire but if this is not possible, the linear or railspur area becomes more significant*
- *This park would provide an ideal place to host pop-up events along with opening up the district with more green space. It is important to provide safe access and crossing as the park is just off a main road. It would be beneficial if the vehicle speed limit was lowered for this area.*
- *Create spaces out of underutilized spaces such as existing parking lots*



## HISTORIC WALKERVILLE PROGRAM

Participants were asked to provide their thoughts or ideas on a program to communicate Walkerville's rich history and heritage. 28 participants responded.

The majority of participants stated positive sentiments towards a program to communicate Walkerville's rich history and heritage.

- Multiple participants suggested that other Initiatives, Improvements, Projects, and Opportunities be prioritized over this IIPO.



### Summary

Opportunities exist for the interpretation and communication of the rich architectural, social, and cultural history of Walkerville through a program that embeds historical information and references into the landscape, furnishings, sidewalks, and other amenities throughout the neighbourhood. The program could trace and celebrate the cultural evolution of the area from its origins as an Indigenous settlement along the Detroit River, to a model company town and a thriving, diverse 21st century neighbourhood.

### Inspirational Images



Survey excerpts for Historic Walkerville Program

Thoughts and ideas which were suggested by participants included:

- A museum for an indoor or outdoor space
- Ensure historic elements are well maintained and made from high quality materials
- Ensure all historic buildings and archaeological sites, including the previous Iroquois settlement, are maintained or recognized
- Ensure the municipal automotive history is highlighted in addition to the neighbourhood history in Walkerville
- Reinforce initiatives with a walking tour

Some participants suggested sites and buildings:

- Hull's Crossing historical site, the Iroquois Settlement, the old Hiram Walker office building, former Walkerville town hall, currently-empty bank building on Devonshire

Some participants provided specific comments. These have been paraphrased or quoted:

### General

- *I think historical and cultural placemaking is important, but it can often look dated and neglected soon after its established. I think any plan has to include a living landscape of trees and plants that are native to the area, as well as ones that were introduced by settlers (Jesuit Pears for example) with a full discussion of the issues of settlement rather than a kind of anodyne celebration of industrialists.*
- *The stone and metal artistic installations as depicted above are lovely, and interesting. They are long lasting and well thought out. We need to do more of this.*
- *[S]omething symbolic of the indigenous people and landscape before European settlers arrived would be cool.*
- *Maybe include a series of QR code's around Walkerville that people can scan and get a video on that locations importance*
- *Hiram walker was the catalyst for what we know today as the city of Windsor. Honoring him and his Walkerville is something that seems right*

## RIVERSIDE DRIVE REBALANCE

Participants were asked to provide their thoughts or ideas on Riverside Drive and better connecting Walkerville to the River. 30 participants responded.

Participants stating contrasting sentiments in their vision for the Riverside Drive Rebalance.

- Some participants feel Riverside Drive is an important arterial connection and that any modifications to flow would negatively disperse traffic.
- Other participants felt that Riverside Drive should be calmed to promote it as a human scaled street. This ranged from a reduction of lanes to traffic calming measures



### Summary

Riverside Drive has been identified as difficult and dangerous to cross, and allows vehicles to travel at high speeds due to its 4-lane width and lack of enclosure by buildings or trees. Rebalancing the function of the street could better serve pedestrians by slowing vehicular traffic, adding landscaping and trees, and providing opportunities for safe crossings on foot, bicycle, and mobility aid devices. By transitioning Riverside Drive from a vehicle-centred road to a pedestrian-friendly waterfront urban street, its function can shift and serve to better connect the core of Walkerville with the Detroit River.

### Inspirational Images



Survey excerpts for Riverside Drive Rebalance



Thoughts and ideas which were suggested by participants included:

- Eliminate a single lane permanently and add a multi-directional signalled controlled lane for morning and evening traffic.
- Decrease setbacks of new buildings to promote a more human scale
- Create a safer street environment
- Reduction in vehicle speed
- An improve streetscape with better sidewalks and trees
- Additional street crossings
- A separated bike lane
- A reduction in overall number of vehicle travel lanes
- No change to facilitate vehicle movement

Some participants provided specific comments. These have been paraphrased or quoted:

### General

- *Absolutely essential, top priority. Riverside is a serious safety issue - cars travel well above the speed limit, very dangerous for families trying to cross. Street should be narrowed to discourage speed, with sidewalks...*
- *Absolutely, Riverside should be enjoyed, it's the Jewel of Windsor. It should not be for cars to race by. This 100% should be developed for people to enjoy on foot, bike or slowly driving by. Stores and kiosks add interest and give people a destination/activity while strolling. Cars should be parked away from the area.*
- *We need better and more frequent cross walks, but the better approach is to minimize the cars in the first place.*
- *A roundabout should have been added to Devonshire intersection when it was redone 10 years ago. Maybe a couple more at Gladstone and Lincoln.*
- *Plant some trees all along the North side of Riverside - big ones!*
- *This is even more important now with the renovations of the Walker Power Building.*

*Safe crossings for pedestrians and bicycle paths to connect to the river are extremely important. The lanes coming from downtown are very narrow on the approach to the Power Building and could ideally be one lane either way, widening to provide turning lanes into Walkerville (with traffic lights).*

- *Signalled crossings are important*
- *This seems to be the first and most important step in the project. We need to safely connect Walkerville to Ford City and areas east for people walking and biking. Once this is in place it makes more sense to pedestrianize the area. We don't want more people driving and trying to find parking here.*
- *Parking often deters me from going any place downtown Windsor. I would be more willing to pay for parking if there were more things to do in the Walkerville/downtown area.*
- *[L]ink some of the park spaces that have been proposed to create a seamless corridor for pedestrian and bicycle traffic.*
- *The current access to cross at Lincoln isn't ideal and doesn't easily facilitate crossing into Walkerville.*
- *Without this road being transitioned to a pedestrian focus, the proceeding projects will be difficult to achieve traction. It needs to have slow traffic to none, and allow for the free ability for pedestrians to explore the area.*

### Vehicle Prioritization

- *Traffic congestion in the city is bad enough that we cannot afford to lose the function of Riverside as it is now.*
- *This is an 'ideal' but is perhaps not that practical considering Riverside is one of the few continuous east-west streets available to move traffic between residential areas to the east and downtown businesses. Streetscaping.*
- *[R]ight idea, wrong street. Wyandotte is the heart of Walkerville. I agree a pedestrian walkway over the dangerous road is important.*

## ARGYLE & MONMOUTH FLEXIBLE STREETS

Participants were asked to provide their thoughts or ideas for creating flexible street environments at Argyle and/or Monmouth. 35 participants responded.

Several participants stated concern for flexible streets in residential areas. Sentiment for flexible streets with commercial or public frontages was generally positive.



### Summary

Argyle Rd. between Wyandotte St. and Assumption St., as well as Monmouth Rd. between Wyandotte St. and Tuscarora St. have been identified as two potential locations for flexible streets that could function as both pedestrian-priority, and on occasion, pedestrian-only streets. Through unique paving surfaces that reintroduce the cobblestone streets of Walkerville in decades past, as well as seating, public art, and historic and cultural interpretive elements, these streets could become public spaces and destinations suitable for many uses including festivals, events, and markets.

### Inspirational Images



*Survey excerpts for Argyle & Monmouth Flexible Streets*



Thoughts and ideas which were suggested by participants included:

- A location to host events such as small festivals, and art events
- Pedestrian mall, patios, and area for musicians to entertain
- Large trees and open space
- Pedestrian focused spaces
- Restaurants with patios
- Cobblestone streets to provide a sense of character
- Market place
- A safe pedestrian and cycling route

Some participants provided specific comments. These have been paraphrased or quoted:

### General

- *I think we need more pedestrian only streets in Windsor, and even some that are more permanent or for example, always pedestrian only on weekends.*
- *Maybe we could...paint the roads instead. Quicker, cheaper, way more fun, and interesting. I put this at the top of the list with alleyways, because I think there is impetus (caring business/property owners) and there are many small improvements that can be implemented almost immediately.*
- *The busker festival was excellent! This should be pedestrianized and just vehicular access for the businesses down that area.*
- *I think this is really important for both of those streets. I feel like where Wyandotte widens is where the pedestrian scale ends so activating Monmouth road pulls the pedestrian scale of Walkerville further east.*

- *Hold art fairs here, encourage displays, and interaction in these spaces. Live small art performances during the nice weather. Create street level properties with large glass frontage to display artworks. Continue the tradition of teaching art and community art activities.*
- *I oppose the use of residential streets for such activities. Wyandotte and Devonshire from Wyandotte to Riverside are commercial areas and these activities should be limited to such areas. It is unfair to ask residents to give up their freedom of movement.*
- *Allowing for these streets to be flexible for pedestrian use would be fantastic! Both are non-high traffic streets, and making the cobble stone would be iconic. Monmouth would excel in the area provided with a pop up cafe for a pedestrian only event/fair. Along with Sho Performance Arts being located there, a street extended art fair is a great idea.*

## HIRAM WALKER ALLEYWAY PILOT

Participants were asked to provide their thoughts or ideas for a pilot project to improve the alleys in Walkerville. 31 participants responded.

The majority of participants stated positive sentiments towards a pilot project to improve the alleys in Walkerville.



### Summary

The network of alleys throughout Walkerville could become an interesting and attractive alternative pathway network that weaves through the neighbourhood and reveals undiscovered spaces and locations, connecting landmarks throughout the community. By reinventing the alley between Kildare Rd. and Chilver Rd. as a pilot project, creative concepts in alleyway activation could be deployed and tested, incorporating public art, overhead lighting, pedestrian-scaled paving, and landscaping. New uses could back onto the alleyway, including small residences and businesses.

### Inspirational Images



Survey excerpts for Hiram Walker Alleyway Pilot

Thoughts and ideas which were suggested by many participants included:

- Safety a key aspect
- Well lit
- Patios and other seating areas, especially from existing businesses

Thoughts and ideas which were suggested by participants included:

- Public art and murals
- Catenary lighting strong between buildings

Some participants provided specific comments. These have been paraphrased or quoted:

#### **General**

- *Could be a tourist attraction in it self similar to the alley ways in Detroit that are now trendy spots*
- *Alleyways need to be utilized. They need to be lit. They need to be cleaned. They definitely should be utilized for pedestrians....However, alleyways that abut residential homes should not be used as commercial spaces. Alleyways that abut businesses should definitely be outdoor business spaces. Cafe tables, etc.*
- *Something like 'The Belt' in Detroit? That would be cool.*
- *This is a great idea and a great opportunity to showcase local artists. Having wall art included helps distinguish Walkerville as the art focused neighborhood it is. More stores and people living here is important*

- *This is a very cool idea and would be great if there was enough lighting to make people feel comfortable walking the alleyway during the nighttime. The Skip in Detroit attracts many people and is something to look at for reference.*
- *We should be the leader in the city to start utilizing the alleys as a place to commute and travel.*
- *This is such a fantastic idea! Small pop ups along an art installation roadway with all works of art and murals along the way leading you in a whimsical path destination to the parkette at the corner of Assumption and Devonshire.*



## WYANDOTTE EAST GATEWAY

Participants were asked to provide their thoughts or ideas on improving Wyandotte Street near Walker Road. 31 participants responded.

The majority of participants stated positive sentiments towards improving Wyandotte Street near Walker Road.

- Some participants felt that this could be an extension of any initiatives from Riverside Drive. Others felt that this area would be more appropriate for public realm changes rather than at Riverside Drive.



### Summary

Just west of Walker Rd., Wyandotte St. widens from a 2-lane commercial street to a 4-lane arterial road. The wide paved areas have been identified as creating unpleasant conditions for pedestrians and an unwelcoming aesthetic when entering Walkerville from the east. This section of Wyandotte could be reimagined as an attractive and vibrant urban gateway to Walkerville. New buildings that form a consistent street edge, pedestrian-friendly amenities, and a redesign of the street and boulevards could transform this section of the street into a gateway and destination that signals arrival in the historic Walkerville neighbourhood.

### Inspirational Images



*Survey excerpts for Wyandotte East Gateway*

Thoughts and ideas which were suggested by participants included:

- Many participants suggested a reduction in travel lanes and additional traffic calming
- New street trees
- Re-purposing Tim Hortons lot with a public space such as a plaza or park
- A pedestrian gateway to signify Walkerville and the entrance into Windsor from the Via Railway Station
- Ensure vehicle traffic is still possible while making the area more pedestrian friendly
- Reduce setbacks to front property lines
- Patios to occupy existing lane space
- Active frontages
- Bike lanes

Some participants provided specific comments. These have been paraphrased or quoted:

#### **General**

- *Extend the feel of Walkerville into this barren area. Embrace the historic feel of the neighborhood and offer new business space for small restaurants, cultural and entertainment enterprises.*
- *...I wouldn't want to see it become an "island" of beautification that is not linked Devonshire Rd and thus doesn't attract a lot of foot traffic.*



## DEVONSHIRE / RIVER GATEWAY PARKLET

Participants were asked to provide their thoughts or ideas for a Gateway Parklet at the corner of Devonshire and Riverside. 33 participants responded.

The majority of participants stated positive sentiments towards Gateway Parklet at the corner of Devonshire and Riverside.

Thoughts and ideas which were suggested by participants included:

- Public Seating
- Interactive areas with chess, etc
- Children's play area and playground
- Ample shaded areas
- Location to rent bicycles or scooters



### Summary

As a distinct place at the edge of a potential linear park (see number 2), a new destination gateway for Walkerville could be created at the intersection of Devonshire Rd. and Riverside Dr. through the introduction of a parklet at the southeast corner. The parklet could feature the newly-created statue of Hiram Walker, as well as introduce amenities such as seating, cycling infrastructure, structures for shade, and new landscaping. The parklet could signal arrival at Walkerville and serve as a physical and symbolic gateway to the neighbourhood.

### Inspirational Images



Survey excerpts for Devonshire / River Gateway Parklet

- Outdoor market, concession/other food/drink vendors
- Fruit trees
- Utilize existing architectural styles found within Walkerville

Some participants provided specific comments. These have been paraphrased or quoted:

### Historical Feature

- Participants had mixed feelings regarding a statue of Hiram Walker. A nearly equal proportion of people were for and against the notion of a statue.

### Connections

- Continued biking/walking trail with relaxed seating for neighbourhood to enjoy
- Cycling infrastructure
- *Traffic lights on Riverside Drive at this corner and pedestrian crossings on each side - to connect to river and to the new proposed railroad park space. Maybe an archway over the road like the one which welcomes you to Sandwich Town.*

### General

- *Part of the parkland should be supportive of a light rail tourist line that ties into the train station, looping around to the core area down Chilver or Lincoln Rd to Assumption and over to Devonshire and on to the new plaza / square then back across Riverside and down along the river to the Festival stage where it can loop back.*
- *This should be a quiet oasis spot. A stop over for cyclists coming into the area. Some trees and plantings. The pictured pergola is lovely. A good spot for the rental bike stand.*

- *[C]onnection between these spaces to emphasize safety and refuge from the dangers of car traffic in this area.*
- *[I]would like to see the corner...developed to anchor private sector development and solidify expanding commercial growth with an appropriate building. The would complement the Power Building and create greater mixed use activities.*
- *Please first read historic texts though to ensure so we don't have to topple [Hiram Walker] statue in the future when we learn of his transgressions.*
- *With the traffic on Riverside this may not be a very comfortable area for families or even to sit and enjoy the space*

## WALKERVILLE WAYFINDING PROGRAM

Participants were asked to provide their thoughts or ideas on creating a wayfinding program to improve navigation in Walkerville. 25 participants responded.

The majority of participants stated positive sentiments towards a program to create a wayfinding program to improve navigation in Walkerville.

- Several participants suggested that other IIPs be prioritized over a wayfinding program.



### Summary

One opportunity for improving the navigation of Walkerville for everyone living, working, and playing in the community is the creation of a system of wayfinding, incorporating signage and waypoints that connect landmarks, gateways, and other nodes within the neighbourhood. A coordinated wayfinding program could help pedestrians, cyclists, transit users, and motorists to find the best routes to destinations in Walkerville, and introduce them to new businesses, services, destinations, and other amenities in the neighbourhood.

### Inspirational Images



Survey excerpts for Walkerville Wayfinding Program



Thoughts and ideas which were suggested by participants included:

- That future signage and wayfinding reinforce the Walkerville “brand”
- Unobtrusive wayfinding be embedded in the sidewalks
- Sidewalk corners to have the road names written in the concrete
- Static signs from local artists
- Directional signage providing distance
- Show locations of points of interest
- Additional wayfinding from key locations including the Via Train Station
- Public wifi or pods

Some participants provided specific comments. These have been paraphrased or quoted:

### **General**

- *This is important as long as it connects Walkerville to other parts of the city. Distance and directions are important. I like the letters in the sidewalk too*
- *Points of interest would be a great idea as new shops, restaurants, etc open up. It would help promote new businesses and encourage people to stay in the Walkerville area.*
- *It is functional for tourists and to engage visitors but can be implemented far later in the Walkerville revitalization planning.*
- *Smartphone's provide the ultimate wayfinders. I'm not convinced this should be a big priority*
- *Self-guided tours are great but once or twice a year it would be nice to have guided walking tours.*
- *Interesting idea. I think have signs of this type would be useful with trying to increase tourism in the area. With the train station so near, it might help to direct their attention to the available options the area provides, since the train station is located at such a poorly pick location. Travelers will need to be guided.*

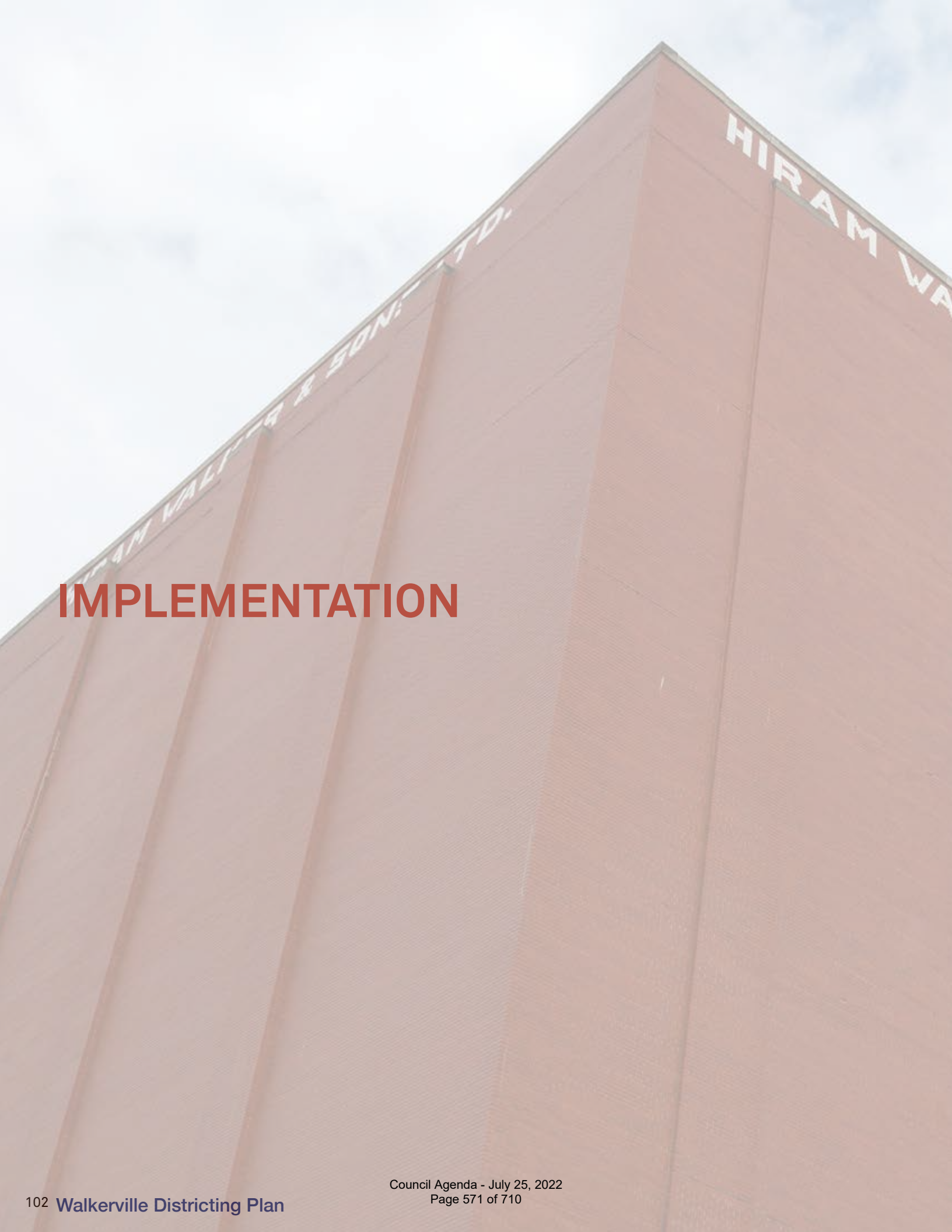
## IIPO Online Feedback

Following significant refinement and detailed design of the IIPOs based on the Ideas Survey feedback, a series of narrated videos illustrating 3-dimensional modeling of the IIPO designs were presented in an online Feedback Survey. 133 responses were received, providing thoughtful insights and feedback on the proposed designs. The feedback was incorporated as best as possible into the final designs presented in the Plan.

Of the responses received for each IIPO, the vast majority (over 90 percent) communicated enthusiasm, excitement, and positive reactions to the presented designs. Constructive ideas were also presented, and many of those ideas pertained to the successful future implementation of the IIPOs. As a result, the following considerations haven been noted and should be contemplated in the future design development and implementation of the IIPOs.

- Ensure natural features (plants, wildlife, and habitats) are protected and enhanced in the course of the implementation of the IIPOs
- Consider climate change in the implementation of all projects, particularly in proximity to the river
- Ensure universal accessibility for all trails and open spaces in Walkerville
- Encourage commercial activities (grocery, pharmacy, etc.) to be located in new mixed-use buildings to encourage walking to services in Walkerville
- Ensure new building materials and massing are complementary to the heritage context of Walkerville
- Prioritize pedestrian and cyclist safety in the design of all streets, providing safe, separated cycle lanes wherever possible
- Consider additional opportunities to honour Indigenous history and presence throughout the neighbourhood, in the spirit of reconciliation. This should be done in close consultation with local communities and elders
- Provide adequate parking for open spaces and new development
- Consider commissioning local artists when integrating public art into all projects and initiatives
- Consider locations for public washrooms and drinking fountains throughout the public areas
- Consider allowing additional height and density for residential buildings to increase the number of people living in the area and supporting local businesses
- Pay special attention to the VIA Rail station as a gateway to Walkerville and establish wayfinding and routes that welcome visitors and residents from the station
- Include French and Indigenous languages in signage and wayfinding to honour the history
- Create opportunities for affordable housing wherever possible, including in new mixed-use developments





# IMPLEMENTATION



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## Initiatives, Improvements, Projects & Opportunities

The Initiatives, Improvements, Projects & Opportunities (IIPOs) presented in this Plan are the result of analysis and consolidation of the ideas and feedback received at the Community Design Workshop, two online engagement surveys, as well as conversations with members of the commercial business, arts, and creative industries operating in Walkerville. Early in the consultation process, many priorities and common goals began to emerge. Through design explorations, precedent studies, further consultation, and refinement, they were translated into a set of nine tangible, achievable IIPOs.

The IIPOs range from new parks, plazas, and public spaces, to active mobility corridors, mixed-use developments, pedestrianized streets, iconic gateways, and programs that celebrate the history and heritage of Walkerville. Seven of the IIPOs are location-specific and are tied to particular sites or blocks within Walkerville. Two IIPOs (the Historic Walkerville Program and Walkerville Wayfinding Program) are a District-wide endeavour and are designed to be deployed throughout Walkerville.



Bird's Eye View - Existing Condition



## Proposed IIPOs

- |   |                                     |
|---|-------------------------------------|
| 1. Walkerville Distillery District                | 6. Hiram Walker Alleyway Pilot      |
| 2. Hiram Walker Gateway Parkette                  | 7. Wyandotte East Gateway           |
| 3. Railspur Linear Park                           | 8. Historic Walkerville Program *   |
| 4. Riverfront Park & Pathway Connection           | 9. Walkerville Wayfinding Program * |
| 5. Devonshire / Assumption Mixed-Use Urban Square |                                     |
- \* Deployed throughout Walkerville



Bird's Eye View - Proposed IIPOs

# 1. Walkerville Distillery District

Centred on Argyle Rd. and Assumption St., a new pedestrian friendly flex street will connect Wyandotte St. to the Canadian Club Headquarters, creating the new Walkerville Distillery District. The district will be anchored by the redevelopment of a grouping of heritage structures integral to Walkerville's history as a major industrial distillery.

The District will feature unique paving surfaces that reference the cobblestone streets of Walkerville in decades past while offering full accessibility for everyone including those using mobility devices. Seating, public art, historic and cultural interpretive elements, and new restaurants, cafes, patios, food trucks, and outdoor event and market space will make the District an exciting, comfortable, year-round destination.

The district will reinvigorate a section of the neighbourhood, creating a new people-focused commercial and cultural heart for Walkerville.

Located directly adjacent to the active Hiram Walker & Sons distillery operation, the flexible streets, public spaces, adaptive building reuse, and new development will be designed to create comfort for all users while ensuring that the distillery's operations are able to continue unimpeded, continuing the history of industry that is key to Walkerville's unique sense of place.



Bird's Eye View - Existing Condition



Precedent Imagery



Corona Plaza, Queens, New York (NY DOT)



Östra Drottninggatan - Gävle, Sweden (Karavan Landskapsarkitekter)



Church Street Marketplace, Burlington, Vermont (Steve Mease)

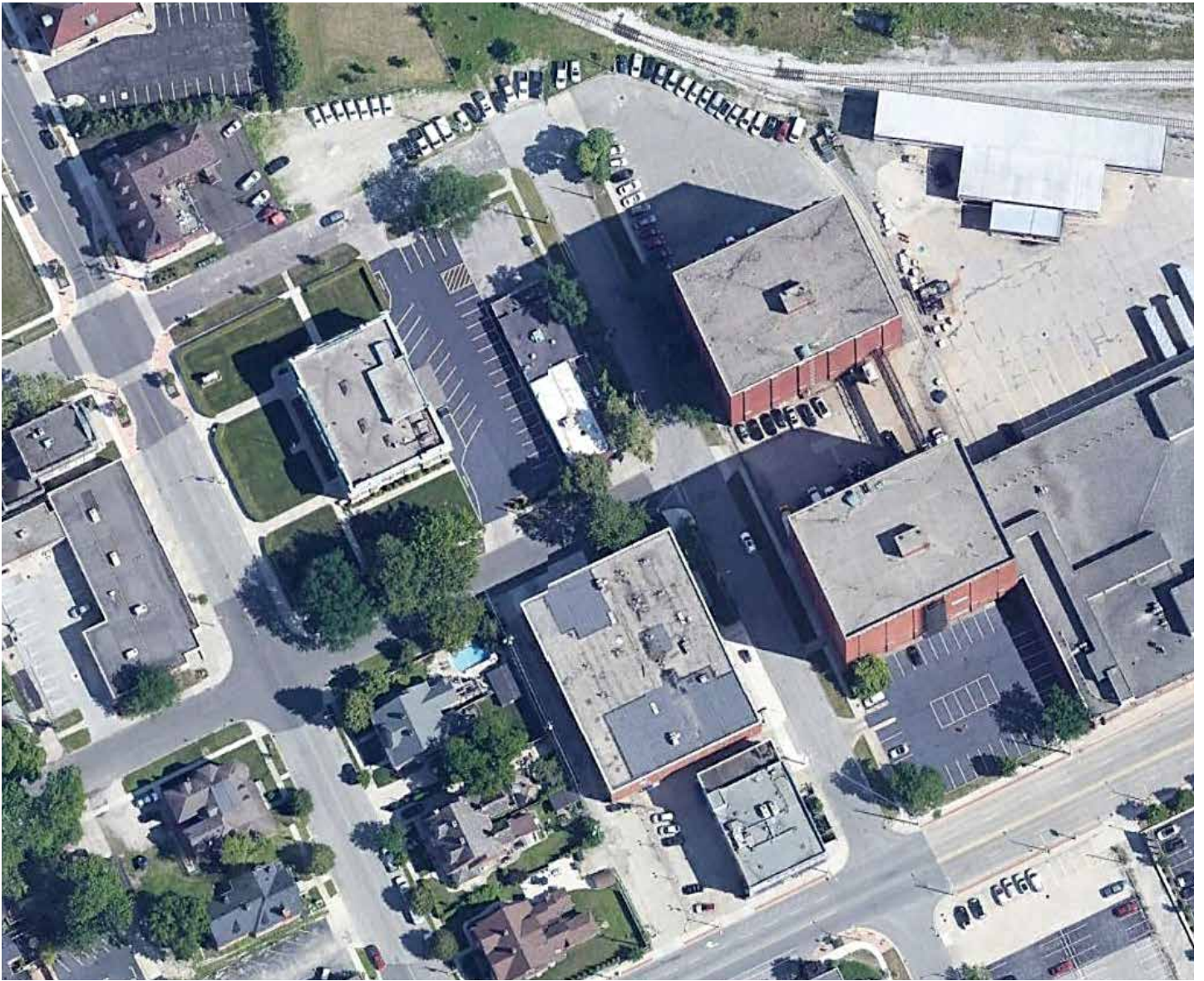


Tree-Lined Promenade, Hyde Park, Sydney



Bird's Eye View - Proposed

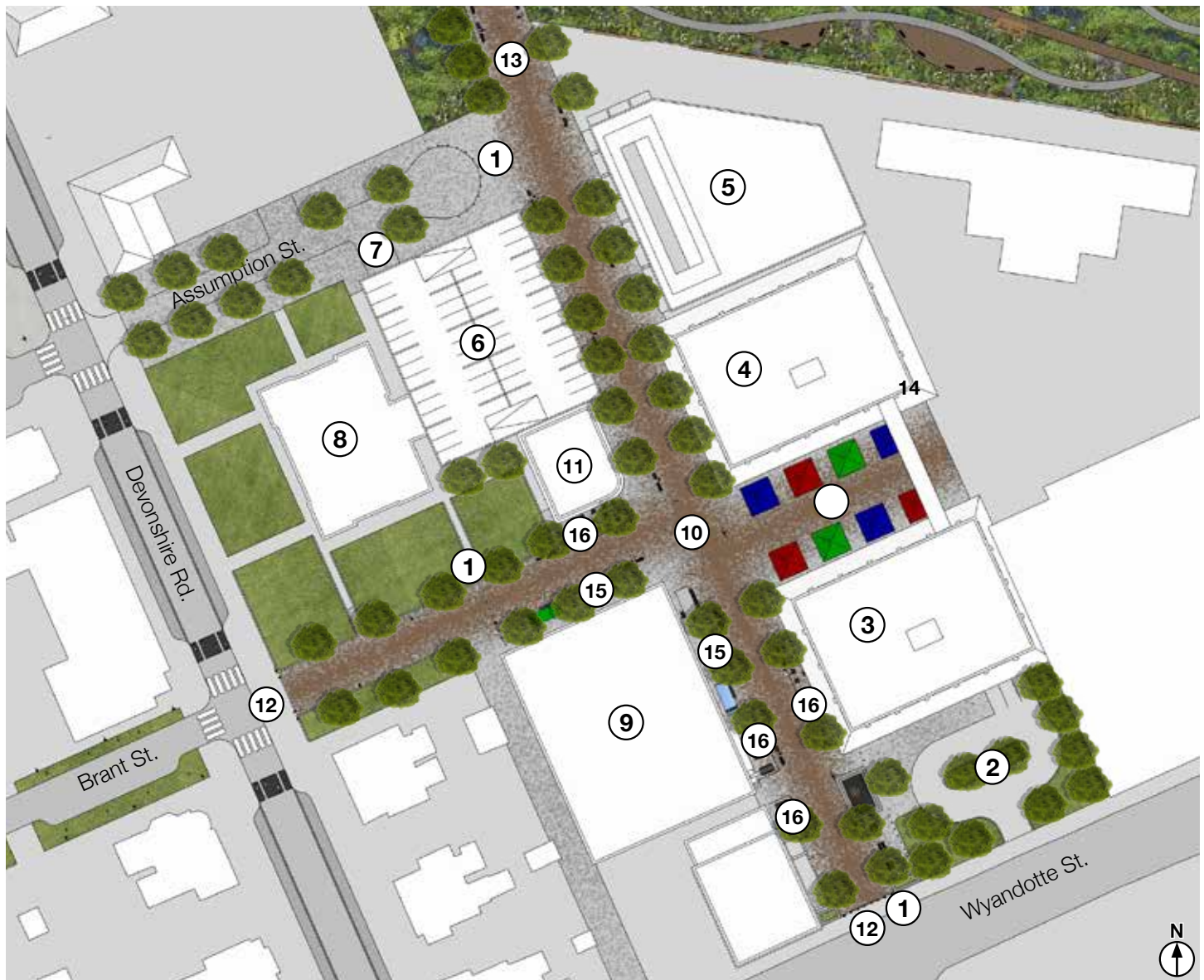




Aerial View - Existing Condition

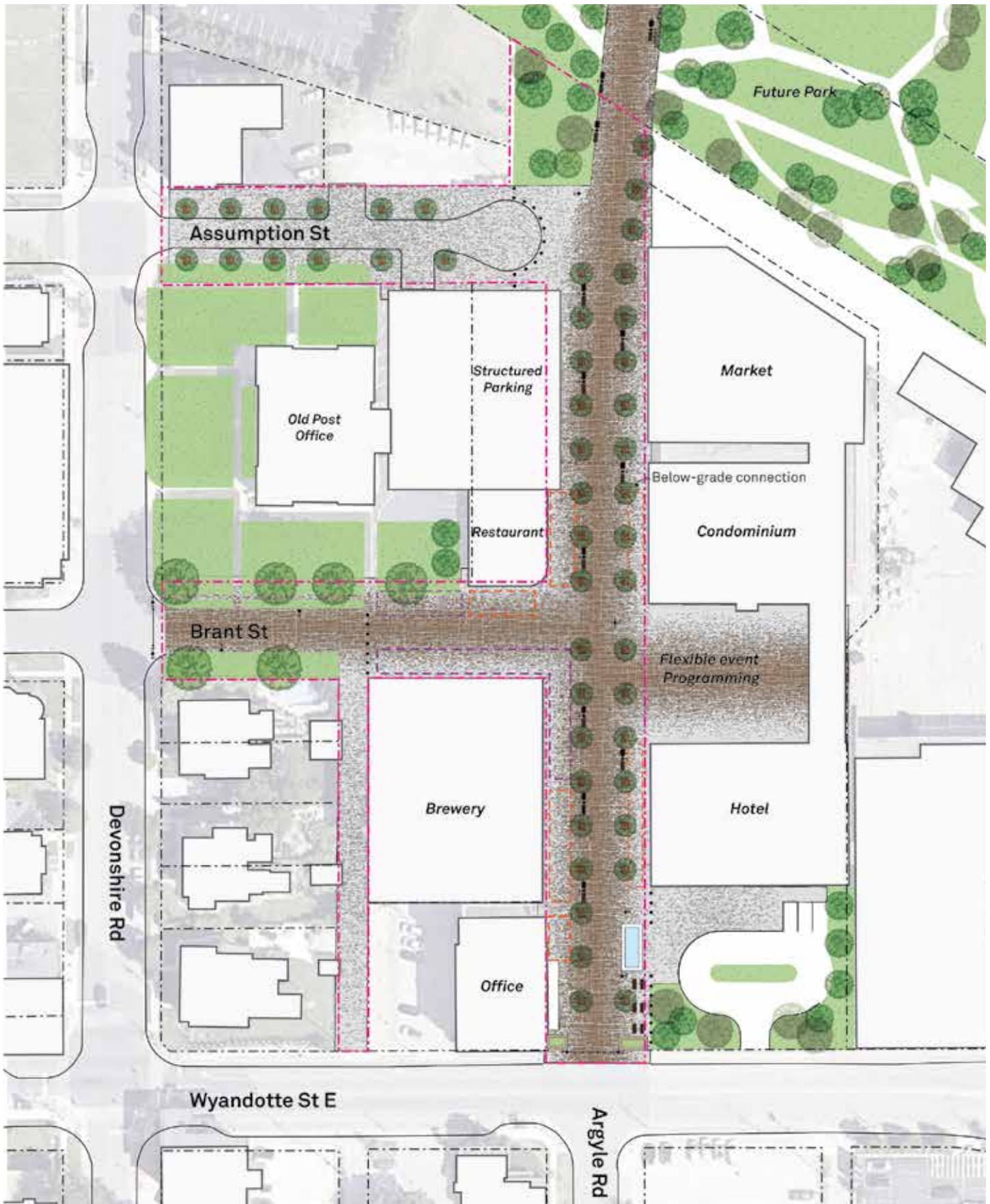


## Proposed Vision



## Key Features

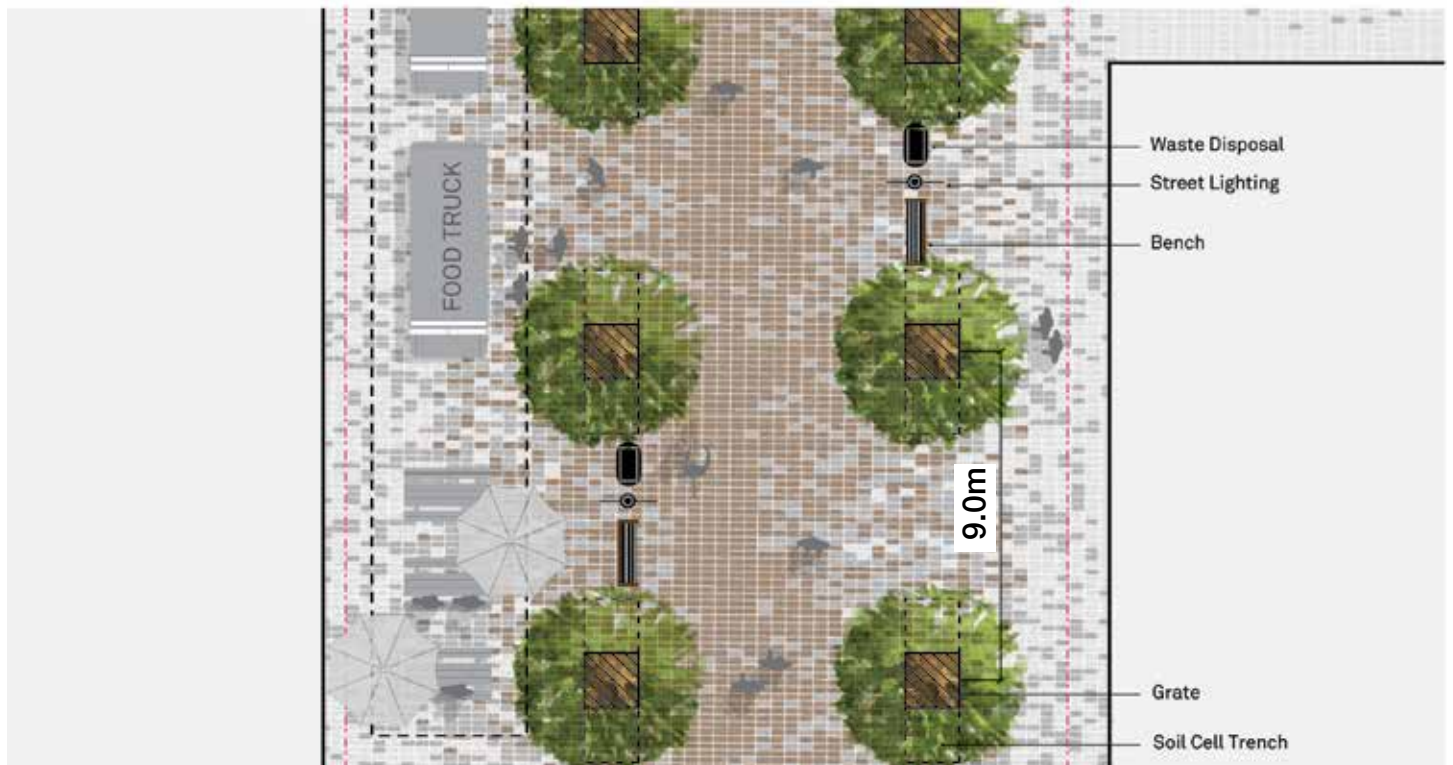
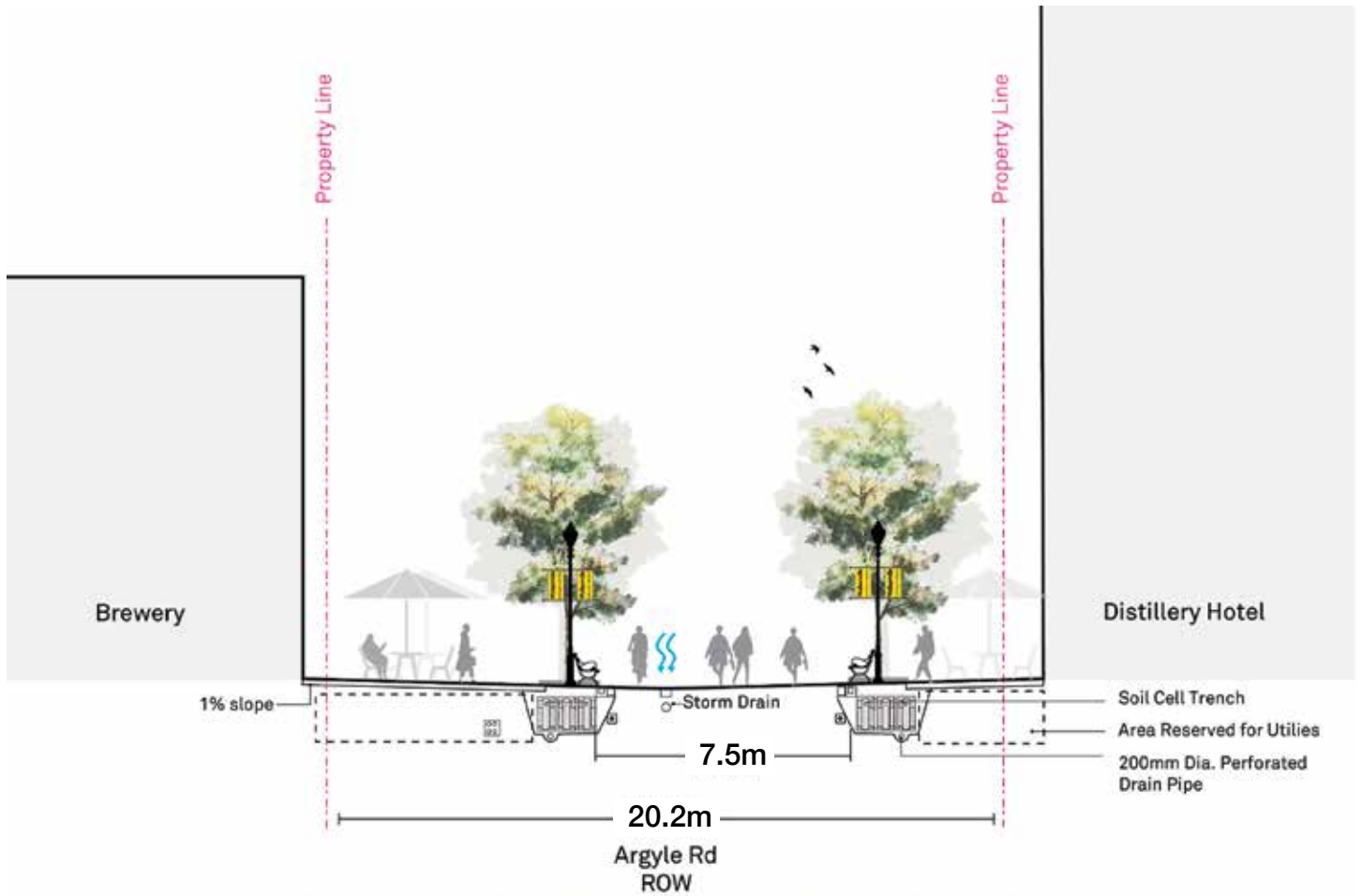
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|---|---|
| 1. Retractable/Removeable bollard barricade line for protecting pedestrians during special events | 7. Parking structure vehicle access   |
| 2. Private Development Pickup/Drop-off  | 8. Historic Post Office   |
| 3. Private Development: Adaptive reuse of heritage structure                                      | 9. Historic Walkerville Brewery   |
| 4. Private Development: Adaptive reuse of heritage structure                                      | 10. Pedestrian-friendly Argyle Rd. Flex Street                              |
| 5. Public market  | 11. Appropriate location for the use of the Dominion Bank historical facade |
| 6. Multi-level parking structure with ground floor retail   | 12. Distillery District entrance signage                                    |
|   | 13. Promenade to historic Hiram Walker Offices                              |
|   | 14. Flexible plaza / market space   |
|   | 15. Food truck & special event utility services                             |
|   | 16. Patio / spill-out space   |



Technical Plan

- Designated areas for outdoor patios
- Designated areas for food trucks
- Below-grade connection
- Public realm improvement scope of work area
- Property Line



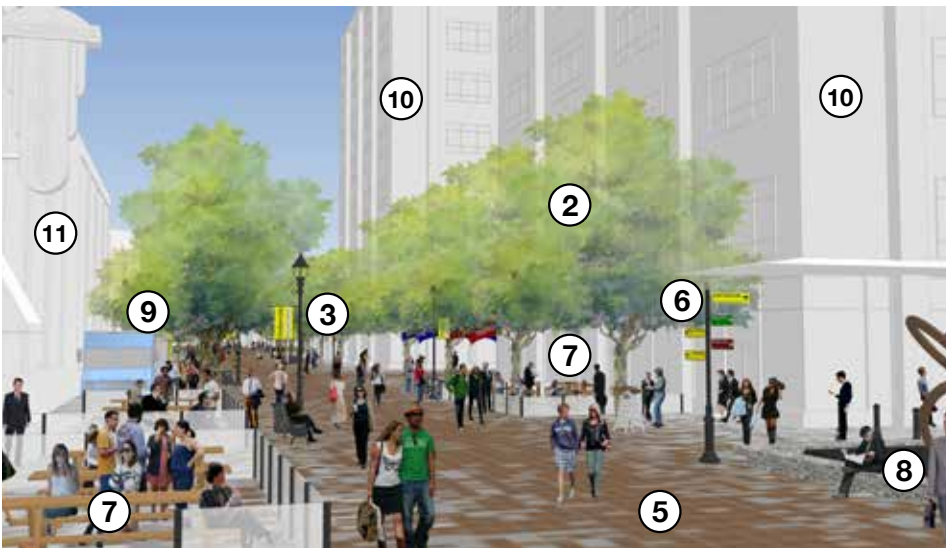


Technical Section: Argyle Street

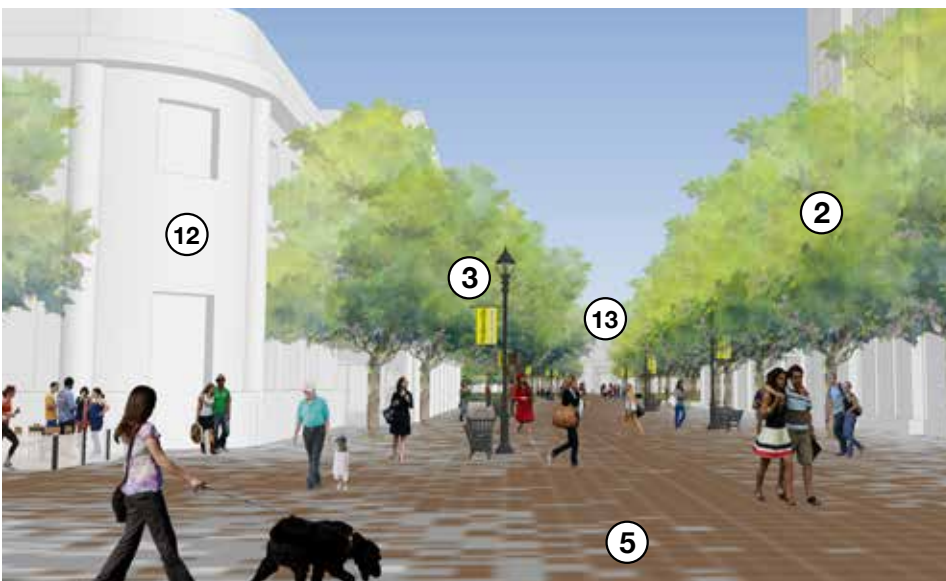




South Entrance at Wyandotte St.



Argyle Rd. Pedestrian Streetscape



Intersection of Argyle Rd. and Assumption St.

## Design Details

1. Distillery District entrance signage
2. Large street trees
3. Custom Walkerville heritage-style lamp posts with wayfinding banners
4. Retractable/Removeable bollard barricade line for protecting pedestrians during special events
5. Pixelated "poured whiskey" unit paving design in traditional colours
6. Wayfinding post with directions and walking distances to nearby landmarks
7. Spill-out patio space for restaurant, brewery, and cafe businesses
8. Water feature with integrated seating and public art
9. Food truck & special event utility services
10. Adaptive re-use of heritage buildings
11. Walkerville Brewery
12. Appropriate location for the use of the Dominion Bank historical facade
13. View to historic Hiram Walker offices

## Implementation

The following activities will likely be required to enable this IIPD to be successfully implemented:

No.	Recommendations	Priority	Time Frame
1.1	THAT the City of Windsor adopt the vision of Argyle Road becoming a “Flex Street” along the section of Argyle Road North of Wyandotte Street.	High	Immediate
1.2	THAT the City of Windsor adopt design direction for the Argyle Road “Flex Street” that include historically and contextually appropriate design elements such as; the use of pavers, gateway entrance elements, context appropriate street lights and pedestrian lights, specialty street furniture, marketing banners, reuse of heritage curbs, and infrastructure improvements to support special events.	High	Short-Term
1.3	THAT administration review extending the limits of the “Building Facade Improvement Program for Main Streets” CIP boundary for the Walkerville area to include buildings adjacent to the proposed “Argyle Road Flex Street.”	Medium	Short-Term
1.4	THAT the City of Windsor adopt the vision of creating a continuous view and vista from Argyle Road to the heritage designated Hiram Walker and Son’s Office Building.	Medium	Immediate

## Path to Success

The Walkerville Distillery District is a conceptual design and a vision for the direction of the final outcome.

In order to be successful, this project will require further design development and consultation with stakeholders.

The path to success includes:

- Support, in principle, from City Council;
- Develop a Fundraising Strategy Plan, which will include sponsorship and naming opportunities, community foundations, government programmes, and donations;
- Municipal budget considerations;
- Hire a consultant to complete the design development process and construction drawings for the Argyle Road flex street;
- Further consultation with Corby / Pernod Ricard, community stakeholders, and City departments and agencies;
- Coordination with proposed private developments along Argyle Road;
- Build-out of design in coordination with the City of Windsor Asset Management Plan, and City Engineering;
- Timing of the final build-out will be coordinated with any proposed private development. The City would look to complete the work concurrently with any private development projects;
- Operational considerations for special permits and use of the completed streetscape.

## Potential Barriers

Realization of the Walkerville Distillery District concept is dependent on many factors but completion on its own is possible without the private development supporting the space. Currently, Argyle Road is used for annual special events and in concert with the other IIPO's, this section of Walkerville will continue to be successful. The desired outcome is to see the entire project come together with a mix of private and public investment.

Potential Barriers include:

- The Official Plan identifies this general area as Mixed Use and Business Park. If a private development introduces a use that does not align with the OP, an amendment will be required. This does not affect the ability to complete the Argyle Flex Street, and any private development would be seen as an asset to the overall project and area;
- The introduction of sensitive land uses within proximity to industrial operations will require consultation with Corby/Pernod-Ricard and the Ministry of Environment to find appropriate mitigation measures;
- Mitigation measures may be too much of a burden for a private developer to implement;
- Timing to complete the work is dependent on the timing of adjacent private developments. This will set the schedule for completion. If any proposed adaptive reuse projects do not move forward, the timing will be dependent on funding availability;
- Capital investment in the community will be a hybrid model of government grants, public investment, private investment and fundraising opportunities;
- Zoning adjacent to Argyle Road includes a mix of Manufacturing and Commercial Uses, including MD2.1, CD2.1 and CD3.3. Introduction of a use that does not meet the Zoning By-law will be subject to a re-zoning process.





Historic Hiram Walker Offices (image: BrookMcIlroy)



## 2. Hiram Walker Gateway Parkette

A distinct place at the edge of the larger Railspur Linear Park, the Hiram Walker Parkette is a new destination gateway for Walkerville at the intersection of Devonshire Rd. and Riverside Dr.

The parkette features the newly-created statue of Hiram Walker, as well as introduces new seating, lighting, and landscaping including groves of trees in sloping planters. The parkette signals arrival at Walkerville and serve as a physical and symbolic gateway to the neighbourhood.

Whether passing by on foot, bike, or vehicle, the Parkette invites residents and visitors alike to learn more about Hiram Walker and his vision for Walkerville.



Bird's Eye View - Existing Condition



Precedent Imagery



Director Park, Portland (OLIN)



Newsalk Entry Garden, New York (Terrain3)



Ede Market Square, Ede, Netherlands (Hosper)



Pancras Square, London (Townshend)



Bird's Eye View - Proposed



## Proposed Vision



### Key Features

1. *Hiram Walker statue*
2. *Embossed bronze historical feature*
3. *Pedestrian cut-through pathway to Riverside Dr.*
4. *Future pathway to Railspur Linear Park*
5. *Bench seating areas*
6. *Granite planter walls*
7. *Existing and new tree plantings*
8. *Native low-level plantings*



Aerial View - Existing Condition

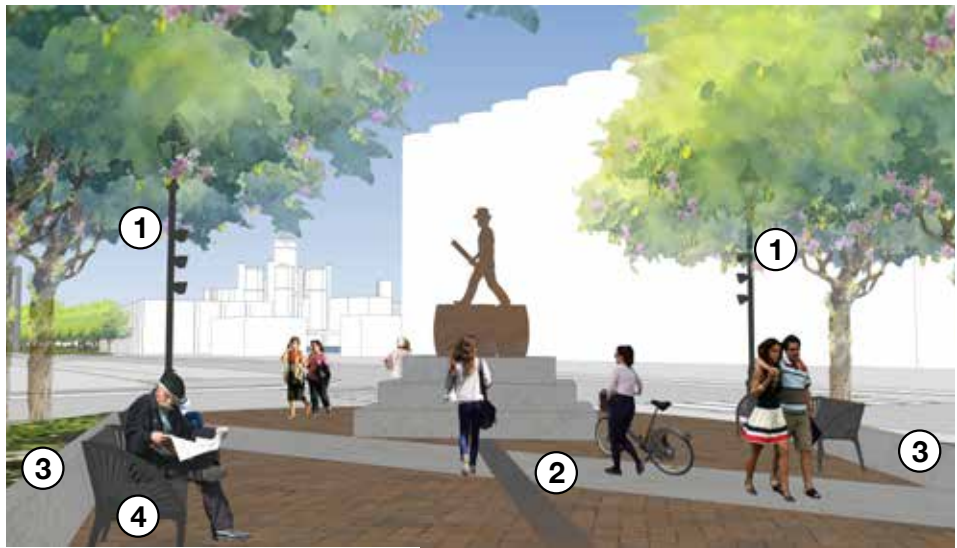




Hiram Walker statue at the front of the parkette

### Design Details

1. Walkerville heritage lamppost with integrated directional statue lighting
2. Barrier-free surfaces with combined unit paving and concrete
3. Sloped planters with granite slab edges
4. Heritage-style black steel bench seating
5. Hiram Walker Statue



View Looking Northwest



Seating area at the rear of the parkette

## Implementation

This project is currently under construction and requires no further action for successful implementation.

## Path to Success

The Hiram Walker Statue Park has been implemented.

- The City of Windsor commissioned an artist to create the statue;
- The City acquired the land for the park to house the statue at the North gateway into Walkerville at the intersection Devonshire Rd. and Riverside Dr.
- Construction has begun and is estimated to be complete in late spring of 2022.
- Continued operations and maintenance of the Hiram Walker Statue Park will be performed by the Parks Department.

## Potential Barriers

- The Parks Department will require adequate funding for the maintenance of this asset.





Future Parkette Site, looking north (image: BrookMcIlroy)



### 3. Railspur Linear Park

The large open space along the currently underutilized portion of the CN rail corridor between Walker Rd. and Devonshire Rd. has been redesigned as a linear park with a multi-use pathway connecting the Central Riverfront Pathway, the VIA Rail Station, Hiram Walker Parkette, the Distillery District, and the core of Walkerville.

The park's main objective will be to make connections between Walker Road, VIA Rail, the Welcome Centre, Argyle Road, and the core of Wyandotte Street. The park is large enough to host events and gatherings while celebrating the dynamic history of Walkerville. New amenities including a large green space with a bandstand structure, sheltered seating, and a pedestrian promenade. The new park will provide year-round enjoyment and use and introduce additional landscape elements including naturalized and softscaped areas, meandering pathways, trees, plantings, seating, lighting, and pond water features.

The park presents opportunities for honouring the Indigenous history of the Detroit River and Walkerville area. Through consultation and collaboration with local Indigenous community members, the park's landscapes can communicate and honour the history and enduring Indigenous presence in Windsor and Walkerville.

The Park traverses between two buildings housing active distillery operations at Hiram Walker & Sons and includes an active rail spur used in the day-to-day operations of the distillery.

***Close collaboration with the distillery's management will be essential to ensure the uses and access to the park at the eastern edge allow the distillery's operations to continue successfully while protecting the park's users from potential dangers.***



Bird's Eye View - Existing Condition



Precedent Imagery



Parc Jules Ferry, Lorient (In Situ)



Lizard Log Park, Sydney (McGregor Coxall)



Parc Jules Ferry, Lorient (In Situ)



CN Rail Park, Palmerston, ON



Bird's Eye View - Proposed



## Proposed Vision

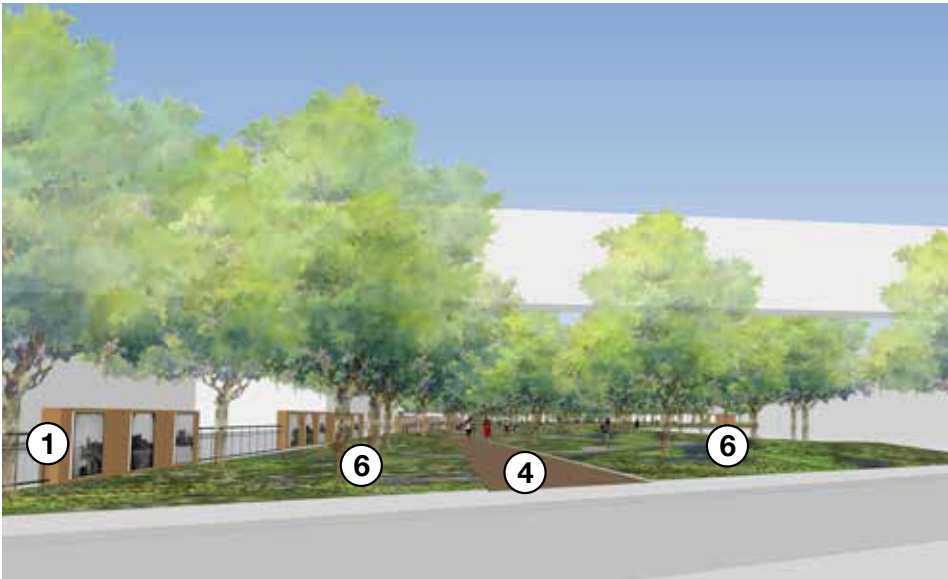


## Key Features

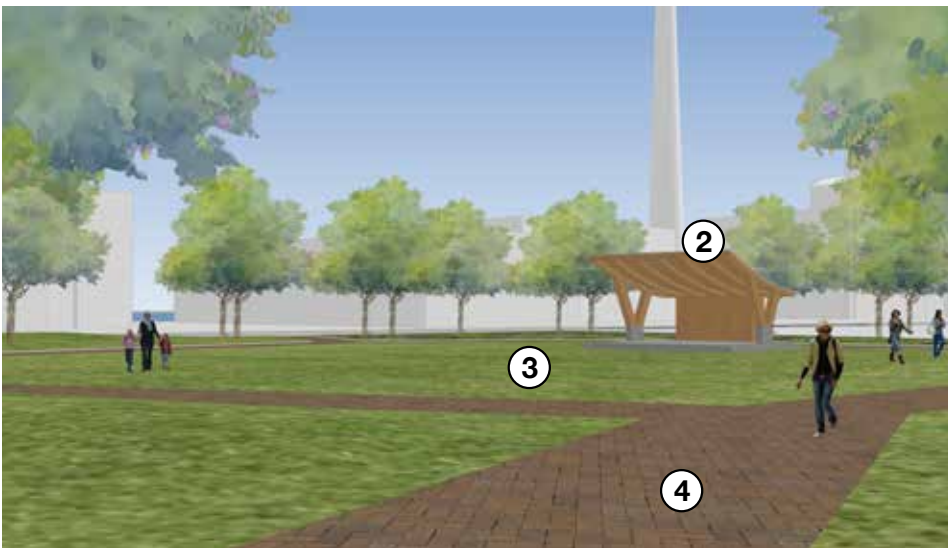
1. *Green space with bandstand structure*
2. *Pedestrian promenade connection to historic Hiram Walker offices*
3. *Historic Hiram Walker offices*
4. *Hiram Walker Parkette*
5. *Indigenous Placekeeping opportunities*
6. *Linear and meandering pathways with combination of unit paving and crushed limestone for barrier-free access*
7. *Open seating areas with fixed and moveable seating*
8. *Sheltered seating areas*
9. *Blue area south of the dashed line is an active rail spur used in ongoing distillery operations. The design of the park will accommodate the ongoing needs of the distillery operation and safe access to the park for pedestrians.*



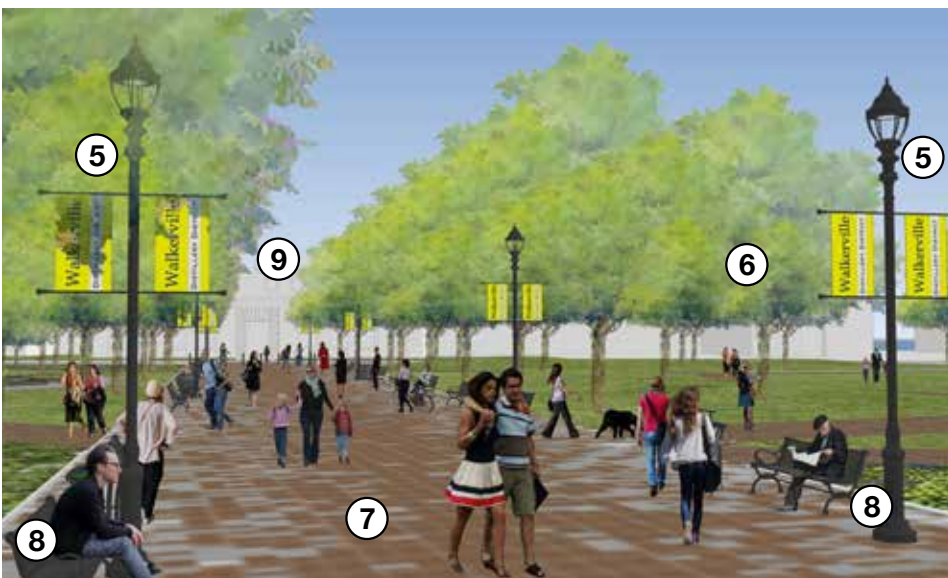
Aerial View - Existing Condition



Entrance to park from Walker Rd.



Lawn and Bandstand



Tree-lined pedestrian promenade to the historic Hiram Walker offices

## Design Details

1. Historical imagery along walls
2. Mass timber bandstand structure with roof, storage area, and power outlets
3. Open green space for recreational activities and events
4. Sand-set unit paving on linear pathways
5. Walkerville heritage lampposts with wayfinding banners
6. New native tree plantings throughout park and along pedestrian promenade
7. Pixelated “poured whiskey” unit paving design in traditional colours
8. Black steel heritage-style bench seating and refuse containers
9. Visual connection to historic Hiram Walker offices

## Implementation

The following activities will likely be required to enable this IIPO to be successfully implemented:

No.	Recommendations	Priority	Time Frame
3.1	THAT the City of Windsor develop a Feasibility Study to explore the creation of the “Railspur Linear Park.”	Medium	Mid-Term



## Path to Success

The Railspur Linear Park will make pedestrian, cyclist and visual connections to Via Rail, the Hiram Walker Statue Parkette, the Riverfront Park, the historic Hiram Walker Brand Centre, Walkerville Distillery District and the commercial corridor along Wyandotte Street. The implementation of the park will solidify these connections and connect Walkerville in a more meaningful way to its historic past.

The path to success includes:

- Support, in principle, from City Council;
- Develop a Feasibility Study to explore land acquisition options (including: long term lease agreements, Privately Owned Public Space (POPS) agreements), impacts and opportunities to adjacent industrial properties, and identify required supporting studies;
- Supporting studies may include an Archeological Assessment, ESA, Compatibility Study;
- Develop a Fundraising Strategy Plan, which will include sponsorship and naming opportunities, community foundations, government programmes, and donations;
- Municipal budget considerations;
- Hire a consultant to complete the design development process and construction drawings;
- Further consultation with Corby/Pernod-Ricard, Community Stakeholders, and City Departments and external agencies;
- Build-out of design in coordination with the City of Windsor Asset Management Plan and Parks Department.
- This project is a long-term endeavour and requires buy-in from multiple stakeholders to be successful.

## Potential Barriers

Potential Barriers include:

- The Official Plan identifies this area as Business Park. The Official Plan permits Open Spaces as an ancillary use in Business Parks. (OP. 6.4.4.2) Open Space use would not trigger an Official Plan Amendment, but some amenities in the park may be considered sensitive use, and consideration will need to be taken during design development;
- The introduction of potential sensitive land uses within proximity to industrial operations will require consultation with Corby/Pernod-Ricard, Via Rail, and the Ministry of Environment in order to find appropriate mitigation measures;
- Mitigation measures may be costly, and impact the final design;
- The extension of the Argyle Road pedestrian path and its interaction with the existing rail system will require careful consideration;
- Capital Investment and timing– this investment would be a hybrid model including: municipal budget considerations, government programmes, private investment and fundraising opportunities. This will add to the project's sophistication and implementation timeline;
- The operations of Hiram Walker & Sons (Corby/Pernod-Ricard) is a major factor in the successful operation of the park. The company's current operations will need to be considered as well as designing the park to be flexible to accommodate future operational needs;
- Current zoning is designated as Manufacturing, including MD2.1 and, MD2.13. Introduction of a public park will require the successful re-zoning to a Green District.

## 4. Riverfront Park and Pathway Connection

Currently, the multi-use pathway along the Detroit River ends in a loop just east of Lincoln Rd. Historically, this was the location of a park adjacent to a ferry dock, complete with trees, benches, and a sand beach. The introduction of new amenities and landscaping along this stretch of the riverfront will celebrate Walkerville's historic and contemporary connection with the River.

New amenities in the Riverfront Park include a children's playground, adult fitness park, lounge and table seating, a tiered waterfront deck and lookout pier, and new tree planting and landscaping. Continuing the pathway connection to the east, including a new pedestrian crossing at Chilver Road and an iconic multi-use Peabody pedestrian and cycling bridge across Riverside Drive, better connects Walkerville with the river and its neighbouring communities to the east and west.

The excitement of playing at the water's edge must be balanced with recognition that active distillery operations are occurring adjacent to the park and pathway.

***The detailed landscape design and locations of sensitive uses, including childrens' play areas, must be undertaken in the context of active industrial operations nearby.***

Landscape buffers including tree plantings will help to separate sensitive uses from the industrial operations and make the Park and Pathway an interesting and pleasant destination in Walkerville.



Bird's Eye View - Existing Condition



Precedent Imagery



Square du Vert-Galante, Paris



Vancouver Waterfront (LionsEye)



Stranden Aker Brygge, Oslo (Link)



Pavilion Canopy, Queens, New York (Queens Tourism Council)



Bird's Eye View - Proposed

## Proposed Vision



## Key Features

1. **Wood lookout pier with integrated seating**
2. **Tiered wood boardwalk with bench-style seating**
3. **Seating area with fixes and moveable tables and seating**
4. **Picnic shelter**
5. **Children's playground**
6. **Adult fitness area**
7. **Cycle track and separated pedestrian path along Riverside Dr.**
8. **Pedestrian pathways with unit paving**
9. **Peabody shared pedestrian and cycling bridge**
10. **Open green space with tree plantings**



Aerial View - Existing Condition





## Design Details

1. Pathway unit paving in traditional colours
2. Crushed gravel/rubber surface in playground area
3. Wood boardwalk surface
4. Walkerville heritage-style lampposts
5. Wayfinding post with directions and walking distances to nearby landmarks
6. Black steel heritage-style bench seating
7. Wood shelter structure
8. Steel post and cable guard at water's edge
9. Iconic shared pedestrian/cycling bridge connection to heart of Walkerville

Looking northwest toward the Detroit skyline



Tiered waterfront boardwalk



Bird's eye view looking east



## Implementation

The following activities will likely be required to enable this IIPO to be successfully implemented:

No.	Recommendations	Priority	Time Frame
4.1	THAT the Central Riverfront Implementation Plan (CRIP) be reviewed and appropriate steps be taken to reflect the Walkerville Theming and Districting Plan.	Medium	Short-Term
4.2	THAT the City of Windsor construct a sidewalk on the north side of Riverside Drive connecting the riverfront trail to the intersection of Devonshire Road, as outlined in 7.2.5 of the Riverside Drive Vista Improvement (RDVI) Project Class EA.	Medium	As per RDVI Phasing Schedule
4.3	THAT the City of Windsor develop a Feasibility Study for the creation of a pedestrian bridge over Riverside Drive in the area where the Peabody Bridge once stood, with an emphasis on exploring potential community partnerships.	Medium	Short-Term
4.4	THAT the City of Windsor review the potential pedestrian bridge design with adjacent active industrial uses to mitigate concerns with their operational requirements.	Medium	Short-Term

## Path to Success

The Riverfront Park and Pathway Connection will link the Walkerville Distillery District to the Riverfront Park. Making that link strong will require multiple crossing options for pedestrians and cyclists. The most significant of these links is proposed to be a pedestrian bridge with historically sensitive design characteristics. The implementation of the pedestrian bridge will require community stewardship and partnership.

The path to success includes:

- Support, in principle, from City Council;
- Review the Central Riverfront Implementation Plan (CRIP) with regard to the proposed park design and amenities;
- Coordination of the north sidewalk and pedestrian crossing at Devonshire Road with the phasing of the Riverside Drive Vista Improvement project;
- Review the proposed Peabody Pedestrian Bridge as an option in the Riverside Drive Pedestrian Crossing study as directed by Council Decision CR475/20211;
- Develop a Feasibility Study and Fundraising Strategy Plan for the proposed Peabody Pedestrian Bridge;
- Municipal budget considerations;
- Hire a consultant to complete the design development process and construction drawings for the Riverfront Park portion of the project;
- Further consultation with Hiram Walker & Sons, Community Stakeholders, and City Departments and external agencies;
- Build-Out of design in coordination with the City of Windsor Asset Management Plan, and Parks Department;
- The Parks Department will require adequate funding for the maintenance of this asset.

## Potential Barriers

Potential Barriers include:

- Capital investment and timing. The creation of a pedestrian bridge over Riverside Drive will be a major undertaking and require significant capital investment. This investment would be a hybrid model including Municipal budget considerations, government grants, private investment and fundraising opportunities. This will add to the project's sophistication and implementation timeline;
- The proposed Riverfront Park builds on the recommendations and policies found in the CRIP and the Central Riverfront Park Land Special Policy Area in Volume II of the Official Plan. The CRIP is a Master Plan and implementation of the stand-alone project will follow the Environmental Assessment requirements outlined in the CRIP Master Plan.

## 5. Devonshire / Assumption Mixed-Use Urban Square

The open space at the northwest corner of Devonshire Rd. and Assumption St. will become a new urban public space framed by 4 to 5-storey mixed-use buildings that create an edge for both the street and the public space.

The space will become multi-functional, offering a mix of hard and soft (landscaped) surfaces, amenities for children and adults, and spill-out space for adjacent businesses including offices, restaurants, cafes, and small-scale local retail shops. The western edge of the block will feature new townhouses with materials complementary to the neighbourhood, including brick, wood, steel, and concrete.

The introduction of a number of new residential, commercial, and public park uses in proximity to industrial operations will rely on studies that assess the compatibility of a variety of uses, ensuring existing uses and operations are able to continue while new buildings and spaces are successfully introduced, creating a true mixed-use urban destination in the core of Walkerville.



Bird's Eye View - Existing Condition



Precedent Imagery



19 Mercer, Seattle (Weinstein A+U)



41st St. Bridge, Chicago (Aecom)

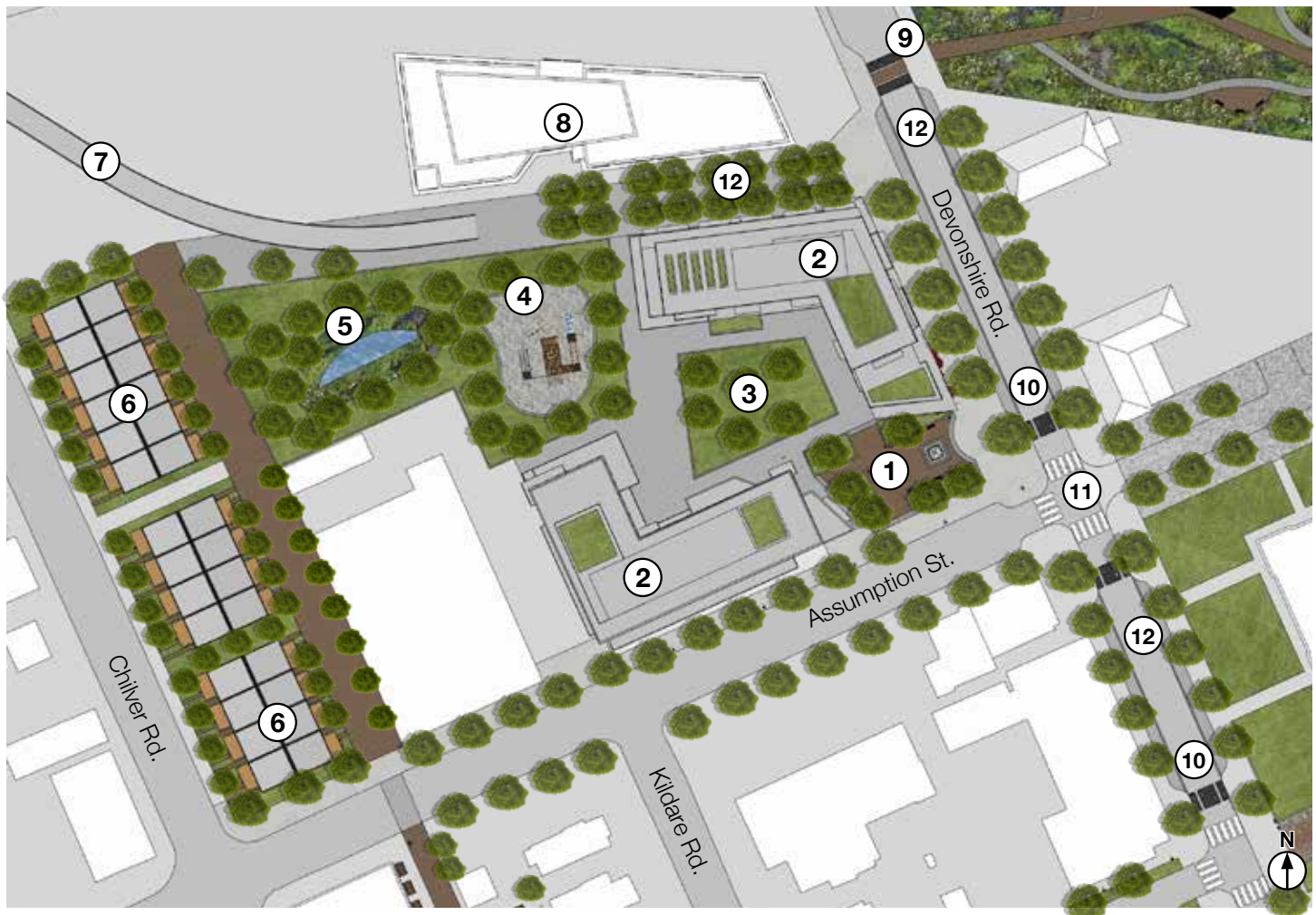


Ede Market Square, Ede, Netherlands (Hosper)



Bird's Eye View - Proposed

## Proposed Vision



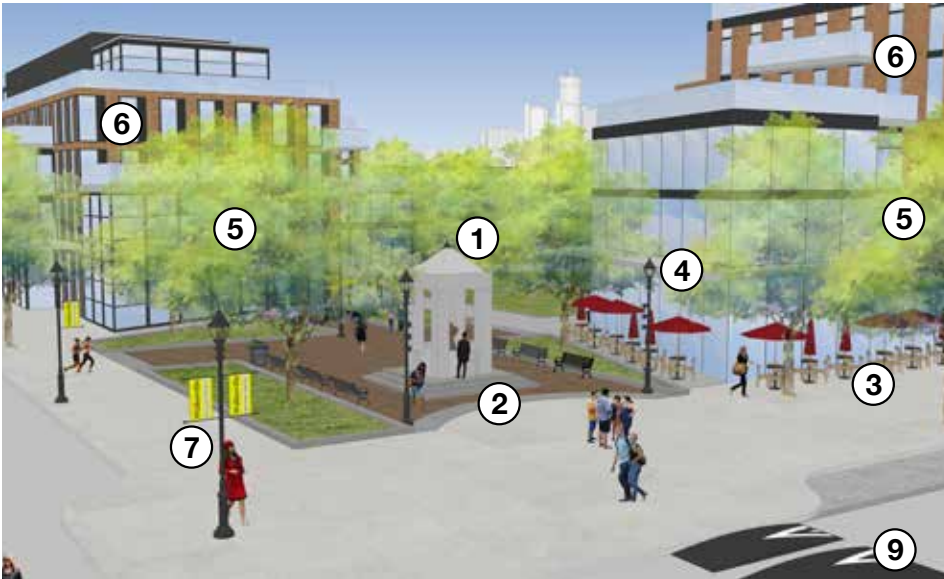
### Key Features

1. *Victoria Square plaza space*
2. *5- to 6-storey mid-rise mixed-use buildings with ground floor active uses (retail/restaurant)*
3. *Central courtyard green space*
4. *Children's playground*
5. *Stormwater management swale*
6. *Back-to-back style townhomes fronting Chilver Rd. and laneway*
7. *Peabody shared pedestrian/cycling bridge to Riverfront Park*
8. *Walker Power building*
9. *Raised pedestrian crossing to Railspur Linear Park*
10. *Traffic calming speed humps with bicycle pass-through gaps*
11. *Enhanced intersections with curb extensions and prominent pedestrian crossing markings*
12. *Street parking with differentiated paving and curb extensions to separate from driving lanes*



Aerial View - Existing Condition





## Design Details

1. Queen Victoria Jubilee Fountain reconstructed near its original location
2. Victoria Plaza with fixed seating, unit paving, and refuse containers
3. Ground-level spill-out space for adjacent restaurants
4. Walkerville heritage-style lampposts with directional lighting for fountain
5. Tree planting in plaza and along street edge
6. Contextual building materials including brick, steel, and glass
7. Wayfinding banners on lampposts
8. Bridge connection curves to connect toward Devonshire Rd.
9. Traffic-calming devices to slow vehicles on Devonshire Rd.

Victoria Square



Back-to-back townhomes along Chilver Rd.



Looking south along Devonshire Rd.

## Implementation

The following activities will likely be required to enable this IIPO to be successfully implemented:

No.	Recommendations	Priority	Time Frame
5.1	THAT the City of Windsor explore options for the creation of the Queen Victoria Fountain Park at the northwest corner of Devonshire Rd. and Assumption St., including land acquisition, long term lease, and Privately Owned Public Space (POPS) agreements.	Medium	Mid-Term
5.2	THAT the City of Windsor develop pedestrian and bicycle centric design elements along Devonshire Road.	Medium	Short-Term

## Path to Success

The path to success includes:

- Develop “Design Guidelines for New Developments” as part of the Walkerville Heritage Conservation District;
- Project initiation by the private sector;
- The development will be subject to the Planning Act and any applicable required studies and approvals.
- The City will negotiate with a proposed development at the time of planning approvals for the implementation of a Privately Owned Publicly Accessible Space (POPS) or other agreement.

## Potential Barriers

The City is unable to predict when development will happen. That being said, the City has taken steps to encourage development in the Walkerville area with the implementation of the Development Charge Exemption Area. The Development Charges bylaw is set to expire on January 18th, 2026.

Potential Barriers include:

- The Official Plan identifies this area as Mixed Use. The introduction of a Mixed Use development would not trigger an Official Plan Amendment on the basis of zoning designation, but the western portion of the site is within the Minimum Separation Distance to the Corby/Pernod-Ricard (Hiram Walker & Sons) industrial operations. Consultation with Corby/Pernod-Ricard shall be required and this will impact the final design;
- Current zoning is designated as Commercial and Manufacturing, including CD3.3, MD1.1 and, MD1.4. Introduction of a Use that does not meet the Zoning By-law will be subject to a successful re-zoning



Original location of the Queen Victoria Jubilee Fountain on Devonshire Rd. at Assumption St. (image: City of Windsor)

## 6. Hiram Walker Alleyway Pilot

The network of alleys throughout Walkerville will become an interesting and attractive alternative pathway network that weaves through the neighbourhood and reveals undiscovered spaces and destinations, connecting landmarks throughout the community.

By reinventing the alley between Kildare Rd. and Chilver Rd. as a pilot project, creative concepts in alleyway activation will be deployed and tested, incorporating new public art, overhead lighting, pedestrian-scaled paving, and landscaping along the edges.

New buildings and uses will be permitted to front onto the alleyway, including small laneway residences, temporary food truck, patio, and event spaces, and spill-out space for new and existing businesses.

Examples from Detroit to Denver and beyond show the potential of alleyways in achieving sustainable design goals while expanding the pedestrian circulation network in the neighbourhood.



Bird's Eye View - Existing Condition



Precedent Imagery



Detroit Shipping Company, Cass Corridor, Detroit (Gerard + Belevender)



The Belt, Detroit (Library Street Collective)



Before / After Images from "Green Alleys: Detroit's Opportunity for Innovation" by Detroit Future City + EcoWorks (Green Garage)



Dairy Block, Denver (Creme)



Bird's Eye View - Proposed



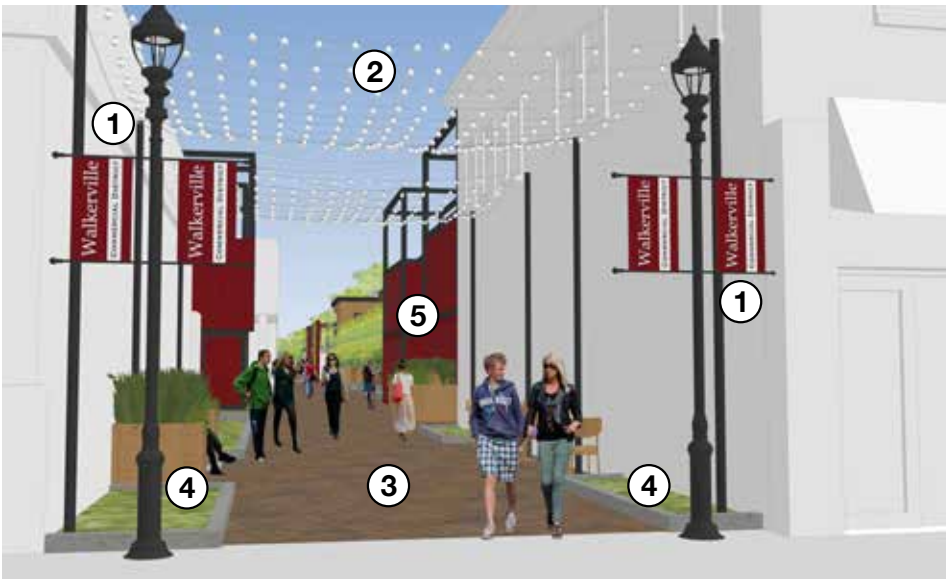
## Proposed Vision



Aerial View - Existing Condition

### Key Features

1. ***Courtyard patio space for spill-out from nearby restaurants and businesses***
2. ***Food truck parking in courtyard spaces***
3. ***Overlight catenary lighting***
4. ***Alley-fronting Accessory Dwelling Units***
5. ***Differentiated paving at street crossings***



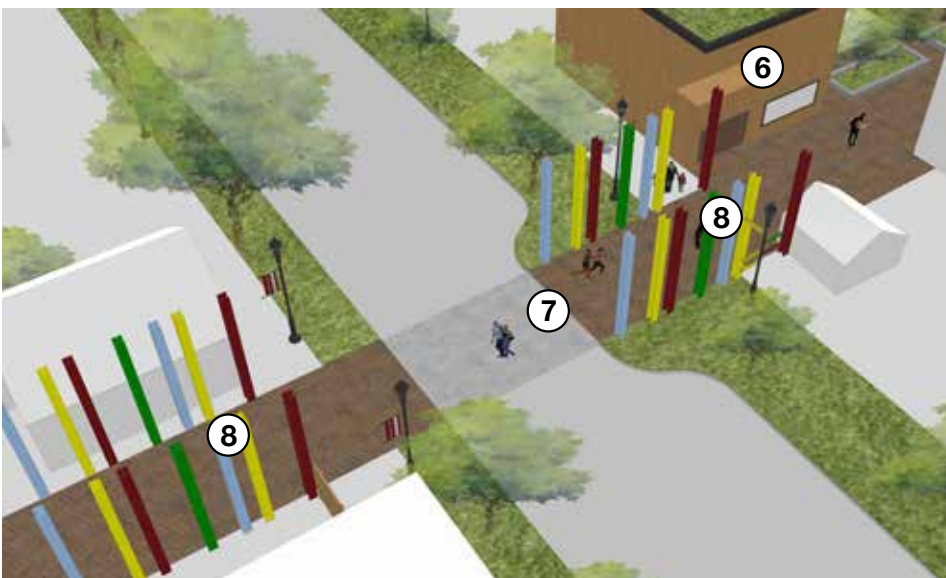
Alley entrance at Wyandotte St.

## Design Details

1. Walkerville heritage-style lampposts with wayfinding banners
2. Overhead catenary lighting suspended from steel posts
3. Unit paving surface with 6.0m clearway for garbage trucks and emergency access
4. Planters and seating at edge of clearway
5. Temporary structures to define courtyard spaces and provide storage / retail space
6. Laneway homes facing alleyway with integrated parking (if desired)
7. Differentiated unit paving where alley meets the street
8. Public art integrated into alleyway



Courtyard patios and laneway homes on the alley



Public art at the Brant St. intersection

## Implementation

The following activities will likely be required to enable this IIPD to be successfully implemented:

No.	Recommendations	Priority	Time Frame
6.1	THAT administration develop a Pilot Project for the alley located between Chilver Rd. and Kildare Rd. from Wyandotte St. to Assumption St. with an emphasis on creating a clean, attractive, and safe pedestrian connection.	High	Short-Term

## Path to Success

Alleys are more than service corridors– they are potential pedestrian thoroughfares in urban areas with opportunities to expand public and private uses and connect economic activity. The City of Windsor permits Additional Dwelling Units (ADU) and this alley is within the “Core Area,” thus the ADUs would utilize the alley for access. Further to the ADU policy, the City has recently adopted an Alley Lighting Policy for the introduction of lighting in alleyways.

The path to success includes:

- Support, in principle, from City Council;
- Develop an Alley Pilot Project emphasising community involvement, in coordination with City departments, Utilities, Service agents, and community stakeholders.
- Develop a Fundraising Strategy Plan, which will include sponsorship and naming opportunities, community foundations, and donations;
- Municipal budget considerations;
- Hire a consultant to complete the design development process and construction drawings;
- Programming and marketing partnerships with local business;
- Build-out of the final design.

## Potential Barriers

Alleys are historically designed to be utilitarian in nature and the vision here is to utilize this public space for economic and cultural growth while still allowing use of the alley for servicing and access. This requires a change in the mindset around the potential use of some alleys. Many alley projects have their beginnings in a grass root efforts from community leaders. In this case, the vision is part of a planned strategy that will still look for community partnerships and stewardship.

Potential Barriers include:

- Lack of community or stakeholder support;
- Coordination of the use of the alley to meet the intended uses and operational requirements;
- Inability to acquire sufficient capital and operational budget from either the private or public sector





Existing condition of future Hiram Walker Alleyway Pilot (image: BrookMcIlroy)  
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## 7. Wyandotte East Gateway

The intersection of Wyandotte St. and Walker Rd. will be reimagined as an attractive and vibrant urban gateway to Walkerville, improving the aesthetics and road-dominated focus of this important location.

New buildings 5 to 8 storeys in height will form a consistent street edge and gateway condition at the corner. New pedestrian-friendly amenities and a redesign of the street profile with tree-lined boulevards will transform this section of the street into a gateway and destination that signals arrival in the historic Walkerville neighbourhood.

Building facades complement Walkerville's historic character in materials of brick, wood, and steel and are shaped and curved to frame the street edge.

Located directly adjacent to the active Hiram Walker & Sons distillery operation, applications for new development will be required to be designed to create comfort for all users while ensuring that the distillery's operations are able to continue unimpeded, continuing the history of industry that is key to Walkerville's unique sense of place.



Bird's Eye View - Existing Condition



Precedent Imagery



The Rooster, Seattle (Weinstein A+U)

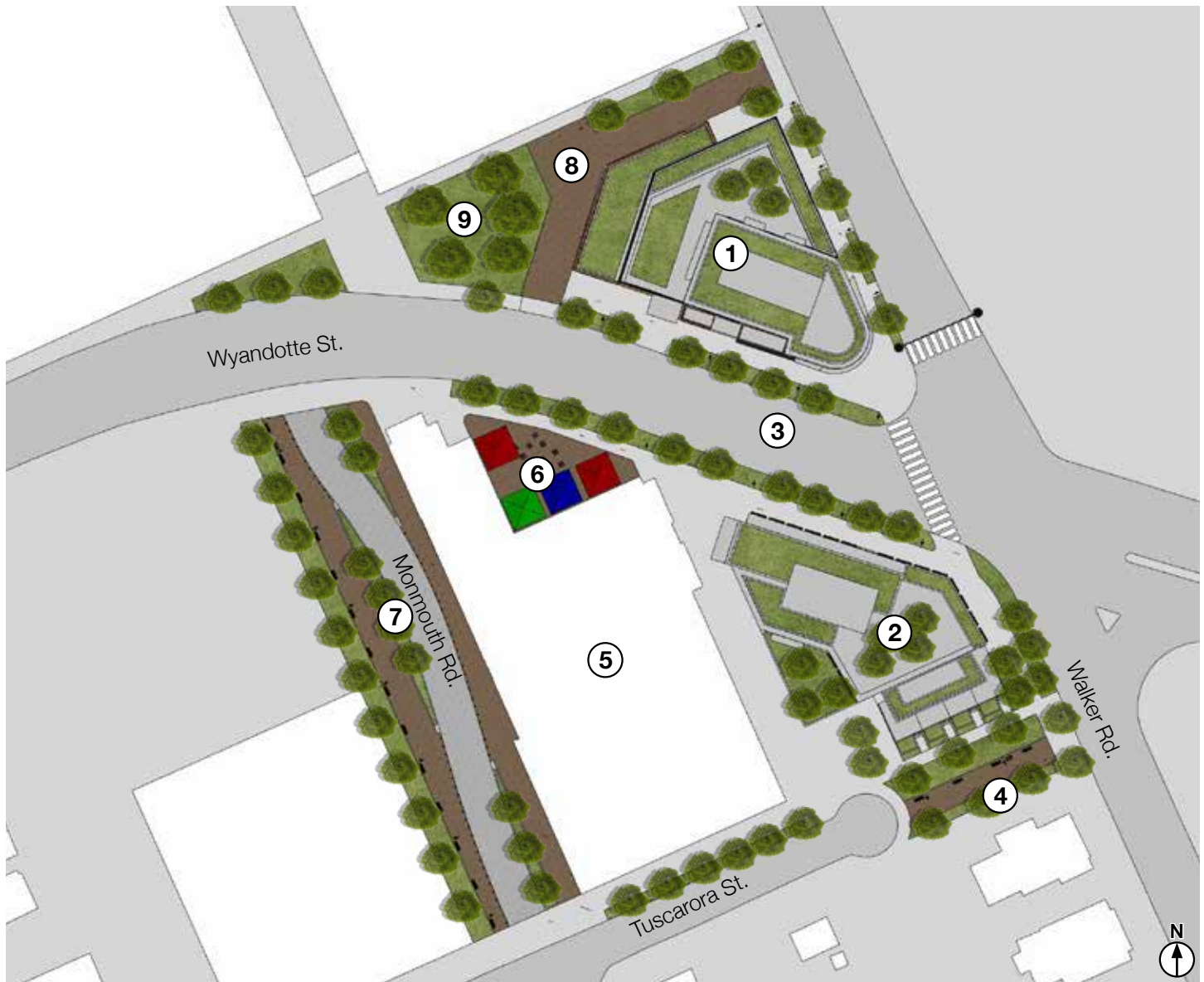


East Union, Seattle (Weinstein A+U)



Bird's Eye View - Proposed

## Proposed Vision



### Key Features

1. ***Up to 8-storey 'flatiron' mixed-use gateway building at northwest corner***
2. ***Up to 5-storey mixed-use building at southwest corner with townhome frontages at south***
3. ***Narrowed Wyandotte Street profile with reduced vehicle lanes and expanded green boulevards***
4. ***Pedestrianized Tuscarora Plaza with emergency access gates/bollards***
5. ***Sho Art Studio***
6. ***Sho Plaza / market spill-out space***
7. ***Flexible Monmouth Rd. with curving profile and infrastructure for temporary event closures***
8. ***Restricted vehicle access in rear of building***
9. ***Reclaimed green space in street closure***



Aerial View - Existing Condition





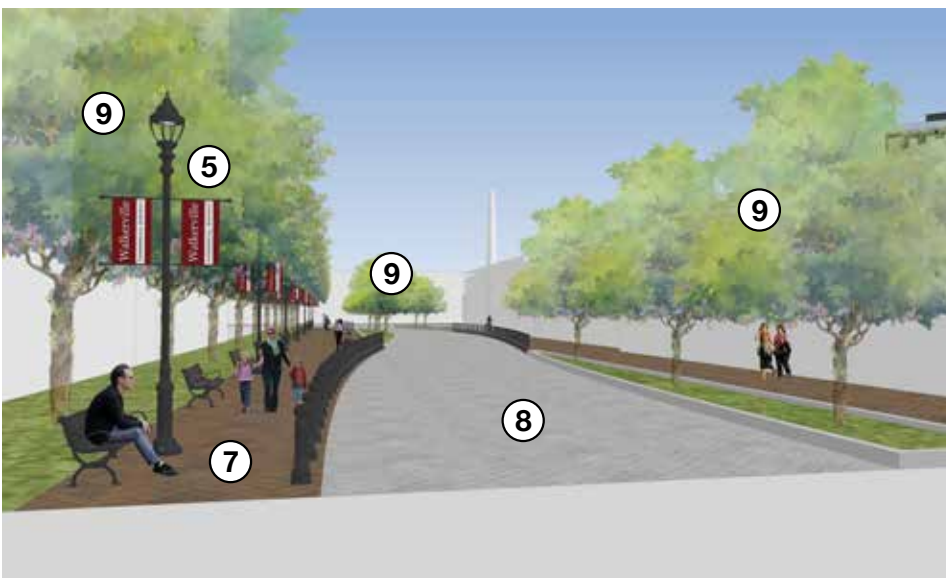
## Design Details

1. Townhome frontages
2. Taller building elements framing intersection
3. Lower building elements transition to lower-scale context
4. Transparent active ground-floor frontages
5. Walkerville heritage-style lampposts with wayfinding banners
6. Wide green boulevards with street tree plantings
7. Dedicated pedestrian zone on Monmouth with bollards along shared vehicle space
8. Unit paving along curved shared portion of Monmouth with integrated patterning / public art
9. Street trees along Monmouth
10. Walkerville Distillery District Gateway Signage

Gateway from across Walker Rd.



Narrowed Wyandotte St. streetscape



Monmouth Rd. flexible street

## Implementation

The following activities will likely be required to enable this IIPPO to be successfully implemented:

No.	Recommendations	Priority	Time Frame
7.1	THAT administration review extending the limits of the Building Facade Improvement Program for Main Streets for the Walkerville area to include buildings and properties adjacent to the Wyandotte St. and Walker Road intersection, as well as the first block of Monmouth Road South of Wyandotte.	High	Short-Term
7.2	THAT administration develop options to enhance the Walkerville Gateway located at the intersection of Wyandotte Street and Walker Road, including; gateway signage, enhancing the pedestrian crossings, surface treatments, changing utility and intersection masts and arms colour, and other gateway improvements.	Medium	Short-Term
7.3	THAT the City of Windsor include options for the redesign of the Wyandotte Street and Walker Road intersection with an emphasis on place making, prioritizing pedestrians, and creating a welcoming gateway into Walkerville at such time when the intersection will be required to be reconstructed.	Low	Long-Term
7.4	THAT the City of Windsor develop options to extend the bicycle lane on the North side of Wyandotte St. from Monmouth Road to Devonshire Road as indicated in the Active Transportation Master Plan.	Low	Short-Term

## Path to Success

The Walkerville Road and Wyandotte Street intersection is identified in the Official Plan as a Gateway (Schedule G). The Official Plan outlines that gateways will be designed to: Provide a sense of welcome and arrival; assist in orientation; create a memorable image; and contribute to the social, cultural, historic or thematic character of the area being defined.

The path to success includes:

- Support, in principle, from City Council;
- Develop a Feasibility and Fundraising Strategy Plan, which will include sponsorship and naming opportunities, community foundations, and donations, for the creation of Gateway Signage over Walker Road north of Wyandotte Street, as well as crosswalk enhancements, and wayfinding signage;
- Include the section of Wyandotte Street between Devonshire Road and Walker Road as part of the Wyandotte Street East Corridor Review project, to determine if the inclusion of the cycling facilities can be included as outlined in the ATMP;
- Include this area in the Building Facade Improvements Program for Main Streets CIP;
- Develop “Design Guidelines for New Developments” as part of the Walkerville Heritage Conservation District;

## Potential Barriers

The current the Wyandotte Street and Walker Road intersection was completed in 2010 and will be in service in the current configuration until the end of its usable life cycle.

Potential Barriers include:

- Major infrastructure changes to the intersection of Walker Road and Wyandotte Street will not need to be upgraded for many years from an infrastructure standpoint;
- Private sector development is guided by market conditions, which are outside the scope of this project to determine;
- The Official Plan identifies this area as Mixed Use. The introduction of a Mixed Use development would not trigger an Official Plan Amendment on the basis of zoning designation, but the site is within the Minimum Separation Distance to the Corby/Pernod-Ricard (Hiram Walker & Sons) industrial operations. Consultation with Corby/Pernod-Ricard shall be required and this will impact the final design;
- Current zoning is designated as Commercial and Manufacturing, including CD1.6, MD1.1. Introduction of a use that does not meet the Zoning By-law will be subject to a successful re-zoning.
- The development will be subject to the Planning Act and any applicable required studies and approvals.



## 8. Historic Walkerville Program

When it was founded in 1870, Hiram Walker envisioned the Village (and later Town) of Walkerville becoming a real-world example of the finest urban setting that successful industry could create. Walker delivered on his promise, providing residents with lamp lit, paved, tree-lined streets, running water, a streetcar system, and police and fire services, all of which was paid for privately by his distillery and flour milling company.

Walkerville today maintains the distinction of being a vibrant and venerable neighbourhood that possesses some of the richest intact architectural, industrial, and cultural heritage in North America.

Building on the well-established Walkerville Heritage Walking Tours, a series of location-specific plaques will be installed adjacent to heritage resources throughout Walkerville, providing interpretation of the cultural and natural heritage of the neighbourhood.

The plaques will be accessible, providing written interpretive text, braille, and a scannable QR code for integration with a comprehensive self-conducted web-based audio walking tour. The Historic Walkerville Program will communicate to residents and visitors alike the rich history and bright future of Walkerville.



Illustration of example heritage plaque

**Historic Imagery**  
Courtesy City of Windsor



**Precedent Imagery**



## Implementation

The following activities will likely be required to enable this IIP to be successfully implemented:

No.	Recommendations	Priority	Time Frame
8.1	THAT the City of Windsor develop a Historic Walkerville Interpretation Program to create heritage interpretation in Walkerville, with the opportunity to coordinate and implement the interpretation after the potential establishment of the Walkerville Historic Conservation District.	High	Short-Term

## Path to Success

The Historic Walkerville Interpretation Program will create heritage interpretation signage in Walkerville, and will be coordinated with the potential establishment of the Walkerville Historic Conservation District. There are already a number of designated plaques in the Walkerville community and this programme will build on the current success.

The path to success includes:

- Support, in principle, from City Council;
- Capital funding from the Theme Districting project (ECB-042-18);
- Support from the community and stakeholders;
- Hire a consultant to develop the Historic Walkerville Interpretation Program, finalizing the design and identifying potential locations;
- Create a web portal for interested participants/properties to sign up for the program;
- Coordination and implementation of each interpretive sign with participants.

## Potential Barriers

Potential Barriers include:

- Lack of support from participants and property owners;





Monmouth Road Houses (image: BrookMcIlroy)



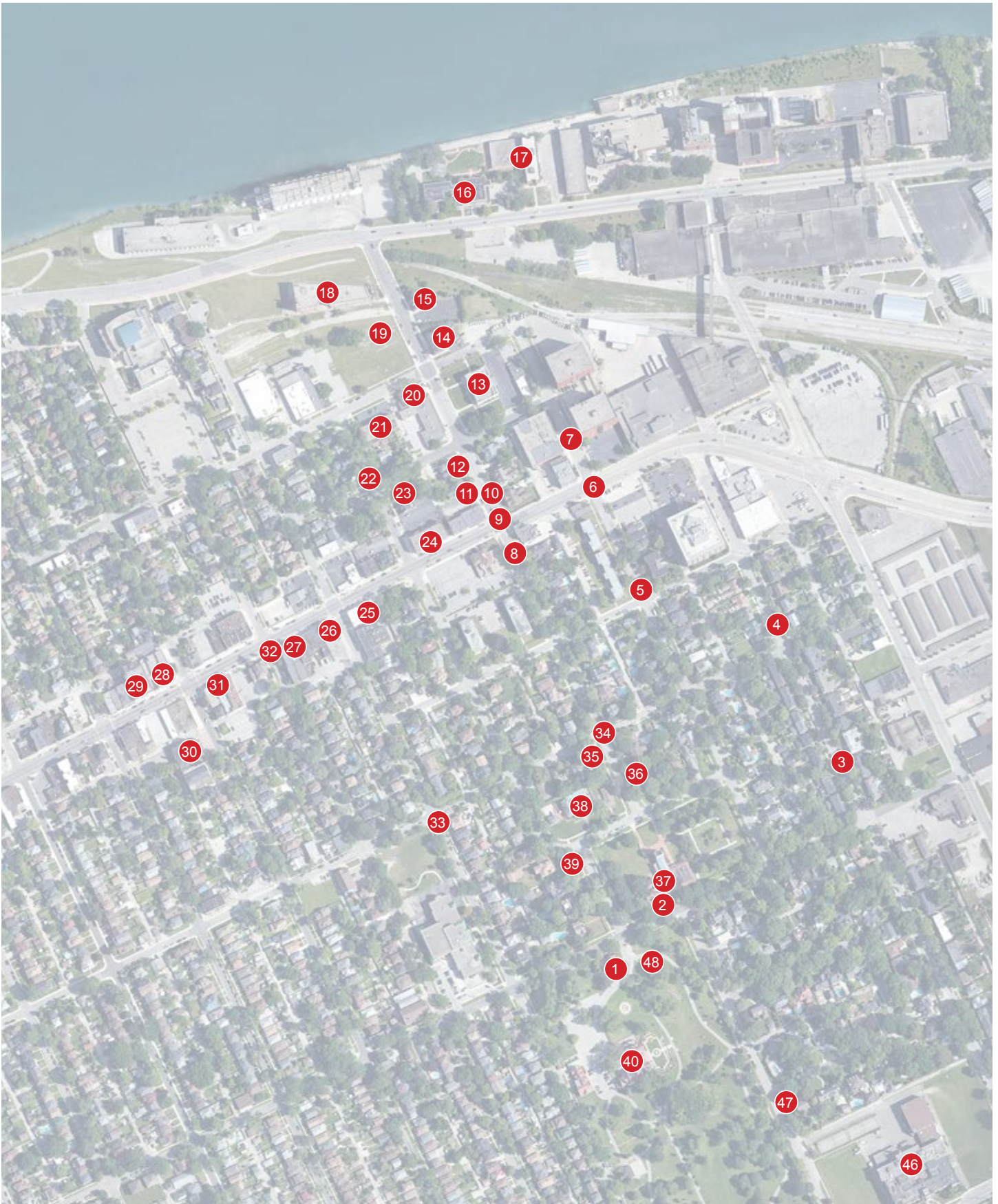
## **Preliminary location list based on Walkerville Walking Tours Program (City of Windsor)**

1. First Nations Settlement Area
2. The Early Phase: The Hiram Walker Years - 1858 to 1899
3. 1900s Hiram Walker & Sons Workers' Semi-Detached Brick Houses & Terraces
4. 1890s Hiram Walker & Sons Semi-Detached Houses
5. Argyle Apartments & 1880s Hiram Walker & Sons Cottages
6. Walkerville Hydro Electric Commission and the Hiram Walker Warehouse
7. Walkerville Brewery
8. Royal Bank Building & Hiram Walker & Sons Semi-Detached Houses
9. The Strathcona Block
10. Hiram Walker & Sons Managerial Semi-Detached Houses
11. John Bott House
12. Thomas Reid House
13. Walkerville Post Office Building
14. Crown Inn Building
15. Walkerville Town Hall/The Barclay Building
16. Hiram Walker & Sons Ltd. Head Office & Office Addition
17. Wiser's Reception Centre
18. Walker Power Building
19. Walkerville/Pere Marquette Train Station
20. Bank of Commerce
21. WalkerVille Garage
22. Kildare Stone Curbs and Walkerville Mayor Houses
23. Hiram Walker & Sons Quadruplex
24. The Imperial Building
25. 1800s Wyandotte St E
26. Bank Of Montreal Building
27. Home Bank 1700 Wyandotte St. E Commercial Block
28. Imperial Bank of Canada
29. Walkerville/Tivoli Theatre
30. Lincoln Road United Church & Woollatt Church House
31. Pickard Building/Toronto Dominion Bank & Thomas A. McCormick House
32. Streets of Walkerville
33. The Second Phase: Garden City Plan Residential Development
34. Bell-Coulter House & Porter Coate House
35. Foxley: The Ambery-Isaacs House
36. Elmcroft Gate Posts
37. St Mary's Anglican Church, Rectory Hall & Cemetery
38. Harrington E. Walker House
39. Kildare Managerial-Rank Houses
40. Willistead Manor
41. EdgeWood
42. AJM Bowman House, Dr Freeman Brockenshire House, Cooper Court Garage House & Fence
43. 1900 Ontario Street Houses
44. Low-Martin House/Devonshire Lodge
45. Clement King House, John Strain House, Earnest Carr House, Cooper Court House, G.G. Benfield House
46. Walkerville Collegiate Institute
47. Willistead Crescent Houses



For more information on the City of Windsor Walkerville Heritage Walking Tour, visit:

<https://www.citywindsor.ca/residents/historyofwindsor/Documents/Walkerville-Heritage-Walking-Tour.pdf>



Preliminary location map based on Walkerville Walking Tours Program (City of Windsor)



## 9. Walkerville Wayfinding Program

A new colour-coded wayfinding system will be deployed throughout Walkerville's three (Distillery, Commercial, and Neighbourhood) districts.

The program will incorporate signage and waypoints that connect landmarks, gateways, and other nodes within the neighbourhood. The coordinated wayfinding program will help pedestrians, cyclists, transit users, and motorists to find the best routes to destinations in Walkerville, and introduce them to new businesses, services, destinations, and other amenities in the neighbourhood. Using the latest in Universal Design methods and technology, the system will be accessible and understandable to all users, regardless of age or ability. As part of the program, traffic poles and light standards at key intersections will be updated and coordinated in look and feel, inspired by the traditional black lamp posts of Walkerville's early 20th century streetscapes.



Colour-coded wayfinding post with walking distances



Walkerville District Locations



Colour-coded wayfinding banners on Walkerville heritage-style lampposts

Precedent Imagery



Wayfinding: City of Duluth



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## Implementation

The following activities will likely be required to enable this IIP0 to be successfully implemented:

No.	Recommendations	Priority	Time Frame
9.1	THAT the City of Windsor create a Walkerville Wayfinding project to create and install a contextually appropriate pedestrian wayfinding system in coordination with the potential establishment of the Walkerville Historic Conservation District.	High	Short-Term
9.2	THAT the traffic control poles and XPO poles be changed to the colour black at the controlled intersections along Wyandotte St E, within the district area, and at the intersection of Walker Road and Riverside Dr.	Medium	Short-Term

## Path to Success

The Walkerville Wayfinding Project will be implemented by the City of Windsor in coordination with the Walkerville BIA, the Walkerville Community, and cultural leaders in the community.

The path to success includes:

- Support, in principle, from City Council;
- Capital funding from the Theme Districting project (ECB-042-18);
- Hire a consultant to develop the Wayfinding Program, identifying locations and designs;
- Engage the local arts community on the design and character of the wayfinding signage;
- Installation of wayfinding signage in coordination with City Departments and external agencies.

## Potential Barriers

There are not many barriers to success for this IIP0. This project can be implemented in the existing context but will need to be expandable and flexible to reflect the phasing of private and implementation timelines of developments.

Potential Barriers include:

- Timeline– this project will be phased in coordination with new private and public developments. The addition of the Argyle Flex Street, the Railspur Linear Park, as well as others will required added wayfinding signage at the time of their completion.



## Phasing

In order to ensure the implementation of large-scale vision projects, the vision needs to be broken down into manageable project components. The implementation process must account for the complex set of interdependencies between governments and their agencies, community stewardship, economic development, large-scale private and public investments, such as major infrastructure (utilities, transport, park systems, brownfield cleanup), and the micro-delivery of small scale projects. These efforts need to establish a holistic “sense of place” upon completion, even though the ultimate build-out of the larger vision will progress over a long period of time.

### Phasing Timeline

It is important to clearly map out the life of the project, including the expected project cycle and phases as best as possible, while also accounting for uncertainties. This will help to ensure project continuity and clarity of roles, responsibilities, and interdependencies. The nature of the implementation differs depending on whether it is a private sector or public sector-led project. In this regard, it should be noted that these roles can also evolve over the life of the project.

The table below provides a high-level summary illustrating the phase timeline and project priority necessary for the successful implementation of the Walkerville Theming and Districting Plan. This can be expanded, and adapted to meet the scope and organic nature of local circumstances according to each IIPO.

The Walkerville Theming and Districting Plan success is tied to the complex interactions and phasing of the IIPO's. The IIPO's implementation have interdependencies between funding and timing. The City of Windsor does not have control over when private investments are made, but does have the ability to work with private investment projects in order to help them realize the vision for Walkerville. Public investment is divided into three timeline categories in order to align budgeting consideration appropriately over the implementation of the vision.

Phasing timeline categories include:

- Immediate: These are recommendations that are in place with the passing of the plan.
- Short-term: These are the implementation of recommendations over the first 36 months of the Project.
- Mid-Term: These are the implementation of the recommendations within a 3 to 10 year range.
- Long-Term: These are recommendations and projects that are projected to be past the 10 year mark of the plan.
- Market-Driven: These are not implemented by the City of Windsor and are dependent on market conditions.



## Phasing Priority

Phasing priority helps to refine the project implementation strategy by prioritizing projects based on a variety of factors. In some cases the priority can help refine the staging of IIPO's within a given phasing timeline, prioritizing some projects over others. The priority can also help to identify recommendations that are important but are not tied to any specific timeline. For example, consultation with Corby/Pernod-Ricard (Hiram Walker & Sons) is a high priority.

- High Priority – Presents a relatively high risk to the success of the overall project if not completed.
- Medium Priority – Presents medium risk if not completed within the phasing timeline.
- Low Priority – Presents a relatively low risk. Other tasks may need to be completed prior to this priority.

No.	IIPO	Priority	Time Frame
1	Walkerville Distillery District	High	Mid-Term
2	Hiram Walker Gateway Parkette	High	Immediate
3	Railspur Linear Park	Low	Long-Term
4	Riverfront Park & Pathway Connection	Medium	Mid-Term
5	Devonshire / Assumption Mixed-Use Urban Square	Medium	Market-Driven
6	Hiram Walker Alleyway Pilot	Medium	Short-Term
7	Wyandotte East Gateway	Low	Long-Term
8	Historic Walkerville Program	High	Short-Term
9	Walkerville Wayfinding Program	High	Short-Term

## Capital Investment

Wherever possible, the City should continue to seek out new opportunities to work with developers, other agencies and levels of governments to establish cost-sharing agreements, or seek out grant opportunities in order to offset total project expenditure. The costs of implementing the improvements identified in the Walkerville Theming and Districting Plan can be significantly reduced by pursuing external funding sources and partnership opportunities. The order-of-magnitude estimates provided identified for some of the projects represents a relative cost for planning purposes and should not be used for budgeting purposes.

The Walkerville Theming and Districting Plan does not include estimates for all projects. Some projects are not able to be estimated as they would be initiated by the private sector or require further study before determining a reasonable estimate. In these cases, the plan outlines a grand vision and recommends having tools in place to guide the projects forward. Private sector development investment and scope are outside the ability of this document to estimate. To ensure that opportunities to integrate the proposed vision at the time of a private development, the City should make the appropriate amendments to existing policies or create new policies and standards that can be followed at the time the project is initiated.

The funding model envisioned for many of the identified projects would be a hybrid model, with potential for cost sharing with private and public partnerships, government programmes, community foundations, fundraising opportunities, donations, sponsorship and naming opportunities, as well as capital investment from the municipality.

## Capital Investment Sources

### Budget Process

The City of Windsor capital budget includes the Theme Districting project. (ECB-042-18) The Walkerville Theming and Districting Plan is included as part of this budget item. The Walkerville Theming and Districting will continue to be considered within the priorities of the City when reviewed on an annual basis by Council. Individual IIPs will rely on this capital fund when they are implemented.

### Government Programmes

Government programmes become available from time to time that fit the objectives of the Theme Districting project. Currently the Province is accepting applications for the Tourism Economic Development and Recovery Fund (TEDRF). Further exploration into the appropriateness of this fund is needed.

### Foundations

There are Foundations from which the City has previously received funding for capital projects. While foundations generally have specific goals, tailor-made projects may meet the criteria of specific foundations. Foundations that have provided funding in the past or may be interested in specific projects include the Joan and Clifford Hatch Foundation; the Windsor Essex Community Foundation; and the P&L Odette Foundation. A search and review of the criteria set by specific foundations should be undertaken.

### Fundraising

The City can partner with community groups to raise funds for the development of the Walkerville Theming and Districting Plan. Examples of this co-operation have already been seen in the development of the Central Riverfront Implementation Plan; Charles J. Clark Square; and the Rotary Centennial Plaza. The specifics of each partnership should be addressed on a case by case basis.

### Donations

The City has been very innovative in providing opportunities for private citizens to sponsor benches, bricks, trees and other amenities throughout the parks system. The City provides tax receipts for private donations. In-kind or material donations are also welcomed provided that they fit within the vision of the district.

### Sponsorship and Naming Opportunities

Sponsor Windsor is a program which offers public-spirited individuals, businesses, corporations, foundations, and community groups an opportunity to sponsor a wide variety of City of Windsor facilities and programs, in return for naming rights and other marketing benefits associated with sponsorship of City assets and services. The City of Windsor has long recognized the benefits of offering naming rights to signature buildings and spaces, which benefits the City by offsetting capital costs. Programs like these also provide community champions an opportunity to show their support for the community in a highly visible and demonstrative way.

The opposite chart provides high-level cost ranges and should not be used for capital budgeting until a proper cost estimate has been completed.

### Cost Estimate and Funding Timeline Summary

The estimates cost for the IIPOs presented here are not the sole burden of the City of Windsor; however it is important that the City be the steward of the projects and explore all possible partnerships and funding models to make each IIPO a reality. These investments will be realized over time. Budget considerations should coincide with the project priority and phasing timeline.

IIPO	Potential Cost Range	Funding Timeline
Walkerville Distillery District (Argyle Road public realm improvements only)	\$4 Million – \$6 Million	3 – 5 Years
Hiram Walker Gateway Parkette	\$1 Million – \$1.2 Million	Complete
Railspur Linear Park	\$4 Million – \$5 Million	10+ Years
Riverfront Park & Pathway Connection (not including pedestrian bridge)	\$1.2 Million – \$1.5 Million	3 – 5 Years
Devonshire / Assumption Mixed-Use Urban Square	Private Investment	N/A
Hiram Walker Alleyway Pilot	\$250,000 – \$500,000	0 – 3 Years
Wyandotte East Gateway Gateway Arch on Walker Rd. “Home of Hiram Walker & Sons”	Private Investment \$500,000	N/A 0 – 3 Years
Historic Walkerville Program (\$2,000 per location, estimate 30-50 locations)	\$60,000 – \$100,000	0 – 3 Years
Walkerville Wayfinding Program	\$700,000	0 – 3 Years

## Summary of Recommendations

The following recommendations provide a summary of the activities required to make each IIPO a reality, including the priority and time frame for each task. The recommendations are also contained within each IIPO's section in this document.

### Walkerville Distillery District

No.	Recommendations	Priority	Time Frame
1.1	THAT the City of Windsor adopt the vision of Argyle Road becoming a “Flex Street” along the section of Argyle Road North of Wyandotte Street.	High	Immediate
1.2	THAT the City of Windsor adopt design direction for the Argyle Road “Flex Street” that include historically and contextually appropriate design elements such as; the use of pavers, gateway entrance elements, context appropriate street lights and pedestrian lights, specialty street furniture, marketing banners, reuse of heritage curbs, and infrastructure improvements to support special events.	High	Short-Term
1.3	THAT administration review extending the limits of the “Building Facade Improvement Program for Main Streets” CIP boundary for the Walkerville area to include buildings adjacent to the proposed “Argyle Road Flex Street.”	Medium	Short-Term
1.4	THAT the City of Windsor adopt the vision of creating a continuous view and vista from Argyle Road to the heritage designated Hiram Walker and Son’s Office Building.	Medium	Immediate

### Hiram Walker Gateway Parkette

This project is currently under construction

Priority	Time Frame
High	Immediate



## Railspur Linear Park

No.	Recommendations	Priority	Time Frame
3.1	THAT the City of Windsor develop a Feasibility Study to explore the creation of the “Railspur Linear Park.”	Medium	Mid-Term

## Riverfront Park and Pathway Connection

No.	Recommendations	Priority	Time Frame
4.1	THAT the Central Riverfront Implementation Plan (CRIP) be reviewed and appropriate steps be taken to reflect the Walkerville Theming and Districting Plan.	Medium	Short-Term
4.2	THAT the City of Windsor construct a sidewalk on the north side of Riverside Drive connecting the riverfront trail to the intersection of Devonshire Road, as outlined in 7.2.5 of the Riverside Drive Vista Improvement (RDVI) Project Class EA.	Medium	As per RDVI Phasing Schedule
4.3	THAT the City of Windsor develop a Feasibility Study for the creation of a pedestrian bridge over Riverside Drive in the area where the Peabody Bridge once stood, with an emphasis on exploring potential community partnerships.	Medium	Short-Term
4.4	THAT the City of Windsor review the potential pedestrian bridge design with adjacent active industrial uses to mitigate concerns with their operational requirements.	Medium	Short-Term

### Devonshire / Assumption Mixed-Use Urban Square

No.	Recommendations	Priority	Time Frame
5.1	THAT the City of Windsor explore options for the creation of the Queen Victoria Fountain Park at the northwest corner of Devonshire Rd. and Assumption St., including land acquisition, long term lease, and Privately Owned Public Space (POPS) agreements.	Medium	Mid-Term
5.2	THAT the City of Windsor develop pedestrian and bicycle centric design elements along Devonshire Road.	Medium	Short-Term

### Hiram Walker Alleyway Pilot

No.	Recommendations	Priority	Time Frame
6.1	THAT administration develop a Pilot Project for the alley located between Chilver Rd. and Kildare Rd. from Wyandotte St. to Assumption St. with an emphasis on creating a clean, attractive, and safe pedestrian connection.	High	Short-Term

## Wyandotte East Gateway

No.	Recommendations	Priority	Time Frame
7.1	THAT administration review extending the limits of the Building Facade Improvement Program for Main Streets for the Walkerville area to include buildings and properties adjacent to the Wyandotte St. and Walker Road intersection, as well as the first block of Monmouth Road South of Wyandotte.	High	Short-Term
7.2	THAT administration develop options to enhance the Walkerville Gateway located at the intersection of Wyandotte Street and Walker Road, including; gateway signage, enhancing the pedestrian crossings, surface treatments, changing utility and intersection masts and arms colour, and other gateway improvements.	Medium	Short-Term
7.3	THAT the City of Windsor include options for the redesign of the Wyandotte Street and Walker Road intersection with an emphasis on place making, prioritizing pedestrians, and creating a welcoming gateway into Walkerville at such time when the intersection will be required to be reconstructed.	Low	Long-Term
7.4	THAT the City of Windsor develop options to extend the bicycle lane on the North side of Wyandotte St. from Monmouth Road to Devonshire Road as indicated in the Active Transportation Master Plan.	Low	Short-Term

## Historic Walkerville Program

No.	Recommendations	Priority	Time Frame
8.1	THAT the City of Windsor develop a Historic Walkerville Interpretation Program to create heritage interpretation in Walkerville, with the opportunity to coordinate and implement the interpretation after the potential establishment of the Walkerville Historic Conservation District.	High	Short-Term

## Walkerville Wayfinding Program

No.	Recommendations	Priority	Time Frame
9.1	THAT the City of Windsor create a Walkerville Wayfinding project to create and install a contextually appropriate pedestrian wayfinding system in coordination with the potential establishment of the Walkerville Historic Conservation District.	High	Short-Term
9.2	THAT the traffic control poles and XPO poles be changed to the colour black at the controlled intersections along Wyandotte St E, within the district area, and at the intersection of Walker Road and Riverside Dr.	Medium	Short-Term

## General Recommendations

No.	Recommendations	Priority	Time Frame
10.1	THAT the City of Windsor consult with Corby/Pernod-Ricard (owners of Hiram Walker & Sons) regarding newly introduced land uses proposed within the Walkerville Theming and Districting boundary.	High	Mid-Term
10.2	THAT the City of Windsor create Streetscape Design Guidelines if a Walkerville Heritage Conservation District is established or otherwise be developed separately.	Medium	Immediate Dependent on HCD
10.3	THAT the City of Windsor create Architectural Design Guidelines for New Development if a Walkerville Heritage Conservation District is established or otherwise be developed separately.	Medium	Immediate Dependent on HCD
10.4	THAT the City of Windsor review Grant and Tax Incentive programs to assist with higher construction costs associated with the rehabilitation or adaptive re-use of heritage assets if a Walkerville Heritage Conservation District is established.	Medium	Immediate Dependent on HCD

## Plans and Policy Considerations

### City of Windsor Official Plan

The Official Plan provides guidance for the physical development of the municipality over a 20-year period while taking into consideration important social, economic and environmental matters and goals. As such, the City of Windsor Official Plan provides the policy framework that will guide the following:

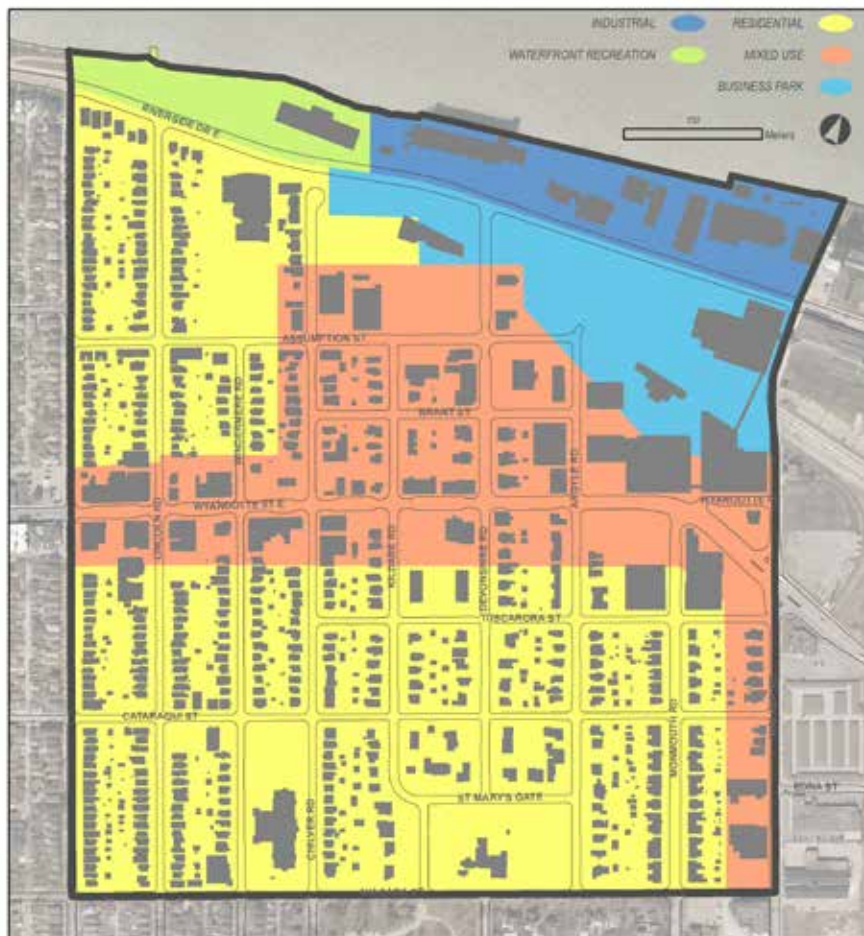
- Where new development can locate
- How existing and future neighbourhoods will be strengthened
- How Windsor's environment will be enhanced
- What municipal services, such as roads, water mains, sewers and parks, will be provided
- When and in what order Windsor will grow

### City of Windsor Zoning By-law (8600)

The Zoning By-law provides specific standards and regulations for all development in Windsor. The City of Windsor Zoning By-law regulates the use of land, buildings and other structures.

### Asset Management Plan

Asset Management directly supports a number of the City of Windsor's (City) Strategic goals through the maintenance of existing and new infrastructure as detailed in the City's Official Plan. Council is committed to ensuring that infrastructure is provided in a sustainable, orderly and coordinated fashion.



Official Plan Land Use map for the project area, at the time of this plan.



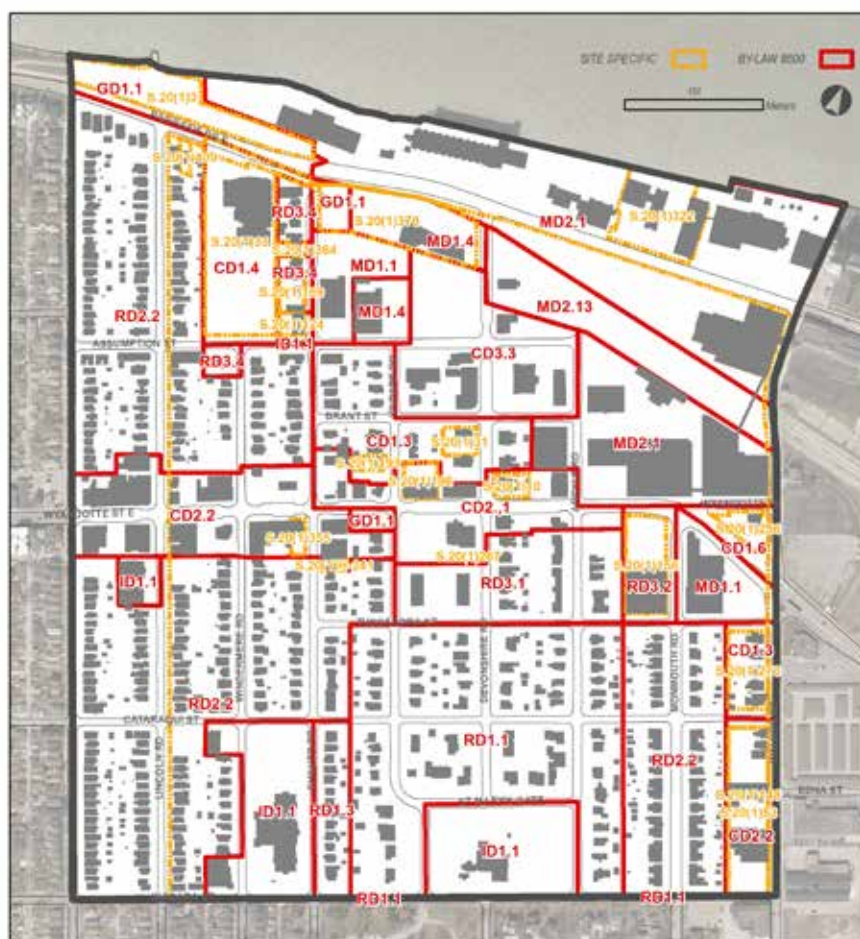
## Active Transportation Master Plan

This Active Transportation Master Plan outlines a network that connects key existing trails and pathways, such as the recently completed Herb Gray Parkway Trail, and the downtown Waterfront Trail. Connecting these high-quality pathways to a developed onstreet network will allow commuters, recreational users, and others to have safe, convenient, attractive and fun options to travel by walking, cycling, or transit.

## Riverside Drive Vista Improvement Project (2006)

Created to emphasize the importance of the ‘Scenic Drive’ along Riverside Drive through its various stages

of redevelopment, the ‘VISTA’ is a class environmental assessment, providing clear direction on the intended character and use of the entire 17 kilometre corridor. Many of the City’s prestigious riverfront parks including those under the CRIP will be impacted by the improvements as they take place. The document identifies several guidelines as a tool for character improvement of the city’s oldest corridor and how it interfaces with the built environment and the riverfront parks, including; the establishment of a hierarchy of nodes, gateway locations, bikeway and multi-use trail connections, traffic calming, public art installations, parking opportunities as well as views and vistas which need to be preserved or reinforced.



Zoning Designation map for the project area, at the time of this plan.

### **Central Riverfront Implementation Plan (CRIP) (2000) as amended**

Focusing on the riverfront lands immediately north of the city's downtown core, the Central Riverfront Implementation Plan's (CRIP) scope encompasses 95 acres within a 6 kilometre stretch between Riverside Drive and the Detroit River from McKee Park in the western end to the Hiram Walker Lands in the eastern end; linking two of the City's most recognized heritage districts of Sandwich and Walkerville respectively. The CRIP is a living document with established design principles and guidelines as standards to direct the future development of parkland, open space, built environments, as well as pedestrian and cycling circulation throughout this ribbon of parks. The Central Riverfront Implementation Plan (CRIP) is a master plan as defined by the Environmental Assessment Act.

### **Rediscover Our Parks - City of Windsor Parks & Outdoor Recreation Master Plan**

A living document that guides the direction of the park system and its operational management for the next twenty years. This document reviews and analyzes the existing park system and will outline opportunities and constraints, strengths and deficiencies to move forward with a vision, strategies, goals and objectives to ensure and preserve a healthy parks and open space system for the future.

### **Cultural Master Plan**

The City of Windsor commissioned a Municipal Cultural Master Plan (MCMP) in late 2008 in order to provide guidance to the municipality regarding its investment of human and financial resources in support of the community's arts, culture and heritage sectors.

### **Environmental Master Plan (EMP)**

The Environmental Master Plan (EMP) aims to make the City of Windsor cleaner, greener, healthier, and more sustainable. The EMP reflects the City's commitment to enhancing environmental performance and facilitating social well-being and economic prosperity.

### **Brownfield Redevelopment Strategy**

Windsor's brownfields are the legacy of its industrial past dating back to the turn of the 20th century. They are the properties where previous use(s) has caused environmental contamination which will need to be properly addressed before redevelopment can occur. Brownfields are often also characterized as underutilized, derelict or vacant property and buildings. There is potential for land within the Walkerville area that may be classified as a brownfield.

### **Building Facade Improvement Program for Main Streets - Community Improvement Plan**

In 2018, Windsor City Council approved the Building Facade Improvement Program and Urban Design Guidelines for Main Streets Community Improvement Plan. The program builds on recent investment in municipal infrastructure improvements, such as road and streetscape projects. The program encourages improvements to buildings along traditional main streets by offering a building facade grant.

### **Detroit River Canadian - Shoreline Restoration Alternatives Selection Manual (2014),**

ERCA provided various scenarios and cross-sections to how shoreline development should be implemented to encourage healthy natural habitats along the riverfront properties; many of which are conducive to providing accessibility through parkland to the water.

## Active Studies

There are currently active studies that the City of Windsor is conducting that can further the Vision for the Walkerville Theming and Districting Plan. These studies will be guid and or steer the final outcomes of the Walkerville Theming and Districting Plan. They include:

**The Wyandotte Street West Road Diet Analysis.** This study may have outcomes with regards to the Walker Road and Wyandotte Street intersection which is envision as a gateway with pedestrian and cyclist friendly design elements.

**The Riverside Road Diet Analysis.** An transportation analysis of Riverside Drive will have implications on the how Riverside Drive is traversed by pedestrians in the Walkerville area.

**Pedestrian Crossing of Riverside Drive Analysis.** Council has directed administration (CR475/20211) to review potential pedestrian connections to the Riverfront Park. The Riverfront Park and Pathway Connection envisions a multi-facetted approach to making a strong connection between the park and Walkerville.

## Disclaimer

This is a visioning document and is not subject to the Planning Act. Any proposed Land Use in this document does not constitute the City of Windsor's approval or support. The Planning Act and applicable legislation will apply to all land development.

## Appendix C

### Walkerville Theming and Districting Plan

#### Summary of Recommendations

#	Recommendations	Priority	Time Frame
<b>1</b>	<b>Walkerville Distillery District</b>		
1.1	THAT the City of Windsor adopt the vision of Argyle Road becoming a “Flex Street” along the section of Argyle Road North of Wyandotte Street.	High	Immediate
1.2	THAT the City of Windsor adopt design direction for the Argyle Road “Flex Street” that include historically and contextually appropriate design elements such as; the use of pavers, gateway entrance elements, context appropriate street lights and pedestrian lights, specialty street furniture, marketing banners, reuse of heritage curbs, and infrastructure improvements to support special events.	High	Short-Term
1.3	THAT administration review extending the limits of the “ <i>Building Facade Improvement Program for Main Streets</i> ” CIP boundary for the Walkerville area to include buildings adjacent to the proposed “Argyle Road Flex Street.”	Medium	Short-Term
1.4	THAT the City of Windsor adopt the vision of creating a continuous view and vista from Argyle Road to the heritage designated Hiram Walker and Son’s Office Building.	Medium	Immediate
<b>2</b>	<b>Hiram Walker Statue Park</b>		
	This project is currently under construction.	High	Immediate
<b>3</b>	<b>Railspur Linear Park</b>		
3.1	THAT the City of Windsor develop a Feasibility Study to explore the creation of the “Railspur Linear Park.”	Medium	Mid-Term
<b>4</b>	<b>Riverfront Park and Path way Connection</b>		
4.1	THAT the Central Riverfront Implementation Plan (CRIP) be reviewed and appropriate steps be taken to reflect the Walkerville Theming and Districting Plan.	Medium	Short-Term
4.2	THAT the City of Windsor construct a sidewalk on the north side of Riverside Drive connecting the riverfront trail to the intersection of Devonshire Road, as outlined in 7.2.5 of the Riverside Drive Vista Improvement (RDVI) Project Class EA.	Medium	As per RDVI phasing schedule
4.3	THAT the City of Windsor develop a Feasibility Study for the creation of a pedestrian bridge over Riverside Drive in the area where the Peabody Bridge once stood, with an emphasis on exploring potential community partnerships.	Medium	Short-Term
4.4	THAT the City of Windsor review the potential pedestrian bridge design with adjacent active industrial uses to mitigate concerns with their operational requirements.	Medium	Short-Term
<b>5</b>	<b>Devonshire / Assumption Mixed-Use Urban Square</b>		
5.1	THAT the City of Windsor explore options for the creation of the Queen Victoria Fountain Park at the northwest corner of Devonshire Rd. and	Medium	Mid-Term

	Assumption St., including land acquisition, long term lease, and Privately Owned Public Space (POPS) agreements.		
5.2	THAT the City of Windsor develop pedestrian and bicycle centric design elements along Devonshire Road.	Medium	Short-Term
<b>6</b>	<b>Hiram Walker Alleyway Pilot</b>		
6.1	THAT administration develop a Pilot Project for the alley located between Chilver Rd. and Kildare Rd. from Wyandotte St. to Assumption St. with an emphasis on creating a clean, attractive, and safe pedestrian connection.	High	Short-Term
<b>7</b>	<b>Wyandotte East Gateway</b>		
7.1	THAT administration review extending the limits of the <i>Building Facade Improvement Program for Main Streets</i> for the Walkerville area to include buildings and properties adjacent to the Wyandotte St. and Walker Road intersection, as well as the first block of Monmouth Road South of Wyandotte.	High	Short-Term
7.2	THAT administration develop options to enhance the Walkerville Gateway located at the intersection of Wyandotte Street and Walker Road, including; gateway signage, enhancing the pedestrian crossings, surface treatments, changing utility and intersection masts and arms colour, and other gateway improvements.	Medium	Short-Term
7.3	THAT the City of Windsor include options for the redesign of the Wyandotte Street and Walker Road intersection with an emphasis on place making, prioritizing pedestrians, and creating a welcoming gateway into Walkerville at such time when the intersection will be required to be reconstructed.	Low	Long-Term
7.4	THAT the City of Windsor develop options to extend the bicycle lane on the North side of Wyandotte St. from Monmouth Road to Devonshire Road as indicated in the Active Transportation Master Plan.	Low	Short-Term
<b>8</b>	<b>Historic Walkerville Program</b>		
8.1	THAT the City of Windsor develop a Historic Walkerville Interpretation Program to create heritage interpretation in Walkerville, with the opportunity to coordinate and implement the interpretation after the potential establishment of the Walkerville Historic Conservation District.	High	Short-Term
<b>9</b>	<b>Walkerville Wayfinding Program</b>		
9.1	THAT the City of Windsor create a Walkerville Wayfinding project to create and install a contextually appropriate pedestrian wayfinding system in coordination with the potential establishment of the Walkerville Historic Conservation District.	High	Short-Term
9.2	THAT the traffic control poles and XPO poles be changed to the colour black at the controlled intersections along Wyandotte St E, within the district area, and at the intersection of Walker Road and Riverside Dr.	Medium	Short-Term
<b>10</b>	<b>General Recommendations</b>		
10.1	THAT the City of Windsor consult with Corby/Pernod-Ricard (owners of Hiram Walker & Sons) regarding newly introduced land uses proposed within the Walkerville Theming and Districting boundary.	High	Mid-Term
10.2	THAT the City of Windsor create Streetscape Design Guidelines if a Walkerville Heritage Conservation District is established or otherwise be developed separately.	Medium	Immediate Dependant on HCD



10.3	THAT the City of Windsor create Architectural Design Guidelines for New Development if a Walkerville Heritage Conservation District is established or otherwise be developed separately.	Medium	Immediate Dependant on HCD
10.4	THAT the City of Windsor review Grant and Tax Incentive programs to assist with higher construction costs associated with the rehabilitation or adaptive re-use of heritage assets if a Walkerville Heritage Conservation District is established.	Medium	Immediate Dependant on HCD

#### Time Frame

High Priority: Presents a relatively high risk to the success of the overall project if not completed.

Medium Priority: Presents medium risk if not completed within the phasing timeline.

Low Priority: Presents a relatively low risk. Other task may need to be completed prior to this priority.

Market-Driven: These are not implemented by the City of Windsor and are dependent on market conditions.

#### Phasing timeline

Immediate: These are recommendations that are in place with the passing of the plan.

Short-term: These are the implementation of the recommendations over the first 36 months of the project.

Mid-Term: These are the implementation of the recommendations within a 3 to 10 year range.

Long-Term: These are recommendations and projects that are projected to be past the 10 year mark of the plan.

## Appendix D

### Pernod Ricard Analysis and Results

Initiatives, Improvements, Projects, and Opportunities	Current Zoning	Existing Land Use	Sensitive Land Uses Proposed Within Minimum Separation Distances / Potential Area of Influence	Analysis	Next Steps - To Be Discussed
Riverfront Park and Pathway Connection	GD1.1 S.20(1)24 S.20(1)3	Vacant (walkway)	MSD: Y PAOI: Y	<ol style="list-style-type: none"> <li>Park uses can be considered sensitive receptors</li> <li>Potential for odour</li> <li>Potential to see fugitive dust from proposed elevated walkway</li> <li>Currently, there are pedestrian walkways only to the south of Riverside Drive which keeps some degree of separation</li> <li>Would be compatible if solely used as an active thoroughfare (i.e. No picnic tables, social gathering places/uses where people will be there for prolonged periods of time)</li> </ol>	<ol style="list-style-type: none"> <li>Must limit uses (i.e. No picnic tables, social gathering places/uses where people will be there for prolonged periods of time)</li> <li>Will require visual screening in the vicinity of the grain delivery pit to limit view of fugitive dust from elevated walkway</li> </ol>
Hiram Walker Alleyway Pilot	RD3.4 CD2.2	Residential Commercial	MSD: N PAOI: Y	<ol style="list-style-type: none"> <li>Residential and institutional uses are considered sensitive receptors</li> <li>Some commercial uses (e.g. outdoor patios) can be considered sensitive uses</li> <li>Potential for odour and noise</li> <li>Minimum separation distance is met</li> <li>Sensitive uses proposed within potential area of influence</li> </ol>	<ol style="list-style-type: none"> <li>A land use compatibility study must be completed for any proposed sensitive uses</li> </ol>
Devonshire / Assumption Mixed-Use Urban Square	CD3.3 MD1.1 MD1.4 RD3.4 RD2.2 ID1.1	Residential Institutional Commercial	MSD: Y PAOI: Y	<ol style="list-style-type: none"> <li>Residential and institutional uses are considered sensitive receptors</li> <li>Some commercial uses (e.g. outdoor patios) can be considered sensitive uses</li> <li>Potential for odour and noise</li> <li>Sensitive uses proposed within minimum separation distance (i.e. on the east half of the property)</li> <li>Sensitive uses proposed within potential area of influence</li> </ol>	<ol style="list-style-type: none"> <li>No sensitive uses or institutional uses on eastern portion of proposed development (Note: No existing residential allowances on eastern portion)</li> <li>For sensitive land uses on the western portion, a land use compatibility study should be completed</li> <li>Introduction of sensitive land uses will result in closer noise receptors which will impact the Facility's compliance status</li> <li>Introduction of sensitive land uses will result in closer odour receptors which will impact the Facility's compliance status</li> <li>For land uses such as office buildings, must install HVAC systems with carbon filters and maintenance of a positive air pressure within the buildings</li> </ol>
Railspur Linear Park	MD2.1 MD2.13	Railway Shipping and Loading	MSD: Y PAOI: Y	<ol style="list-style-type: none"> <li>Park uses can be considered sensitive receptors</li> <li>Potential for odour</li> <li>Potential for safety issues - Northwestern part of rail spur</li> <li>Western portion would be compatible if solely used as an active thoroughfare (i.e. No picnic tables, social gathering places/uses where people will be there for prolonged periods of time)</li> </ol>	<ol style="list-style-type: none"> <li>Eastern portion should not be developed as it is an active rail spur – vital to Facility's operations</li> <li>Western portion is acceptable if uses are limited (i.e. No picnic tables, social gathering places/uses where people will be there for prolonged periods of time)</li> </ol>
Hiram Walker Gateway Parkette	MD2.1 MD2.13	Railway	MSD: Y PAOI: Y	<ol style="list-style-type: none"> <li>Park uses can be considered sensitive receptors</li> <li>Potential for odour</li> <li>Would be compatible if solely used as an active thoroughfare (i.e. No picnic tables, social gathering places/uses where people will be there for prolonged periods of time)</li> </ol>	<ol style="list-style-type: none"> <li>Must limit uses (i.e. No picnic tables, social gathering places/uses where people will be there for prolonged periods of time)</li> </ol>
Argyle Road Flex Street	CD3.3	Datarealm Consultants	MSD: Y PAOI: Y	<ol style="list-style-type: none"> <li>Residential and institutional uses are considered sensitive uses</li> <li>Some commercial uses (e.g. outdoor patios, chocolatiers) can be considered sensitive uses</li> <li>Potential for odour and noise</li> <li>Sensitive uses proposed within minimum separation distance</li> <li>Sensitive uses proposed within the potential area of influence</li> </ol>	<ol style="list-style-type: none"> <li>No residential or institutional uses</li> <li>Limit outdoor amenities such as restaurant patios</li> <li>Introduction of sensitive land uses will result in closer noise receptors which will impact the Facility's compliance status</li> <li>Introduction of sensitive land uses will result in closer odour receptors which will impact the Facility's compliance status</li> </ol>
Wyandotte East Gateway	CD1.6 MD1.1	Tim Hortons Windsor Bike Kitchen Commercial	MSD: Y PAOI: Y	<ol style="list-style-type: none"> <li>Residential and institutional uses are considered sensitive uses (nearby lot was recently developed to be residential)</li> <li>Some commercial uses (e.g. outdoor patios) can be considered sensitive uses</li> <li>Potential for odour and noise</li> <li>High truck traffic on Wyandotte St/Walker Rd due to shipping operations</li> <li>Sensitive uses proposed within minimum separation distance</li> <li>Sensitive uses proposed within the potential area of influence</li> </ol>	<ol style="list-style-type: none"> <li>No residential or institutional uses</li> <li>Limit outdoor amenities such as restaurant patios</li> <li>For any commercial uses, limited outdoor amenities with the potential requirement for carbon filters on HVAC systems</li> <li>Introduction of sensitive land uses will result in closer noise receptors which will impact the Facility's compliance status</li> <li>Introduction of sensitive land uses will result in closer odour receptors which will impact the Facility's compliance status</li> </ol>
Historic Walkerville Program	N/A	N/A	N/A	Not a land development/ zoning change	N/A
Walkerville Wayfinding Program	N/A	N/A	N/A	Not a land development/ zoning change	N/A





















THE CORPORATION OF THE CITY OF WINDSOR  
PLANNING AND BUILDING DEPARTMENT  
PLANNING DIVISION

Thom Hunt, MCIP, RPP  
City Planner/Executive Director

April 4th, 2022

Mr. M. Valencia  
255 King Street W. Suite 1100  
Toronto, ON M5V 3M2

Dear Mr. Valencia

Thank you for discussing the Walkerville Districting Plan on March 24<sup>th</sup> 2022. The City has reviewed the document "Pernod Ricard Analysis and Results v3" and we look forward to continuing the discussion as the Walkerville Districting Plan moves from a vision into fruition.

The active distillery is one of the main reasons for the creation of the Walkerville Districting Plan and the City's desire is that Pernod Ricard and the community will mutually benefit from the initiative.

The Walkerville Districting Plan is a vision document and is conceptual in nature. The Initiatives, Improvements, Projects and Opportunities (IIPO's) outlined in the document illustrate a desired direction. The plan, along with input from Pernod Ricard and others, will help guide private and public investment in the area in order to help realize the desired vision.

The implementation horizon is 20 years for some of the Districting Plan projects. That being said, some of the IIPO's have the ability to be implemented almost immediately. These include the Historic Walkerville Program, the Wayfinding Program, the Hiram Walker Gateway Parkette, and the Alleyway Pilot project.

As outlined in the project analysis, these more immediate projects are intended to have very limited impact on the distillery's operations and we feel can be achieved through further consultation and discussion. Some of these projects, in particular the Way Finding initiative, present opportunities for Pernod Ricard to be directly involved through potential marketing and community outreach.

One of the main Districting objectives that was highlighted by the community was a desire to make stronger connections between the historic Hiram Walker buildings and the associated facilities with the community at large. The long-term IIPO's are thus comprised of public and private land developments.

For all proposed developments that introduce sensitive land uses in proximity to the active industrial operations of the distillery, the onus will be placed on the developer, through the public Planning Act process to undertake the needed studies and consultations.

The Planning Act process will require that any newly introduced land use changes and/or rezoning's needed to realize the proposed developments are compatible to both the short and long term functions and operations of the active industrial facility.



THE CORPORATION OF THE CITY OF WINDSOR  
PLANNING AND BUILDING DEPARTMENT  
*PLANNING DIVISION*

Thom Hunt, MCIP, RPP  
*City Planner/Executive Director*

Should you wish to discuss in more detail or have any questions as we move forward, You can reach me at 519.255.6543 (6352) or by email.

Sincerely,

Adam Coates  
Sr. Urban Designer  
[acoates@citywindsor.ca](mailto:acoates@citywindsor.ca)  
City of Windsor Department of Planning



### City of Windsor

The Districting Plan for Walkerville's historic neighbourhood is a major revitalization opportunity for Windsor and an important precedent for undertaking similar City Districting Plan projects. Leveraging the urban setting through physical improvements and well managed change, will make the area a more enjoyable and healthy place to live, work, or visit. The plan is meant to promote vitality in the district and the surrounding city fabric including neighbourhoods, the waterfront and downtown. Through consultation with the surrounding neighbourhood and area merchants, and further public engagement, the City will capitalize on local ideas, inspirations, and potential, that will result in the creation of unique public realm spaces.

The WECHU is committed to ensuring that the health impact of municipal planning and policies is considered – we advocate for a healthy and active community design that supports the well-being of all individuals. Based on these important principles that the City of Windsor and the WECHU share, a list of suggestions and considerations has been identified below. The following recommendations are based on planning documents and resources that aim to build the theme of healthy and active communities into municipal planning activities, while considering the diverse needs of the population.



## HEALTHY NEIGHBORHOOD DESIGN

### Suggestions/Considerations

#### *Complete neighbourhood*

Support mixed-use neighbourhoods design with street and sidewalk connectivity to residential, commercial, parks and recreational spaces – this encourages active transportation, more social interactions, decreases vehicle use, and will contribute to improved air quality.

Ensure new spaces are designed to foster opportunities for social interaction and cohesion (e.g. flexible streets, parks and playgrounds, recreation facilities, areas for festivals and events).

Increase the stock of affordable housing through reuse and intensification opportunities.

Streetscape characteristics should include appropriate lighting, mature tree canopy, and pedestrian-friendly amenities, such as benches.

Ensure existing and new recreation spaces and facilities, parks, and conservation areas are equipped with an adequate number of water bottle re-fill stations that are adequately maintained to promote safe usage of municipal tap water.

#### *Walkability*

Although walkability in the area is strong, an “age friendly” assessment should be done in order to provide infrastructure for all ages and mobility groups. This is especially important as the City of Windsor was designated an Age Friendly Community by the World Health Organization. Please refer to the [Age Friendly 2017 final draft report](#) for specific recommendations on creating an age-friendly community.

It also may be beneficial to complete an assessment of sidewalk infrastructure to examine any safety concerns (reduce the risk of falls and trips from broken infrastructure), width of sidewalks, curbs at intersections and crossings, and other mobility challenges for older adults and physically disabled populations using these facilities.

## HEALTHY TRANSPORTATION NETWORKS

### Suggestions/Considerations

#### *Active Transportation*

All active transportation routes should be designed to be safe and accessible for all individuals in the area (i.e., families, children, older adults and for those with physical disabilities).

Make trails and pathways readily accessible, and connect them to other networks and common areas of work, play, and learning. For example, connecting Walkerville with the Riverfront park system.





Ensure adequate infrastructure for active transportation within the area outlined in the plan, including covered bike parking, bike repair stations, bicycle activated street lights, enhanced street crossings, and rest areas.

Provide buffered or separated bike lanes along roads and high-traffic areas to increase opportunities for active transportation for both recreational and trip-oriented destinations. Separated bike lanes increase opportunities for active transportation for both recreational and trip-oriented destinations.

Create an education campaign regarding how easy, safe, and accessible it could be to move around the Walkerville area by bike and walking, including signage and identifying routes.

#### *Road Safety*

Street design that prioritizes and balances a variety of users and creates safer and more efficient connections for pedestrians, cyclists, and motorists. This includes new signalized crossings, traffic calming measures, and buffering between vehicular traffic and pedestrians.

Use a Vision Zero-based approach to reduce fatalities and serious injuries.

Work with schools in the area to pilot-test safe routes to school initiatives. These initiatives can help to encourage residents to have their children walk and bike to school more instead of depending on personal motor vehicles to drop and pick up their families. This could help to alleviate and reduce high traffic volumes in residential areas during peak times when schools are operating.

#### *Access to Transit*

Provide convenient and safe access to public transit. This encourages the use of public transit, increases opportunities for physical activity, and provides an affordable and environmentally friendly travel option.

## HEALTHY NATURAL ENVIRONMENT

### Suggestions/Considerations

#### *Parks and Green Space*

Parks and green space should be accessible for all ages and abilities and distributed throughout the neighbourhood. They should include provisions such as seating, play equipment, naturalized play areas for children to learn and interact with their environment, adult fitness equipment, and a variety of physical activity opportunities.

Provide mature tree canopy in commercial and industrial areas, including along Wyandotte Street.

Work with local partners to promote and develop networks of trails, parks, and open spaces.

#### *Climate Change Adaptation*

Encourage green building design both in residential and commercial development that conserves energy and water (e.g. LED lighting, use of natural lighting, solar



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panels, light sensors, power save features on office equipment, low flow toilets and faucets).

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Consider development of schools, daycares, senior facilities , new parks, and playing fields away from high air polluting areas (e.g., major intersections)

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*Extreme Heat Mitigation* Encourage new developments, both residential and commercial, to integrate shade and sun protection design features and landscapes.

## HEALTHY FOOD SYSTEMS

### Suggestions/Considerations

#### *Access to Food*

Examine areas of commercial services (i.e., grocery store) that could be added to Walkerville to augment the ability to get food within walking or biking distance.

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Ensure food infrastructure is easily accessible via public transportation.

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Provide an indoor space to be designated as a community kitchen. This will allow those who grow within the community garden a place to cook or can the foods they produce for longer use of the product. This can also allow for community food skills classes and workshop to be facilitated.

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Provide a designated space for a farmers market.

#### *Growing Food*

Provide designated spaces for community gardens. Alternative gardening methods, such as vertical gardens on buildings and rooftop gardens should be considered. Finding approved space is often a barrier for most community gardens, to have that as a permanent fixture will allow for longevity of the garden.

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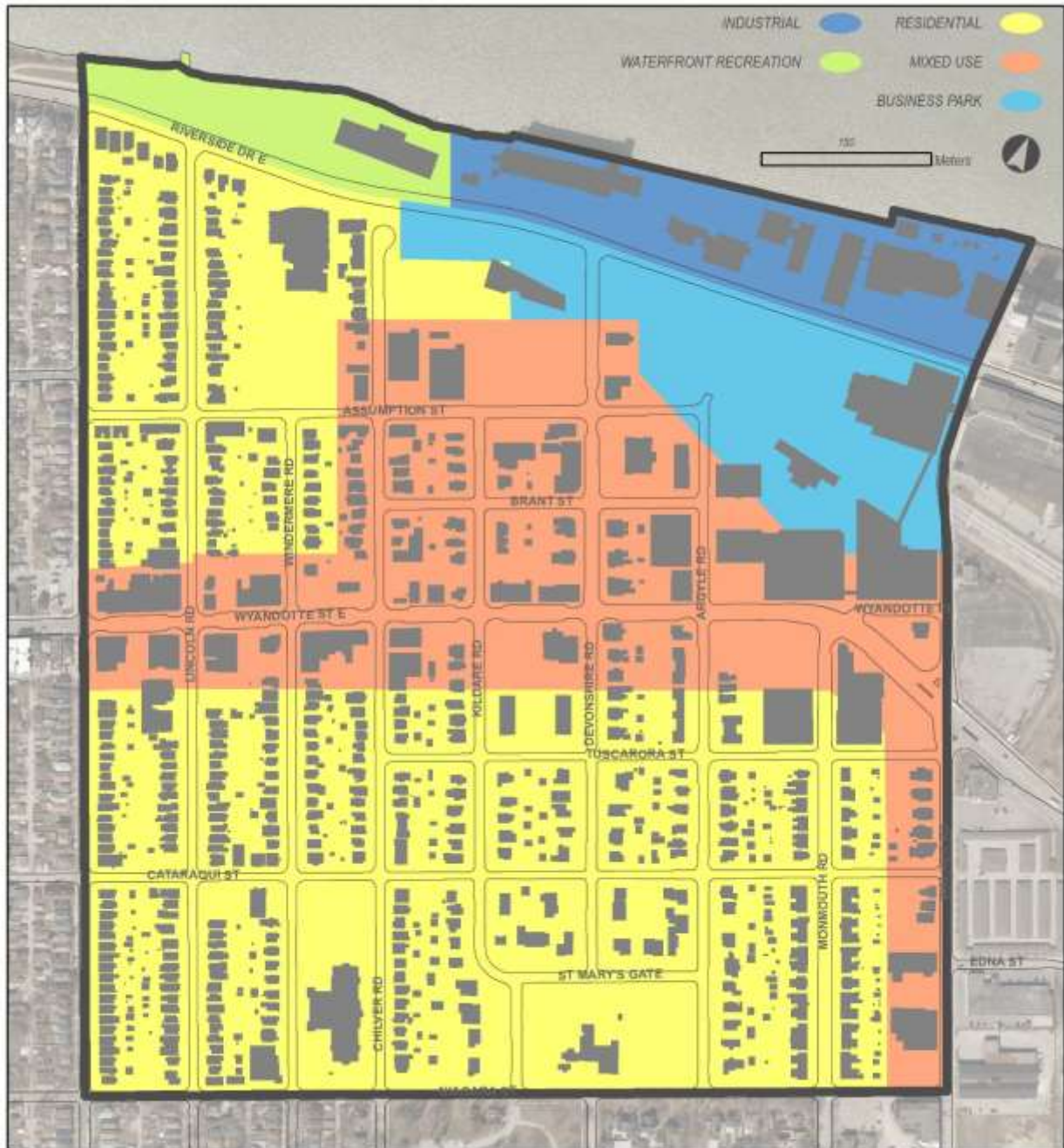
Develop plans for alternative gardening methods, such as vertical gardens on buildings, and rooftop gardens where safe.

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Support the planting of fruit trees in areas to allow for community members to harvest the fruit at will. Encourage businesses to give this fruit away, or have the local schools harvest them and use within existing snack programs.

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## Appendix G Land Use and Zoning Map



Official Plan Land USE map for the project area, at the time of this plan.



Zoning Designation map for the project area at the time of this plan.





**Council Report: C 119/2022**

**Subject: 2023 Capital Budget Pre-Approval - City Wide**

**Reference:**

Date to Council: July 25, 2022

Author: Fahd Mikhael

Manager of Design

(519) 255-6257 ext. 6734

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

Design - Engineering

Report Date: July 7, 2022

Clerk's File #: AF/14372

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

**Recommendation:**

THAT City Council **PRE-COMMIT** an amount of \$13,388,879.00 in 2023 funding, previously approved in principle in the 2022 10-Year Capital Budget, for immediate use in order to take advantage of competitive bidding and as detailed in Appendix A.

**Executive Summary:**

N/A

**Background:**

Typically in the fall of each year, Administration brings forward a report requesting pre-approval of capital budget funding for specific projects which have been approved in principle funding for the next year. Early approval of these capital projects by City Council, prior to the completion of the annual capital budget process, allows for three important things:

- (i) Maximize the number of competitive bids, thus reducing the cost to the City; and,
- (ii) Allows for construction to be completed during the best weather, reducing construction time costs, City exposure to claims and ensuring completion in the construction season. This also allows for various engineering and ministry approvals to be completed earlier; and,



- (iii) Obtain current model year build dates from dealers in order to submit their bids and allow for equipment to be available when required to meet corporate service delivery requirements.
- (iv) Allows for long-lead items to be purchased/delivered and not impact construction schedules.

Further to this, and as a result of the election, the 2023 capital budget is expected to be presented to City Council in March of 2023. In order to allow early tendering of construction projects and fleet replacements, Council is being requested to pre-approved a number of capital projects which will commit the respective 2023 funding.

## **Discussion:**

Administration is submitting this pre-approval report in order to allow tendering and construction of projects in a timely manner.

For 2023, the recommended projects include both construction and fleet equipment replacement, are set out in Appendix "A", and identify a pre-approval requirement of \$13,388,879.00.

The various sewer, road, and parks projects identified are planned for construction during the 2023 construction season. In order to start this work as soon as possible, tendering in the fall of 2022 will allow for work to commence in spring 2023. Postponing the tendering will result in the work being pushed out and creates a risk of the cost being higher. Administration also seeks to spread out the sewer and road work planned each year considering the impacts of detours.

A selected number of vehicles from the Fire First Response, Parks Equipment and Corporate fleet replacement plans are being recommended for pre-approval. The pandemic has created many irregularities in the automotive sector resulting in delays, changes and cancellations due to a lack of product availability. The unstable market has resulted in fluctuating and increased purchase prices on equipment in many cases.

Equipment is evaluated and condition is assessed annually prior to the development of the capital budget. Factors include age, usage, repair history, expected maintenance and repairs, departmental requirements, availability of parts, condition ratings, mileage, idle time, technological requirements, ergonomics, safety, and replenishment of the pool and resale value. These units are all at the end of their useful life and in poor condition. If the equipment fails, the department risks being able to maintain the level of service required and expected, and will likely result in an increased number of complaint calls to the City. It should also be noted that the pandemic delayed the availability of equipment and manufacturers continue to adjust their production schedules.

Purchasing By-law 93-2012 provides the following approval authority:

### ***"Administrative Approval"***

*37. The CAO may:*

*(a) approve a requisition and make an Award of up to \$150,000, provided the funds have been included in the Council-approved operating or capital budget.*

*(b) approve a requisition and make an award of and RFT of any dollar value provided the funds have been included in the council-approved operating or capital budget, and the RFT Response does not exceed that approved budget;*

*(c) delegate his or her authority in this section to any employee. **(Deleted and Replaced B/L 145-2014 August 25, 2014)***”

In accordance with normal practice, the above noted delegation of authority, and the pre-approval of the budget amount as noted herein, the tenders will be awarded to the low bidder and reported within the semi-annual Delegation of Authority report by the CAO.

### **Risk Analysis:**

Pre approval allows for strategic timely issuance of tenders to take advantage of better pricing and allows construction to proceed in a timely manner.

Fleet units are at the end of their life cycle. Any delay may result in costly repairs and the various departments risk being able to provide the expected level of service. Significantly increased replacement costs have continued through 2022 and municipal discounts have been reduced or eliminated. As a result, there is a risk of additional price increases over and above the budget estimates included in the Appendix which are based on current market pricing available at the time of the preparation of this report.

If pre-approval is not granted, 2023 Capital Works can not be tendered until after the Capital Budget is approved.

### **Resource Risk:**

Tendering projects early allows Administration to maximize the number of competitive bids received. Tenders prices tend to be lower earlier in the season as contractors are looking to secure the early contracts. Construction can proceed in a timely manner and dealers can obtain 2023 model year build dates, vehicles, and equipment.

If pre-approval is not granted, 2023 fleet replacements will not be tendered until after the Capital Budget is approved which will affect the ability to obtain 2023 model year vehicles and equipment.

### **Timing Risks:**

Timing is key to securing the best bids from the most contractors possible. The later projects are tendered, the fewer the contractors that bid, and generally the higher the tender prices are.

Waiting until the entire Capital Budget is approved may affect these projects scheduled to be tendered in November, December, and January. This schedule is prime time to solicit bids for work to start early as weather allows.

The pandemic has supply chain issues that have affected the availability of vehicles and equipment and delayed delivery dates. Dealers have been limiting ordering windows. Waiting for 2023 budget approval jeopardizes the City's ability to place orders as well as the availability of equipment to be in service to meet their service delivery needs.

### ***Community Impact Risk:***

It is essential that tenders get out earlier in the season in order to ensure that a project can be completed within the construction season. If a tender cannot be awarded early enough, final restoration of grassed areas may be delayed until the following season.

### **Climate Risk:**

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

Construction will result in GHG emissions that are accounted for within the Community GHG emissions inventory. Construction emissions in general will be offset by improved drivability and functionality of the infrastructure. Upgrading various park fleet assets will result in more current technology which generally should result in lower GHG emissions.

As vehicles are replaced, consideration is given to alternative fuel vehicles when available and operationally feasible. Integration of alternative fuel vehicles will have a positive impact on decreasing emissions and reducing the cost of fuel.

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

The life and service levels of roads, sewer, and park infrastructure may be impacted by a number of climate variables including temperature extremes and precipitation. Sewer and drainage work should assist in maintaining these assets in good working condition during significant precipitation. Maintaining these assets in good/excellent condition increases the resiliency of the infrastructure.

### **Financial Matters:**

The recommended projects noted in Appendix "A" total \$13,388,879.00 in 2023 funding. The funding was previously approved in principle in the 2022 10 Year Capital Budget.

It should be noted that the majority of the funding sources for the \$13,388,879.00, in particular sewer surcharge, development charges, and Canada Community – Building Fund, have limited flexibility in the types of projects which they can be used for. Appendix A provides details on the specific funding sources for each project. The pre-approval of this funding is consistent with the current capital budget guidelines in that these assets require replacement, and in some cases if they fail will reduce current

service levels expected. In addition, tendering during the fall of 2022 will ensure better pricing than what we usually see for tenders in spring/summer.

Fleet replacements are funded by the appropriate dedicated reserve fund. To ensure sustainability in each of these reserves, full review of all replacement plans and reserve projections is completed annually at budget.

### **Consultations:**

Carrie McCrindle – Financial Planning Administrator

Linda Mancina – Financial Planning Administrator

Cindy Becker – Financial Planning Administrator

Mark Friel – Financial Planning Administrator

Chris Manzon – ENWIN Utilities

Natasha Gabbana (Couvillon) – Senior Manager of Asset Planning

James Chacko – Executive Director, Parks & Facilities

Alex Vucinic – Purchasing Manager

Shawna Boakes – Executive Director of Operations/Deputy City Engineer

Charles Hartford – Contracts Coordinator

Wadah Al-Yassiri – Manager of Parks Development

Derek Thachuk – Supervisor, Assets & Facilities Projects

Angela Marazita – Manager, Fleet Operations

### **Conclusion:**

In order to take advantage of competitive pricing for early 2023, it is recommended that Council approve the pre-commitment of \$13,388,879.00. The recommended projects are the result of an extensive review of the best projects for pre-approval balanced with the goal of approving the bulk of capital projects as part of the annual budget deliberations.

### **Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Fahd Mikhael	Manager of Design
Michael Dennis	Finance Manager, Asset Planning
France Isabelle-Tunks	Executive Director of Engineering /Deputy City Engineer
Chris Nepszy	Commissioner, Infrastructure Services
Ray Mensour	Commissioner, Community Services
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Janice Guthrie	On behalf of Commissioner, Corporate Services CFO / City Treasurer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Chris Manzon EnWin Utilities - Water	3665 Wyandotte St E, Windsor, ON N8Y 1G4	<a href="mailto:cmanzon@enwin.com">cmanzon@enwin.com</a>

**Appendices:**

- 1 Appendix 'A' 2023 Capital Budget Pre-Approval Report



## APPENDIX “A”

### Priority Tender Capital Budget Submission (2023)

#### 2023 Capital Budget Pre-Approval – Engineering

##### Sewer Related Recommended 2023 Pre-Approval \$8,401,000

STREET	FROM	TO	BUDGET	FUNDING SOURCE	QUESTICA ID
Aubin	Alice	Guy	\$2,660,000	Sewer Surcharge	ECP-035-07
Albert	Seminole	Metcalf	\$1,660,000	Sewer Surcharge	ECP-035-07
Laing/McEwan Ph 2	Campbell/Laing	Curry/Grove	\$730,000	Sewer Surcharge	ECP-035-07
Elsmere	Elliott	Giles Blvd E	\$3,351,000	Sewer Surcharge	ECP-035-07

##### Watermain Component

*The projects identified above may have a Watermain component, and the funding commitment of EnWin Utilities is required in order to proceed.*

#### 2023 Capital Budget Pre-Approval – Operations

##### Road Rehab (OPS-001-07) recommended 2023 Pre-Approvals \$2,401,536

STREET	FROM	TO	BUDGET	FUNDING SOURCE
Windsor	Erie	Giles	\$280,000	Canada Community-Building Fund (CCBF) (Fund 176)
McEwan	Riverside	University	\$220,000	Canada Community-Building Fund (CCBF) (Fund 176)
Goyeau	Erie	Elliott	\$220,000	Canada Community-Building Fund (CCBF) (Fund 176)
Goyeau	Giles	Ellis	\$260,000	Canada Community-Building Fund (CCBF) (Fund 176)
Matchette	Melbourne	Prince	\$540,000	Canada Community-Building Fund (CCBF) (Fund 176)
Melbourne	Matchette	Felix	\$220,000	Canada Community-Building Fund (CCBF) (Fund 176)
Lillian	Giles	Allendale	\$240,000	Canada Community-Building Fund (CCBF) (Fund 176)
Allendale	Lillian	Howard	\$240,000	Canada Community-Building Fund (CCBF) (Fund 176)
Ottawa	Kildare	Argyle	\$140,000	Canada Community-Building Fund (CCBF) (Fund 176)
	Non-Refundable HST Cost		\$41,536	Canada Community-Building Fund (CCBF) (Fund 176)

## APPENDIX "A"

### Priority Tender Capital Budget Submission (2023)

#### Fleet Replacements recommended 2023 Pre-Approvals \$1,561,542

UNIT	DESCRIPTION	FLEET AREA	BUDGET	FUNDING SOURCE	QUESTICA ID
3035	2015 Chevrolet Tahoe	Fire	\$72,420	Fire Major Equipment Reserve (Fund 163)	FRS-001-07
	Non-Refundable HST Cost		\$1,275	Fire Major Equipment Reserve (Fund 163)	FRS-001-07
		<b>Fire Subtotal</b>	<b>\$73,695</b>	Fire Major Equipment Reserve (Fund 163)	FRS-001-07
5007	2005 Ice Resurfacer	Parks	\$107,100	Parks Equipment Reserve (Fund 197)	OPS-001-15
5114-5115	2015 10' Mower	Parks	\$191,056	Parks Equipment Reserve (Fund 197)	OPS-001-15
5146	2015 16' Mower	Parks	\$128,595	Parks Equipment Reserve (Fund 197)	OPS-001-15
5503	2003 Forklift	Parks	\$103,795	Parks Equipment Reserve (Fund 197)	OPS-001-15
5623	2001 Planter Attachment	Parks	\$32,177	Parks Equipment Reserve (Fund 197)	OPS-001-15
5644	2011 Smithco Sand Rake	Parks	\$23,873	Parks Equipment Reserve (Fund 197)	OPS-001-15
5678	2011 Turf Care Rake Attachment	Parks	\$17,126	Parks Equipment Reserve (Fund 197)	OPS-001-15
5679	2011 Turf Maint Attachment	Parks	\$24,392	Parks Equipment Reserve (Fund 197)	OPS-001-15
	Non-Refundable HST Cost		\$11,055	Parks Equipment Reserve (Fund 197)	OPS-001-15
		<b>Parks Subtotal</b>	<b>\$639,169</b>	Parks Equipment Reserve (Fund 197)	OPS-001-15
0304	2012 GMC Unicell Van	Corporate	\$75,000	Equipment Replacement Reserve (Fund 136)	OPS-005-08
0613	2013 Chevrolet Silverado 1500	Corporate	\$40,800	Equipment Replacement Reserve (Fund 136)	OPS-005-08
0649-0650	2016 Ford F250	Corporate	\$91,800	Equipment Replacement Reserve (Fund 136)	OPS-005-08
0714-0715	2015 Chevrolet Silverado	Corporate	\$81,600	Equipment Replacement Reserve (Fund 136)	OPS-005-08
0719-0724	2016 Ford F150	Corporate	\$244,800	Equipment Replacement Reserve (Fund 136)	OPS-005-08
3019-3021	2013 Dodge Grand Caravan	Corporate	\$150,000	Equipment Replacement Reserve (Fund 136)	OPS-005-08
3025	2013 Dodge Grand Caravan	Corporate	\$50,000	Equipment Replacement Reserve (Fund 136)	OPS-005-08

**APPENDIX “A”**

**Priority Tender Capital Budget Submission (2023)**

3028-3029	2014 Dodge Grand Caravan	Corporate	\$100,000	Equipment Replacement Reserve (Fund 136)	OPS-005-08
	Non-Refundable HST Cost		\$14,678	Equipment Replacement Reserve (Fund 136)	OPS-005-08
		<b>Corporate Subtotal</b>	<b>\$848,678</b>	Equipment Replacement Reserve (Fund 136)	OPS-005-08

*Fleet submission above is based on preliminary capital replacement projections for 2023.*

**2023 Capital Budget Pre-Approval – Parks**

**Parks Related Recommended 2023 Pre-Approval \$1,024,801**

PROJECT	BUDGET	FUNDING SOURCE	QUESTICA ID
Park Lighting Replacement	\$100,000	Service Sustainability Investment (Fund 221)	PFO-003-19
Park Bench Replacement	\$50,000	Service Sustainability Investment (Fund 221)	PFO-010-20
Off- Road Cycling Trails	\$200,000	Pay As You Go Capital Reserve (Fund 169)	ECB-041-18
Park-Related Parking Lots Capital Upgrades	\$200,000	Pay As You Go Capital Reserve (Fund 169) Service Sustainability Investment (Fund 221)	PFO-013-12
Parks Drainage Improvement	\$175,000	Sewer Surcharge (Fund 028)	PFO-002-21
Recycling Silos in Parks	\$64,000	Pay As You Go Capital Reserve (Fund 169)	PFO-006-19
Park Bridges/Shelters/Buildings/Capital Rehabilitation Program	\$130,000	Parkland Acquisitions Reserve (Fund 151)	PFO-009-12
Holiday Lights Capital Maintenance	\$105,801	Service Sustainability Investment (Fund 221)	PFO-003-20



**Council Report: C 115/2022**

**Subject: Procurement Overages in a Council "Lame Duck" Situation - City Wide**

**Reference:**

Date to Council: July 25, 2022  
Author: Mike Dennis  
Financial Manager, Asset Planning  
(519) 255-6100 x6343  
mdennis@citywindsor.ca

Report Date: July 6, 2022  
Clerk's File #: ACO2022

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

**Recommendation:**

THAT City Council **APPROVE** the following recommendations effective August 19, 2022 to November 15, 2022, unless further extended by Council, should Council be determined to be 'Lame Duck':

1. THAT, on a case-by-case basis, in order to facilitate contract awards, increases and amendments, renewals, extensions, or revisions, where increases to the budget are required due to a change in the requirement of scope of work resulting from unforeseen circumstances, market volatility and / or rising inflation, and where such amendments are deemed by the Commissioners or Chief Administrative Officer, as applicable, to be appropriate and reasonably necessary to carry on the business of the City, the Chief Administrative Officer **BE DELEGATED** authority to approve the reallocation of funding from other capital projects, pre-commitments of future funding, or transfers of funding from reserve funds by the lesser of 30 per cent of the total approved capital project budget or \$1,000,000; and,
2. THAT the Chief Administrative Officer and the Commissioner responsible for the applicable capital works **BE AUTHORIZED**, on a case by case basis, to assess and approve requests for contract increases and amendments, or revisions, to offset impacts resulting from market volatility and / or rising inflation, without a corresponding change in the requirement or scope of work, where approval of such requests are deemed to be appropriate and reasonably necessary to carry on the business of the City, subject to the applicable Council approved capital project budget and any transfer of funds thereto as may be approved by the CAO; and,

3. WHERE it is necessary in the public interest in order to facilitate a Purchase exceeding \$50,000, that the Chief Administrative Officer, where permitted by law, **BE AUTHORIZED** to award all RF(X)s otherwise requiring Council approval under the Purchasing By-law, provided that the Purchase Price (as defined in the Purchasing By-law), does not exceed the lesser of 30 per cent of the total Council approved capital project budget or \$1,000,000, and that any conflicting provisions in the Purchasing By-law be **WAIVED**; and,
4. WHERE it is necessary in the public interest in order to facilitate a contract renewal or extension exceeding \$50,000, that the Chief Administrative Officer, where permitted by law, **BE AUTHORIZED** to renew or extend a Contract, otherwise requiring Council approval under the Purchasing By-law, where the dollar amount does not exceed the lesser of 30 per cent of the total Council approved capital project budget or \$1,000,000, and that any conflicting provisions in the Purchasing By-law be **WAIVED**; and,
5. WHERE it is necessary in the public interest in order to facilitate a contract amendment or revision, that the Chief Administrative Officer, where permitted by law, **BE AUTHORIZED** to amend or revise a Contract, otherwise requiring Council approval under the Purchasing By-law, provided that there is no significant change in the scope of work, and the amendment is less than the lesser of 30 per cent of the total Council approved capital project budget or \$1,000,000, and that any conflicting provisions in the Purchasing By-law be **WAIVED**; and,
6. THAT City Council **DIRECT** Administration to provide a report on all projects impacted by the delegated authority granted during the 'Lame Duck' period, subsequent to the conclusion of the 'Lame Duck' period, subsequent to the conclusion of the 'Lame Duck' period; and,
7. THAT Administration shall not under any circumstances increase the overall, approved 2022 10-year capital budget of the municipality; and,
8. THAT City Council **PASS** A BY-LAW NUMBER XX-XXX, being a By-Law to authorize the reallocation of funding from other capital projects, pre-commitments of future funding, or transfers of funding from reserve funds between August 19, 2022 to November 15, 2022, unless further extended by Council.

### **Executive Summary:**

N/A

### **Background:**

With the municipal election taking place on October 24, 2022, there is the potential that the current Council could be considered a 'Lame Duck' Council. This scenario could occur if less than three-quarters of the current Council are certified as candidates as of the nomination deadline of August 19, 2022, or, after the election on October 24, 2022 if



less than three-quarters of the current Council members are re-elected. Per the Municipal Act, should this occur, Council would be prohibited from taking the following actions:

- a) Appointing or removing from office of any officer of the municipality;
- b) Hiring or dismissing of any employee of the municipality;
- c) Disposing of any real or personal property of the municipality which has a value exceeding \$50,000 at the time of disposal; and;
- d) Making any expenditures or incurring any other liability which exceeds \$50,000.

Note that items c) and d) do not apply to items already approved within existing capital budgets.

As Council is well aware, the COVID-19 pandemic and ongoing geo-political conflict in the Ukraine has resulted in supply chain issues and abnormally high inflation. For May 2022, the year-over-year Consumer Price Index was 7.7% and the Q1 2022 Non-Residential Construction Price Index was 17.3%. Although inflation is generally considered across all capital projects, current levels of inflation were not anticipated and the City has experienced several recent incidents where tender pricing far exceeds capital project budgets.

Due to the restrictions placed upon Council should it be designated as 'Lame Duck' during the period between the nomination deadline and the swearing-in of the new Council, Administration will not be able to move forward with the purchase of deliverables that exceed total approved capital project budgets. This report provides recommendations where, within certain limits, Administration can move additional funding to projects where pricing exceeds budgeted funding for that project and agreements can be signed so that work can proceed. It also addresses situations where, due to unforeseen circumstances, changes in the requirement or scope of work are necessary, resulting in pricing changes that exceed total approved capital project budget and additional funding being needed.

## **Discussion:**

Recognizing that the municipal election is taking place later this year and the unusual levels of inflation currently being experienced, means to address the potential situation of additional funding being needed to complete projects while Council is in a 'Lame Duck' status are being explored.

In order to sign agreements and complete work for solicitations that have exceeded available funding, standard practice is for Administration to seek Council approval to transfer additional funding from other projects, pre-commit future funding or transfer funding from reserve funds and enter into an agreement with the successful proponent. Should Council be deemed 'Lame Duck' at any point between the nomination deadline and the swearing-in of the new Council, the City would not be able to move forward on any capital projects where pricing has exceeded budgeted funding and additional project specific funding is required.

Some departments also have access to reserve funds that can be used to address funding shortfalls due to increased pricing, such as the Pollution Control Reserve, Fund 208. These funds transfers typically require Council approval, however, restrictions placed on a 'Lame Duck' Council would prohibit these transfers from occurring and agreements being signed, preventing work from proceeding.

Administration is recommending that, in these instances, dependent upon the additional funding required, the Chief Administrative Officer be given authority to transfer funding from other capital projects, pre-commit future funding, or transfer funding from reserve funds to the applicable project. Transfers from other capital projects or reserves will not involve funding already pre-committed by Council for specific purposes such as grants or previously signed agreements. As in normal circumstances, impacted departments will be consulted to determine appropriate funding strategies.

In some cases, Administration may need to consider pre-committing future funding to address current funding needs as a result of pricing exceeding total approved capital project budgets. Administration will adhere to Council's policy of only pre-committing funding within the available five-year funding window, or the 2022 to 2026 funding years.

Any instances where these authorities are used to address solicitations and contracts exceeding total approved capital project budgets due to market volatility or rising inflation will be communicated to Council subsequent to elimination of Council's 'Lame Duck' status. It is important to note that by approving the recommendations in this report, Council will not be delegating any power to adopt or amend the overall 2022 municipal budget.

### **Risk Analysis:**

There is a risk that City Council will be deemed 'Lame Duck' on August 19, 2022, or after the election on October 24, 2022. Should this occur there is a medium level risk that some solicitations cannot be acted upon if they exceed budgeted funding by greater than \$50,000 and Council approval is needed to transfer funding and approve the signing of agreements. Recommendations brought forward through this report will address instances where Council is considered 'Lame Duck' and pricing is less than 30 per cent, to a maximum of \$1,000,000, over total approved capital project budgets.

There is a risk that additional funding in excess of \$1,000,000 could be required in certain instances. In these circumstances, Administration will need to either reduce the scale and / or scope of the project or defer the project until Council is no longer in a 'Lame Duck' situation.

### **Climate Change Risks**

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

N/A

**Climate Change Adaptation:**

N/A

**Financial Matters:**

Many of the financial issues have been discussed in detail above. Administration is confident that the recommended measures to address pricing that exceeds total approved capital project budgets provide a suitable balance between allowing projects to proceed and not committing to excessive funding without Council approval.

**Consultations:**

Dana Paladino - Deputy City Solicitor – Purchasing, Risk Management and Provincial Offences

Mark Nazarewich - Senior Legal Counsel

**Conclusion:**

In the event of a 'Lame Duck' Council and contract pricing exceeding budgets due to inflation and market volatility, the recommended measures will provide Administration with the tools to proceed with completing scheduled work.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Natasha Gabbana	Senior Manager, Asset Planning (A)
Alex Vucinic	Purchasing Manager
Janice Guthrie	Commissioner, Corporate Services / Chief Financial Officer (Acting)
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

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

**Appendices:**

A        BY-LAW   TO   AUTHORIZE   THE  
REALLOCATION OF FUNDING FROM OTHER  
CAPITAL PROJECTS, PRE-COMMITMENTS OF  
FUTURE FUNDING, OR TRANSFERS OF  
FUNDING FROM RESERVE FUNDS BETWEEN  
AUGUST 19, 2022 AND NOVEMBER 15, 2022

Passed the                      day of                      , 2022.

**WHEREAS** Section 275(3)(d) of the *Municipal Act, 2001, S.O. 2001, c.25* provides that the Council of a municipality shall not make any expenditures or incur any other liability which exceeds \$50,000 after the first day during the election for a new Council on which it can be determined the new Council that will take office following the election will include less than three-quarters of the members of the outgoing Council;

**THEREFORE** the Council of The Corporation of the City of Windsor enacts as follows:

1. During the time period commencing on August 19, 2022 and ending on November 15, 2022, in instances where increases to the budget are required due to a change in the requirement of scope of work resulting from unforeseen circumstances, market volatility and / or rising inflation, the Chief Administrative Officer be delegated the authority to reallocate funding from other capital projects, pre-commitments of future funding, or transfers of funding from reserve funds by the lesser of 30 per cent of the total approved capital project budget or \$1,000,000.
2. During the time period commencing on August 19, 2022 and ending on November 15, 2022, the Chief Financial Officer and Commissioner, Corporate Services and the Commissioner responsible for the applicable capital works be authorized, on a case by case basis, to assess and approve requests for contract increases and amendments, or revisions, to offset impacts resulting from market volatility and / or rising inflation, without a corresponding change in the requirement or scope of work, where approval of such requests are deemed by the Commissioners jointly to be appropriate and reasonably necessary to carry on the business of the City, subject to the applicable Council approved capital project budget and any transfer of funds thereto as may be approved by the Chief Administrative Officer.
3. During the time period commencing on August 19, 2022 and ending on November 15, 2022, where it is necessary in the public interest in order to facilitate a Purchase exceeding \$50,000, that the Chief Administrative Officer, where permitted by law, be authorized to award all RFXs otherwise requiring Council approval under the Purchasing By-law, provided that the Purchase Price (as defined in the Purchasing By-law), does not exceed 30 per cent of the total approved Council approved capital project budget or \$1,000,000, and that any conflicting provisions in the Purchasing By-law be waived.
4. During the time period commencing on August 19, 2022 and ending on November 15, 2022, where it is necessary in the public interest in order to facilitate a contract renewal or extension exceeding \$50,000, that the Chief Administrative Officer, where permitted by law, be authorized to renew or extend a Contract, otherwise requiring Council approval under the Purchasing By-law, where the dollar amount does not exceed 30 per cent of the total Council approved capital project budget or \$1,000,000, and that any conflicting provisions in the Purchasing By-law be waived.
5. During the time period commencing on August 19, 2022 and ending on November 15, 2022, where it is necessary in the public interest in order to facilitate a contract amendment or revision, that the Chief Administrative Officer, where permitted by law, be authorized to amend or revise a Contract, otherwise requiring Council approval under the Purchasing By-law, provided that there is no significant change in the scope of work, and the amendment is less than the lesser of 30 per cent of the

total Council approved capital project budget or \$1,000,000, and that any conflicting provisions in the Purchasing By-law be waived.

6. This by-law shall come into force and take effect after the final passing thereof.

DREW DILKENS, MAYOR

CLERK

First Reading - , 2022  
Second Reading - , 2022  
Third Reading - , 2022





**Council Report: C 111/2022**

**Subject: Grant Submissions in a Council "Lame" Duck Situation - City Wide**

**Reference:**

Date to Council: July 25, 2022

Author: Luigi Congi

Program Manager - Grants

519-255-6100 x6135

lcong@citywindsor.ca

Asset Planning

Report Date: June 24, 2022

Clerk's File #: ACO2022

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

**Recommendation:**

THAT City Council **APPROVE** the following recommendations effective August 19, 2022 to November 15, 2022 should Council be determined to be 'Lame Duck':

1. THAT City Council **DELEGATE** authority to the Chief Administrative Officer to approve the following, for the sole purpose of submitting grant applications:
  - a. Pre-commit any required funds approved in principle in the 2022 - 10-year capital budget from 2023 to 2026 which have not previously been pre-committed by City Council and;
  - b. Approve the commitment of funding for any required funds approved in principle in the 2022 - 10-year capital budget in years 2027 - 2031, with the funding being deemed pre-committed as it falls within the applicable 5-year funding window and;
  - c. Redistribute capital project funds from approved or approved in principle projects to allow for maximizing any potential grant funding opportunities; and further,

THAT this Delegated Authority be subject to the following:

- d. That any and all financial commitments associated with grants and the related projects only be executable upon written confirmation of the grant being awarded and;

- e. That a report be brought forward to City Council in early 2023 advising of all instances in which this delegation of authority was utilized and;
  - f. THAT City Council DIRECT Administration to provide a report on projects being submitted for grants which are over \$1,000,000 in potential grant funding for approval of the projects being recommended.
2. THAT City Council **PASS** a BY-LAW NUMBER XX-XXX, being a By-Law to authorize the submission to or execution of any agreement with any organization for the purpose of obtaining a grant between August 19, 2022 to November 15, 2022 and that such bylaw include the following information:
- a. That submission to any grants is approved.
  - b. That subject to approval via Delegation of Authority by the Chief Administrative Officer that funding for any matching component of said grants is approved.
  - c. That Authority is granted to the Chief Administrative Officer and City Clerk to execute any agreements associated with any grants which are awarded to the City.

### **Executive Summary:**

N/A

### **Background:**

Given the pending municipal election in October 2022, there is the potential that grant programs may be announced in the coming months leading up to the municipal election that require action by the City. As a proactive measure, this report is seeking that necessary administrative approvals be granted by City Council at this time so that the City may action the required grant submissions when necessary and within the timelines identified by the grant providers.

As City Council is aware, there is a potential that City Council may become identified as "Lame Duck" on August 19, 2022. This status would impede the City's ability to apply for grants which do not have previously approved funding in place and which may be required to allow for compliance with any matching funding requirements that could be stipulated in the grant. To mitigate this risk, this report is requesting additional delegated authority be granted during the potential lame duck period of August 19, 2022 to November 15, 2022 to ensure that the City can still apply for all appropriate grants.

### **Discussion:**

As 2022 is a municipal election year, efforts are being made early on to determine how best we might obtain Council approval for matching grant funding, particularly in those

cases where the funding is only approved in principle and/or in those cases where pursuing a grant opportunity could require the elimination or deferral of another project.

As Council is aware, should City Council be deemed “Lame Duck” on August 19<sup>th</sup>, 2022 any required matching funding for grants exceeding \$50,000 could not be approved by City Council. This would mean that without delegated authority to the CAO that the City would not be able to submit applications to those grant opportunities. On this basis, Administration has developed a number of recommendations within this report that, should Council approve, will assist in ensuring that all grant opportunities can be considered and not be restricted by the impacts of a potential Lame Duck Council. **All of the recommendations contained in this report are conditional upon “Lame Duck” status and would only be in effect from August 19, 2022 to November 15, 2022.** A follow up report as to which projects are submitted under these new delegated authorities would be brought to City Council in early 2023.

Currently By-Law 208-2008 allows the CAO to approve grant submissions provided there is previously approved funding for any matching dollar requirements. We are requesting a temporary expansion of this delegation to allow the CAO to approve the pre-commitment of funds in the 2022 10-year capital budget and/or the reallocation of capital funding either previously approved and/or approved in principle in order to maximize funding allocations and grant opportunities.

It is noted that in some cases funding may be identified in years 6 – 10 of the current capital plan, which is outside of the 5-year window for financial commitment. As such, administration is asking that the use of any 2027 - 2031 funds identified as matching funds for purposes of a grant be approved and deemed pre-committed as those funds fall within the applicable funding year. Further, all financial commitments will only be actioned if the City receives written confirmation that we have been awarded the grant. Should a grant be denied, the funding would be returned to the original project and or status in the 2022 10-year Capital Budget.

Recently several grants have required a By-Law approving submission for the grant, confirmation of the funding commitment and / or approval for signing of the agreement. In many cases where there is a By-Law requirement, the grant provider will not accept a Council Resolution in its place. To avoid the risk of not being able to submit or sign grants with this requirement, a generic By-Law has been developed for City Council's approval. This By-Law will confirm that City Council has approved the submission, funding and signing of agreements for all grants by the CAO for the period from August 19, 2022, to November 15, 2022.

There is a potential that some grants may provide over \$1,000,000 in funding and allow for several projects or one significant project to be submitted. Examples of these types of grants include the Disaster Mitigation and Adaptation Fund (\$32.1M), Public Transportation Infrastructure Fund (\$22.7M) and the Active Transportation Fund (\$2.3M). To ensure Administration is consistent with City Council's direction on these larger grants, Administration is further recommending that for grants where the grant portion is greater than \$1M that a report be brought to City Council outlining the recommended projects to be undertaken and to seek City Council's approval prior to submitting the grant. Council's Lame Duck status would not impact its ability to approve the grant submission.

## **Risk Analysis:**

There is a risk that City Council will be in a 'Lame Duck' status on August 19, 2022. Should this occur there is a medium level risk that some grant opportunities will be missed because the matching funding exceeds \$50,000 and the necessary matching funding was not previously approved by City Council. To mitigate this risk we are recommending City Council delegate authority to the CAO from August 19, 2022 to November 15, 2022 should the 'Lame Duck' status come into effect.

## **Climate Change Risks**

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

N/A

## **Financial Matters:**

There has been over \$168 Million in grant funding awarded to the City of Windsor since August 2016. This has helped to fund over 110 projects. The continued pursuit of grants allows the City to maximize our capital funding and complete more projects than originally planned. The approval of the recommendations in this report will help to ensure we do not miss any opportunities from August 19, 2022 to November 15, 2022.

## **Consultations:**

N/A

## **Conclusion:**

Administration recommends that City Council approve the recommendations set forth in this report.

## **Planning Act Matters:**

N/A

## **Approvals:**

<b>Name</b>	<b>Title</b>
Natasha Gabbana	Senior Manager of Asset Planning
Shelby Askin Hager	Commissioner, Legal and Legislative Services
Dan Seguin	On behalf of Commissioner, Corporate Services CFO/City Treasurer

<b>Name</b>	<b>Title</b>
Onorio Colucci	Chief Administrative Officer

**Notifications:**

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

**Appendices:**





**Council Report: C 123/2022**

**Subject: Salary Market Review 2019 - 2020 - Non-Union and CAO/CLT-City Wide**

**Reference:**

Date to Council: 7/25/2022

Author: Vincenza Mihalo, Executive Director of Human Resources

519-255-6515, ext. 6259; [vmihalo@citywindsor.ca](mailto:vmihalo@citywindsor.ca)

Human Resources

Report Date: 7/11/2022

Clerk's File #: ACO/14354

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

**Recommendation:**

**THAT** this report from the Human Resources Department on the Salary Market Comparison Review reporting on the Non Union, Senior Management Team, Corporate Leadership Team and Chief Administrative Officer's Salary Market Comparison for 2019 and 2020 **BE RECEIVED** for information; and,

**THAT** City Council **DIRECT** Administration as to which of options 1, 2, or 3 to choose regarding the 2019/2020 Salary Market Comparison Review; and,

**THAT** the target percentile for the 2021/2022 Salary Market Comparison Review be **CHANGED** to the 60<sup>th</sup> percentile; and,

**THAT** Administration proceed at this time with a Request for Proposal (RFP) to find a new consultant for the 2021/2022 Salary Market Review for Non Union, Senior Management Team, Corporate Leadership Team and Chief Administrative Officer.

**Executive Summary:**

N/A

**Background:**

In November 2005, City Council first established the mandate to conduct a compensation or salary market comparison every three (3) years, based on a recommendation made by the Hay Group in its "Final Report to Council on Non-Union Compensation Programs". Council re-affirmed the practice of undertaking a review of the non-union employees' compensation every three (3) years upon approving in April 2008 a target pay at the 65th percentile of the market, effective January 1, 2007.

Moving forward, the Corporation entered into an agreement with the Civic Association of Non-Union Employees (CANUE), signed April 1, 2010, whereby a market salary review would be completed every three (3) years commencing in 2010, and that salaries would be maintained at no less than the 50th percentile of the comparator municipalities (approved by Council Resolution CR127/2010).

During the February 27, 2012 Executive Committee meeting of City Council, the following recommendation was approved ...*"THAT the Corporation of the City of Windsor BE DIRECTED to conduct a salary market comparison review every two years for CANUE employees, the Corporate Leadership Team and the Chief Administrative Officer."* This recommendation was reaffirmed at the March 5, 2012 City Council Meeting through M145-2012 and again in the August 2013 Terms & Conditions of Employment signed between the Corporation & CANUE which noted as follows:

*"The Corporation will conduct a market salary review in 2013 and thereafter every two (2) years for Civic Association of Non-Union Employees, and the parties agree that salaries will be maintained at no less than the 50th percentile of the comparator municipalities using the methodology used in the 2010 market salary comparison. In keeping with this agreed methodology, unless as mutually agreed upon by the parties, any salary adjustments required as a result of the market salary comparison will be retroactive to January 1st of the year in which the market salary comparison is scheduled to be commenced. In accordance with past methodology, each salary market review analysis will contain estimates at the 50th, 55th, 60th and 65th percentiles."*

It is important to note that achieving the 50th market percentile does not bring every individual job to this exact target percentile. Some fall below the market percentiles, while others land close to, or on the number, and there will be positions that exceed the target percentile. However, when the non-union jobs are taken as a whole, the market salary percentile is achieved overall.

The Senior Management Team's current Terms and Conditions specify the same verbiage relating to the requirement to conduct a Market Salary review every two years and to be maintained at no less than the 50<sup>th</sup> percentile for the comparator municipalities as it relates to wages.

Given the agreements and council resolutions, we are required to complete the next salary market review, which is for the years 2019-2020.

In keeping with the above mandate, the Corporation, through a RFQ process, reference #JS 022221 and subsequent CAOP report to execute a contract CAOP 65/2021 hired Krecklo and Associates "the consultant" to perform the salary market review for 2019 and 2020. The summary report from Krecklo and Associates is attached as "Appendix A for non union employees and Appendix B for the Corporate Leadership Team (CLT) and the Chief Administrative Officer (CAO)" for review and reference. The report compared the non union employee groups to similar positions with the market comparator group. The consultant's report indicated that the Corporation's average wage for non union employees had remained at or above the 50<sup>th</sup> percentile for both years.

The Salary Market Review (SMR) Committee had an initial meeting with the consultant to review the results and posed some questions regarding the data. In particular,

concerns were noted within the summary report which indicated the City's employment salaries had higher percentage outcomes compared to the previous salary market review. The expectations based upon historical trend were that the City's salaries would continue to decline.

For reference purposes:

- The SMR for 2017/2018 for NU showed results as being 53.6% for 2017 and 53.4% for 2018;
- The SMR for 2017/2018 for CAO showed results as being 60% for 2017 and 50% for 2018;
- The SMR for 2017/2018 for CLT showed results as being 56.6% for 2017 and 53% for CLT.

Given in what appeared to be a discrepancy in the results there were questions raised by the SMR Committee regarding the integrity of the report as the premise was that for 2019/2020 the Corporation would be below the 50<sup>th</sup> percentile.

There was to be a follow-up meeting with the consultant regarding the concerns with the data so that the consultant could review further and provide detailed responses to the Committee regarding the questions noted above and further inconsistencies noticed in the data tied to certain comparator positions. Unfortunately, prior to being able to pose questions and review additional supporting documentation as to the delivered results, the consultant working on the file passed away. Contact with the consulting firm was attempted to get further clarification on the file however it was unsuccessful. The SMR Committee and the Corporation only had a copy of the summary report and was unable to initially obtain the full report and the raw data. After some time, further data was obtained from an external associate to the consultant who noted that he was sent the data prior to the consultant's passing.

Upon further analysis of the data there were discrepancies found between the executive summary that was sent by the consultant and the report that was later received that appeared to be the full report but we have no way to verify that for certain. Upon internal review, once accounting for these discrepancies, the wages for the non union employees did remain at or above the 50<sup>th</sup> percentile, however there remained no way of determining if the information received could be verified.

As outlined in the Consultant's report for 2019 and 2020, the following is the breakdown of the market percentile rankings of the positions surveyed:

#### 2019 – 67 Positions Surveyed

- 28 were below the 50<sup>th</sup> percentile
- 4 were at the 50<sup>th</sup> percentile
- 35 were above the 50<sup>th</sup> percentile

## 2020 – 67 Positions Surveyed

- 30 were below the 50<sup>th</sup> percentile
- 4 were at the 50<sup>th</sup> percentile
- 33 were above the 50<sup>th</sup> percentile

As indicated above, while some of the positions reviewed fell above the 50<sup>th</sup> percentile, more than 50% of the positions were at or below the 50<sup>th</sup> percentile. Taking into consideration that the 67 positions are a fractional sample of the total non-union group, the committee was concerned with this outcome.

### *Comparator Municipalities for 2019/2020*

During the Committee meeting, held February 12, 2019, the Consultant recommended that Mississauga be removed as a comparator municipality and be replaced with Guelph. In an effort to maintain consistency and the same methodology, the Consultant further recommended that only one municipality be changed at this time. The Consultant advised that this change better aligns the City of Windsor to comparator municipalities when looking at such criteria as a population, budget, number of employees and corporate structure. The City of Guelph was recommended as a replacement comparator City to Mississauga by the consultant for the following reasons:

- Guelph is similar to Windsor as it relates to budget and number of employees
- Guelph's structure is similar to Windsor
- Guelph is a University City
- Guelph stays at or above the 50<sup>th</sup> percentile

For Salary Market Review, the more closely aligned the structures of the comparator municipalities, the more accurately the Consultant is able to match up positions, providing a greater data set for comparison purposes. Following a discussion with the Committee, it was agreed to proceed with the Consultant's recommendation to replace Mississauga.

The change in comparator municipalities was approved through Council Report C128/2019 and the following market comparators were used for the 2019/2020 review:

- Municipality of Chatham Kent
- City of Kitchener
- City of Guelph
- City of Thunder Bay
- Greater Sudbury

- City of Brampton
- Region of Halton
- Niagara Region
- Region of Waterloo
- City of London
- Region of Durham
- City of Hamilton

This change in comparator municipality could be one of the reasons as to why the outcome of the 2019/2020 salary market review for the non-union group resulted in the increased percentage outcome however again, this information could not be readily verified.

### **Discussion:**

As noted, the summary report of the consultant's findings is attached to this report for Council's review as Appendix A and B. Included as part of the report is the consultant's Appendix A and B which outlines the positions reviewed and defines relevant terms.

The Consultant collected data for 68 non union positions. In 2019 and 2020, sixty-seven (67) of those positions had sufficient data to be included, which is four (4) data points or more. In both 2019 and 2020, one position did not have enough data points and was therefore removed from both reviews. The positions chosen for review are a sampling of positions from across the Corporation and all non-union salary bands. These positions are representative of all departments throughout the Corporation to ensure a comprehensive review of all the departments. The salary band distribution of the positions is reflective of the total number of positions within each salary band, e.g. there are a larger number of non union positions in salary band 12 than salary band 8, therefore 13 of the sample positions are from salary band 12 while only 2 samples positions are from salary band 8. The committee reviewed and agreed to the positions that were put forward for review as being a reasonable representation.

After the unfortunate passing of the consultant and in reviewing the data and apparent final report we were able to get a hold of afterwards, there was some discrepancies with data between the executive summary report the committee received and the full report which caused some concern with the validity of the end results.

To aide in the process, an administrative committee was formed to help guide this project. The committee is made up of the following non union employees from across the Corporation in an effort to have membership that is reflective of our workplace:



<b>Member</b>	<b>Representing</b>
Vincenza Mihalo	Project Lead
Joe Mancina	Corporate Leadership Team
Janice Guthrie	Finance
Shelby Askin Hager	Legal and POA
Larissa McCorkell	CAO Office
Kristen Brunette	Recreation & Culture, Parks & Facilities
Alina Sirbu	Huron Lodge and Social Services
Anne Marie Albidone	Environmental and Public Works
Roberta Harrison	Operations and Public Works
Tyson Cragg	Transit Windsor
Justin Freeman	Human Resources
Gayle Jones	CANUE (President)
Peter Evans	CANUE (1 <sup>st</sup> Vice President)

Given the discrepancies found within the data and the report and the potential integrity of the conclusions, the committee has developed the following options for council's consideration:

### **Option 1.**

Have the 2019/2020 salary market review redone by a new consultant. The new consultant will also be requisitioned to complete the 2021/2022 salary market review. While this may delay the results and cost for another SMR, this re-review will verify whether the results from the previous consultant were valid or the results were incorrect.

## **Option 2. – Recommended by the Committee**

Accept the results as it relates to the 2019 review (i.e. 55<sup>th</sup> percentile) however move the target from the 50<sup>th</sup> to the 55<sup>th</sup> percentile for 2020. The committee believes that the move will account for and remedy the discrepancies that were found within the data. This would only affect salaries in the 2020 year. In further support of this recommendation was the fact that, the committee took into account the percentiles for the previous 2017/2018 SMR as noted above in the background section and that the Corporation's percentage salary increases for 2019/2020 which were at 1.25% for each year compared to the 1.60 % for 2017 and 1.53% for 2020 for similar municipalities. It should be noted that increasing the 2020 salaries to the 55<sup>th</sup> percentile increases the salary base moving forward thus assisting the Corporation with the staff attraction and retention issues the Corporation is currently facing.

## **Option 3.**

Accept the data as is and continue with the 50<sup>th</sup> percentile target which will result in no salary adjustment being applied to 2019/2020. This is consistent with our previous council resolution and the CANUE's Terms & Conditions of Employment. However, there are risks regarding the reliability of the report, which in turn affects the City's relationship with CANUE respecting the Terms and Conditions. It is further understood that the economic changes currently underway began after the 2019/2020 years. Salary market comparisons will continue to occur every two years as approved by council to ensure that there is equitable compensation to the Non Union employee group relative to comparable positions in other comparable municipalities.

### *2021/2022 Salary Market Review*

Given the issues and challenges regarding recruitment and retention of new qualified employees and existing staff, and noting that the average target percentile for similar municipalities ranges from 50<sup>th</sup> to 75<sup>th</sup> percentile, a recommendation is also being put forward to move the target percentile for 2021/2022 salary market review to the 60<sup>th</sup> percentile. It is believed this change will help better position the City's market competitiveness and to better recruit qualified individuals into the corporation as well as retain our existing employees given the changing competitive nature of the market. While wages are only one of the parameters that are considered by current/potential employees in deciding whether to remain with or join the corporation, it is nonetheless a key factor that impacts that decision. As council is aware, the corporation, like most other employers, is having very significant challenges retaining and attracting qualified employees. Needless to say, these challenges impact significantly on the levels and quality of the services that can be provided.

As previously noted, the Corporation target percentile for NU employee was set at the 65<sup>th</sup> percentile and reverted to the 50<sup>th</sup> percentile to assist the Corporation with the economic downturn at that time. However, given the noted current retention, recruitment, and retirement concerns, moving to the 60<sup>th</sup> percentile should help assist the Corporation in attracting candidates as well as retaining our current employees.

## **Risk Analysis:**

With an increasing number of employees eligible for retirement, (approximately 29% in the next 5 years) coupled with the fact that it is becoming increasingly difficult to recruit workers into the municipal sector, the Corporation has been focusing on succession planning, recruitment and retention strategies. In order for promotions, retention, attraction and succession planning to succeed, the salary provided needs to continue being competitive with the wages of comparable municipalities. Understanding that the municipality may be unable to compete with the private sector, in relation to wages, a review of the private sector is not undertaken.

With an average of 63 City of Windsor employees per year eligible to retire between 2022 and 2025 not including non-retirement related departures, critical knowledge, specialized expertise and business continuity will be jeopardized if the City does not continue to remain at least minimally competitive in its wages as compared to other municipalities in an effort to retain our current workforce and attract new employees.

**Option 1.** Moving forward with the option to have the 2019/2020 salary market review re-reviewed there is a risk that further cost will be incurred by a new consultant and there could be no change from the original consultant's results or the results could be higher. CANUE has advised that it is agreeable with proceeding with this option.

**Option 2.** Moving to the 55<sup>th</sup> percentile would cause additional salary costs that would not have been incurred with remaining at the 50<sup>th</sup>, however, will provide closure to the discrepancies that linger. CANUE has advised that it is agreeable with proceeding with this option.

**Option 3.** The risk of accepting the data as is resulting in no salary increase is that it could be based on data that is not accurate which could impact the integrity of the process, and could be seen as potentially failing to meet our contractual obligations to CANUE and our non union employees. CANUE has advised that it is not agreeable with proceeding with this option.

## **Climate Change Risks**

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

N/A

## **Financial Matters:**

### *2019/2020 Salary Market Review*

**Option 1.** If the salary market review for 2019/2020 is redone, there would be an additional cost to another consultant. The original consultant for the salary market review cost \$70,000 (plus HST) to have the review completed. Given current economic

conditions and service demands for consultants, the cost associated with a new review would likely be higher and may not yield results which are materially different.

**Option 2.** If the recommendation to move the target percentile to the 55<sup>th</sup> for 2019/2020 is taken, there would be a financial impact as a salary adjustment estimated in total at \$285,000 (inclusive of employer's OMERS and EHT contributions) which would be needed. This would only apply to the 2020 year as 2019 is already at the 55<sup>th</sup> percentile. There would be an additional carryover impact on the salaries paid in 2021 & 2022 of a similar amount. In total, an estimated \$855,000 would be paid across all non-union positions. Annually Administration provides for the potential for increases to salaries both union and non-union as a result of collective agreement bargaining and salary market reviews so as to ensure that there are appropriate funds available to cover any retroactive payouts. This annual provision is included as part of the base operating budget and is adjusted as part of the annual operating budget setting process based upon known factors so as to mitigate significant fluctuations from year to year. There are sufficient funds within this provision to accommodate this option or alternatively City Council could direct the use of one-time funding from the Budget Stabilization Reserve (BSR). Use of the BSR would result in the full amount of the annual provision for salary and wage adjustments to remain in place and limit future budgetary adjustments.

**Option 3.** If the consultant's data and recommendation are taken as is, no salary adjustments are required for the Non Union employee group for either 2019 or 2020, there is no financial impact. However, there are risks associated with the reliability of the report, which in turn may impact the City's relationship with CANUE respecting the Terms and Conditions.

### *2021/2022 Salary Market Review*

Should Council choose to accept the Committee's recommendation and move the target to the 60<sup>th</sup> percentile for the 2021/2022 salary market review there is a high chance of a salary adjustment being needed in order to reach the desired target given we are currently sitting at 55<sup>th</sup> for 2019 and 50<sup>th</sup> for 2020. Annually Administration provides for the potential for increases to salaries both union and non-union as a result of collective agreement bargaining and salary market reviews so as to ensure that there are appropriate funds available to cover any retroactive payouts. At this time, and given the potential discrepancies within the 2019/2020 salary market review, Administration cannot quantify with certainty if a change to the 60<sup>th</sup> percentile would require an additional amount be added to the annual provision for salary and wages increases. Actual results would be dependant upon market conditions and wage increases in the comparator municipalities during this time period as well as our own internal salary and wage adjustments due to ongoing job evaluation updates.

### **Consultations:**

Salary Market Comparison Committee

Manager of Employment and Consulting Services, Dan Iatonna

## Conclusion:

Given our contractual obligations to CANUE and our non union employee groups, the Administration Committee supports proceeding with either Option 1 or Option 2 but has noted a preference regarding proceeding with Option 2 in regards to the 2019/2020 salary market review.

**Option 1.** Have a new consultant complete a salary market review for 2019/2020.

**Option 2.** Change the target percentile from the 50<sup>th</sup> to the 55<sup>th</sup> for the 2019/2020 salary market review, as recommended by the Committee.

**Option 3.** Accept the data as is and remain at the 50<sup>th</sup> percentile resulting in no salary adjustment.

Should City Council direct that Administration proceed with Option 2, direction would also be required as to whether to utilize one-time funding from the Budget Stabilization Reserve to fund the required payment or to utilize the annual provision for Salary and Wage increases. Using the later, would result in a 2023 budget issue that would be brought forward during the operating budget approval process.

It is also recommended to change the target percentile for 2021/2022 salary market review to the 60<sup>th</sup> percentile. Given recommendations to increase the target percentile in previous Salary Market Reviews, our retirement forecasting within the next five years, the implementation of succession planning, attraction of new hires and retention of our current workforce has become critical as the growing competitiveness of the market, will continue to make it more difficult to attract and retain good qualified employees. The next salary market review will commence in 2023 to review 2021 and 2022 with the RFP being requested at this time.

## Planning Act Matters:

N/A

## Approvals:

Name	Title
Vincenza Mihalo	Executive Director, Human Resources
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Janice Guthrie	On behalf of Commissioner, Corporate Services – Chief Financial Officer/City Treasurer
Onorio Colucci	Chief Administrative Officer



**Notifications:**

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

**Appendices:**

- 1 Appendix A - Non-Union Salary Market Review Report
- 2 Appendix B - CAO/CLT Salary Market Review Report

## **Memo CONFIDENTIAL**

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**Date:** March 23, 2022

**To:** Ms. Vincenza Mihalo, Executive Director of Human Resources  
City of Windsor

**From:** Mr. Brian Krecklo, Practice Leader  
Krecklo & Associates

**Re:** **Memo – Non-Union Market Salary Review (2019-2020)**

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### **Executive Summary – Findings and Recommendations**

Below is a summary of the findings and recommendations for the employee group:

#### **Non-Union Employee Group:**

##### **Finding #1:**

From 2019 to 2020, the number of positions below the target increased from 28 to 30, however the average and median remained relatively stable. In 2020, a total of eight (8) positions are more than \$10K below the target percentile, while two (2) are more than \$20K below the target. A total of five (5) positions were more than \$10K above the target.

Overall, the median percentile of the positions in this group is **57%** in 2019 and **52%** in 2020.

As indicated by the median percentile, the Non-Union group is in relatively good shape. However, five (5) bands at the lower end of the salary structure are below the target 50<sup>th</sup> percentile. These bands generally have a limited number of data points. Continued monitoring is advised.

##### **Recommendation #1:**

No adjustments are recommended to the Non-Union pay bands for the Study period.

### **Background**

In August 2021, Krecklo & Associates (K&A) was engaged by the City of Windsor (the “City” or “Windsor”) to complete a Non-Union Market Salary (NU) Review (the “Review” or the “Study”) representing a total of 68 positions.

The Study encompass the years 2019 and 2020.

At the start of the project, Windsor approved a report compilation overview for the project which confirmed the content and organization of this report. A copy of the approved overview is appended to this Memo, **Appendix A**.

For the NU groups, the City provided a comparator group composed of the following municipalities:

**Municipality of Chatham-Kent**  
**City of Guelph**  
**City of Greater Sudbury**  
**Region of Halton**  
**Region of Waterloo**  
**Region of Durham**

**City of Kitchener**  
**City of Thunder Bay**  
**City of Brampton**  
**Region of Niagara**  
**City of London**  
**City of Hamilton**

A detailed data summary of Windsor's overall position relative to the comparator group is provided in the report, Exhibit 1.

Windsor has selected the 50<sup>th</sup> percentile of the comparator group as their target. In all instances, job rate is used for comparison purposes. It should be noted that it is not possible to achieve the 50<sup>th</sup> percentile for every position.

Throughout the life of the project, K&A provided Windsor with regular update reports and solicited regular feedback on progress and potential project delays. K&A appreciates the support received from City personnel throughout this project and commends staff for their professionalism and diligence.

### **Confidentiality Statement**

K&A performs compensation studies, human resources consulting, executive search, and recruitment. We are committed to the confidentiality of our clients. We do not identify individuals or associate municipal information to other clients, unless the information is publicly available, such as Provincial salary disclosure, or published collective agreements. As such, we will generally aggregate information to protect the confidentiality of current and previous clients.

### **Advisory Caution**

The information presented in this Opinion Memo is advisory in nature. K&A warrants that the information provided represents information collected from other municipalities and best practices found in your industry. It is not intended to be a substitute for a legal opinion related to your responsibilities under Provincial legislation, including but not limited to the Employment Standards Act and the Pay Equity Act.

### **Assumptions**

1. City of Windsor Pay Bands are assumed to be established to meet Pay Equity.
2. Pay Band adjustments and related calculations will be completed by Windsor.
3. This Memo is intended to be read in conjunction with the detailed reports for each of the three (3) employee groups.

### **Statistical Acknowledgements**

1. When analyzing data for percentile, K&A utilizes the MS Excel percentile.inc formula, which includes both the high and low point in any given data set.
2. Larger data sets provide a higher level of confidence in analysis. Caution is advised where small data sets are provided (e.g., pay bands with only one or two positions)

## The Assignment

K&A requested salary data from each of the comparator municipalities provided by Windsor. In total 68 Windsor positions were reviewed for matches. All municipalities responded to our request for data.

A summary is provided below, **Table One**:

**Table One – Summary of Position Matches**

	Non-Union
# of Positions (Windsor)	68
# of Positions (Comparator Group)	536
<b>Total Positions</b>	<b>604</b>

For the comparator group, K&A also provides a breakdown by the Windsor positions vs each municipal comparator<sup>1</sup>. This summary provides Windsor with an indication of the relative comparability of each municipality. **Table Two** provides a summary of the most and least comparable municipalities in the group.

**Table Two – High and Low Comparator Municipalities**

	Non-Union
<b>Most Comparable</b>	Sudbury (91%), Brampton (87%), Hamilton (82%)
<b>Least Comparable</b>	Halton (47%), Durham (49%), Niagara (51%)

For each Market Survey mandate, K&A performs a comprehensive matching process that involves a review of organization charts, reporting relationships and where necessary job descriptions, to match individual positions.

To maintain a statistically valid data set, we only include percentile and ranking data where there are four data points; the Windsor position plus three others from the comparator group. Using this criteria, K&A was able to provide analysis for 67 of 68 positions, or 98.5%.

Within the report, the following Exhibits are provided and should be referenced to provide greater insight for each position in the study:

- Exhibit 1A**
- Percentage of Matches by Municipality – Graph

<sup>1</sup> See Exhibit 1A of each report for a full breakdown



- Exhibit 2**
  - Client Summary: City of Windsor Job Rates to Market Position – Table format that identifies Windsor’s percentile, \$ amount require to achieve the target (+/-), the 50<sup>th</sup>, 55<sup>th</sup>, 60<sup>th</sup> and 65<sup>th</sup> percentile for the group.
- Exhibit 3**
  - Summary Comparison: Benchmark Position with high job rates, job rates meeting the target, and low job rates relative to the comparator group
- Scatter Plots**
  - For each position meeting the number of comparators condition, a Scatter Plot is provided for 2019 and 2020.

## Employee Group Summary




The employee group is summarized based upon three components:

A summary of positions above, at and below the target, including the average and median for each group.<sup>2</sup>

A summary of the pay bands, including Windsor Job Rate, Median of the Target, and the Difference.

Pay Band, Windsor Title, N= (the number of data points for each position), the Windsor percentile for each position, the median percentile for each band, and the 50<sup>th</sup>, 55<sup>th</sup>, 60<sup>th</sup> and 65<sup>th</sup> percentile for each band.

## Non-Union Employee Group 2019


Total # of Positions Above Target = <b>35</b> 	Average (5.99) Median (3.15)	Total # of Positions at Target = <b>4</b> 	Average 0.00 Median 0.00	Total # of Positions Below Target = <b>28</b> 	Average 8.19 Median 6.41
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<sup>2</sup> See Exhibit 3 in each report for full list.


Band	Windsor Job Rate (\$)	Median of Target (\$)	Difference \$
17	\$ 166,750	\$ 151,821	\$ (14,929)
16	\$ 160,794	\$ 162,707	\$ 1,912
15	\$ 148,198	\$ 144,934	\$ (3,264)
14	\$ 130,571	\$ 127,424	\$ (3,147)
13	\$ 116,063	\$ 115,602	\$ (460)
12	\$ 102,258	\$ 101,219	\$ (1,039)
11	\$ 93,386	\$ 99,354	\$ 5,967
10	\$ 85,285	\$ 91,339	\$ 6,054
9	\$ 77,885	\$ 86,548	\$ 8,663
8	\$ 71,128	\$ 71,847	\$ 719
7	\$ 64,957	\$ 64,555	\$ (402)
6	\$ 59,302	\$ 63,053	\$ 3,751
5	\$ 54,656	\$ 60,231	\$ 5,575

Pay Band	Windsor Title	Windsor	N=	Percentile					
				Windsor %tile	Median %tile/Band	50%	55%	60%	65%
17	Executive Director, Long Term Care/Administrator Huron Lodge	166,749.57	9	88%	88%	151,821	152,492	153,163	154,370
16	Director of Care	160,794.16	8	100%	46%	126,254	127,936	129,618	131,299
16	City Planner/Executive Director Planning & Development Services	160,794.16	11	20%		169,199	173,303	177,406	179,266
16	Fire Chief	160,794.16	8	29%		171,948	173,872	177,435	182,228
16	Chief Building Official	160,794.16	9	63%		157,858	159,032	160,207	164,117
16	Executive Director, Recreation & Culture	160,794.16	8	71%		154,768	156,931	158,445	159,473
16	Executive Director, Human Resources	160,794.16	13	25%		167,555	168,541	171,584	178,740
15	Deputy Treasurer, Taxation & Revenue	148,197.55	9	50%	57%	148,198	152,062	155,926	159,250
15	Manager, Planning Policy / Deputy City Planner	148,197.55	12	100%		129,190	129,763	133,277	135,879
15	Manager, Urban Design / Deputy City Planner	148,197.55	9	100%		128,935	131,694	134,453	135,895
15	Senior Manager, Pollution Control / Deputy City Engineer	148,197.55	10	44%		148,948	149,623	153,304	157,361
15	Senior Manager, Traffic Operations, Parking & Transportation Planning	148,197.55	8	57%		140,829	145,987	148,498	149,023
15	Senior Manager, Facilities	148,197.55	8	71%		144,934	146,379	147,239	147,658
15	Chief Information Officer / Executive Director, Information Technology	148,197.55	10	33%		161,339	164,471	165,913	167,145
14	Manager, Design & Development	130,570.71	9	50%	75%	130,571	131,726	132,882	133,934
14	Manager, Fleet	130,570.71	12	73%		128,180	128,960	129,240	129,613
14	Manager, Employment & Training Initiatives	130,570.71	9	100%		123,843	125,275	126,708	127,726
14	Manager, Customer Service	130,570.71	6	100%		119,521	123,472	127,424	127,882
14	Manager, Policy & Staff Development	130,570.71	5	75%		127,424	128,053	128,683	129,312
14	Deputy Treasurer, Financial Accounting	130,570.71	9	38%		135,832	136,469	137,106	138,513
14	Deputy Treasurer, Financial Planning	130,570.71	9	75%		129,254	129,330	129,406	129,669
14	Deputy City Clerk / Senior Manager Council Services	130,570.71	9	75%		123,768	123,798	123,828	125,189
14	Manager, Environmental Services	130,570.71	9	50%		130,571	131,726	132,882	133,934
14	Manager, Lou Romano Water Reclamation Plant	130,570.71	8	57%		128,997	130,099	131,149	132,160
14	Manager, Permit Services / Deputy Chief Building Official	130,570.71	7	67%		127,424	128,368	129,312	130,256
14	Manager, Parks Development	130,570.71	5	75%		128,935	129,262	129,589	129,916
14	Manager, Employee Relations	130,570.71	11	90%		127,424	128,180	128,935	129,095
14	Manager, Employment & Consulting Services	130,570.71	7	83%		120,939	122,885	124,830	126,776
14	Manager, Occupational Health & Safety and Wellness	130,570.71	7	67%		127,424	128,368	129,312	130,256
14	Manager, Parks Operation	130,570.71	7	83%		127,424	128,030	128,636	129,242
14	Manager, Inspections / Deputy Chief Building Official	130,570.71	6	80%		122,203	124,814	127,424	128,211
13	Manager, Business Process Modernization	116,062.99	10	67%	55%	114,128	115,041	115,510	115,925
13	Engineer III	116,062.99	11	70%		112,517	112,816	113,114	114,588
13	City Forester/Manager of Forestry & Natural Areas	116,062.99	6	40%		119,953	121,898	123,843	124,738
13	Deputy CIO / Manager, Technology Infrastructure	116,062.99	12	55%		115,602	116,109	116,614	117,576
13	Manager, End User Support	116,062.99	12	55%		115,602	116,307	118,989	121,375
13	Legal Counsel	116,062.99	11	10%		133,380	137,444	141,507	144,253
12	Supervisor, Maintenance	102,258.36	11	70%	57%	101,219	101,699	102,178	102,218
12	Supervisor, Traffic Signals	102,258.36	8	43%		102,268	102,275	103,815	106,505
12	Supervisor, Signs & Markings	102,258.36	8	43%		102,268	102,275	103,815	106,505
12	Supervisor, Ontario Early Years	102,258.36	8	57%		100,269	101,662	102,262	102,269
12	Planner III - Economic Development	102,258.36	10	78%		97,870	98,157	99,383	100,726
12	Manager, Revenue & Collections *Formerly: Manager, Property Taxation & Taxpayer Services	102,258.36	9	25%		113,000	113,046	113,091	114,679
12	Manager, Financial Accounting	102,258.36	11	0%		111,617	112,309	113,000	120,212
12	Supervisor, Community Programming	102,258.36	9	75%		96,666	97,013	97,360	98,478
12	Technical Support Analyst	102,258.36	10	78%		88,348	91,040	92,655	94,135
12	Supervisor, Environmental Services	102,258.36	8	71%		100,252	100,929	101,427	101,791
12	Supervisor, Parks	102,258.36	9	88%		97,533	98,233	98,934	99,835
12	Manager, Public Service - WPL	102,258.36	6	40%		104,304	105,326	106,349	109,997
12	Manager, By-Law Enforcement	102,258.36	8	29%		113,057	113,097	115,976	120,985
11	Manager, Payroll Services	93,386.05	9	38%	38%	109,964	110,501	111,038	111,668
11	Engineer Plan Examiner	93,386.05	8	57%		91,429	92,799	94,197	95,617
11	Supervisor, Purchasing	93,386.05	12	27%		100,931	102,589	102,715	103,632
11	Supervisor, Parks Projects	93,386.05	8	29%		99,354	101,235	103,894	107,137
11	Advisor, Occupational Health & Safety	93,386.05	11	50%		93,386	95,833	98,280	98,782
10	Emergency Planning Officer	85,284.51	6	20%	29%	104,794	108,050	111,307	111,759
10	Supervisor, G.I.S.	85,284.51	9	38%		91,339	97,343	103,347	107,072
10	Supervisor, POA Fines Enforcement	85,284.51	8	0%		95,530	97,455	98,742	99,552
10	Controls & Systems Analyst	85,284.51	1	100%		85,285	85,285	85,285	85,285
10	Curator	85,284.51	8	29%		90,005	90,594	91,234	91,910
9	Technologist II	77,884.87	8	29%	21%	79,673	80,913	82,290	83,768
9	Engineer I	77,884.87	8	14%		93,424	96,823	100,885	105,445
8	Administrative Assistant	71,127.74	11	90%	58%	67,020	67,588	68,155	68,830
8	Executive Administrative Assistant	71,127.74	13	25%		76,674	77,499	78,425	79,553
7	Court Administrator	64,957.11	8	86%	65%	63,621	63,893	64,068	64,171
7	Legal Assistant - Real Estate / Commercial	64,957.11	10	44%		65,489	65,968	66,213	66,429
6	Human Resources Assistant	59,301.88	12	36%	36%	63,053	63,850	65,107	66,093
5	Employee Relations Coordinator	54,656.41	10	22%	22%	60,231	62,156	64,022	65,881
N=		68	68	57%					

## Non-Union Employee Group 2020

Total # of Positions Above Target =	Average
<b>33</b>	<b>(5.01)</b>
	Median
	<b>(2.74)</b>

Total # of Positions at Target =	Average
<b>4</b>	<b>0.00</b>
	Median
	<b>0.00</b>

Total # of Positions Below Target =	Average
<b>30</b>	<b>7.68</b>
	Median
	<b>6.52</b>

Band	Windsor Job Rate (\$)	Median of Target (\$)	Difference \$
17	\$ 170,944	\$ 153,098	\$ (17,846)
16	\$ 162,804	\$ 165,221	\$ 2,417
15	\$ 150,050	\$ 147,709	\$ (2,341)
14	\$ 132,203	\$ 129,462	\$ (2,741)
13	\$ 117,514	\$ 117,853	\$ 340
12	\$ 103,537	\$ 103,188	\$ (349)
11	\$ 94,553	\$ 101,145	\$ 6,592
10	\$ 86,351	\$ 92,800	\$ 6,449
9	\$ 78,858	\$ 89,573	\$ 10,715
8	\$ 72,017	\$ 74,417	\$ 2,400
7	\$ 65,769	\$ 65,726	\$ (43)
6	\$ 60,043	\$ 64,259	\$ 4,216
5	\$ 55,340	\$ 61,461	\$ 6,121

Pay Band	Windsor Title	Windsor	N=	Percentile					
				Windsor %tile	Median %tile/Band	50%	55%	60%	65%
17	Executive Director, Long Term Care/Administrator Huron Lodge	170,944.36	8	86%	86%	153,098	153,907	154,639	155,315
16	Director of Care	162,804.09	8	100%	46%	128,526	130,152	131,838	133,570
16	City Planner/Executive Director Planning & Development Services	162,804.09	12	27%		170,059	172,806	177,113	180,785
16	Fire Chief	162,804.09	8	29%		174,953	176,730	180,387	185,454
16	Chief Building Official	162,804.09	9	63%		160,384	161,352	162,320	166,292
16	Executive Director, Recreation & Culture	162,804.09	8	71%		157,319	159,464	160,868	161,715
16	Executive Director, Human Resources	162,804.09	13	25%		172,414	174,965	178,100	182,407
15	Deputy Treasurer, Taxation & Revenue	150,050.02	9	38%	57%	154,841	157,058	159,275	161,848
15	Manager, Planning Policy / Deputy City Planner	150,050.01	12	100%		133,604	135,817	137,189	138,221
15	Manager, Urban Design / Deputy City Planner	150,050.02	9	100%		135,692	136,690	137,688	138,232
15	Senior Manager, Pollution Control / Deputy City Engineer	150,050.02	10	44%		150,997	151,848	155,762	160,058
15	Senior Manager, Traffic Operations, Parking & Transportation Planning	150,050.02	8	57%		143,050	147,950	150,429	151,091
15	Senior Manager, Facilities	150,050.02	8	57%		147,709	149,348	150,314	150,776
15	Chief Information Officer / Executive Director, Information Technology	150,050.02	10	33%		164,044	167,337	171,288	175,321
14	Manager, Design & Development	132,202.84	9	50%	75%	132,203	133,640	135,077	136,319
14	Manager, Fleet	132,202.84	13	67%		129,462	130,694	131,653	132,065
14	Manager, Employment & Training Initiatives	132,202.84	9	88%		126,196	127,502	128,809	129,937
14	Manager, Customer Service	132,202.85	6	100%		121,600	125,531	129,462	130,056
14	Manager, Policy & Staff Development	132,202.86	5	75%		129,462	130,010	130,558	131,107
14	Deputy Treasurer, Financial Accounting	132,202.84	9	38%		138,413	139,062	139,711	141,102
14	Deputy Treasurer, Financial Planning	132,202.84	9	75%		131,515	131,645	131,774	131,912
14	Deputy City Clerk / Senior Manager Council Services	132,202.84	9	75%		125,625	125,853	126,082	127,397
14	Manager, Environmental Services	132,202.86	9	50%		132,203	133,640	135,077	136,274
14	Manager, Lou Romano Water Reclamation Plant	132,202.84	8	57%		130,832	131,792	132,921	134,179
14	Manager, Permit Services / Deputy Chief Building Official	132,202.86	7	67%		129,462	130,284	131,107	131,929
14	Manager, Parks Development	132,202.84	5	50%		132,203	132,901	133,599	134,296
14	Manager, Employee Relations	132,202.80	11	80%		129,462	130,489	131,515	131,677
14	Manager, Employment & Consulting Services	132,202.84	7	83%		123,055	124,977	126,899	128,821
14	Manager, Occupational Health & Safety and Wellness	132,202.85	7	67%		129,462	130,284	131,107	131,929
14	Manager, Parks Operation	132,202.86	7	83%		129,462	130,078	130,694	131,310
14	Manager, Inspections / Deputy Chief Building Official	132,202.85	6	80%		124,218	126,840	129,462	130,147
13	Manager, Business Process Modernization	117,513.78	10	56%	50%	117,479	117,510	118,085	118,727
13	Engineer III	117,513.78	11	60%		114,205	115,859	117,514	118,227
13	City Forester/Manager of Forestry & Natural Areas	117,513.78	6	20%		122,569	124,382	126,196	127,013
13	Deputy CIO / Manager, Technology Infrastructure	117,513.78	12	55%		117,479	117,587	118,390	119,586
13	Manager, End User Support	117,513.78	12	45%		118,227	119,147	121,409	123,526
13	Legal Counsel	117,513.78	11	10%		136,050	140,194	144,337	149,589
12	Supervisor, Maintenance	103,536.59	11	60%	57%	102,839	103,188	103,537	103,674
12	Supervisor, Traffic Signals	103,536.59	8	43%		103,674	103,771	105,427	108,254
12	Supervisor, Signs & Markings	103,536.59	8	43%		103,674	103,771	105,427	108,254
12	Supervisor, Ontario Early Years	103,536.59	8	57%		101,768	103,006	103,592	103,688
12	Planner III - Economic Development	103,536.59	9	75%		99,510	100,884	102,258	103,063
12	Manager, Revenue & Collections *Formerly: Manager, Property Taxation	103,536.59	9	25%		113,000	115,376	117,753	119,764
12	Manager, Financial Accounting	103,536.59	10	0%		113,369	113,701	120,028	127,103
12	Supervisor, Community Programming	103,536.59	9	88%		98,310	98,588	98,867	99,755
12	Technical Support Analyst	103,536.59	10	78%		89,800	92,500	94,137	95,641
12	Supervisor, Environmental Services	103,536.58	8	57%		103,188	103,432	103,681	103,934
12	Supervisor, Parks	103,536.59	9	63%		99,006	100,818	102,630	103,625
12	Manager, Public Service - WPL	103,536.59	6	40%		105,847	107,003	108,158	111,882
12	Manager, By-Law Enforcement	103,536.59	8	29%		115,971	118,050	121,045	124,728
11	Manager, Payroll Services	94,553.38	9	38%	38%	111,888	112,435	112,982	114,392
11	Engineer Plan Examiner	94,553.39	7	50%		94,553	95,931	97,310	98,688
11	Supervisor, Purchasing	94,553.38	12	27%		104,356	104,461	104,559	105,508
11	Supervisor, Parks Projects	94,553.38	8	29%		101,145	103,130	105,835	109,081
11	Advisor, Occupational Health & Safety	94,553.38	11	40%		94,703	97,352	100,000	101,252
10	Emergency Planning Officer	86,350.57	6	20%	29%	106,628	109,941	113,255	114,677
10	Supervisor, G.I.S.	86,350.57	9	38%		92,800	97,272	101,744	104,816
10	Supervisor, POA Fines Enforcement	86,350.57	8	0%		97,272	99,181	100,501	101,377
10	Controls & Systems Analyst	86,350.57	1	100%		86,351	86,351	86,351	86,351
10	Curator	86,350.57	8	29%		91,512	92,064	92,749	93,534
9	Technologist II	78,858.43	7	33%	17%	79,146	81,591	84,037	86,482
9	Engineer I	78,858.43	7	0%		100,000	103,977	107,953	111,930
8	Administrative Assistant	72,016.84	11	90%	58%	69,450	69,843	70,236	70,479
8	Executive Administrative Assistant	72,016.84	13	25%		79,383	79,799	80,302	80,982
7	Court Administrator	65,769.07	8	86%	65%	64,735	65,011	65,170	65,241
7	Legal Assistant - Real Estate / Commercial	65,769.07	10	44%		66,717	67,570	68,693	69,850
6	Human Resources Assistant	60,043.15	12	36%	36%	64,259	64,992	66,539	67,933
5	Employee Relations Coordinator	55,339.62	10	22%	22%	61,461	63,446	65,266	67,065
		N=	68	68	52%				



K&A summarized the employee group in **Table Three** below. The summary is derived by calculating the median of the percentile for each position in the employee group.

**Table Three – Median Percentile of the Employee Group**

	Non-Union
<b>2019</b>	57 <sup>th</sup> Percentile
<b>2020</b>	52 <sup>nd</sup> Percentile

## Conclusion

K&A remains seized to provide clarification to the City of Windsor on any aspect of the material presented in this memo, or the supporting reports, or to provide further consulting mandates on implementation aspects of the guidance provided in the Memo.

It has been our pleasure to work with Windsor on this project and we look forward to future opportunities to collaborate.

Respectfully Submitted

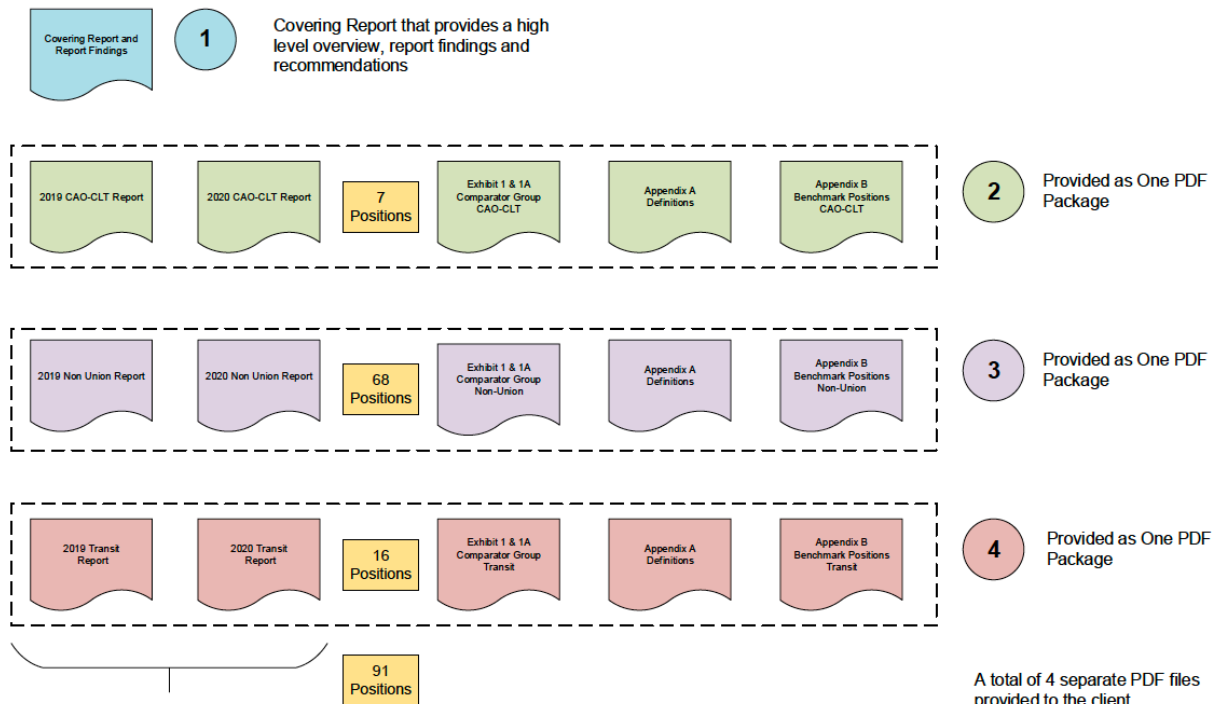
Brian D. Krecklo  
 Krecklo & Associates Inc.  
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- ◆ Confidentiality
- ◆ Expertise
- ◆ Support



## Appendix A – Approved Report Compilation Overview

**Krecklo & Associates**  
 City of Windsor – 2019-20 Compensation Survey  
 Report Compilation Overview  
 09-Aug-21



A total of 4 separate PDF files provided to the client.

### Table of Contents:

Exhibit 2: Client Summary + Percentiles  
 Exhibit 3: Paid High-Low  
 Scatter Plots (1 per position, per year)

## **Memo CONFIDENTIAL**

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**Date:** March 23, 2022

**To:** Ms. Vincenza Mihalo, Executive Director of Human Resources  
City of Windsor

**From:** Mr. Brian Krecklo, Practice Leader  
Krecklo & Associates

**Re:** **Memo – CAO-CLT Market Salary Review (2019-2020)**

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### **Executive Summary – Findings and Recommendations**

Below is a summary of the findings and recommendations by employee groups:

#### **CAO-CLT Employee Group:**

##### **Finding #1:**

Three positions remain below the target. One position (Community Development & Health Services Commissioner) is an outlier in the group.

Overall, the median percentile of the positions in this group is **50%** in 2019 and 2020.

##### **Recommendation #1:**

No adjustments are recommended to the CAO-CLT pay bands for the Study period.

### **Background**

In August 2021, Krecklo & Associates (K&A) was engaged by the City of Windsor (the “City” or “Windsor”) to complete a CAO-CLT Market Salary Review (the “Review” or the “Study”) representing a total 7 positions.

The Study encompass the years 2019 and 2020.

At the start of the project, Windsor approved a report compilation overview for the project which confirmed the content and organization of this report. A copy of the approved overview is appended to this Memo, **Appendix A**.

For the CAO-CLT group, the City provided a comparator group composed of the following municipalities:

**Municipality of Chatham-Kent**  
**City of Guelph**  
**City of Greater Sudbury**  
**Region of Halton**  
**Region of Waterloo**  
**Region of Durham**

**City of Kitchener**  
**City of Thunder Bay**  
**City of Brampton**  
**Region of Niagara**  
**City of London**  
**City of Hamilton**

A detailed data summary of Windsor's overall position relative to the comparator group is provided in the report, Exhibit 1.

Windsor has selected the 50<sup>th</sup> percentile of the comparator group as their target. In all instances, job rate is used for comparison purposes. It should be noted that it is not possible to achieve the 50<sup>th</sup> percentile for every position.

Throughout the life of the project, K&A provided Windsor with regular update reports and solicited regular feedback on progress and potential project delays. K&A appreciates the support received from City personnel throughout this project and commends staff for their professionalism and diligence.

### **Confidentiality Statement**

K&A performs compensation studies, human resources consulting, executive search, and recruitment. We are committed to the confidentiality of our clients. We do not identify individuals or associate municipal information to other clients, unless the information is publicly available, such as Provincial salary disclosure, or published collective agreements. As such, we will generally aggregate information to protect the confidentiality of current and previous clients.

### **Advisory Caution**

The information presented in this Opinion Memo is advisory in nature. K&A warrants that the information provided represents information collected from other municipalities and best practices found in your industry. It is not intended to be a substitute for a legal opinion related to your responsibilities under Provincial legislation, including but not limited to the Employment Standards Act and the Pay Equity Act.

### **Assumptions**

1. City of Windsor Pay Bands are assumed to be established to meet Pay Equity.
2. Pay Band adjustments and related calculations will be completed by Windsor.
3. This Memo is intended to be read in conjunction with the detailed reports for each of the three (3) employee groups.

### **Statistical Acknowledgements**

1. When analyzing data for percentile, K&A utilizes the MS Excel percentile.inc formula, which includes both the high and low point in any given data set.
2. Larger data sets provide a higher level of confidence in analysis. Caution is advised where small data sets are provided (e.g., pay bands with only one or two positions)



## The Assignment

K&A requested salary data from each of the comparator municipalities provided by Windsor. In total 7 Windsor positions were reviewed for matches. All municipalities responded to our request for data.

A summary is provided below, **Table One**:

**Table One – Summary of Position Matches**

	CAO-CLT
# of Positions (Windsor)	7
# of Positions (Comparator Group)	62
<b>Total Positions</b>	<b>69</b>

For the comparator groups, K&A also provides a breakdown by the Windsor positions vs each municipal comparator<sup>1</sup>. This summary provides Windsor with an indication of the relative comparability of each municipality. **Table Two** provides a summary of the most and least comparable municipalities in the group.

**Table Two – High and Low Comparator Municipalities**

	CAO-CLT
<b>Most Comparable</b>	Halton, Niagara, Waterloo, London, Hamilton (86%)
<b>Least Comparable</b>	Durham (43%), Sudbury (57%)

For each Market Survey mandate, K&A performs a comprehensive matching process that involves a review of organization charts, reporting relationships and where necessary job descriptions, to match individual positions.

To maintain a statistically valid data set, we only include percentile and ranking data where there are four data points; the Windsor position plus three others from the comparator group. Using this criteria, K&A was able to provide analysis for 7 of 7 positions, or 100%.

Within the report, the following Exhibits are provided and should be referenced to provide greater insight for each position in the study:

- Exhibit 1A**
- Percentage of Matches by Municipality – Graph

<sup>1</sup> See Exhibit 1A of each report for a full breakdown

- Exhibit 2**
  - Client Summary: City of Windsor Job Rates to Market Position – Table format that identifies Windsor's percentile, \$ amount require to achieve the target (+/-), the 50<sup>th</sup>, 55<sup>th</sup>, 60<sup>th</sup> and 65<sup>th</sup> percentile for the group.
- Exhibit 3**
  - Summary Comparison: Benchmark Position with high job rates, job rates meeting the target, and low job rates relative to the comparator group
- Scatter Plots**
  - For each position meeting the number of comparators condition, a Scatter Plot is provided for 2019 and 2020.

### Employee Group Summary




The employee group is summarized based upon three components:

A summary of positions above, at and below the target, including the average and median for each group.<sup>2</sup>

A summary of the pay bands, including Windsor Job Rate, Median of the Target, and the Difference.

Pay Band, Windsor Title, N= (the number of data points for each position), the Windsor percentile for each position, the median percentile for each band, and the 50<sup>th</sup>, 55<sup>th</sup>, 60<sup>th</sup> and 65<sup>th</sup> percentile for each band.

### CAO-CLT Employee Group 2019


Total # of Positions Above Target = <b>1</b> 	Average (12.31) Median (12.31)	Total # of Positions at Target = <b>3</b> 	Average 0.00 Median 0.00	Total # of Positions Below Target = <b>3</b> 	Average 7.93 Median 3.23
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Band	Windsor Job Rate (\$)	Median of Target (\$)	Difference \$
CAO	\$ 274,683	\$ 274,683	\$ -
CLT	\$ 202,799	\$ 203,606	\$ 807


<sup>2</sup> See Exhibit 3 in each report for full list.

Pay Band	Windsor Title	Windsor	N=	Percentile					
				Windsor %tile	Median %tile/Band	50%	55%	60%	65%
CAO	Chief Administrative Officer	274,682.77	13	50%	50%	274,683	277,756	279,976	280,489
CLT	Chief Financial Officer & City Treasurer	202,798.70	11	50%	45%	202,799	202,899	203,000	204,513
CLT	City Solicitor	202,798.70	8	86%		190,488	190,913	191,540	192,320
CLT	City Engineer	202,798.70	13	33%		206,026	215,199	221,404	221,671
CLT	Community Development & Health Services Commissioner	202,798.70	7	17%		221,760	222,937	224,114	225,292
CLT	City Clerk & Licence Commissioner	202,798.70	11	50%		202,799	204,412	206,026	213,671
CLT	Corporate Leader - Parks, Recreation & Culture and Facilities	202,798.70	6	40%		204,412	205,219	206,026	209,848
N=		7	7	50%					

## CAO-CLT Employee Group 2020

Total # of Positions Above Target =	Average
1	(8.92)
	Median
	(8.92)

Total # of Positions at Target =	Average
3	0.00
	Median
	0.00

Total # of Positions Below Target =	Average
3	8.65
	Median
	3.99

Band	Windsor Job Rate (\$)	Median of Target (\$)	Difference \$
CAO	\$ 278,116	\$ 278,116	-
CLT	\$ 205,334	\$ 206,331	\$ 997

Pay Band	Windsor Title	Windsor	N=	Percentile					
				Windsor %tile	Median %tile/Band	50%	55%	60%	65%
CAO	Chief Administrative Officer	278,116.30	13	50%	50%	278,116	281,816	286,283	292,284
CLT	Chief Financial Officer & City Treasurer	205,333.68	11	50%	45%	205,334	206,197	207,060	208,191
CLT	City Solicitor	205,333.68	9	75%		196,416	198,497	200,578	202,361
CLT	City Engineer	205,333.68	13	33%		209,322	217,925	223,966	224,883
CLT	Community Development & Health Services Commissioner	205,333.68	7	17%		225,309	226,437	227,565	228,693
CLT	City Clerk & Licence Commissioner	205,333.68	11	50%		205,334	207,328	209,322	216,492
CLT	Corporate Leader - Parks, Recreation & Culture and Facilities	205,333.68	6	40%		207,328	208,325	209,322	212,907
N=		7	7	50%					

K&A summarized the employee group in **Table Three** below. The summary is derived by calculating the median of the percentile for each position in the three employee groups.

**Table Three – Median Percentile of Each Employee Group**

	CAO-CLT
<b>2019</b>	50 <sup>th</sup> Percentile
<b>2020</b>	50 <sup>th</sup> Percentile

### Conclusion

K&A remains seized to provide clarification to the City of Windsor on any aspect of the material presented in this memo, or the supporting reports, or to provide further consulting mandates on implementation aspects of the guidance provided in the Memo.

It has been our pleasure to work with Windsor on this project and we look forward to future opportunities to collaborate.

Respectfully Submitted

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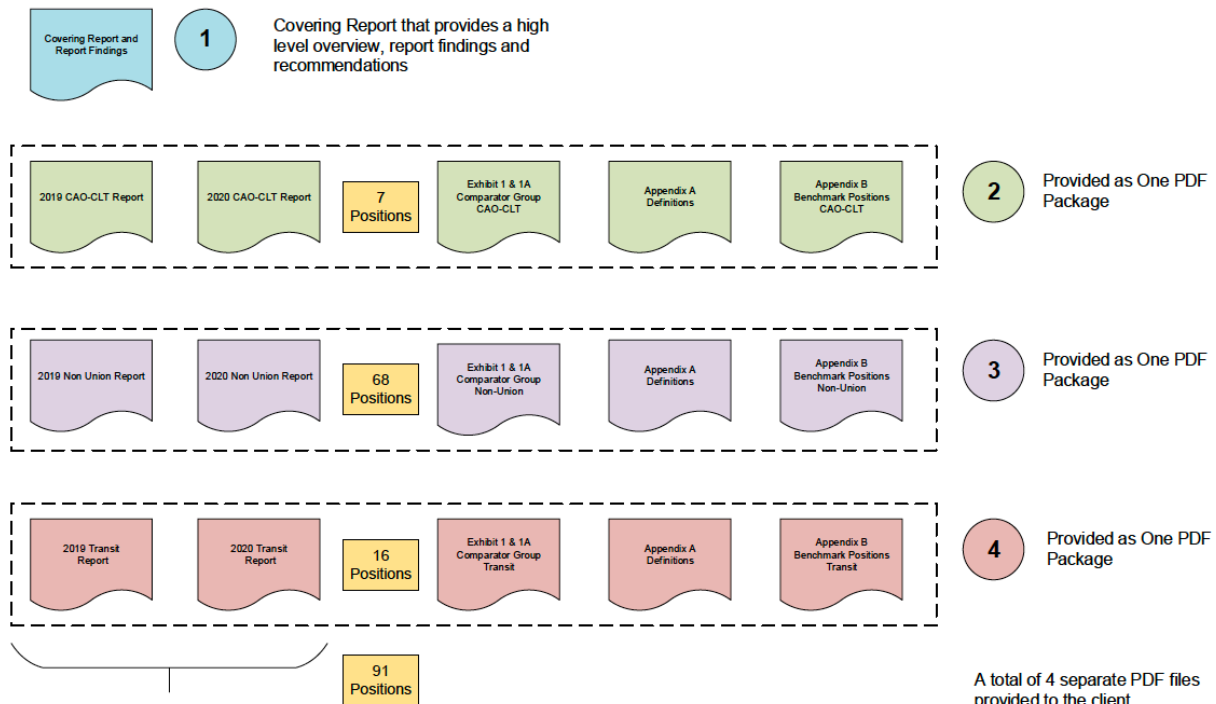
- ◆ Confidentiality
- ◆ Expertise
- ◆ Support



## Appendix A – Approved Report Compilation Overview

### Krecklo & Associates

City of Windsor – 2019-20 Compensation Survey  
 Report Compilation Overview  
 09-Aug-21



#### Table of Contents:

Exhibit 2: Client Summary + Percentiles  
 Exhibit 3: Paid High-Low  
 Scatter Plots (1 per position, per year)