

**City Council Meeting**

**Date:** Tuesday, September 6, 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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<b>1.</b>	<b>ORDER OF BUSINESS</b>
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| 1.1. | In the event of the absence of the Mayor, Councillor Gignac has been Appointed Acting Mayor for the month of September, 2022 in accordance with By-law 176-2018, as amended |
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<b>2.</b>	<b>CALL TO ORDER</b> - Playing of the National Anthem
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### **READING OF LAND ACKNOWLEDGEMENT STATEMENT**

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

<b>3.</b>	<b>DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF</b>
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<b>4.</b>	<b>ADOPTION OF THE MINUTES</b>
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<b>5.</b>	<b>NOTICE OF PROCLAMATIONS</b>
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#### **Proclamations**

"Childhood Cancer Awareness Month" – September 2022

"Fetal Alcohol Spectrum Disorder Awareness Month" – September 2022

"Suicide Awareness Month" – September 2022

"National Coaches Week" – week of September 17, 2022

"Rail Safety Week" – week of September 19, 2022

#### **Flag Raising Ceremony**

"Childhood Cancer Awareness Month" – September 1, 2022

#### **Illumination**

"Childhood Cancer Awareness Month" – September 1, 2022

"Prostate Cancer Awareness Month" – September 7, 2022

"Fetal Alcohol Spectrum Disorder Awareness Month" – September 9, 2022

"World Suicide Awareness Day" – September 10, 2022

"Mexican Independence Day" – September 15, 2022



6. **COMMITTEE OF THE WHOLE**

7. **COMMUNICATIONS INFORMATION PACKAGE** (This includes both Correspondence and Communication Reports)

- 7.2. Summary of Ministry of Labour (MOL) and Labour Canada visits from January 2022 to June 2022 - City Wide **(CM 10/2022)**
- 7.3. PC Maintenance/Support Transfer for 2021 Related Expenses - City Wide **(C 145/2022)**
- 7.4. Pay As You Go Transfer (PAYG) For Eligible 2021 Computer Equipment Related Expenses - City Wide **(C 146/2022)**
- 7.5. Employment Services Transformation Updates - City Wide **(S 100/2022)**
- 7.6. Update of Round 2 of the Arts, Culture and Heritage Fund 2022 - City Wide **(S 103/2022)**

8. **CONSENT AGENDA**

- 8.1. Amendment to Parkland Dedication By-law - City Wide **(C 148/2022)**

**CONSENT COMMITTEE REPORTS**

- 8.2. Presentation from John Hartig, Ph.D., Great Lakes Institute for Environmental Research regarding the Great Lakes Way Progress and Connecting Green Ways **(SCM 248/2022) & (SCM 212/2022)**
- 8.3. Local Road Speed Humps Program - Initial Set of Locations - Wards 2, 6, 8, & 10 **(SCM 217/2022) & (S 76/2022)**
- 8.4. Pillette Road (Tecumseh to Plymouth) Traffic Calming - Wards 5 & 8 **(SCM 218/2022) & (S 13/2022)**
- 8.5. Essex Windsor Solid Waste Authority Board Meeting Minutes June 7, 2022 **(SCM 219/2022) & (SCM 188/2022)**
- 8.6. Matchett Road (Chappus Street to Sprucewood Avenue) Traffic Calming - Ward 1 **(SCM 220/2022) & (S 81/2022)**
- 8.7. Vision Zero Action Plan Development - Progress Report #2 - City-Wide **(SCM 221/2022) & (S 87/2022)**
- 8.8. The Contributory Pension Plan for Employees of Transit Windsor - Actuarial Valuation as at December 31, 2021 - City Wide **(SCM 222/2022) & (C 121/2022)**

- 8.9. The Contributory Pension Plan for Employees of Transit Windsor - Audited Financial Statements for the year ended December 31, 2021 - City Wide **(SCM 223/2022) & (C 122/2022)**
- 8.10. Change to the Transit Windsor War Veteran's Transit Pass Program - City Wide **(SCM 224/2022) & (S 84/2022)**
- 8.11. Request for Proposal - Transit Windsor Bus Tires - City Wide **(SCM 225/2022) & (S 85/2022)**
- 8.12. Amendments to the Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP **(SCM 228/2022) & (S 11/2022)**
- 8.13. Sandwich Town CIP Application, 3321-3327, 3331-3337, 3341-3347 Bloomfield Road; Owner Jay Shanmugam (Windsor Essex Community Housing Corporation) (Ward 2) **(SCM 229/2022) & S 89/2022)**
- 8.14. Closure north/south alley between Gratiot St and Nichols St, together with part of west half of east/west alley between said alley and Second St **(SCM 230/2022) & (S 80/2022)**
- 8.15. Amendment to CR485/2002 for the disposal of surplus walkways in the Little River Acres Subdivision (formerly Villages of Riverside) **(SCM 231/2022) & (S 82/2022)**
- 8.16. Brownfield Redevelopment Community Improvement Plan (CIP) application submitted by 1762643 Ontario Inc. for 669 Tuscarora Street (Ward 4) **(SCM 232/2022) & (S 86/2022)**
- 8.17. Bill 109, More Homes for Everyone Act, 2022, City Wide **(SCM 233/2022) & (S 91/2022)**
- 8.18. Additional Information Memo - Before and After School Child Care in the Riverside Area (Ward 6) **(SCM 234/2022) & (SCM 210/2022)**
- 8.19. Housing Hub Consultation and Architectural Feasibility Study Update - Ward 3 **(SCM 235/2022) & (C 112/2022)**
- 8.20. Report No. 130 of the Windsor Accessibility Advisory Committee - Accessibility remediation of 18,000 pages for the City of Windsor website **(SCM 236/2022) & (SCM 185/2022)**
- 8.21. Minutes of the Windsor Accessibility Advisory Committee of its meeting held May 10, 2022 **(SCM 237/2022) & (SCM 173/2022)**
- 8.22. Report No. 14 of the Housing & Homelessness Advisory Committee - Barriers faced by the 2SLGBTQIA+ community in finding appropriate housing and housing services **(SCM 238/2022) & (SCM 172/2022)**  
**Clerk's Note:** Administration submitting an Additional Information Memo dated August 3, 2022 **(SCM 209/2022) (attached)**

- 8.23. Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held June 9, 2022 **(SCM 239/2022) & (SCM 205/2022)**
- 8.24. Report No. 116 Willistead Manor Inc. **(SCM 240/2022) & (SCM 206/2022)**
- 8.25. Windsor Essex Community Housing Corporation - Naming of the Meadowbrook Affordable Housing Development - Ward 8 **(SCM 241/2022) & (S 93/2022)**

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

10. **PRESENTATIONS AND DELEGATIONS**

11. **REGULAR BUSINESS ITEMS** (Non-Consent Items)

- 11.1. Proposed expropriation of lands for the Riverside Drive Vista Project Phase 2A, Plan B, Legal File EXP 11451-Ward 6 **(C 114/2022)**
- 11.2. Social Services Relief Fund - Phase 5 - Windsor Essex Community Housing Corporation - City Wide **(C 150/2022)**
- 11.3. Bernard Road Subdivision – NOC Development Inc. Cost Sharing/Oversizing/Servicing - Ward 5 **(C 104/2022)**  
**Clerk's Note:** Administration submitting an Additional Information memo dated August 2, 2022 entitled "Cost Sharing for Oversizing Servicing Fees Related to the Bernard Road Subdivision Development (report C 104/2022)---Ward 5" **(AI/11/2022) (attached)**

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**

Community Services Standing Committee – CANCELLED  
Wednesday, September 7, 2022  
9:00 a.m.

ENWIN Utilities Ltd. Audit & Finance Committee  
Wednesday, September 14, 2022  
9:00 a.m.

Windsor Utilities Commission Audit & Finance Committee  
Wednesday, September 14, 2022  
11:00 a.m.

Windsor Canada Utilities Ltd. Audit & Finance Committee  
Wednesday, September 14, 2022  
1:00 p.m.

Committee of Management for Huron Lodge  
Friday, September 23, 2022  
9:00 a.m.

21. **ADJOURNMENT**



**Council Report: CM 10/2022**

**Subject: Summary of Ministry of Labour (MOL) and Labour Canada visits from January 2022 to June 2022 - City Wide**

**Reference:**

Date to Council: September 6, 2022

Author: Julie Ryckman, Occupational Health & Safety & Wellness Manager

519-255-6515, ext. 6408; [jryckman@citywindsor.ca](mailto:jryckman@citywindsor.ca)

Vincenza Mihalo, Executive Director of Human Resources

519-255-6515, ext. 6259; [vmihalo@citywindsor.ca](mailto:vmihalo@citywindsor.ca)

Report Date: 8/16/2022

Clerk's File #: GP2022

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

**Recommendation:**

That City Council **RECEIVE FOR INFORMATION** this report from the Executive Director of Human Resources with respect to Field Reports issued by the Ministry of Labour (hereafter known as the MOL) and Labour Canada to the Corporation of the City of Windsor (Corporation) from the timeframe of January 1<sup>st</sup>, 2022 to June 30<sup>th</sup>, 2022.

**Executive Summary:**

N/A

**Background:**

Beginning in 2017 a practice was established involving a two-pronged approach to reporting to City Council when involvement occurs between the MOL, Labour Canada and the Corporation. In instances when intervention by the MOL or Labour Canada results in orders being issued, a report is provided to City Council at that time. For all other instances resulting in MOL or Labour Canada involvement, a summary report has been brought to Council twice a year in which an overview of each MOL and Labour Canada Field Report is noted for the last six months. This is one of these types of reports.

Given the significant effort required to prepare these semi annual reports, and considering that the related ministry visits do not include any rectifying orders, it is believed that the reports are of very limited value. Therefore, it is administration's intent to discontinue their preparation and submission to Council unless otherwise directed by Council. All instances where an order is issued by the MOL or Labour Canada would continue to be reported to council at the time the order is issued.

The following is a summary of the Field Reports issued to the Corporation for the time frame from January 1<sup>st</sup>, 2022 to June 30<sup>th</sup>, 2022.

**1** – On January 5<sup>th</sup>, 2022, the MOL visited the Windsor Public Library (Central) to investigate a work refusal that was reported to the Ministry. The refusing worker stated he feels “No precautions are taken to prevent staff from contracting the OMICRON variant while working on the public floor”. The WPL implemented curbside pickups on January 6<sup>th</sup>, 2022. The refusing worker was accommodated until this implementation occurred. The MOL determined to address the incident as a complaint and resolved using the Internal Responsibility System.

**No orders issued.**

**2** – On January 6<sup>th</sup>, 2022, the MOL visited the Lou Romano Water Reclamation Plant to investigate a complaint that was received at the MOL:

- The department is not following vaccine policy sent out by the corporation nor are they reviewing the workplace safety plan with staff
- Masks not enforced in vehicles or on lunches/changing rooms

The employer was advised of the complaint.

- The employer made the Corporation of the City of Windsor- Covid 19 Vaccination Policy available to the inspector. The employer stated that all workers at this workplace have been fully vaccinated. The employer stated that any City of Windsor worker who was not vaccinated by January 5<sup>th</sup>, 2022 has been terminated.
- The employer stated that face mask usage is mandatory in this workplace where social distancing can not be achieved. Face mask signage has been posted at this workplace. The employer states that face mask usage is strictly enforced. The employer provides face masks to workers.

**No orders issued.**

**3** – On January 6<sup>th</sup>, 2022, the MOL visited the Lou Romano Water Reclamation Plant to investigate a complaint that was received at the MOL. The complaint alleges the following:

- There is no health and safety committee at the one location (Little River)

The employer was advised of the complaint.

- The employer states that there are 15 regularly employed workers at the City of Windsor- Little River Water Treatment Plant. The JHSC worker member(for the Lou Romano site), who was present at this field visit, states that the union is in the process of selecting a worker health and safety representative for the Little River water treatment plant. The JHSC worker member stated that no workers have volunteered to assume the worker representative position and that she has made herself available to workers at the Little River water treatment plant until a worker health and safety member has been chosen/appointed for that workplace.

**No orders issued.**

**4** – On January 13<sup>th</sup>, 2022, the MOL visited Windsor Fire & Rescue Services on 815 Goyeau Street, to investigate an occupational illness event that was reported to the MOL.

The employer provided the MOL with the following information:

A firefighter has reported hearing loss as an occupational illness to the employer. The reported exposures were in relation to a number of different types of equipment including air horns, sirens, diesel engines, vehicles, cascade system, Federal Q siren, various tools such as saws and gas fans at different locations.

Discussions and findings by the MOL:

- The involved worker worked as a fire fighter for 27 ½ years. The involved worker recently retired. The involved worker has experienced gradual hearing loss and tinnitus over a period of years.
- The employer stated that all city equipment is tested to determine the noise decibel levels that they produce.
- The employer stated that the workers are required to wearing hearing protection when working with any piece of equipment that produces 80 decibels or more, and that an audiologist regularly attends City of Windsor workplaces and performs free, voluntary, audiograms.

**No orders issued.**

**5** – On February 3<sup>rd</sup>, 2022, the MOL visited Huron Lodge, Long Term Care to discuss the Covid 19 occupational illness reported to the Ministry. Four cases have been reported from January 2022. It not clear as to where Covid was contracted. The full Covid 19 program was discussed.

**No orders issued.**

**6** – On March 22<sup>nd</sup>, 2022, the MOL led a ZOOM meeting in response to an employer report made to the Ministry. The employer received information that one worker of this workplace (Huron Lodge, Long Term Care) tested positive for Covid 19. The employer representatives verified the above listed information. Contact tracing was complete and no close contacts were identified.

**No orders issued.**

**7** – On March 30<sup>th</sup>, 2022, the MOL visited Huron Lodge, Long Term Care to investigate an injury that was reported to the Ministry. As per the SAC report #7087: Worker entered elevator #2 on the 1<sup>st</sup> floor, and pressed the 4<sup>th</sup> floor button; however when the elevator reached the 4<sup>th</sup> floor, the doors would not open. Kone (the elevator maintenance company) was paged for emergency response. While in the elevator the employee contacted a co-worker and told them that she was starting to have a panic attack. The co-work notified the supervisor. WFRS was paged, they arrived at 20:40 and freed the employee at 20:50. Worker informed EMS that she believes she sustained a loss of consciousness while in the elevator and noted that she frequently has panic attacks and faints as a result. EMS assessed her and released her.

The employer has contacted Kone elevator to conduct maintenance and repair. It was reported that there was an intermittent problem with the electrical circuit board. The manager stated this problem could not be detected during monthly inspections. The employer is establishing a way to prevent occurrence.

It is also important to note that a resident may have been trapped in the elevator, and may have been without a cellphone. During this inspector's follow up visit, elevator maintenance program and emergency procedures will be reviewed.

**Investigation is ongoing.**

**8** -- On March 30<sup>th</sup>, 2022, the MOL conducted a field visit via teleconference with the Corporation of the City of Windsor to discuss occupational illnesses in relation to Covid-19 affecting two workers.

The inspector's comments:

- The employer contact stated that the areas affected have been "fogged" with an anti-viral agent upon the employer becoming aware of the occupational illness.
- The employer contact stated that the worker's have recovered.

**No orders issued.**

**9** – On May 12<sup>th</sup>, 2022, the MOL visited the Lou Romano Water Reclamation Plant to investigate a complaint that was received at the MOL. The complaint alleges the following:

- Complainant alleged that they have been verbally abused at the workplace.



- Complainant alleged that they have been chased by a company vehicle during work time. Every time a harassment event is reported to management, the employer concluded lack of evidence.
- Complainant alleged alleges name calling in texts as well as finger pointing.

Discussions and findings by the MOL:

- There were 6 separate investigations conducted, 3 by separate investigators. The Health and Safety Manager as well as the JHSC representative confirmed that outcome letters were issued to the complainant for these investigations.

**No orders issued.**

**10 --** On May 16<sup>th</sup>, 2022, the MOL conducted a field visit via teleconference with the Windsor International Aquatic and Training Centre to discuss occupational illnesses in relation to Covid 19. The employer's contact advised that cleaning of high touch surfaces is still taking place. Source control masks are still required for staff and are available upon request. At the time of the inspection, it was determined that the workplace did not have an active outbreak of Covid 19.

**No orders issued.**

**11 --** On May 16<sup>th</sup>, 2022, the MOL conducted a field visit via teleconference with the Corporation of the City of Windsor to discuss occupational illnesses in relation to Covid 19. The employer's contact advised that cleaning of high touch surfaces is still taking place. Source control masks are still required for staff and are available upon request. At the time of the inspection, it was determined that the workplace did not have an active outbreak of Covid 19.

**No orders issued.**

**12 --** On May 16<sup>th</sup>, 2022, the MOL conducted a field visit at the Windsor Public Library-Seminole Branch to investigate the report of a critical injury reported to the Ministry. The custodian had just finished mopping the tile floor, asked staff to be careful when walking. A worker went to the back room and slipped, fractured their wrist in three places. The JHSC workplace representative indicated that they were aware of this injury incident. Information about the work and the worker involved in this incident was obtained from the workplace parties.

Workplace parties indicated that they have taken the following measures to prevent a reoccurrence:

- A wet floor sign will be placed in relevant areas to better indicate when floors are wet

**No orders issued.**

**13** – On May 26, 2022, the MOL visited Huron Lodge, Long Term Care to investigate an event/ complaint that was reported to the Ministry. An anonymous caller alleges workers on scaffolding, workers were not tied off, and the scaffold does not look safe for the 5-6 workers. Complaint was brought forth and discussed with workplace parties. The Maintenance Supervisor and the JHSC Management Representative advise that they did have a crane on site earlier and Vollmer Services was also on site to change out a chiller on the rooftop of the four story building. All has been completed and no workers are on the rooftop or working from scaffolds at this time. Both workplace parties concur that measures were adequate including but not limited to public way protection, working at heights and fall protection PPE in place. Vollmer is currently onsite inside the Huron Lodge performing maintenance work only. Discussed hierarchy of controls for fall protection, falls hazards, training requirements, access/egress and administrative requirements as well as ladders and personal protective equipment.

**No orders issued.**

**14** -- On May 26, 2022, the MOL visited Windsor Fire & Rescue Services on 815 Goyeau Street, to investigate a complaint that was reported to the MOL.

The complaint alleges the following:

- Complainant is alleging that the training regime is unsafe for workers and should be a mandatory requirement for workers. Complainant also alleges the training is not really focused on the job but developing a team for the Cam-Am 2022 Police/Fire games Windsor.

Discussions and findings by the MOL:

- The employer stated that this training regime is done to prepare new recruits for real world situations they will likely encounter as part of their daily activities as a fire fighter, and not conducted to develop a team for the Can-Am games.

**No orders were issued.**

Report	Note	Compliance Date	Disposition
Field Visit No. 04222RBHT075  Work Refusal	No orders issued	Not Applicable	No further follow up required.
Field Visit No. 04483RBJR431  Complaint Investigation	No orders issued	Not Applicable	No further follow up required.
Field Visit No. 04483RBJR431  Complaint Investigation	No orders issued	Not Applicable	No further follow up required.
Field Visit No. 04483RBRP447  Occupational Illness Report	No orders issued	Not Applicable	<p>The employer will provide the MOL with the following documents when they become available:</p> <ul style="list-style-type: none"> <li>• WSIB Form 7</li> <li>• Completed Internal Investigation Report</li> <li>• Medical documents specific to the involved worker's hearing loss.</li> </ul>
Field Visit No. 04222RCSM113  Occupational Illness Report	No orders issued	Not Applicable	No further follow up required.

Field Visit No. 048358GCR438  Covid-19 Investigation	No orders issued	Not Applicable	No further follow up required.
Field Visit No. 04222RGML198  Loss of Consciousness Investigation	No orders issued	Not Applicable	<p>The employer is required to forward the following documents:</p> <ul style="list-style-type: none"> <li>• Internal Investigation</li> <li>• Recent maintenance reports from Kone Elevator</li> <li>• WSIB Form 7 (if any)</li> <li>• Policy for reporting elevator issues (if any)</li> <li>• Emergency procedure for removing workers/residents from broken elevators (if any)</li> </ul>

Field Visit No. 04770RJJV020  Occupational Illnesses  (in relation to Covid 19 affecting workers)	No orders issued	Not Applicable	No further follow up required.
Field Visit No. 04836RJQP028  Complaint Investigation (in relation to a harassment complaint)	No orders issued	Not Applicable	As per email from Senior Manager of Pollution Control (May 12, 2022), Inspector Lessard stated that because the report relates to harassment, it does not have to be posted.
Field Visit No. 04836RJVS041  Occupational Illnesses Investigation  (Covid 19)	No orders issued	Not Applicable	No further follow up required.
Field Visit No. 04836RJVS042  Occupational Illnesses Investigation  (Covid 19)	No orders issued	Not Applicable	No further follow up required.
Field Visit No. 04839RJWP096  Critical Injury Investigation	No orders issued	Not Applicable	No further follow up required.

Field Visit No. 04223RKJT132  Complaint Investigation	No orders issued	Not Applicable	No further follow up required.
Field Visit No. 04836RKPP066  Complaint Investigation	No orders issued	Not Applicable	No further follow up required.

### **Discussion:**

The Corporation and Transit Windsor will continue to work proactively with both the provincial MOL representatives, as well as those from federal Labour Canada, and comply with all reporting requirements as detailed in the OHSA and the Canada Labour Code (hereafter referred to as the CLC). Specifically our ability to limit workplace injuries and illnesses, provide effective management when injuries or illnesses occur, and to work co-operatively with both internal and external parties to address health and safety concerns proactively.

Our positive relationship and reputation with the MOL continues to benefit the Corporation as demonstrated in the interactions noted in this report and specifically as it relates to our workplace standards for documentation and adherence to reporting requirements. The level of training and comprehension of health and safety requirements demonstrated by our management and employee teams in these site visits was vital to our success in effectively addressing each of the individual site investigations. Our Human Resources staff continue to work co-operatively with both departmental management teams, the JHSC, Worker and MOL representatives to address any queries, complaints or other initiatives to demonstrate the effectiveness of the Corporate Health and Safety Program, minimize risk and unnecessary illnesses and injuries.

### **Risk Analysis:**

All protocols were followed and the health and safety concerns were resolved at the source. There are no risks associated with any of the field reports.

### **Climate Change Risks**

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

N/A

## **Climate Change Adaptation:**

N/A

## **Financial Matters:**

There are no financial issues resulting from any of the MOL Field Visits detailed in this report, any training and follow up required was conducted by in-house staff.

## **Consultations:**

Ronnie Haidar, Student Lottery Placement, [rhaidar@citywindsor.ca](mailto:rhaidar@citywindsor.ca)

## **Conclusion:**

Human Resources will continue to work co-operatively with our departments and all employee groups in providing education and support to ensure the Corporation complies with all reporting requirements as identified in the OHS Act and the CLC. As well, Human Resources will continue to work co-operatively with representatives of external agencies such as the MOL and Labour Canada when site investigations occur, as per our applicable obligations in the OHS Act and CLC, to ensure accurate and comprehensive documentation and supporting evidence are provided as requested. Finally, Human Resources, in cooperation with our departments, Unions and Associations, will continue to work towards maintaining an effective internal responsibility system that supports the Corporate Health and Safety Program. Through these processes, our ability to manage and mitigate risk related to health and safety across all corporate sites will continue and thereby enable us to reduce injuries and illnesses, and avoid penalties under the noted legislative standards.

## **Planning Act Matters:**

N/A

## **Approvals:**

<b>Name</b>	<b>Title</b>
Julie Ryckman	Manager, Occupational Health, Safety & Wellness
Dana Paladino	Executive Director, Human Resources (A)
Ray Mensour	Commissioner, Community Services
Debbie Cercone	Commissioner Human & Health Services (A)
Jelena Payne	Commissioner, Economic Development & Innovation
Dan Seguin	Commissioner, Corporate Services, Chief Financial Officer & City Treasurer (A)
Shelby Askin Hager	Commissioner, Legal and Legislative Services
Chris Nepszy	Commissioner, Infrastructure Services
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

Name	Address	Email

**Appendices:**



**Subject: PC Maintenance/Support Transfer for 2021 Related Expenses - City Wide**

**Reference:**

Date to Council: September 6, 2022  
Author: Earl Larking  
Dep CIO/Manager of Technology Infrastructure  
519-255-6100 Ext. 6902  
elarking@citywindsor.ca  
Information Technology  
Report Date: August 5, 2022  
Clerk's File #: AE2022

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

**Recommendation:**

THAT City Council **RECEIVE** for information that \$820,694 was transferred from the PC Maintenance/Support Reserve Fund 177 to the operating account Dept Id. 0125413 (Product 5006) for eligible 2021 expenses related to supporting the corporate computer systems in compliance with the PC Maintenance and Support Reserve Fund plan adopted by City Council in 2005 (CR783/2005) and in compliance with the method of reporting as adopted by City Council in 2007 (CR52/2007).

**Executive Summary:**

N/A

**Background:**

Departments annually contribute to the PC Maintenance/Support reserve based on the number of personal computers (PC's) and printers being used in each department. The purpose is:

- a. To allocate a portion of the costs to support, network and secure the computers and printers across the Corporation.
- b. To annualize the expenses related to the big-ticket upgrades when required in a corporate computing environment (e.g. operating systems, office suite, E-mail system, management systems).

**Discussion:**

In order to facilitate tracking throughout the year, an End User Support operating account was created so that expenses related to delivering desktop computing across the Corporation could be charged and accounted for in the operating fund. Annually, at year-end, this End User Support operating account is funded from the PC Maintenance/Support reserve. Council Resolution CR783/2005 established this methodology. CR783/2005 states "That City Council approve the establishment of a Personal Computer (PC) Maintenance/Support Reserve Fund for the maintenance fees charged to all corporate PC users, in order to finance the on-going support costs for all corporate PC's including related hardware and software. That related recurring operating expenditures be charged to the operating budget and be recovered from the reserve account annually via a report to City Council summarizing the expenditures. That related hardware and software purchases follow the rules of the purchasing by-law and be reported annually to City Council via a report summarizing the expenditures."

The 2021 expenditures being recovered from the reserve fund are listed below in the Financial Matters section.

**Risk Analysis:**

N/A

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

N/A

**Climate Change Adaptation:**

N/A

**Financial Matters:**

The amount of the transfer from the PC Maintenance/Support reserve to the End User Support operating account for the eligible 2021 expenses was \$820,694. This amount is comprised of the following:

Salaries and benefits	\$162,000
Security Anti-Virus, SPAM Filter, Firewall, Lic & Support	\$103,311
ITSM software	\$97,090
IT supplies, tools, misc repairs and software	\$86,940

Back-Up System Licenses & Support	\$80,714
Microsoft Licenses (includes MS365, SharePoint, Exchange)	\$69,838
Microsoft Premier Support	\$61,199
Email gateway, SPAM filter	\$49,350
Network Switches - Maintenance & Support	\$44,841
Corporate E-learn	\$31,668
Annual charges for two I.T. vans	\$22,970
Training Room, Lab and Security PC's - PAYG/maint	\$21,560
Phone charges for I.T. support	\$17,079
Web Services	\$9,830
IT Asset Inventory System	\$2,244
Viking Data Entry SW, Licensing & Support	\$1,002
OLA / Hosting Fees	<u>\$(40,942)</u>
	<u><u>\$820,694</u></u>

Contributions to the reserve fund exceed expenditures in most years. This is to ensure that funds are available for large purchases that do not occur every year (i.e. Microsoft Office, Exchange upgrades). In 2021, \$1,127,040 gross (\$306,346 net of the above noted expenses) was contributed to the fund. In the years of those large purchases, the expenditure for that particular year will exceed that year's contributions but the reserve balance will remain positive. This funding methodology was an important consideration when developing this reserve fund.

### **Consultations:**

Caroline latonna from Financial Planning was consulted with respect to the PC Maintenance/Support Reserve plan and the amount of related expenditures in 2021.

Norm Synnott, CIO/Executive Director of Information Technology, Information Technology Department also collaborated on this report.

**Conclusion:**

The expenses noted in this report are consistent with the approved use of the PC Maintenance/Support Reserve Fund.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Earl Larking	DEP/CIO Manager of Technology Infrastructure
Norm Synnott	Chief Information Officer/Executive Director of Information Technology
Jelena Payne	Commissioner of Economic Development & Innovation
Joe Mancina	Chief Financial Officer
Onorio Colucci	Acting Chief Administrative Officer

**Notifications:**

Name	Address	Email
Alicyn Cusinato		<a href="mailto:acusinato@citywindsor.ca">acusinato@citywindsor.ca</a>
Earl Larking		<a href="mailto:elarking@citywindsor.ca">elarking@citywindsor.ca</a>

**Appendices:**

**Subject: Pay As You Go Transfer (PAYG) For Eligible 2021 Computer Equipment Related Expenses - City Wide**

**Reference:**

Date to Council: September 6, 2022  
Author: Earl Larking  
Dep/CIO Manager of Technology Infrastructure  
519-255-6100 Ext. 6902  
elarking@citywindsor.ca  
Information Technology  
Report Date: August 5, 2022  
Clerk's File #: AE2022

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

**Recommendation:**

THAT City Council **RECEIVE** for information this report confirming that \$1,016,563 was transferred from the Pay As You Go (PAYG) Leasing Reserve Fund 170 to the operating account Dept. ID 0125413 in 2021 for eligible 2021 computer, server and network related expenses in compliance with the Pay as You Go Plan adopted by City Council in 2002 (B42-2002 and B43-2002), and consistent with the ongoing reporting requirements adapted by City Council.

**Executive Summary:**

N/A

**Background:**

In May 2002 City Council passed Resolution B41-2002, which restricted lease financing in favour of a Pay As You Go (PAYG) purchase replacement program for equipment such as computers, vehicles, radios etc. It also defined PAYG funding sources as those amounts from expired leases.

Resolutions B42-2002 and B43-2002, also passed in May 2002, provided some fundamental guidelines for the PAYG reserve program, including extending the life expectancy of computer equipment and other assets, which were previously leased. The Resolutions also provided some start-up funding for the program and an annual operating budget savings resulting from Pay As You Go program.

Council Resolution CR160/2006 added networking equipment to the PAYG Plan and Council Resolution CR175/2006 added servers to the PAYG plan as the relevant leases expired. A portion of that lease funding was transferred to PAYG. Additionally, departments annually contribute to the PAYG reserve based on the number of personal computers (PC's) being used in each department. When the Information Technology (I.T.) Department makes PAYG procurements for the Corporation, the purchases are undertaken in compliance with the City's Purchasing Bylaw and the Pay As You Go Plan.

During the 2005 budget process, City Council approved the recovery of the salary and benefits for the Manager of End User Support (I.T. Department) from the PAYG fund due to that position's direct relationship with the on-going maintenance and lifecycle management of the Corporation's computer equipment. The salary and benefits for the Technical Support Analyst (TSA) responsible for the Corporation's servers were transferred to this fund during the 2008 budget process. The salary and benefits for the TSA responsible for the Corporation's networking were transferred to this fund during the 2010 budget process. The TSA costs were offset by improved server and networking efficiency. An extension of the useful life of corporate hardware further allowed for a partial PCA salary to be recovered from the PAYG fund, as approved in the 2012 budget process.

### **Discussion:**

In order to facilitate tracking throughout the year, a PAYG operating account was created so that PAYG eligible expenses could be charged and accounted for in the operating fund. The eligible expenses are as follows:

- Replacement PC's (desktop PC's, laptop PC's, CAD workstations, monitors)
- Parts and maintenance for out-of-warranty PC's
- Networking and Server lifecycle management (maintaining, replacing infrastructure using evolving technology to improve efficiency and total cost of ownership)
- Salary and benefits for the Manager of End User Support
- Salary and benefits for two Technical Support Analysts
- Partial salary and benefits for one Personal Computer Support Analyst

Annually, at year-end, this PAYG operating account is funded from the PAYG reserve in compliance with the original plan.

The City of Windsor has 2,071 end user computing devices. The replacement protocol, approved during the 2012 budget, is for the Corporation's laptop computers to remain in production for an average of 3.9 years, PC's to remain in production for an average of 4.25 years and monitors to remain in production for an average of 5.5 years. In 2021, the City purchased 122 replacement desktop PC's, 141 replacement laptops and 123 replacement monitors. The 263 PC's (122 desktops + 141 laptops) represents approximately 13% of the City's PC inventory. On average over the past 10 years, 19% of the city's PC inventory has been replaced annually. The lower than average replacement rate in 2021 was due to the pandemic and the shortage of available equipment. These low replacement rates are a good

indication that the switch from leasing to PAYG has been successful in extending the life of equipment

The Corporation provides data networking to over 70 City facilities. The City's servers and storage environment provide applications and services to approximately 2,100 computer users within the Corporation, in addition to the web services provided to residents (website, tax enquiries, online payments, online registrations, online licensing, poll locators, online property queries, etc.). Server and storage virtualization have allowed the City to make more efficient use of hardware. The Corporation currently has 232 servers, with 190 of these servers being virtual. There are approximately 277 enterprise network switches, 515 Wi-Fi Access Point deployed in City facilities and 6 Wi-Fi controllers.

### **Risk Analysis:**

N/A

### **Climate Change Risks**

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

N/A

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

N/A

### **Financial Matters:**

The amount of the transfer from the PAYG reserve to the PAYG operating account for the eligible 2021 expenses was \$1,016,563. This amount is comprised of the following:

Replacement desktops, laptops, CAD stations and monitors	\$	424,911
PC parts for out-of-warranty equipment	\$	6,730
Server & storage lifecycle management	\$	61,505
Networking lifecycle management	\$	205,518
Salaries and Benefits	\$	317,899
<b>TOTAL</b>	<b>\$</b>	<b>1,016,563</b>

Projections for technology purchases from the PAYG Leasing Reserve Fund are straight-line calculations over several years. These projections were first calculated when technology items were added to the PAYG plan and have been regularly assessed by the Finance and I.T. Departments. In most years since the above items were added to the PAYG plan the actual expenditures are less than the projections. As a result, the fund maintains a healthy balance that will be able to accommodate future periods of higher technology requirements.

### **Consultations:**

Caroline latonna from Financial Planning was consulted with respect to the PAYG reserve plan and the amount of PAYG computer-related expenditures in 2021.

Norm Synnott, CIO/Executive Director of Information Technology, Information Technology Department also collaborated on this report.

### **Conclusion:**

The expenses noted in this report are consistent with the PAYG plan, which was adopted by City Council in 2002.

### **Planning Act Matters:**

N/A

### **Approvals:**

<b>Name</b>	<b>Title</b>
Earl Larking	Manager of Technology Infrastructure
Norm Synnott	Executive Director of Information Technology
Jelena Payne	Commissioner of Economic Development & Innovation
Joe Mancina	Chief Financial Officer
Onorio Colucci	Acting Chief Administrative Officer

### **Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Alicyn Cusinato		<a href="mailto:acusinato@citywindsor.ca">acusinato@citywindsor.ca</a>
Earl Larking		<a href="mailto:elarking@citywindsor.ca">elarking@citywindsor.ca</a>

### **Appendices:**



**Subject: Employment Services Transformation Updates - City Wide****Reference:**

Date to Council: September 6, 2022  
Author: Andrew Daher  
E.D. of Employment and Social Services  
519-255-5200 x 5257  
adaher@citywindsor.ca  
Employment and Social Services  
Report Date: August 16, 2022  
Clerk's File #: SS2022

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

**Recommendation:**

THAT the report from the Executive Director of Employment & Social Services regarding Employment Services Transformation (EST) **BE RECEIVED** for information.

**Executive Summary:**

N/A

**Background:**

The Corporation of the City of Windsor is the Consolidated Municipal Service Manager (CMSM) for Windsor and Essex County. Through the Employment and Social Services (ESS) department, the City provides basic financial assistance and employment assistance – Ontario Works (OW) program, in accordance with the Ontario Works Act, 1997 and its Regulations. The OW programs are funded by the Ministry of Children, Community & Social Services (MCCSS). The ESS department is also responsible for the delivery of the Employment & Training Services – Employment Ontario (EO) programs. The EO programs, consisting of Employment Service (ES) and Canada Ontario Job Grant (COJG) programs, are funded by the Ministry of Labour, Training and Skills Development (MLTSD or “Ministry”).

The City of Windsor is one of ten Employment Ontario (EO) Direct Delivery Agents across Windsor-Essex, and one of six CMSM's in the Province of Ontario that delivers both Ontario Works and EO programs. Under this current model, all local Delivery Agents have a direct reporting relationship to the Ministry who is responsible for managing the entire EO system, including funding, priority setting and establishing performance outcomes with each of the EO Delivery Agents.

On February 12, 2019, the Ontario government announced the transformation of its employment services to help more people find and keep quality jobs, and increase the

number of businesses finding the right workers with the right skills. This new model is designed to be managed by a Service System Manager (SSM) on behalf of the MLTSD. The SSM is an entity that is fully responsible for managing funding arrangements with organizations to provide local service planning, coordination and delivery of employment services and programs in each of the fifteen catchment areas throughout the Province.

Subsequent to this announcement, the department brought a report to City Council on July 8, 2019 (CR347/2019) that outlined the province's new vision for Employment Services Transformation (EST) and obtained endorsement and support for any future applications to become a SSM.

In the summer of 2019, the Ministry issued a Request for Qualification (RFQ) seeking applicants interested in becoming a SSM. The RFQ was open to any municipality, public, not-for-profit or private sector organizations. At that time, the model was only being prototyped in three of the fifteen catchment areas: Hamilton-Niagara, Muskoka-Kawartha Lakes and Peel, therefore the City of Windsor did not respond to the RFQ. In 2020, the Ministry selected the following SSMs and began implementation:

- Hamilton-Niagara Region – Fedcap (Non-Profit)
- Muskoka-Kawartha Lakes – Fleming College (MUSH)
- Peel Region – WCG Services (Private/For-Profit).

On June 10, 2021 the Ministry announced the next phase of the EST for the remaining twelve catchment areas which included Windsor-Sarnia. Three of those twelve catchment areas will be completed in 2023 (Toronto, Northwest and Northeast). Similar to the 2019 process, MLTSD issued a two-stage competitive process to select the SSM, beginning with the launch of a RFQ followed by a future Call for Proposal (CFP) phase.

On July 12, 2021, the City of Windsor submitted its RFQ application, and included Workforce WindsorEssex (WFWE) as a consortium partner. On September 10, 2021, the City of Windsor was happy to receive notice that its RFQ Submission qualified for the second stage of the competitive process (i.e. CFP). The CFP application stage is intended to obtain specific information from the qualified applicants related to their plans and actions for their role as the SSM for the preferred catchment area.

As part of the RFQ announcement in September, the Ministry broke down the CFP process into three phases based on complexities. Complexity was defined by factors related to community readiness and interest, as well as labour market conditions.

*Low Complexity Areas* – The CFP application process started in September 2021 (Phase 1). The following four catchment areas were identified by the province: York, Halton, Stratford-Bruce Peninsula, Kingston-Pembroke. The following SSM's were announced April 2022:

- York Region - WCG
- Halton Region - Fedcap Inc.
- Stratford-Bruce Peninsula - The Corporation of the County of Bruce. (The Corporation of the County of Bruce leads a consortium that includes the Corporation of the County of Grey, the Corporation of the County of Huron, and the Corporation of the City of Stratford)
- Kingston-Pembroke – TBD: The Ministry is taking extra time to complete the assessment and negotiation process for this catchment area.

*Medium Complexity Areas* – The CFP application process was announced in late April 2022 (Phase 2) for five additional catchment areas: Windsor-Sarnia, London, Durham, Kitchener-Waterloo-Barrie and Ottawa.

*High Complexity Area* – The CFP application process will begin in 2023 and will include the final three catchment areas (Toronto, Northwest and Northeast).

In preparation for the Phase 2 announcement, the City engaged WFWE in March 2022 to deliver and lead 16 community consultations sessions on behalf of the City of Windsor. These sessions included target groups such as employers, community serving organizations, social services employees, ODSP service providers and job seekers. A total of 226 participants attended and provided valuable feedback that can be used for future planning. WFWE provided a report summarizing the opportunities, challenges, needs and proposed ideas shared by each of the groups.

Following the consultations, work began on completing our CFP and on June 29, 2022, the City submitted its CFP for the Windsor-Sarnia area. The employment services team, along with our consortium partner WFWE, have put in hundreds of hours to ensure that our application was robust and comprehensive. The Ministry will now take the next couple months to review and score all of the applications submitted as part of Phase 2.

## **Discussion:**

As part of Phase 2, CFP submissions were only to be submitted for those five (5) catchment areas and only by applicants who qualified through RFQ Tender #14920 in 2021. Qualified Applicants could bid on any of the five in-scope catchment areas however will only be awarded one catchment area (assuming the applicant is successful in the process).

As noted above, following the announcement of the CFP in April 2022, the City of Windsor in collaboration with our consortium partner WFWE, applied for the Windsor-Sarnia catchment area. Our CFP addressed many service planning topics including organizational experience, financial administration, client pathways and referrals, life stabilization, performance targets, specialized services, digital services, local labour market research, partnerships, and service quality.

As part of the CFP, we were required to establish targets, document, and articulate the specific percentages of client volumes to be served within each of the following client groups: ODSP Program employment supports clients, Persons with Disabilities, Francophones, Indigenous people, Youth with higher support needs and Newcomers.

These targets were established using Ministry Baseline data, population demographics, Ontario Works beneficiary data, and Employment Ontario outcome data. The goal was to establish realistic targets that met or exceeded Ministry expectations while also being supported by reliable data sources.

In an effort to improve access to Employment Ontario sites in the region, we analyzed the location of each current site. Population data for this analysis was sourced from the 2021 Statistics Canada Census of Population for the Windsor-Sarnia Economic Region. The goal was to shorten the drive time for all residents in the catchment area and ensure a higher percentage of the population were within a 20 minute drive of a service delivery site.

### **Next Steps**

The department is continuing to take a pro-active approach in anticipation for the next step in the process. The next step will involve an interview conducted by the MLTSD which will be dependent on the success of the CFP application. The estimated time frame for this announcement is in early-mid fall. After those interviews are completed and all applicants are scored, the applicant who scores the highest in each catchment area will be awarded the SSM contract. MLTSD plans to make the SSM announcements for the Phase 2 (i.e. the five catchments areas) by the end of this year.

Should the City of Windsor be successful in the SSM role for the Windsor-Sarnia catchment area, the following time lines and expectations have been set by the MLTSD:

#### **Planning Period: January – March 2023**

This period allows SSMs to establish themselves within the catchment area by building capacity and developing knowledge of the current local service delivery network. SSM will have to establish operations which includes, but are not limited to, leasing space, establishing a presence in the community, hiring of key staff, etc.

#### **Transition Period: April – December 2023**

EO, OW and ODSP employment service will be transferred to the SSM however, the SSM's will not be able to make changes to the service provider network (including adjusting targets and funding). During this period, the SSM's are expected to:

- Develop a Transition Phase Outcome (TPO) Report
- Assess the current EO and ODSP-ES service provider networks and footprints based on performance and capacity to deliver
- Establish service delivery and operation including developing their own contracts and entering into agreements with the 15 Service Providers for 22 service locations in the Catchment Area to deliver employment services.
- Establish a Dispute and Complaint Resolution Process for Clients and Service Providers

#### **Integrated Employment Services (IES) Delivery: Begins January 2024**

During this final phase, Ontario Works clients currently served through OW-Employment Assistance, ODSP-Employment Assistance and EO programs will be transferred to the

SSM. SSMs can make changes to the network based on their TPO Report. SSMs will be eligible for Performance Based Funding (PBF) for clients accessing case-managed services. The SSM will be required to meet other Ministry standards including in-person and digital service delivery requirements as well as prescribed benchmarks for total number of clients served and clients who achieve employment outcomes.

In essence, this is considered the 'go-live' period. The SSM will take over full responsibility for the oversight of the Service Provider network and will be fully responsible for the planning, design and delivery of Employment Services in the catchment area. The SSM will be responsible to the Ministry and will need to regularly collect and monitor data including analyzing and reporting on key performance indicators and trends with the goal of improving client outcomes and service delivery system performance.

### **Risk Analysis:**

As identified in previous reports, if the City does not participate in the development, implementation and operationalization of this initiative, there is a moderate risk that the ability to access funding, resources, and supports for individuals who need employment assistance may be lost. By not participating as a SSM/Direct Delivery Agent, the City will have little to no control over the funding, service model and service delivery.

As indicated in the CFP, maximum operating funding for each of the Planning, Transition and Implementation periods were defined by MLTSD for each catchment area. Operational funding allocations for each subsequent year of the TPA will be determined through the Ministry's annual business planning process with the SSM. There is a risk that the operating funding required for the service provider network as a whole could exceed the provincial dollars allotted, and the City, as SSM, will be responsible for managing the financial impact or potential impact on service delivery levels.

During the Planning Period, the SSM is expected to provide a presence in the catchment area, which may include leasing space at one or more locations. The Ministry's TPA with the SSM is renewed annually, however the term of a lease agreement with a landlord may not align with the term of the Ministry's TPA. To mitigate this low-level risk, more flexible leasing arrangements would need to be negotiated.

Another risk associated with setting up operations is that the Ministry does not provide capital funding, but does allow the amortization of leasehold improvements over a three-year period. There is a low risk that the Ministry agreement would be terminated before the end of the three-year amortization period.

Like all Ministry funded programs that the City administers, the department will always work with the budget dollars allocated and look for other ways to mitigate within other operating expenditure line items. In order to further mitigate this risk, any negative variances to the Ministry's budget could be funded by the Performance Base Funding, should the City achieve some or all of the performance targets.

Another identified risk is that the ministry is using a phased-in implementation approach to measure a SSM's performance on outcomes. The targets, which are included in the Ministry-SSM Transfer Payment Agreement (TPA), cannot fall below the ministry's established baseline of current service delivery network performance. SSMs' performance is assessed as "Exceeds," "Meets" and "Not Meeting" for measure and targets set up with the TPA.

If the SSMs do not meet the set targets, the Ministry has developed an improvement plan framework. The Ministry outlines the principles and criteria that will be considered when assessing the SSM's performance in what they have called an Incentive and Consequence Framework (ICF). The ICF describes the processes that will be used to determine incentives for high performance, correct underperformance, and potential consequences for failure to address performance issues. The ICF is focused exclusively on the overall performance of SSMs, and not individual Service Providers. Every SSM is responsible for performance management and corrective action for their service provider network.

## **Climate Change Risks**

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

N/A

## **Financial Matters:**

The City of Windsor's Employment & Social Services department has two main programs and funding envelopes:

### ***Ontario Works Financial Assistance and Employment Assistance Programs***

OW Employment Assistance activities are funded by the Ministry of Children, Community and Social Services (MCCSS) through a Program Delivery Funding allocation that supports direct administration costs and employment assistance activities. The gross funding allocation is comprised of two separate cost sharing components where approximately 25% of the gross cost is 100% provincially funded, and the remaining 75% of the gross cost is shared with the municipality (50% provincial / 50% municipal). The municipal cost is further cost shared with the County of Essex using the Arbitrated Weighted Assessment formula. The current gross operating budget is approximately \$27M, which includes provincial, municipal and county funding.

### ***Employment & Training Services (ETS) - Employment Ontario (EO)***

The Ministry of Labour, Training and Skills Development (MLTSD) funds the programs 100% and the City's current agreements with MLTSD are in effect until March 31, 2023. The current operating budget is approximately \$2.3M. At this time, it is not anticipated there will be any direct financial implications to this operating budget as a result of EST, however this will be dependent on who the successful SSM is for the Windsor-Sarnia region. With our excellent track record for meeting targets, being fiscally prudent and

providing exceptional customer service, it is Administration's belief that the City will remain as an EO service provider even if it's not chosen as the SSM.

### **CFP Financial Details**

Based on extensive research and analysis in collaboration with WFWE, Municipality of Chatham/Kent and Municipality of Sarnia/Lambton, the ESS Department submitted the following funding request for each of the implementation periods:

<b>Implementation Period</b>	<b>Duration</b>	<b>City's Requested Funding</b>	<b>MLTSD's Maximum Funding</b>
Planning Period	Jan – Mar 2023	\$345,300	\$350,000
Transitioning Period	Apr – Dec 2023	\$2,088,200	\$2,099,000
Integrated ES Delivery Period – Operating Funds	Jan – Dec 2024 (annually thereafter)	TBD once SSM is announced	\$27,980,000*

\* Excludes employment related supports for all clients & employers (estimated \$4,084,000), ODSP Client Reserve (est. \$854,000) and Performance Based Funding (est. \$8,230,000).

The purpose of the Planning Period Funding is to support the SSM with establishing operations within the Catchment Area, including analysis of local service delivery network, establishing infrastructure for overseeing Service Provider Network within the Windsor-Sarnia Catchment area, establishing operations by leasing space, building partnerships with stakeholders, marketing, hiring of key staff, and developing a web presence.

As it relates to the Transition Period Funding, applicants were required to provide breakdown of the transition costs including costs associated with leasing space, implementation of IT infrastructure to support service delivery, hiring of staff, assessing the effectiveness of the current network (existing Service Providers, client data and outcomes), establishing organizational capacity to administer Service Provider agreements for developing EO and ODSP employment services in the Catchment Area.

The funding for the Integrated ES Delivery Period is comprised of three components:

- Operating Funding – supports financial stability for SSM and covers the direct or subcontracted delivery of the components of the project including supporting administration, utilities, and other operational costs for service delivery. Maximum planned annual funding for Windsor-Sarnia catchment area is \$27,980,000.
- Employment Related Financial Supports for Job Seekers and Employers – financial incentives and supports provided to individuals (i.e. transportation, equipment) and employers (i.e. accommodation support) used to remove temporary barriers to participation in employment and training activities. The amount allocated for this category is \$4,938,000. Included in this amount is

\$854,000 reserve that can only be used to support clients who are ODSP recipients with a disability.

- Performance Based Funding – funding based on the type of client stream and outcome intervals for achieving program targets and outcomes. The estimated annual Performance-based Funding for Windsor-Sarnia catchment area is \$8,230,000.

The above initial SSM Operational Funding allocations are determined by the ministry. Operational Funding allocations for each subsequent year of the TPA will be determined through the ministry's annual business planning process with the SSM.

### **Consultations:**

Diane Quinn (Manager of Employment & Training Initiatives)

Vito Grammatico (Supervisor, Employment)

Linda Higgins (Manager, Intergovernmental Funding – Human Services Integration)

Hristina Seksenova (Financial Planning Administrator)

Wira Vendrasco (Deputy City Solicitor).

### **Conclusion:**

The Provincial government has announced major changes to the way Employment Services will be delivered in Ontario. We are proud of our accomplishments to date as we successfully qualified for the second stage in the process, and we will continue towards our goal of becoming the SSM for the Windsor-Sarnia catchment area. Should we be selected as the SSM, the department will provide updates and seek all necessary authorizations to execute the necessary agreements, sign and submit any reports required by the Ministry.

### **Planning Act Matters: N/A**

### **Approvals:**

<b>Name</b>	<b>Title</b>
Diane Quinn	Acting Executive Director of Employment & Social Services
Debbie Cercone	Acting Commissioner, Human & Health Services
Joe Mancina	Chief Financial Officer/City Treasurer – Corporate Leader, Finance & Technology



Onorio Colucci	Chief Administrative Officer
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**Notifications:**

Name	Address	Email
Justin Falconer Chief Executive Officer of Workforce WindsorEssex		jfalconer@workforcewindsoressex.com

**Appendices:**

**Subject: Update of Round 2 of the Arts, Culture and Heritage Fund 2022  
- City Wide**

**Reference:**

Date to Council: September 6, 2022

Author: Christopher Lawrence Menard, Cultural Development Coordinator

cmenard@citywindsor.ca

519-253-2300 ext. 2752

&

Michelle Staaedegaard, Manager, Culture & Events

mstaadegaard@citywindsor.ca

519-253-2300 ext. 2726

Recreation and Culture

Report Date: August 19, 2022

Clerk's File #: SR2022

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

**Recommendation:**

THAT the report from the Cultural Development Coordinator and the Manager of Culture & Events regarding the update on Round 2 of funding of the Arts, Culture and Heritage Fund (ACHF) in 2022 **BE RECEIVED**.

**Executive Summary:**

N/A

**Background:**

Council approved the ACHF grant program as part of the 2022 budget process.

The Guidelines for the Arts, Culture and Heritage Fund outlined the process for selecting the jurors as follows: *"All applications will be assessed by a jury, working with the Culture staff. The jury will be comprised of a diverse selection of five (5) people that are arts, culture or heritage professionals. Some have direct experience working with arts, culture or heritage organizations or as individual creators. Others have municipal backgrounds with arts, culture and heritage experience. The ACHF will select jurors who:*

- *Have a broad spectrum of knowledge and experience of the creative community;*
- *Have knowledge of the arts, culture and heritage needs of the City of Windsor;*
- *Will provide fair and objective opinions;*
- *Can articulate their opinions and work in a group decision-making environment*

These jurors diligently completed the evaluation process on all of the applications submitted to the current funding round.

## **Discussion:**

The Application form for the Arts, Culture and Heritage Fund was posted on the City of Windsor's website, and the targeted webpage ([achfwindsor.ca](http://achfwindsor.ca)) with the grant opening July 4, 2022 and closing July 22, 2022. All regular promotion took place utilizing social media, E-Blasts, and sharing by cultural organizations including social media pages for the City of Windsor, Museum Windsor, and Mayor Drew Dilkens, as well as partner websites and social media pages including Arts Council Windsor & Region, Windsor-Essex Theatre Community, and Windsor Endowment for the Arts. A virtual public information session was held on July 6, 2022 with City administration providing details of the program guidelines, eligibility criteria, application and adjudication process. As with each previous funding round, all applicants completed consultations by phone or email with a member of the Culture & Events team to confirm applicant and project eligibility in advance of submission, and to receive support through the process. The ACHF application is electronic, with both an online application form and an online process for adjudication.

The jury continues to appreciate the online process as it permits them access to the applicants' support materials by allowing them to click embedded links to artist information, reference letters, organizational documents, websites, videos, sound files and image files, and work samples. Jurors using this system for adjudication, and applicants using this system to apply remain satisfied with the overall functionality of the system.

Each juror received a specific and unique login to allow them access to the online applications. Administration was able to monitor the jury's progress through the evaluation process, and answer questions as needed. The jury convened on August 17, 2022 through Zoom to discuss the key objectives and priorities of the fund and to adjudicate the applications as a group to arrive at final funding decisions.

There was a long and fulsome conversation amongst the jurors to determine the final decision. At the close of the application round, Administration received forty-seven applications – thirty-nine from individuals, and eight from organizations – totalling about \$180,000 in requested funding. If the opportunity to fund all of the requests were available, the total value of the projects would exceed approximately \$306,000, demonstrating how grant funding leverages additional spending on, and increases spin-off investment in culture within the community. There is \$59,000 available for distribution in the second round of the ACHF in 2022.

The 2022 ACHF Jury consisted of:

- David Burrows – returning juror; theatre and performing artist, arts board member, and teacher.
- Kaitlyn Karns – returning juror; former Administrative and Outreach Coordinator with ACWR, arts educator, community artist, dance/movement artist, musician,

theatre and performing artist, arts administrator, arts board member, and arts programmer.

- Madelyn Della Valle – Museum Windsor Curator, heritage, literature, administrator, programmer, educator, community board member, connected to/works with local heritage, French and Italian communities.
- Moya McAlister – arts education, community arts, media arts, theatre/performing arts, cultural activist, arts administrator, arts board member, programmer, educator, community board member, works with Black Indigenous and People of Colour artists.
- Alexei Ungurenaşu – Windsor’s Youth Poet Laureate, visual artist, arts administrator, integrated arts, curator, programmer, cultural activist, identifies with LGBTQ2S+ community around gender expression and arts expression.

Of their collective experience working as part of the ACHF Jury for both rounds of funding for 2022, the members’ comments included:

"I feel so honoured and proud to have been a part of the 2022 ACHF jury. Each round of funding provides us with a clear illustration of the importance and need for arts and culture in our community. Being able to play a role in giving both emerging and established artists the opportunity to continue to work in Windsor is a wonderful feeling and a great way to give back to our community."

"Being a juror on the ACHF was an exciting learning opportunity. Hearing the other jurors’ thoughts broadened my own understanding of grant applications, and reviewing the applications reminded me of how much talent and diversity there is in Windsor’s arts community."

"I’m so grateful to have been provided the opportunity to sit on the jury of ACHF. It’s been a great learning experience about the breadth and quality of the arts, cultural and heritage imagination in Windsor. As Albert Einstein once said, "Imagination is everything. It is the preview of life's coming attractions." And I truly believe that we enable many "coming attractions" through this fund.

The jury was pleased to be able to award grant funding to 27 projects – 21 grants to individuals, and 6 grants to organizations in this funding round. Of the applicants in this round, seventeen were first-time applicants to the program, and 14 of those applicants were selected for funding.

The jury selected a strong mix of projects across genres including the visual arts, the performing arts, film, music, literary arts and storytelling, podcasts, and some important projects supporting diversity, inclusivity, heritage and the celebration of humanity in our community.

Table 1 below provides a detailed listing of successful applicants along with a description of the project they submitted for funding. Upon completion of their projects, applicants are required to submit to the Culture & Events office, a final report outlining the impact of the project, both financially and within the cultural community of Windsor. All final reports require the recipients to quantify the results of their project (the number of visitors, CDs sold, attendance, engagements, etc.). The final report also includes the

final budget for the project confirming revenues earned, copies of promotional materials, and the criteria they used to measure the success of their project in meeting their goals and how they believe the project affected life of our community.

Additionally, as identified in earlier reports to Council, all of the projects selected are required to identify the City of Windsor as a funder to the project, through the display of the City logo with the accompanying words “Supported by the City of Windsor’s Arts, Culture & Heritage Fund (ACHF) achfwindsor.ca” on all project materials.

As requested by members of City Council with previous reports, the successful applicants are featured on our website under “ACHF Success Stories.” They are also invited to display or showcase their finished projects, where appropriate, at specific city events such as culture summits, the City birthday celebration, and potentially the Mayor’s Arts Awards (an event held in partnership with the Windsor Endowment for the Arts). Information about the projects is also shared in Culture E-Blasts, on social media, and through the annual Parks, Recreation & Culture Community Impact Report.

**Table 1: Successful Applicants**

Name	Project	Description	Ask	Awarded	Variance
Louise Paquette	Contemporary Dance Master Classes	Funding for artist fees for dance workshops and classes	\$5,000	\$5,000	\$0
Elliott Hale	Falling Through a Dream	Funding for artist fees, venue rentals, and production costs to create a short film	\$5,000	\$4,000	\$1,000
Jillian Goyeau	Talking Violet Music Video Cycle	Funding for artist fees for four music videos	\$5,000	\$3,750	\$1,250
Tracey Atin	“Flutter” Opera Phase 2	Funding for artist fees for musicians and singers creating an original opera	\$5,000	\$3,500	\$1,500
Gavin Booth	Sunset Junkies	Funding for artist fees, production and post-production costs for a original dramatic short film	\$5,000	\$3,500	\$1,500

Name	Project	Description	Ask	Awarded	Variance
Frank Varga	Dolores Goes Downtown	Funding for artist fees and production costs for a short film	\$5,000	\$3,000	\$2,000
Jacklyn Meloche	Cars & Curves	Funding for artist fees, sculpture material costs, and finishing costs for four large-scale sculptures	\$4,400	\$3,000	\$1,400
Bangladesh-Canada Association Windsor-Essex	International Mother Language Festival 2023	Funding for artist fees for Indigenous drummers, multi-discipline artists, dancers and more as part of a community culture and heritage festival	\$3,500	\$3,000	\$500
Kristina Bradt	Tiny Art Vending Machine – Phase 2	Funding for artist fees and documentation of an interactive visual arts project	\$3,200	\$2,500	\$700
Paul Murray	Music'n Arts Aid Live!	Funding for artist fees and promotion of a multi-genre arts event	\$5,000	\$2,500	\$2,500
Kamryn Cusumano	Uma Loft Sessions	Funding for artist fees, video production and technical fees for an online video series highlighting local artists	\$5,000	\$2,350	\$2,650
Windsor Classic Chorale	Windsor Choral Festival	Funding for artist fees for a music festival	\$2,365.73	\$2,300	\$65.73

Name	Project	Description	Ask	Awarded	Variance
Brodie MacPhail and Andrew Pardy	Drawslaw	Funding for artist fees for an online artist spotlight series	\$4,690	\$2,000	\$2,690
Filipino Community Centre of Windsor Essex County, Inc.	Launch Event of Filipino Photo Exhibition	Funding for artist and performer fees for a culture, heritage and art festival celebrating diversity and inclusion	\$2,300	\$2,000	\$300
Ashley Crawford	Community Concert Series	Funding for artist fees and promotion of a community concert showcasing local artists	\$2,350	\$2,000	\$350
Jamie Greer	Killers, Butchers, Cry-Babys & Canadian Destroyers: The History of Pro Wrestling in Windsor, Ontario	Funding for artist fees, photo and artifact licensing for creation of a book on local history	\$3,500	\$2,000	\$1,500
Mike Hargreaves	Mike Hargreaves 2023 EP	Funding for artist fees, session musicians, mixing and mastering, photography, production and video content for creation of an album of original music	\$5,000	\$2,000	\$3,000
Rami Alsharak	ClosetMetrics	Funding for artist fees, production costs, editing, and materials for a storytelling project connected to the LGBTQIA+ community	\$5,000	\$1,500	\$3,500
Windsor Feminist Theatre	Untitled Edele Winnie Play	Funding for artist fees and set design for theatre production of an original play by a local playwright	\$5,000	\$1,450	\$3,550

Name	Project	Description	Ask	Awarded	Variance
Michael Grainger Harris	Huron Lines "Live in Windsor" Performance Film Project	Funding for artist fees, film and audio production costs for a film project merging music and film across Windsor	\$5,000	\$1,200	\$3,800
Jacob McLean	Mellowdraw	Funding for artist fees, production and promotion of an original music video from an upcoming album	\$5,000	\$1,200	\$3,800
Trans Wellness Ontario	Queer and Trans Community Poetry Project	Funding for artist fees and printing costs for poetry workshops and corresponding chapbook sharing stories of the queer and trans communities in Windsor	\$1,050	\$1,050	\$0
Walter Sviatoslav Petrichyn	Ojibway	Funding for artist fees, cinematography, sound, score, festival fees and more, to get started on a feature-length documentary on the company town of Ojibway	\$5,000	\$1,000	\$4,000
Karen Morand	Art Kitchen	Funding for artist fees, production and post-production costs for a podcast focusing on local music and poetry	\$4,282.02	\$900	\$3,382.02
The Greater Windsor Concert Band	GWCB 25 <sup>th</sup> Anniversary Gala Concert	Funding for venue rental for a special anniversary concert	\$5,000	\$800	\$4,200



Name	Project	Description	Ask	Awarded	Variance
Laura Becker	Compendium	Funding for gallery rental, material costs and promotion of a visual art exhibition	\$1,000	\$750	\$250
Sarah Jane Baggio	Noctuary Retrograde	Funding for materials costs associated with creative an exhibiting a new series of paintings	\$1,575	\$750	\$825
<b>TOTALS</b>			<b>\$109,212.75</b>	<b>\$59,000</b>	<b>\$50,212.75</b>

### **Risk Analysis:**

The Municipal Cultural Master Plan originally recommended that an arm's-length commission be established that was a decision-making volunteer body independent of Council consisting of City residents who are familiar with cultural disciplines and cultural organizations in the City.

The Task Force that convened to guide this project to fruition expect there to be a transparent application process in order to have the applications adjudicated without prejudice. The Task Force supported a jury process that consisted of members of the community applying or being nominated, and being selected for the knowledge and experience that they share with the community.

### **Climate Change Risks**

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

N/A

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

N/A

## Financial Matters:

As part of the 2022 Budget approval, Council approved through Culture an annual operating budget of \$118,000 to distribute two rounds of funding of \$59,000. Individual grants awarded through this project are for a maximum of \$5,000 per grant.

## Consultations:

N/A

## Conclusion:

The City of Windsor continues to make significant contributions to the cultural fabric of the community.

The ACHF grant-funding program continues to grow the arts, culture and heritage sector by providing small and impactful amounts of funding to help make culture happen now. The purpose of this fund – *Investing in the soul of our City by providing financial assistance to locally developed arts, culture and heritage projects that provide exciting, surprising, and meaningful opportunities to strengthen our creative community* – will have an immediate impact on the cultural community.

## Planning Act Matters:

N/A

## Approvals:

Name	Title
Emilie Dunnigan for Valerie Robinson	Financial Planning Administrator, Recreation & Culture
Michelle Staaedegaard	Manager, Culture & Events
Cory Elliott for Jen Knights	Executive Director, Recreation & Culture
Ray Mensour	Commissioner, Community Services
Dan Seguin	On behalf of City Treasurer
Onorio Colucci	Chief Administrative Officer (A)

## Notifications:

Name	Address	Email

## Appendices:

- 1 Appendix A - ACHF Guidelines City of Windsor, Updated 2022



## Arts, Culture & Heritage Fund (ACHF)

*Investing in the Soul of our City*

# PROGRAM GUIDELINES

Culture Office  
Department of Recreation & Culture  
City of Windsor

Mailing: 2450 McDougall St. Windsor, ON. N8X 3N6

Physical: Gatehouse at Willistead Park. 1899 Niagara St. Windsor, ON. N8Y 1K3

P: 519-253-2300 • E: [culturalaffairs@citywindsor.ca](mailto:culturalaffairs@citywindsor.ca) • W: [citywindsor.ca](http://citywindsor.ca)

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## BACKGROUND INFORMATION

### **Mission for Culture in Windsor**

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Acting as a catalyst and facilitator, the Culture section will ensure the provision of a range of affordable and accessible opportunities for engagement in cultural activities, services, and facilities to residents while at the same time building up a base of unique cultural attributes and activities for visitors, residents, investors, and businesses.

We work in the arts, culture and heritage sectors... the *creative community*. Culture is alive and thriving in our City, winding its way through every aspect of our daily lives, shaping who we are and what is amazing about our community.

### **The Community Strategic Plan**

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The City's **Community Strategic Plan** calls for a focus on cultural growth. It urges:

- *Capitalizing on our strengths* to promote tourism and hospitality, making the most of our advantages as a key Canadian gateway;
- *Reaching out to the world* to showcase Windsor as an outstanding place to live, work and visit;
- *Celebrating diversity* by recognizing our rich diverse culture and heritage;
- *Honouring heritage* by preserving structures that tell the story of our past;
- *Valuing art* by promoting and supporting the arts and local artists, and ensuring that our citizens have many opportunities to experience a wide variety of expression and performance.

### **The Municipal Cultural Master Plan (MCMP)**

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The City of Windsor's **Municipal Cultural Master Plan**, approved by City Council in May 2010 is a detailed report that maps out sixteen recommendations intended to serve as a goal-centred approach to facilitating the growth of culture in our community.

### **MCMP – Recommendation # 7 – Arm's Length Cultural Funding**

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It is understood that our creative community cannot act alone. It is recommended that an **arm's length cultural funding commission for cultural organizations be established**. This commission would be appointed to allocate funds from an amount set annually to qualifying cultural organizations according to set criteria. Jurors would be City of Windsor residents that have an understanding of cultural disciplines and organizations. Working with the City of Windsor's Cultural Affairs Office, they would facilitate a transparent and accessible application and funding process that would be accountable to Council, the City's creative community, and the City of Windsor as a whole. **In all cases, the funding decisions of this body would be final, and would not be subject to an appeal.**

## GENERAL INFORMATION

These guidelines are intended to help in preparing an application for funding under the **Arts, Culture & Heritage Fund (ACHF)**. Applicants are advised to read this document in its entirety prior to completing/submitting an application.

In order to be considered, applicants must consult with Culture staff prior to submitting a project for funding and before the application deadline. Consultation means a conversation, by e-mail or phone, in which the applicant provides detailed information on their proposed project. **This consultation does not mean a project will be recommended for funding.**

We anticipate receiving more applications than any given funding round can support.

The ACHF online application can be found at [www.achfwindsor.ca](http://www.achfwindsor.ca), and will be available *only during application intake phases*. The application must be completed and submitted – with all required supporting materials – and received no later than 3:00 pm on the application deadline date for each round. **Late applications will not be accepted or assessed.**

Applications must be completed and submitted online. **Hard copies or e-mailed / faxed applications will not be accepted.**

Applicants may submit one application per funding round per fiscal year, for a maximum of two applications to the program per year.

The Culture section encourages applicants to submit projects that will be completed within six (6) months to one (1) year of receipt of funds. As such, **all Final Post-Project Reports must be submitted two (2) weeks after completion of the project.**

The ACHF cannot guarantee funding to all applicants, nor can it ensure that the total amount requested by successful applicants will be granted. The recommendation to fund a part of an applicant's request will depend on its fit with the program priorities, assessment criteria and the overall demand for funds available in the program. The Culture section will officially announce the results by letter or e-mail.

Applications for funding are subject to the *Freedom of Information and Protection of Privacy Act*.

The City, at its expense, reserves the right to audit any submitted financial statements or Project approved for City grants, and upon reasonable request to do so, the grant recipient shall make available at its premises all related books and records to the City of Windsor or its agents.

## ABOUT THE FUND

**MISSION OF THE ARTS, CULTURE & HERITAGE FUND:** The City of Windsor's Arts, Culture & Heritage Fund (ACHF) invests in the soul of our City by providing financial assistance to locally-developed arts, culture and heritage projects that provide exciting, surprising and meaningful opportunities to strengthen our creative community.

### PROGRAM OBJECTIVES

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The ACHF provides funding to support Windsor's priority to build a strong and stable creative community that contributes to a prosperous creative economy and to making Windsor an attractive and affordable place to live. The primary objectives of the program are to make strategic investments that:

- Promote innovation and support new, dynamic efforts in the creative community;
- Develop unique cultural resources to enhance the health and vitality of our communities and the quality of life for our people;
- Encourage participants in the creative community to stay and continue to create and work in the City of Windsor;
- Make arts, culture and heritage central to the lives of all our people;
- Increase public awareness and access to the arts, culture and heritage sectors;
- Celebrate diversity by recognizing our rich creative community;
- Value creativity by promoting and supporting arts, culture and heritage.

### KEY PRIORITIES OF THE ARTS, CULTURE & HERITAGE FUND

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The ACHF provides financial support to help strengthen and develop Windsor's creative community to achieve economic and creative growth in the City. Preference is given to projects that benefit one or more cultural sectors, and which develop new alliances and creative, innovative approaches. Projects **must address one or more** of the following key priorities:

- Increase Windsor's attractiveness, affordability, and quality of life;
- Support the development of new audiences;
- Increase the supply of skilled cultural workers;
- Nurture creativity and imagination through arts, culture and heritage projects;
- Encourage the inclusion of diverse cultural groups;
- Increase public access to the creative community.

## IMPORTANT DEFINITIONS

### PROJECT

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A special initiative which may be one-time, and may involve:

- New/unconventional collaboration between/across genres, disciplines or sectors;
- Creation of new work;
- Emphasis on new or emerging media, techniques, technologies and practices.

### ART

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Broadly conceived to include all genres within the following disciplines, with activities and expression which explore, interpret, create and celebrate:

- Performance (music, dance, theatre, spoken word, improvisation);
- Visual (two/three dimensional, performance, fine or artisanal craft, site specific or temporary installation);
- Literary (poetry, prose, storytelling);
- Media/New Media (film, video, still photography);
- Design (graphic and technological).

### CULTURE & HERITAGE

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Broadly conceived to include both tangible and intangible characteristics of the following elements, with activities and expression which explore, interpret and celebrate:

- Human diversity including First Nations, ethnicity, different abilities and orientations, gender and age;
- Human and natural history;
- Ecology and environment (as themes for artistic practice or historical interpretation);
- Heritage buildings, sites (including neighbourhoods, gardens, views), collections, archives, documentation, interpretation;
- Storytelling, narratives, traditions and values, artisanal methods.



## ELIGIBLE ORGANIZATIONS

To be eligible for consideration, the applicant must be either an arts, culture or heritage organization that meets **all** of the following criteria:

- Be Windsor-based;
- Not receive concurrent funding from the City of Windsor;
- Be not-for-profit, incorporated as a not-for-profit, or a registered charity;
- Primarily produce and display work, and conduct regular operations in Windsor;
- Have arts, culture or heritage as the main focus;
- Be in 'good-standing' for at least one year at the time of the application;
- Demonstrate fiscal responsibility;
- Be directed by recognized professionals and / or managed by experienced volunteers.

## ELIGIBLE INDIVIDUALS

To be eligible for consideration, the applicant must:

- Be a Windsor resident;
- Primarily produce and display work outside of an organizational framework;
- Be engaged in their arts, culture or heritage activity in the City of Windsor;
- Be a recognized professional (have completed formal/informal training).

## ELIGIBLE PROJECTS

Eligible Projects under the ACHF program may include, but are not limited to:

- Providing opportunities for organizations to engage youth and new creators;
- Arts, culture and heritage tourism initiatives that result in new product development, increased market-readiness and new business opportunities;
- Outreach projects which identify ways to strengthen organizational capacity to reach new markets, regions, cultural minorities and untapped future audiences.

Eligible Projects must:

- Not receive concurrent funding from the City of Windsor for this initiative;
- Be accessible to everyone;
- Be publicized citywide;
- Offer a unique cultural experience;
- Have a separate budget from the organization's annual operating budget;
- Demonstrate support (financial or in-kind) beyond what is provided by the fund.

## INELIGIBLE PROJECTS & EXPENDITURES

Ineligible projects and expenditures for the ACHF include the following:

- Initiatives which receive concurrent financial or in-kind support from City sources;
- Using ACHF funds to provide financial support (re-grant) to other organizations;
- Ongoing operating or administration expenses;
- Feasibility studies;
- Decor, food, or beverage costs;
- Costs relating to fundraising activities or events;
- Retroactive funding for events which have already occurred;
- Construction, renovation, major purchases (capital, property, etc.);
- Deficit reduction;
- Development of proposals for provincial/federal/municipal/private sector grants;
- Marketing and promotional expenditures that are not related to the project;
- Contingency or unexplained miscellaneous costs;
- Supporting activities which are politically partisan or primarily focused on sports, commercial activity (tradeshow, conferences), religion, healthcare, social service, and/or seek to attract a special interest audience;
- Any other expenditure that does not relate to the realization of the project.

Please Note:

- Depending on fulfillment of all criteria, including financial need, recipients of ACHF Project Grants may re-apply for funding of the same initiative in each of two consecutive years, but after three consecutive years of funding are no longer eligible to apply for support of the same initiative. This ensures that the group of organizations and initiatives benefiting from these grants is refreshed on an ongoing basis.
- **Funding is not automatically renewed every year.**

## MAXIMUM FUNDING

Applicants are asked to apply for a reasonable amount of money to complete their proposed projects.

**Project funding under the ACHF program will not exceed \$5,000 per funding round.** Project funding not covered by the ACHF program must be provided by the applicant or through other project revenues.

The ACHF cannot guarantee funding to all applicants, nor can it ensure that the total amount requested by successful applicants will be granted. The recommendation to fund all or part of an applicant's request will depend on its fit with ACHF priorities, assessment criteria and the overall demand for funds in the program.

## APPLICATION PROCESS

In addition to providing important information for the assessment of the grant application, both the financial and statistical parts of the application provide the City of Windsor's Culture section with valuable information enabling them to effectively advocate on behalf of the local creative community on an ongoing basis. Prior to completing the ACHF application, all potential applicants must consult with Cultural Affairs staff (see information on page 4 of these guidelines).

### APPLICATION FORMS

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The online application form is available on the City's website as of midnight on the date the application round opens. The link remains active until the funding round closes. There are separate requirements for Individuals applying and Organizations applying. All requirements are clearly laid out in the Checklist that is part of the online application.

**Please use the Submission Checklist provided at the start of your application form (and page 10 of these guidelines) to ensure a complete submission before you click submit.**

### WHAT TO INCLUDE

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Everything you need is requested on the ACHF online application. Please ensure that your application is complete, signed (name typed), accurate and legible. When you have completed your application, attached your supporting materials, and clicked submit, you will receive an email confirmation that your application has been successfully submitted. This email will include a copy of your application itself. Please retain that for your records. We will not notify you if your application is incomplete, or if supporting materials are missing. Please take the time to ensure you have completed all sections and attached all supporting materials.

### HOW TO SUBMIT

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It is the applicant's responsibility to complete and submit their application on time. The online application is available online for the duration of the funding round. Once the submission deadline passes, the link will be unavailable. Applications that are late, incomplete, have arrived in hard copy form, or have been faxed or sent through email will not be accepted or assessed. The online link is the *only* acceptable submission.

### Supporting Materials

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It is not mandatory to submit supporting materials, aside from those clearly requested; however, they can enhance your application and provide unique insight to the Jury.

## APPLICATION CHECKLIST

All required fields in the online application must be completed. You will be asked to include:

### Project Grants – For Organizations

- ☐ Completed Application
- ☐ Financial statement attachment
- ☐ Project budget attachment
- ☐ List of Board of Directors attachment  
-include names, positions, contact
- ☐ List of Management/Admin.  
-attachment includes names, positions
- ☐ Copy of Incorporation/Charitable  
Status Certificate attachment
- ☐ Supporting Materials (links, photos, documents)

### Project Grants – For Individuals

- ☐ Complete Application
- ☐ Copies of 3 reference letters attachment
- ☐ Copy of curriculum vitae attachment
- ☐ Project budget attachment
- ☐ Supporting Materials attachment

**Please do not forget to answer all question fields on the application completely.**

**Note on Budgets and Artist Fees:** The City of Windsor encourages all applicants to ensure standard artist fees are provided to all artists participating in a project. Please refer to [CARFAC](#), the [Canadian Federation of Musicians](#), etc. to determine standard rates for artists. The City adheres to these fee schedules for all City-led events and initiatives, and encourages artists participating in ACHF to do the same.

**Supporting Materials** can include: web links, manuscripts; slides; audio and video clips; news stories/articles/clippings; audience testimonials; photographs (maximum of three).

Supporting materials should be in the form of PDFs, JPEGs, Word documents, etc.

The personal information collected on the application is collected under the authority of the *Municipal Act, Section 10*. This personal information may be used for the purpose of processing the application form and may become part of the public agenda at a City Council meeting or Committee Meeting. Questions about this collection may be directed to the Manager of Culture & Events, (519) 253-2300 extension 2726, or by mail to:  
Freedom of Information Coordinator - Office of the City Clerk  
Room 530 – 350 City Hall Square West  
Windsor, Ontario, N9A 6S1, Canada

## APPLICATION ASSESSMENT PROCESS

All applicants must consult with Culture staff prior to submitting a project for funding under the ACHF program before the application deadline; **otherwise they will not be considered for funding.**

All applications will be assessed by a jury, working with the Culture staff. The jury will be comprised of a diverse selection of five (5) people that are arts, culture or heritage professionals. Some have direct experience working with arts, culture and heritage organizations or as individual creators. Others have municipal backgrounds with arts, culture and heritage experience. The ACHF will select jurors who:

- Have a broad spectrum of knowledge and experience of the creative community;
- Have knowledge of the arts, culture and heritage needs of the City of Windsor;
- Will provide fair and objective opinions;
- Can articulate their opinions and work in a group decision-making environment.

With the exception of two (2) members carried over from the previous year, a new jury will be convened every year unless it is not possible to do so.

### SELECTION OF JURY

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Community members are encouraged to apply to be a juror for the panel. Application Forms will be posted on the City website, [www.citywindsor.ca](http://www.citywindsor.ca). Please submit a hard copy or scanned copy to the attention of the Culture office, Recreation & Culture, The City of Windsor, 2450 McDougall St. Windsor, ON. N8X 3N6; [culturalaffairs@citywindsor.ca](mailto:culturalaffairs@citywindsor.ca). Applications for jurors will be accepted up to a specified date/time. If you submit an application after that date, it will be added to the applications for the following year, as this is an ongoing process. Juror applications will be evaluated by a panel of City staff with representation from Recreation, Culture, Finance, and Planning.

### ROLE OF JURORS

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Prior to the meeting to assess applications, jurors are required to become familiar with the program, its assessment criteria, and the City's strategic goals. Jurors are required to read all applications, make notes about each, and grade them accordingly. At a group decision-making meeting, all jurors will review the supporting materials together and discuss the applications. Using their knowledge and expertise, they will identify funding priorities, score applications, decide on successful applications, and inform City staff.

### CONFIDENTIALITY

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Jurors must keep application contents and assessment discussions confidential, and must not disclose that they have been selected as jurors. Names of jurors will be released with the grant results at the end of each program year.

## CONFLICT OF INTEREST

The City of Windsor is particularly concerned with potential conflicts of interest.

There are two dimensions of conflict of interest – direct and indirect. There are also two kinds of direct conflict of interest – financial and private.

### **DIRECT CONFLICT OF INTEREST**

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A juror is in direct conflict of interest with a particular application if he or she, or a member of the juror's immediate family (spouse or equivalent, son or daughter, parent, sibling or members of the immediate household), has a financial interest in the success or failure of the application. Staff or board members of an organization, or members of their immediate families, would also be considered in direct conflict.

A juror is in direct conflict of interest with a particular application if he or she has a private interest in the success or failure of the application. Staff or board members of an organization, or member of their immediate family (spouse or equivalent, son or daughter, parent, sibling or member of the immediate household), would be in direct conflict. A private interest also includes affiliations or activities that compromise or unduly influence decision making.

### **INDIRECT CONFLICT OF INTEREST**

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Any reason that makes it difficult for a juror to evaluate an application objectively may create an indirect conflict of interest.

### **MANAGING CONFLICT OF INTEREST**

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The City will not choose jurors who are in direct conflict of interest with any of the applications being assessed.

If a direct conflict of interest becomes apparent, the City will ask the juror to stand down from the Jury panel.

All jurors are asked to sign forms to identify conflicts of interest as a further means of documenting the integrity of the process.

### **THE ROLE OF CITY STAFF**

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At the jury panel meeting, City staff from the Cultural Affairs Office will answer questions and assist jurors with clarification of information on the groups being judged. Their role is to remain objective and facilitate decisions based on the jurors' impartiality.

# JUDGING APPLICATIONS

## **ASSESSMENT CRITERIA FOR APPLICATIONS**

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The following criteria recognize that all applications are examined in the context of the strategic goals and objectives set by the City of Windsor's City Council each year, as well as the ACHF program budget and the number of applications per program round.

Assessment Criteria for ACHF Project Grants will be based on:

- Relevance of the Project;
- Contribution and Impact of the Project;
- Results and Measurements;
- Financial Feasibility of the Project;
- Organizational Capacity.

The jury evaluates organizations applying for grants using the following criteria in the context of each organization's stated mandate, the scale of its operations and the aesthetic or cultural environments in which it works.

## **RELEVANCE OF THE PROJECT**

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- The project strongly supports the vision of the City of Windsor, and is closely aligned with at least one of the ACHF program's key priorities.
- There is a demonstrated need for the project.

## **CONTRIBUTION AND IMPACT OF THE PROJECT**

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Applicants should present a commitment to the advancement of their discipline and to increasing public appreciation and education of the creative community of the City of Windsor. To contribute to the creative community, the organization has:

- Programming and activities that encourage public appreciation and participation;
- Programming that promotes the opportunity for cultural tourism;
- A role in the broader creative community in terms of public awareness;
- Connections with organizations in the broader community.

## **RESULTS & MEASUREMENTS**

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- Project timelines are realistic;
- Project activities are relevant to the project as a whole;
- The evaluation strategy is realistic, well-developed and addresses all outcomes, outputs and measures;
- The project's value for investment is clearly demonstrated.

## JUDGING APPLICATIONS cont.

### **FINANCIAL FEASIBILITY OF THE PROJECT**

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- Project is well within the financial resources of the applicant;
- Project budget is entirely appropriate and cost-efficient;
- Appropriate human resources and materials are allocated to support the project;
- Applicant demonstrates financial stability.

### **ORGANIZATIONAL CAPACITY**

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The Organization serving as lead applicant for the project funding:

- Demonstrates sufficient resources to successfully carry out the project;
- Is managed with a clearly defined governance structure, administration and policies;
- Implements its mandate through ongoing activities and services;
- Has and seeks audiences for its work;
- Knows and can describe its audiences;
- Has marketing plans and systems to communicate with, sustain and build audiences;
- Works to develop an audience that reflects Windsor's demographics, has systems and activities which complement programming to deepen, broaden and diversify its audiences and their involvement in the organization's work;
- Has balanced sources of earned, private and government revenues with plans that generate earned, private, and government revenues



# FINAL JURY FUNDING DECISIONS

## DECISION-MAKING PROCESS

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Jurors review each application in terms of the five (5) assessment categories: Relevance of the Project, Contribution and Impact of the Project, Results and Measurements, Financial Feasibility of the Project, and Organizational Capacity. Each of the five categories has equal weight in the assessment.

Jurors rate each of the five (5) assessment categories on a five (5) point scale:

- Excellent;
- Very good;
- Good;
- Fair;
- Poor.

**An application must reach a standard of “good” in all assessment categories in order to receive funding.**

## FUNDING DECISIONS

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Applicants will receive an email from Culture staff advising on the application result / funding decision approximately one (1) month after the deadline. Alternatively, they may receive a Grant Notification letter in the mail. Applicants should not call or e-mail for this information.

If you have been awarded a conditional grant, the grant cheque will be issued when the conditions have been fulfilled. The grant notification letter will describe any conditions associated with a grant. It is the responsibility of an organization receiving a conditional grant to share this information with its board of directors or governing body.

After grant notification, and upon request, the Culture office will provide organizations with a verbal summary of jurors' comments and information about the context in which the grant decision was made if available. **The ACHF Jury is not required to provide feedback on every application; feedback may not be available.**

**All decisions of the jury are final and cannot be appealed.**

**The City, at its expense, reserves the right to audit any submitted financial statements or Project approved for City grants, and upon reasonable request to do so, the grant recipient shall make available at its premises all related books and records to the City of Windsor or its agents. Grant funding is intended to support the project set forth in the grant application and is not intended to cover living costs.**

## FUNDING CONDITIONS & EXPECTATIONS

### Funding Conditions

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- **All decisions of the jury are final; not subject to a review or appeal;**
- Failure to submit reports (interim or final) will affect future requests for funding;
- Funding recipients must publicly acknowledge support by use of the City of Windsor logo on all forms of communication related to the project;
- Funding is provided on a single / one-time only project basis;
- Funding will not be given to for-profit organizations;
- Funding will not exceed the actual cash expenditure for the project;
- Additional funding for a project may be secured from other levels of government. In cases where funding from other Ontario government sources is included, this funding must be for a component of the project that is separate and distinct from the portion to be supported by the ACHF.

## REPORTING

Successful applicants will provide a Final Post-Project Report within two (2) weeks of the completion of the Project. This report must be submitted to the City of Windsor's Culture Office. The form can be downloaded at the City's website, [www.citywindsor.ca](http://www.citywindsor.ca), (specifically [www.achfwindsor.ca](http://www.achfwindsor.ca)). Receipt of these reports is a pre-condition for consideration of an organization's future grant applications in any category and will be part of the jury resources in future grant application reviews.

If a project is incomplete, it is the responsibility of the grant recipient to contact the Culture Office to discuss the project status. Even in the case of an incomplete project, a Final Post-Project Report will still be required. There are no exceptions to this.

A grant recipient seeking to make significant changes to its initiatives as outlined in an application must consult with Culture staff prior to implementation. If the changes result in the cancellation or a significant delay in the completion of the initiative, the applicant will, after consultation with staff, be required to return to the City all Project Grant funds paid for that year.

**Subject: Amendment to Parkland Dedication By-law - City Wide**

**Reference:**

Date to Council: September 6, 2022

Author: Alexandra Hartley

Senior Counsel

ahartley@citywindsor.ca

519-255-6100 ext 6493

Legal Services, Real Estate & Risk Management

Report Date: August 18, 2022

Clerk's File #: APM2022

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

**Recommendation:**

THAT City Council **AMEND** By-Law Number 12780, being A By-law to Provide for the Conveyance of Land or the Payment to Money in Lieu of Land to the Municipality for Park or Other Public Recreational Purposes to delete the alternative parkland dedication rate, provide that the cash in lieu rates now appear in the Fees and Charges By-law and minor housekeeping amendments, and **PASS** By-law XXX-2022 for these purposes.

**Executive Summary:**

N/A

**Background:**

In 2020 the province passed Bill 197, which included amendments to the Planning Act which, among other amendments, changed how municipalities may obtain new land for parks, or other public recreation purposes, as a condition of development. These amendments to the Planning Act require municipalities to reassess existing parkland dedication by-laws that incorporate alternative dedication rates.

By operation of the amendments to the Planning Act, parkland dedication by-laws that contain the alternative dedication rate and which were in place prior to the amendments will expire on September 18, 2022.

By-law No. 12780, sets out the City's requirements for parkland dedication for development (the "By-law"). The By-law currently contains both a base parkland dedication rate and an alternative parkland dedication rate. Since the By-law contains

the alternative dedication rate, and was in place prior to Bill 197 the By-law will automatically expire on September 18th, 2022.

## **Discussion:**

Section 42 of the Planning Act authorizes municipalities to pass by-laws for the conveyance of land for parks, or for another public recreational purpose or to contribute cash-in-lieu (CIL) as a condition of development approval. The Planning Act permits municipalities to require parkland dedication rates as follows:

- 1) A base parkland dedication rate of a maximum 2% of the land area for commercial or industrial development, or 5% for residential development; or
- 2) An alternative dedication rate which applies only to residential developments and is a maximum of 1 hectare per 300 dwelling units for land and 1 hectare per 500 dwelling units for CIL.

In accordance with the Planning Act amendments, municipalities now need to review existing parkland dedication by-laws that contain the alternative dedication rate. Municipalities who wish to continue to include alternative rates in their parkland dedication by-laws must carry out consultation before passing a new parkland dedication by-law with this type of rate. The By-law sets out the base parkland dedication rates for residential, commercial and industrial development noted above and also incorporates the alternative dedication rate of a maximum of 1 hectare per 300 dwelling units, to a maximum of 25 percent of the land proposed for development.

A review of City records indicates that the alternative rate has rarely been used. Therefore deleting this provision will have negligible affect on the City's Parkland Acquisition Account. The Building Department regularly refers to Schedule A of the By-law to determine the cash-in-lieu amounts for residential development. More recently, the fees in Schedule A have been transferred to the Fees and Charges By-law 393-2002. The amending by-law will also address this transfer along with a few housekeeping issues. The housekeeping issues involve change of names from Senior Property Agent to Manager of Real Estate Services and Ontario Municipal Board to Ontario Land Tribunal. Due to the incorporation of the alternative dedication rate in the By-law, the entire By-law will expire on September 18, 2022. Administration recommends amending the By-law to remove the alternative dedication rate in advance of this date and permit the City to continue to apply the base parkland dedication rate as a condition of development.

Other amendments to the Planning Act revised Section 37 to enable municipalities to collect Community Benefits Charges (CBCs).

The CBC is a new fee that municipalities have the option to implement to assist in paying for the capital costs of high-density development. Currently, Development Charge (DC) Fees are the City's primary revenue tool for funding growth. This new charge may help ease the financial pressure that high-density development places on our infrastructure. The CBC charge could also include a component for parkland and public recreation purposes. In that case the CBC charge would replace the provisions in the current Parkland Dedication By-law. As noted below there are a number of

considerations that have to be investigated first. To date very few municipalities have implemented the CBC charges given these complex considerations.

The new CBC charge only applies to the construction or redevelopment of buildings with 5 or more storeys and 10 or more residential units. The total charge is capped at 4% of the value of the development land on the day before the building permit is issued.

Each municipality must assess whether a CBC by-law fits their long term strategic goals. Important preliminary considerations around implementing a CBC by-law include:

- 1) Defer a decision on the implementation of a CBC Strategy until larger municipalities test the CBC legislation and the appeal process, as there is no deadline for implementing CBCs.
- 2) Consider the number of developments in the next 5-10 years that are expected to meet the CBC threshold, along with the potential revenue that can be collected based on current land values in the City.
- 3) The City currently has a DC exemption for the core of the City to attract infill and higher density development. Assess the impact of a CBC strategy on this goal.

Administration will be preparing a report by the end of the year that will provide City Council with options for their consideration as it relates to a CBC Strategy for the City of Windsor.

### **Risk Analysis:**

Leaving the By-law unchanged will result in the expiration of the entire By-law, leaving the City without the ability to require dedication of parkland and collect fees under section 42 of the Planning Act.

There are minimal risks associated with removing the alternative parkland dedication rate. The City has rarely used the alternative rate for parkland dedication. The base rate will remain as the By-law's primary method when requiring land for parks or other public recreational uses.

### **Climate Change Risks**

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

N/A

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

N/A

### **Financial Matters:**

The Parkland Acquisitions Reserve Fund, Fund 151, has been in existence for some time. The current Fund balance, net of encumbrances, is approximately \$700,000. Per

Section 42 (15) of the Planning Act, funds collected in the Fund can only be used for the acquisition of land to be used for park or other recreational purposes, including:

- the erection, improvement or repair of buildings (for park or other public recreational purposes)
- the acquisition of machinery for park or other public recreational purposes

As stated above, the alternative parkland dedication rate has rarely been used in recent years. As a result, removing the alternative parkland dedication rate will have a negligible impact on the Fund going forward.

### **Consultations:**

Thom Hunt – City Planner/Executive Director, Planning & Development Services

Wira Vendrasco – Deputy City Solicitor, Legal Services & Real Estate

Tony Ardovini – Deputy Treasurer, Financial Planning

James Chacko – Executive Director, Parks & Facilities

Joe Baker- Manager of Permits/ Deputy CBO

Frank Scarfone- Manager, Real Estate Services

Emilie Dunnigan- Manager, Development Revenue & Financial Administration

Michael Dennis - Financial Manager Asset Planning

Josie Gualtieri – FPA Building & Development

### **Conclusion:**

Due to legislative changes, Administration recommends amendments to the By-law to prevent its automatic expiry. The removal of the alternative rate is not expected to have a significant impact on the City's parkland dedication process.

### **Approvals:**

<b>Name</b>	<b>Title</b>
Alexandra Hartley	Senior Legal Counsel
Shelby Askin Hager	Commissioner, Legal and Legislative Services
Ray Mensour	Commissioner, Community Services
Dan Seguin	On behalf of Commissioner, Corporate Services,

<b>Name</b>	<b>Title</b>
	CFO/City Treasurer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

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

**Appendices:**

## Item No. 8.2



### Committee Matters: SCM 248/2022

#### **Presentation from John Hartig, Ph.D., Great Lakes Institute for Environmental Research regarding the Great Lakes Way Progress and Connecting Green Ways**

Moved by: Councillor McKenzie  
Seconded by: Councillor Costante

Decision Number: **ETPS 905**

THAT the presentation by John Hartig, Ph.D., Great Lakes Institute for Environmental Research regarding the Great Lakes Way Progress and Connecting Green Ways **BE RECEIVED** for information.

Carried.

Clerk's File: EI2022

#### **Clerk's Note:**

1. Please refer to Item 6.1. from the Environment, Transportation & Public Safety Standing Committee Meeting held July 27, 2022.
2. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220822/-1/7348>





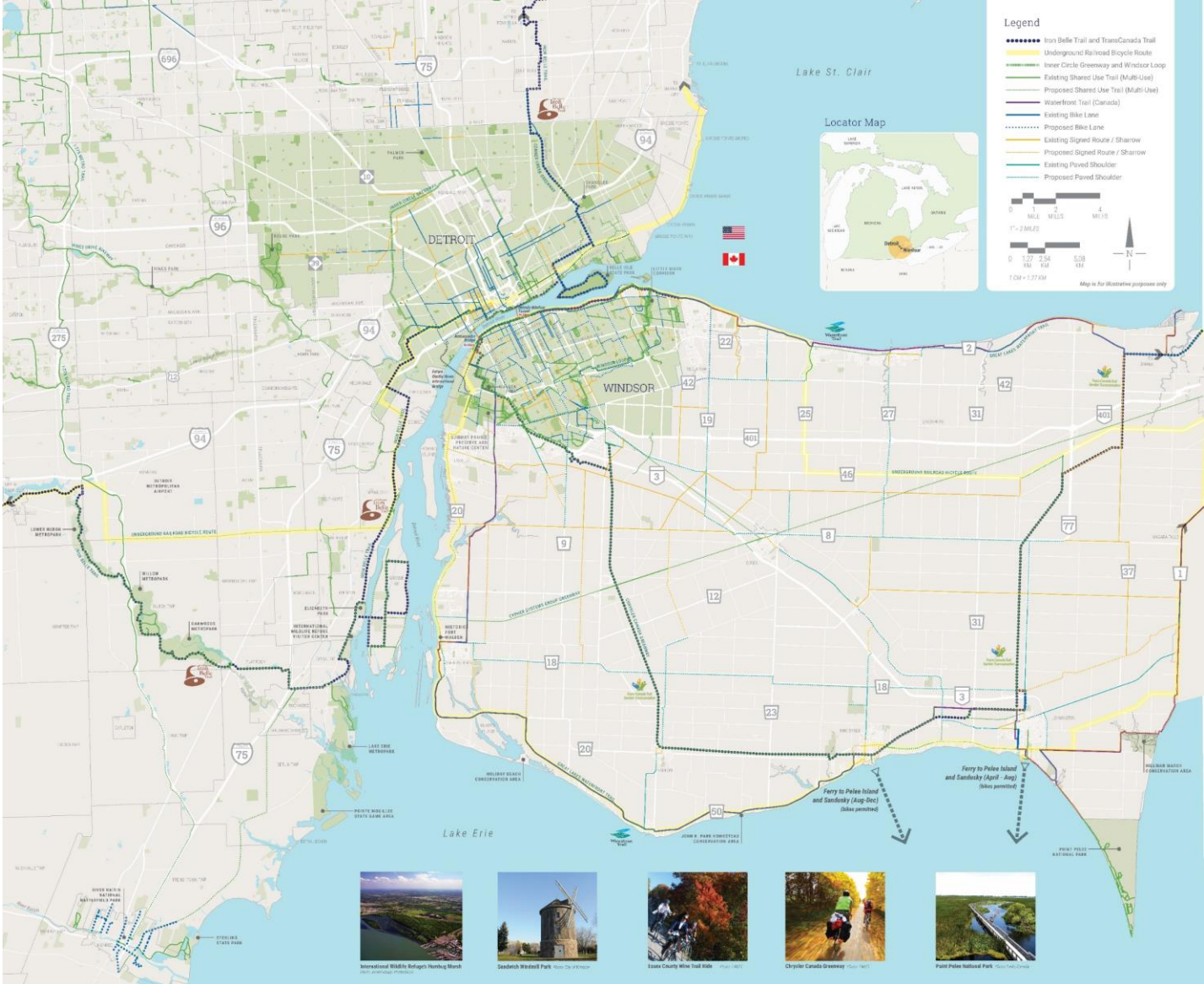
## **Committee Matters: SCM 212/2022**

**Subject: Presentation by Great Lakes Institute for Environmental Research (GLIER) regarding the Great Lakes Way Progress and Connecting Green Ways**

# *Toward a Canada-U.S. Greenways Network*



# Vision Map: 2015-2016





Gordie Howe  
International  
Bridge to  
Open in  
2024



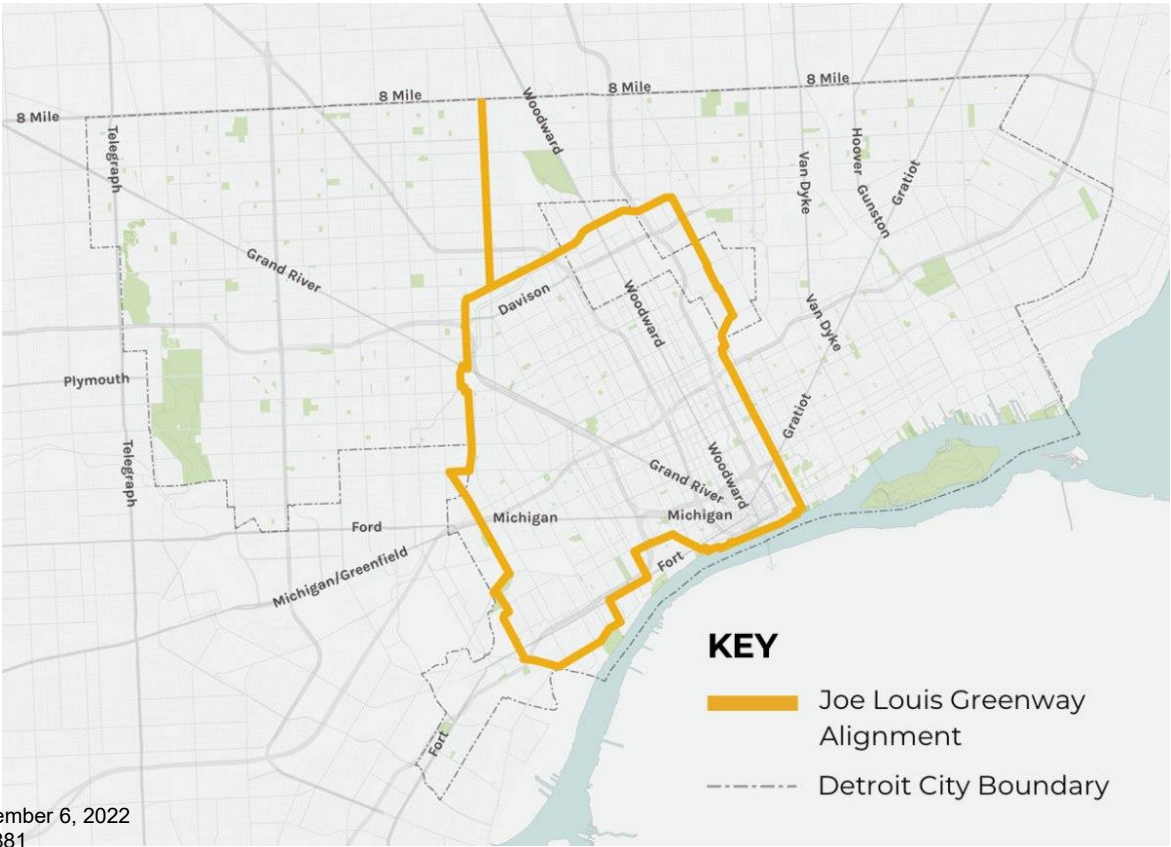














A map of Southeast Michigan, centered on Lake St. Clair and Lake Huron. The map shows various trails and waterways. Trails are color-coded: orange for land trails (e.g., Hines Park Trail, Iron Belle Trail, Clinton River Water Trail, Rouge River Water Trail, Island Loop National Water Trail, Rail to River Trail), blue for water trails (e.g., Rouge River Water Trail, Huron River National Water Trail, Clinton River Water Trail), and green for greenways (e.g., Downriver Linked Greenway, Kercheval Greenway, Iron Belle Trail, Clinton River Water Trail). Waterways are shown in light blue. The text "THE GREAT LAKES WAY" is overlaid in a large, black, serif font, with "THE" in a smaller size above "GREAT". Below "GREAT LAKES WAY" is the word "VISION" in a smaller, black, serif font. The background is a light beige map with a grid of roads and water bodies.

# THE GREAT LAKES WAY

## VISION

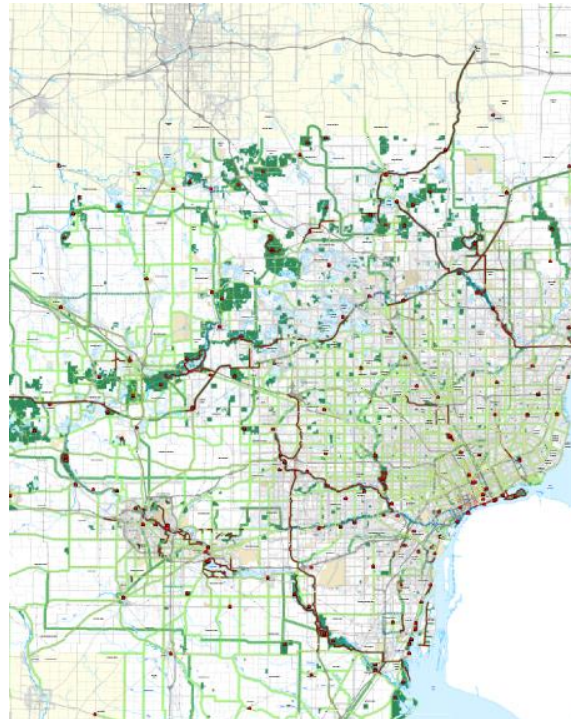
**Community  
Foundation**

**FOR SOUTHEAST MICHIGAN**

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# Community Foundation for Southeast Michigan's GreenWays Initiative

- Established in 2001
- \$35 million raised that has leveraged \$150 million to build more than 100 miles of greenways



**Community  
Foundation**  

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**FOR SOUTHEAST MICHIGAN**

# GREAT LAKES WAY ADVISORY COMMITTEE





# *VISION*

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All residents and visitors of southeast Michigan are **connected to and benefit from world-class freshwater, wildlife, recreation, and heritage** right in our backyard through a Great Lakes Way

A Great Lakes Way will be an interconnected set of 156 miles of blueways and a 160 miles of greenways stretching from southern Lake Huron through western Lake Erie

# THE GREAT LAKES WAY



**Vision:** All residents and visitors of southeast Michigan are connected to and benefit from world-class fresh water, wildlife, recreation, and heritage right in our backyard through a Great Lakes Way – an interconnected set of 160 miles of greenways and 156 miles of blueways stretching from southern Lake Huron through western Lake Erie that provides access for all ages and abilities.

The purpose of the Great Lakes Way is to strengthen and define the greenways and blueways of the Huron-Erie corridor and ensure each of us—people of all ages, backgrounds, ethnicities and interests—feels welcomed and shares in its benefits.

This map is a vision for the future and depicts how we will connect Lake Huron to Lake Erie and how we will connect residents to the unique amenities in the region. The Great Lakes Way is rich with world-class fisheries, flyways, parks, urban centers, small village towns, preserved old growth woodlands, restored wetlands, rich history, and working waterways. Traversing through the Great Lakes Way offers experiences that can only be found here.

Creation of The Great Lakes Way brings together the collective assets of Monroe, Wayne, Macomb, and St. Clair counties. By designating these greenways and blueways as the Great Lakes Way, the region can focus on the important linkages still to be developed.



Community Foundation  
FOR SOUTHEAST MICHIGAN

For more information  
greatlakesway.org

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# THE GREAT LAKES WAY



**RIVER RAISIN NATIONAL BATTLEFIELD PARK** commemorates areas relating to the January 1813 battles of the War of 1812 and their aftermath in southeast Michigan. These battles resulted in America's first wartime rally cry "Remember the Raisin" and opened the west to U.S. Expansion. This expansion led to the forced removal, relocation, and assimilation of Native Nations.



**DETROIT RIVER INTERNATIONAL WILDLIFE REFUGE** works with partners to build a sustainable future for the Detroit River and western Lake Erie and strengthen communities' connections with nature. The refuge conserves more than 6,000 acres of unique habitat, including islands, coastal wetlands, marshes, shoals, and waterfront lands within an authorized boundary extending along 48 miles of shoreline.



**LAKE ERIE METROPARK** features three miles of captivating Lake Erie shoreline, the "Great Wave" swimming pool, Marshlands Museum, an 18-hole golf course, boat launches, a marina, and both paved and natural-surface trails. This designated "Important Bird Area" is one of the premier hawk-watching sites in North America.



**EDSEL AND ELEANOR FORD HOUSE** sits on the shores of Lake St. Clair and was the final residence of the Fords. Their impressive yet unpretentious home is where they raised and nurtured their four children. The Fords were cultural, social and economical leaders in an era of great optimism, as well as a turbulent time of economic depression and world war.



**DETROIT RIVERWALK** currently spans more than 3.5 miles and is a popular destination for walking, running and bike riding where visitors enjoy nature and stunning views of Detroit and Canada. Beautiful parks and green spaces along the riverfront include amenities such as a splash pad, carousel, bike shop, cafes, butterfly gardens, a floating bar and children's playgrounds.



**BELLE ISLE** is Detroit's 982-acre island park with historic, cultural, and environmental resources – all beloved for generations. The park hosts the Belle Isle Aquarium, Anna Scripps Whitcomb Conservatory, Dossin Great Lakes Museum, Belle Isle Nature Center, and the southern trailhead for the Iron Belle Trail offering over 2,000 miles of hiking and biking from Detroit to Ironwood in Michigan's upper peninsula.



**FORT GRATIOT LIGHTHOUSE** is Michigan's oldest lighthouse. With the surge of vessel traffic on Lake Huron in the early 1800s, the need for a light station to guide vessels became important. It is one of the few operating lighthouses that allows visitors to climb the tower and step out onto the catwalk for a breathtaking view.



**FORT WAYNE** is a sacred indigenous burial site that became a military fort in 1842, best known for its role in major military conflicts from the War of 1812 to Vietnam including serving as a Civil War Training Camp, WWI garrison for African American troops, and part of the WWII Arsenal of Democracy. Today, the Fort brings history alive for visitors as partners work to rehabilitate its beautiful historic buildings and riverfront.



**SELFDRIDGE AIR NATIONAL GUARD BASE AND MUSEUM** was established at the base in 1975 to help preserve the heritage and traditions of the Michigan Air National Guard, Selfridge Air National Guard Base, and the units that were stationed there. It was named after Lt. Thomas E. Selfridge, the nation's first military pilot.



**ST. CLAIR FLATS STATE WILDLIFE AREA** is over 10,000 acres of public land located on the islands at the delta of the St. Clair River. The properties offer opportunities for hunting, fishing, boating, paddling, birding and nature study.



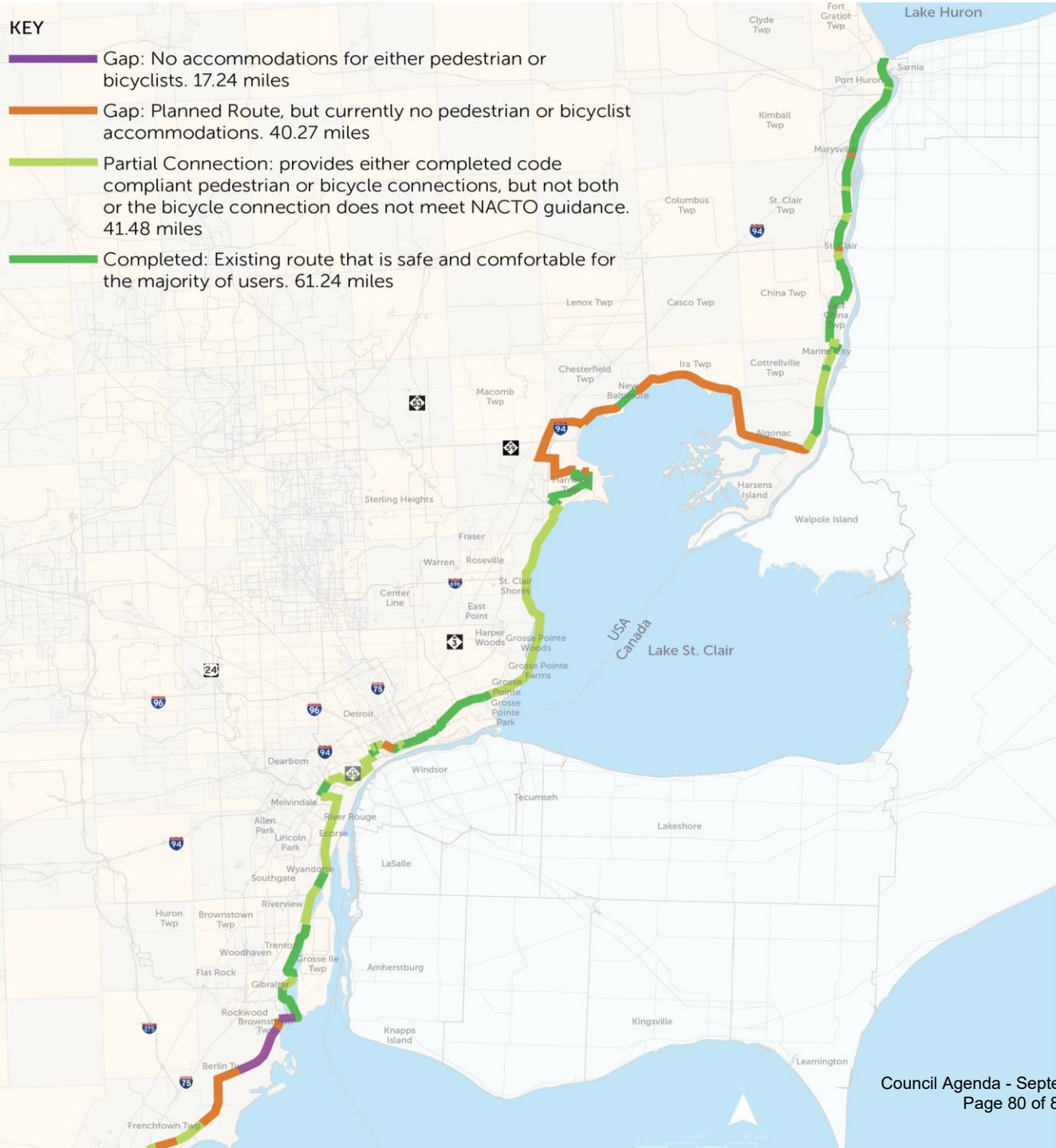
**LAKE ST. CLAIR METROPARK** is a popular recreation destination with its sandy beach, swimming pool, Squirt Zone spray ground, and numerous court games. A paved trail, natural surface trails, and boardwalks offer picturesque views of Lake St. Clair and the Point Rosa Marsh. In the winter, enjoy ice fishing for perch, cross-country skiing on groomed trails, a game of hockey or ice-skating outdoors.



**RALPH C. WILSON, JR. CENTENNIAL PARK** is scheduled to open in 2023. The 22-acre park will be a regional gathering place featuring basketball in the Sport House, a children's playground with larger-than-life animal structures to climb, an expansive lawn for special events, and a water feature. This park was made possible by a gift from the Ralph C. Wilson, Jr. Foundation.







# FOUR CATEGORIES OF GREENWAYS

- **GAP**  
No accommodations for either pedestrian or bicyclists. Total: 17 miles (11%)
- **PLANNED ROUTE**  
Planned Route, but currently no pedestrian or bicyclist accommodations. Total: 40 miles (25%)
- **PARTIAL CONNECTION**  
Provides either completed code compliant pedestrian or bicycle connections, but not both or the bicycle connection does not meet NACTO standards. Total: 42 miles (26%)
- **COMPLETED**  
Existing route that is safe and comfortable for the majority of users. Total: 61 miles (38%)

# ***GREAT LAKES WAY WILL:***

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**Promote outdoor  
recreation**

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**Catalyze economic  
development**

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**Increase adjacent  
property values**

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**Connect people  
with nature**

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**Celebrate  
historical & cultural  
assets**

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**Promote conservation  
& environmental  
education to developing  
stewardship ethics**

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**Support healthful  
living & improve  
quality of life**

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**Make SE MI the  
#1 freshwater  
recreation destination  
in the U.S.**

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# *NEXT STEPS*

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- ① Engage Communities
- ② Build Support
- ③ Raise Funding
- ④ Seek National Designation





***Trans  
Canada  
Trail***







*GREAT LAKES WAY.ORG*

**Community  
Foundation**

**FOR SOUTHEAST MICHIGAN**

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## Item No. 8.3



### Committee Matters: SCM 217/2022

**Subject: Local Road Speed Humps Program - Initial Set of Locations - Wards 2, 6, 8, & 10**

Moved by: Councillor Costante

Seconded by: Councillor Kaschak

Decision Number: **ETPS 907**

THAT Administration **BE DIRECTED** to install speed humps and associated signs and pavement markings on Dandurand Avenue between Piazza Street and Northwood Street; and further,

THAT Council **APPROVE** a one-time exemption to the Speed Hump Policy/Program to allow for a petition to move forward for the Partington Ave. area.

Carried.

Report Number: S 76/2022

Clerk's File: ST/13863

#### Clerk's Note:

1. The recommendation of the Standing Committee and Administration are **not** the same.
2. Please refer to Item 8.1. from the Environment, Transportation & Public Safety Standing Committee Meeting held July 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220808/-1/7348>

**Subject: Local Road Speed Humps Program - Initial Set of Locations - Wards 2, 6, 8, & 10**

**Reference:**

Date to Council: July 27, 2022  
Author: Jeff Hagan  
Transportation Planning Senior Engineer  
519-255-6100 ext 6003  
jhagan@citywindsor.ca  
Planning & Building Services  
Report Date: July 7, 2022  
Clerk's File #: ST/13863

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

**Recommendation:**

THAT Administration **BE DIRECTED** to install speed humps and associated signs and pavement markings on Dandurand Avenue between Piazza Street and Northwood Street.

**Executive Summary:**

N/A

**Background:**

The City of Windsor Traffic Calming Policy was first adopted in 2005. The Policy underwent major updates in 2015 and 2021.

When the 2021 Traffic Calming Policy was brought before Council at its April 19, 2021 meeting, in addition to adopting the proposed policy, Council directed that Administration report back with additional policy measures related to traffic calming (CR168/2021):

*That administration BE DIRECTED to report back to Council with a policy, including a rollout plan, that would allow residents to request speed bumps if the majority in the subject block wish to see that happen.*

The requested report back was brought before Council on May 9, 2022. The report provided a new Local Road Speed Hump Procedure as well as related minor amendments to the Traffic Calming Policy in order to implement the new procedure. Council adopted this new Procedure. These amendments to the Traffic Calming Policy were approved by Council (CR 199/2022). In the course of discussion at this meeting,

several members of Council noted a desire to see speed humps installed in 2022 under the new Local Road Speed Hump program.

### **Discussion:**

On adoption of the Local Road Speed Hump Procedure, four locations that were already in the queue for permanent traffic calming plans were able to proceed immediately to approval surveys for speed humps:

- Norman Road – South National to Tecumseh Road East
- Norman Road – Tecumseh Road East to Haig Avenue
- Partington Avenue – College Avenue to Tecumseh Road
- Virginia Avenue – Wyandotte Street East to Raymond Avenue

Approval surveys for these four streets were active from May 26, 2022 to June 26, 2022.

Residents were informed of the surveys by the following methods:

- Mailouts to all households and property owners in the survey areas
- Advisory signs placed in the survey areas
- Posts on City social media accounts requesting that residents on these streets vote in their approval survey
- Pilot outreach initiatives done on a trial basis:
  - All four streets: hand-delivered reminder notices to households that had not voted
  - Virginia Avenue and Partington Avenue: pop-up consultation on street on a weekday evening or Saturday or to allow immediate, in-person resident voting.

In addition, just prior to the approval of the Local Road Speed Hump Procedure, a resident petition was received requesting speed humps on Dandurand Avenue (Piazza Street to Northwood Street). This petition was reviewed and confirmed to have:

- Unambiguous wording that clearly expressed a desire for speed humps
- Petition area limits that matched an appropriate area to be traffic calmed
- Signatures from a significant majority of households (71%), well above the approval thresholds in the Local Road Speed Hump Procedure.

For these reasons, and since the approval process for speed hump requests had not been established at the time the petition was received, the petition was accepted in lieu of a survey as a demonstration of resident support for speed humps.

## Results

For the streets surveyed, there are two components to the approval threshold for traffic calming. To be approved, both criteria must be met:

- Response rate: votes are received from at least 50% of households and commercial properties in the survey area.
  - City-owned and vacant properties are ignored for this calculation.
- Level of Support: 60% of the votes received are in favour of traffic calming.

The survey results are provided in Table 1.

**Table 1: Resident Approval Survey Results**

Street	Response Rate		Level of Support		Overall Result
	Required	Actual	Required	Actual	
Dandurand Avenue – Piazza Street to Northwood Street	50% (21 of 41 households or commercial properties)	71% (29 of 41 households or commercial properties)	60% [Note 1]	71% [Note 1]	<b>Passes</b>
Norman Road – South National to Tecumseh Road East	50% (83 of 165 households or commercial properties)	45% (74 of 165 households or commercial properties)	60% (45 of 74 respondents voting “yes”)	65% (48 of 74 respondents voting “yes”)	<b>Does not pass</b>
Norman Road – Tecumseh Road East to Haig Avenue	50% (55 of 109 households or commercial properties)	48% (52 of 109 households or commercial properties)	60% (32 of 52 respondents voting “yes”)	58% (30 of 52 respondents voting “yes”)	<b>Does not pass</b>
Partington Avenue – College Avenue to Tecumseh Road	50% (88 of 175 households or commercial properties)	49% (85 of 175 households or commercial properties)	60% (51 of 85 respondents voting “yes”)	75% (64 of 85 respondents voting “yes”)	<b>Does not pass</b>
Virginia Avenue – Wyandotte Street East to Raymond Avenue	50% (23 of 46 households or commercial properties)	57% (26 of 46 households or commercial properties)	60% (16 of 26 respondents voting “yes”)	54% (14 of 26 respondents voting “yes”)	<b>Does not pass</b>

Notes:

1. Since the Dandurand Avenue petition did not provide an opportunity for “no” votes, non-responses have been treated as equivalent to “no” votes as a conservative approach.

Based on the survey results, Dandurand Avenue (Piazza Street to Northwood Street) is recommended for installation of speed humps. The other four locations do not meet the approval threshold for installation of speed humps on these streets.

In addition to the survey area votes summarized in Table 1, in some cases, responses were received from outside the survey area. These results are not reflected in the results in Table 1, but are provided below for information:

- **Norman Road (South National to Tecumseh Road East):** 0 responses from outside the survey area
- **Norman Road (Tecumseh Road East to Haig Avenue):** 2 responses from outside the survey area – 0% supported traffic calming
- **Partington Avenue (College Avenue to Tecumseh Road):** 2 responses from outside the study area – 50% supported traffic calming
- **Virginia Avenue (Wyandotte Street East to Raymond Avenue):** 23 responses from outside the study area – 74% supported traffic calming

## Next Steps

Should Council approve the report recommendations, Administration will proceed with issuing a tender for construction of speed humps on Dandurand Avenue.

The streets where speed humps are not installed will be eligible for a new resident approval survey under the Local Road Speed Humps Procedure 12 months after their previous survey (i.e. July 2023), should a new request be received. The resident approval threshold under that process (support from 50% of households or commercial properties) is somewhat higher than the approval threshold for the most recent set of surveys (50% response rate and 60% approval from the respondents).

Radar speed feedback signs have been identified for Partington Avenue under the Expedited Temporary Traffic Program; these signs will be installed when delivered by the supplier.

Traffic calming reviews for additional streets are ongoing; through process improvements, Administration has been able to increase the rate that local road speed hump requests are reviewed and processed from 3-5 per month (the rate identified in report C 56/2022) to carrying out approximately 10 surveys per month. Resident approval surveys under the Local Road Speed Hump Program that are active as of the date of this report are listed in Table 2.



**Table 2: Resident Approval Surveys that are Currently Active**

<b>Street</b>	<b>Segment</b>	<b>Ward</b>
Melville Dr	Esplanade Drive to Cul-De-Sac	7
Langlois Ave	Ottawa Street to Tecumseh Road East	4
Buckingham Rd	Wyandotte Street East to Cul-De-Sac	6
Maitland Ave	Radcliff Avenue to McNorton Street	7
Lynngrove Cres	Melville Drive to Esplanade Drive	7
Watson Ave	Wyandotte Street East to Little River Road	6
Rosedale Ave	Sandwich Street to Wyandotte Street West	2
Laporte Ave	Wyandotte Street East to Little River Road	6
Hansen Cres	Conservation Drive to Foster Avenue	9
Buckingham Dr	South National Street to Tecumseh Road East	8
McKay Ave	Ojibway Street to Dobrich Street	10
Austen Dr	Grand Boulevard to Wachna Drive	8
Robinet Rd	Tecumseh Road East to Mulberry Rd	7
Beals St	Dougall Avenue to Huntington Avenue	1
Chandler Rd	Alice Street to Tecumseh Road E	5
Marentette Ave	Ottawa Street to Tecumseh Road East	4

Locations in this list – or in future resident approval surveys – where the resident approval threshold is met will be brought forward for Council approval in future reports.

### **Risk Analysis:**

No critical or significant risks have been identified for the report recommendation.

### **Climate Change Risks**

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

N/A

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

N/A

### **Financial Matters:**

The estimated cost to install speed humps and related signage on Dandurand Avenue is summarized in Table 3. There are sufficient funds in Traffic Calming capital budget project 7069022 for initial installation.



**Table 3: Cost Estimate - Dandurand Avenue Traffic Calming**

Item	Unit	Cost per Unit		Quantity	Total Cost	
		Initial Installation	Annual Maintenance		Initial Installation	Annual Maintenance
Speed humps and associated signs and pavement markings	Each	\$7,425	\$435	5	\$37,125	\$2,175
"Traffic Calmed Neighbourhood" Signs	Each	\$250	\$5	2	\$500	\$10
<b>Grand Total</b>					<b>\$37,625</b>	<b>\$2,185 per year</b>

The ongoing annual maintenance cost is estimated as \$2,185 per year (speed hump maintenance: \$1,750 per year; signs and markings: \$435 per year). Maintenance costs for initiatives such as this have not been previously identified within operating budgets and therefore this cost may not be able to be accommodated in the existing Signs and Markings operating budget. Should Council approve the traffic calming plan, a budget increase will be brought forward as part of the 2023 operating budget submission.

## **Consultations:**

### **Staff Consultation**

- Operations: Shawna Boakes, Phong Nguy
- Traffic Operations: Ian Day
- Windsor Fire Rescue Services: Mike Coste
- Windsor Police Service: Insp. Jennifer Crosby, Barry Horrobin
- Transit Windsor: Jason Scott, Kelsey Amlin

### **Public Consultation**

Key points of public consultation Norman Road, Partington Avenue and Virginia Avenue were as follows:

- Mailout to all property owners and tenants in the project areas (May 25, 2022)
- Two rounds of social media posts (May & June 2022)
- Notification signs posted in each survey area

Additionally, two pilot initiatives to increase response rate were trialed:

- Reminder letters during the last week of the survey period to households that had not voted (carried out for all four survey areas)

- Pop-up consultation in the survey area to allow immediate in-person voting (carried out for Partington Avenue and Virginia Avenue).

### Conclusion:

The traffic calming approval survey results for five locations have been provided. Dandurand Avenue (Piazza Street to Northwood Street) meets the resident approval threshold identified in the Traffic Calming Policy and is recommended for the installation of speed humps.

The remaining four locations surveyed did not meet the resident approval threshold; the installation of speed humps on those streets is not recommended.

### Planning Act Matters:

N/A

### Approvals:

Name	Title
John Revell	Chief Building Official
Josie Gualtieri	Financial Planning Administrator
Jelena Payne	Commissioner of Economic Development and Innovation
Chris Nepszy	Commissioner of Infrastructure Services and City Engineer
Joe Mancina	Commissioner of Corporate Services and Chief Financial Officer
Onorio Colucci	Chief Administrative Officer

### Notifications:

Name	Address	Email
Councillor Costante		
Councillor Gignac		
Councillor Kaschak		
<i>Area residents and project notification list (list provided to Clerks)</i>		

### Appendices:

N/A

## Item No. 8.4



### Committee Matters: SCM 218/2022

#### **Subject: Pillette Road (Tecumseh to Plymouth) Traffic Calming - Wards 5 & 8**

Moved by: Councillor Kaschak  
Seconded by: Councillor Costante

Decision Number: **ETPS 910**

THAT the report of the Transportation Planning Senior Engineer dated May 30, 2022 entitled "Pillette Road (Tecumseh to Plymouth) Traffic Calming – Wards 5 & 8" **BE RECEIVED** for information.

Carried.

Report Number: S 13/2022  
Clerk's File: ST/13863

#### **Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 8.4. from the Environment, Transportation & Public Safety Standing Committee Meeting held July 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220808/-1/7348>

**Subject: Pillette Road (Tecumseh to Plymouth) Traffic Calming - Wards 5 & 8**

**Reference:**

Date to Council: July 27, 2022  
Author: Jeff Hagan  
Transportation Planning Senior Engineer  
519-255-6100 ext 6003  
jhagan@citywindsor.ca  
Planning & Building Services  
Report Date: May 30, 2022  
Clerk's File #: ST/13863

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

**Recommendation:**

THAT Report S 13/2022, "Pillette Road (Tecumseh to Plymouth) Traffic Calming Plan" **BE RECEIVED** for information.

**Executive Summary:**

N/A

**Background:**

Pillette Road was identified as a candidate for traffic calming based on two resident service requests received in February 2019. These service requests followed shortly after a collision at the intersection of Pillette Road and Grand Marais Road where a vehicle struck a house on the east side of the intersection.

In response to these service requests, Administration collected speed and volume data on Pillette Road and conducted a traffic calming review. Pillette Road was confirmed to meet the speed and volume criteria for traffic calming. A petition form (required under the 2015 Traffic Calming Policy, which was in effect at the time) was provided to the original requestor; the completed petition was returned in July 2019.

Following the receipt of the completed petition, a warrant/prioritization review was carried out for the full traffic calming project area (Tecumseh Road East to Plymouth Drive).

Based on its prioritization score relative to other traffic calming project locations, Pillette Road was not prioritized immediately for traffic calming plan development.

In June 2020, based on its score relative to other projects, Pillette Road moved forward for traffic calming plan development.

### Other Reviews

Prior to the 2019 traffic calming request, a sight line review and an all way stop warrant review were carried out at the Pillette Road and Grand Marais Road intersection in response to resident requests. These reviews found:

- An all-way stop is not warranted for the intersection.
- There are no view obstructions due to hedges, fences, or other fixed objects.
  - A view obstruction due to illegal parking south of the intersection was noted during the review; this issue was addressed by Parking Enforcement.

### Discussion:

Development of the traffic calming plan took a number of key factors into account, as summarized in Table 1.

**Table 1: Key Issues and Design Constraints**

Factor	Details	Notes
<b>Key Issues for Traffic Calming</b>		
Traffic Speed	<ul style="list-style-type: none"><li>• Speed limit: 50 km/h</li><li>• Average speed: 58-59 km/h</li><li>• 85<sup>th</sup> percentile speed: 65-67 km/h</li></ul>	These results indicate a high degree of speeding.
Traffic Volumes	<ul style="list-style-type: none"><li>• South of Tecumseh Road: 7,500 vehicles per day</li><li>• South of Grand Marais Road: 3,950</li><li>• Target maximum traffic volume (Class 1 Collector): 6,000 vehicles per day</li></ul>	These results indicate moderately high volumes for a street of this classification.
Collision History (2014-2018)	<ul style="list-style-type: none"><li>• Tecumseh to Somme: 1.4 collisions per year</li><li>• Somme to Plymouth: 0.6 collisions per year</li></ul>	The collision history on Pillette Road is in keeping with other similar streets.

Factor	Details	Notes
<b>Key Design Constraints</b>		
Road Classification	<ul style="list-style-type: none"> <li>Pillette is a Class 1 Collector road</li> </ul>	<p>Pillette Road is intended for relatively high volumes of traffic.</p> <p>Displacement of traffic onto nearby local streets would not be a desirable outcome.</p>
Heavy Trucks	<ul style="list-style-type: none"> <li>Pillette Road is a truck route (8:00 am to 6:00 pm)</li> </ul>	The traffic calming plan should accommodate heavy truck traffic.
Transit	<ul style="list-style-type: none"> <li>Existing: transit route (Central 3) on Pillette Road for entire study area</li> <li>Future (Transit Master Plan): transit route (future route 56) on Pillette Road – Tecumseh to Grand Marais</li> </ul>	The traffic calming plan should accommodate transit buses along its entire length, as well as bus turning movements at the Pillette & Grand Marais intersection.
Cycling	<ul style="list-style-type: none"> <li>Existing: no cycling infrastructure</li> <li>Future (Active Transportation Master Plan): connector bikeway, non-AAA (“all ages and abilities), low priority</li> </ul>	The traffic calming plan should be compatible with future cycling infrastructure.

The traffic calming plan that was developed and presented to the public at the June 17, 2021 online public meeting included the following features:

- Roadway narrowing (Adstoll to Grand Marais)
- Reduced intersection corner radius (Grand Marais & Pillette intersection)
- Landscaped median islands (Grand Marais to Plymouth)
- Extended on-street parking areas
- Pedestrian crossover – Pillette Road between Somme Avenue and Adstoll Avenue

This plan can be seen in Appendix A.

Based on resident feedback received at and following the meeting, additional traffic calming measures were added to the plan:

- Radar speed feedback signs

The plan presented to residents for the project approval poll can be seen in Appendix B. The estimated construction cost of this plan is \$408,385.

### Approval Poll

An approval poll of residents and business owners in the project area was carried out from December 3, 2021 to January 31, 2022 (extended from an original deadline of December 23, 2021). Respondents were invited to contact 311 or complete an online survey form.

Residents were notified of the approval poll by a variety of methods:

- Two mailouts to all property owners and tenants in the project area (December 3, 2021 & January 13, 2022)
- Two rounds of social media posts, geo-targeted on the postal codes for the project area (December 2021 & January 2022)
- Notification signs posted on Pillette Road (4 signs total, placed at the ends and midpoint of the project area)

The results of the survey are summarized in Table 2. As noted, the minimum level of support was not reached; therefore, it is recommended that the traffic calming plan not be implemented.

**Table 2: Survey Results**

Criteria	Minimum Required	Received	Criteria Met?
Response rate	50% (125 out of 250 households & commercial properties)	18% <b>(44 out of 250)</b>	No
Level of support	60% of respondents voting "yes"	70% "yes" <b>(31 out of 44 responses)</b>	Yes
<b>Overall</b>	<b>Both Criteria Above Are Met</b>		<b>No</b>

An additional 38 responses were received from people outside the project area. Of these responses, 74% (28 responses) were in favour of the traffic calming plan. These responses from outside the project area are not included in Table 2.

Respondents were able to provide additional comments. The most frequent issues raised in the comments:

- Concerns about speeds on Pillette Road

- Concerns about specific recent collisions
- Difficulty crossing Pillette Road as a pedestrian
- Requests for traffic calming on other streets in Windsor

## Next Steps

Because approval poll did not achieve the minimum level of support to proceed, Pillette Road between Tecumseh Road East and Plymouth Drive will not be eligible for re-review for permanent traffic calming for 3 years, as per the process in the Traffic Calming Policy.

For the most recent traffic calming project brought before Council (Drouillard Road), Administration recommended waiving the policy to allow the traffic calming plan to be constructed, despite a low response rate. The Drouillard Road traffic calming study was affected by a number of special concerns that do not apply to the Pillette Road study:

- **Previous relevant consultations:** the Drouillard Road traffic calming project was within the area of the Ford City Community Improvement Plan (CIP). The CIP underwent significant public consultation and had a high level of support from residents and property owners along Drouillard Road. One of the recommendations of the CIP was traffic calming for Drouillard Road.
  - For Pillette Road, there were no prior consultations, studies, master plans, etc., recommending traffic calming.
- **Extenuating circumstances involving community groups:** Ford City Neighbourhood Renewal (FCNR) was instrumental in initiating requests for traffic calming on Drouillard Road and circulating the resident petition. However, FCNR disbanded due to a loss of funding shortly after the public information centre for the project; because of this, FCNR – who had been a major conduit for project information to residents – was inactive by the time of the resident approval survey.
  - For Pillette Road, similar circumstances did not occur.
- **Pandemic impacts:** the resident approval poll for Drouillard Road took place at the height of pandemic restrictions, which raised concerns that these circumstances may have reduced the response rate.
  - For Pillette Road, these concerns were addressed by different means, including multiple mailouts to property owners and tenants, geo-targeted social media posts, and placing signs on Pillette Road advising residents of the approval survey.

There are other initiatives that are available or in process to address speeding on Pillette Road or other concerns identified in resident comments:



- Residents may still initiate petitions under the Parking Control Changes Policy for any or all of the new on-street parking recommended as a speed control measure in the Traffic Calming Plan (north of Somme Avenue and between Grand Marais Road East and Plymouth Drive). If a petition with sufficient support is received, these on-street parking changes could be installed.
- The pedestrian crossover identified in the traffic calming plan for Pillette Road near Somme Avenue & Adstoll Road continues to meet warrant. The intersection of Pillette Road and Grand Marais Road East also meets warrant for a pedestrian crossover.
  - Based on the short distance between these two locations, installation of a pedestrian crossover would only be recommended at one of them.
  - Pillette Road at Grand Marais Road East is #24 in the priority list for a pedestrian crossover, ranked against other warranted locations City-wide.
- A traffic calming study for Grand Marais Road East (Plymouth Drive to Pillette Road) was initiated recently based on resident request. Traffic calming on this section of Grand Marais Road East, if implemented, has the potential to reduce cut-through traffic on Pillette Road as well. Grand Marais Road East is currently #1 in the prioritization list for development of a traffic calming plan.

### **Risk Analysis:**

Not proceeding with the traffic calming plan on Pillette Road would create a moderate reputation risk to the City, since no action would be taken for a street with an identified speeding issue. This risk is mitigated by the other approaches available to address speeding and cut-through traffic on Pillette Road, described above under “Next Steps.”

Proceeding with the traffic calming plan on Pillette Road by waiving the Traffic Calming Policy would also create a moderate reputation risk to the City, since the funding required would reduce the number of traffic calming concerns on other streets in the City that could be addressed.

### **Climate Change Risks**

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

No action is recommended by this report.

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

No action is recommended by this report.

### **Financial Matters:**

No expenditures are recommended by this report.

The estimated capital cost to implement the traffic calming plan shown in Appendix B is \$408,385. Sufficient funds are available in the Traffic Calming Initiatives capital project (7069022) to fund these works; however, this would reduce funds available for other traffic calming projects that met the support criteria.

## **Consultations:**

### **Staff Consultation**

The following departments were consulted during the development of the traffic calming plan:

- Operations
- Traffic Operations
- Operations – Maintenance
- Parks
- Windsor Fire Rescue Services
- Windsor Police Service
- Transit Windsor

### **Public Consultation**

Key points of public consultation were as follows:

- Public information centre (online): June 17, 2021
  - Notification for the public information centre was by mailout to all property owners and tenants in the project area and geo-targeted social media posts.
  - Presentation boards and the meeting recording were posted to the City website.
- Two mailouts to all property owners and tenants in the project area (December 3, 2021 & January 13, 2022)
- Two rounds of social media posts, geo-targeted on the postal codes for the project area (December 2021 & January 2022)
- Notification signs posted on Pillette Road (4 signs total, placed at the ends and midpoint of the project area)

## Conclusion:

Based on a lack of resident support, the traffic calming plan for Pillette Road between Tecumseh Road East and Plymouth Drive is not recommended for construction.

Other options to address concerns received by Plymouth Drive have been identified. Initiatives that require resident support (e.g. on-street parking changes or other neighbourhood traffic calming projects) will be brought forward for approval as resident support is obtained. Initiatives that are City-led will be brought forward for approval based on priority relative to other projects.

## Planning Act Matters:

N/A

## Approvals:

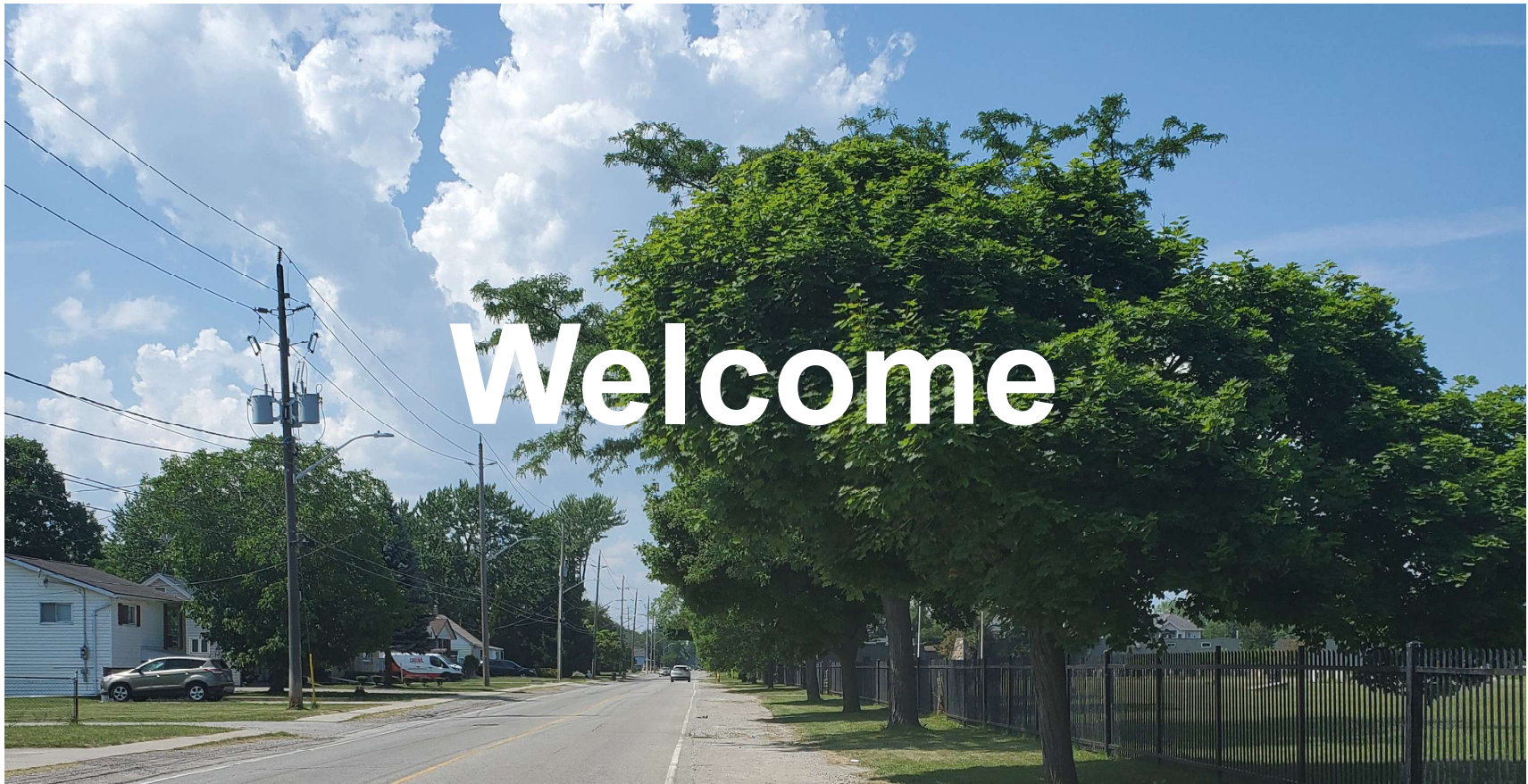
Name	Title
John Revell	Chief Building Official
Josie Gualtieri	Financial Planning Administrator
Jelena Payne	Commissioner of Economic Development and Innovation
Chris Nepszy	Commissioner of Infrastructure Services and City Engineer
Joe Mancina	Commissioner of Corporate Services and Chief Financial Officer
Onorio Colucci	Chief Administrative Officer

## Notifications:

Name	Address	Email
Councillor Sleiman		
Councillor Kaschak		
<i>Project area property owners, tenants and survey respondents (list provided to Clerks)</i>		

## Appendices:

- 1 Appendix A: Presentation Materials - June 17, 2021 Public Meeting
- 2 Appendix B: Approval Poll Letter (including Final Traffic Calming Plan)



# **Pillette Road Traffic Calming**

***June 17, 2021 – Public Information Centre***

**6:30 PM – 8:30 PM**





# An Introduction to Traffic Calming

**Traffic calming on City roads is governed by the City of Windsor Traffic Calming Policy**

The objectives of the traffic calming policy are to:

- Alter driver behaviour
- Improve conditions for non-motorized road users
- Reduce negative effects of motor vehicle use

Traffic calming projects are the implementation of mostly physical measures to:

- Reduce vehicle speeds
- Reduce cut-through traffic volumes
- Improve pedestrian comfort

**The purpose of this public information centre is to present the study findings to the public, identify possible solutions and obtain feedback to incorporate into the final traffic calming plan**

## Pillette Road Traffic Calming









# Pillette Road – Background & Key Issues

- **Collision History (2014-2018):**

- 1.4/year between Tecumseh Road and Somme Avenue
- 0.6/year between Somme Avenue and Plymouth Drive

- **Traffic Volumes:**

- 7,500 vehicles/day south of Tecumseh Road; 3% trucks during the day
- 3,950 vehicles/day south of Grand Marais Road; 9% trucks during the day

- **Vehicle Speeds (south of Grand Marais Road):**

Speed Limit	Average Speed	85 <sup>th</sup> Percentile Speed
50 km/h	58-59 km/h	65-67 km/h

- The data indicates that **travel speed** is the primary factor to be mitigated through traffic calming



*Pillette Road / Grand Marais Road (looking southeast)*



*Pillette Road (looking south)*

## Pillette Road Traffic Calming

# Pillette Road – Factors Considered in Identifying Measures

## • Trucks and Buses

- Pillette Road is a designated truck route throughout the study area
- Transit Windsor buses operate along Pillette Road throughout the study area. Transit Windsor's proposed bus route changes would remove service south of Grand Marais Road
- The need to accommodate trucks and buses limits the ability to apply vertical measures (e.g., speed humps)

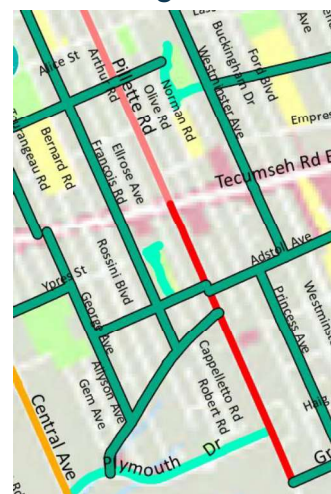
## • Cycling

- The following cycling corridors were identified in the 2019 Active Transportation Master Plan (ATMP):
  - "All Ages and Abilities" (AAA) bicycle corridor along Somme Avenue / Adstoll Avenue
  - Nearby AAA corridors parallel to Pillette Road to the west (Francois Road) and the east (Westminster Avenue / Princess Avenue)
  - Pillette Road identified as part of "supporting network" as a longer-term measure; most of the study area would require substantial road reconstruction to accommodate dedicated bicycle facilities
  - The proposed traffic calming measures do not include bicycle facilities but have considered the feasibility of including them at a later date in conjunction with more extensive road reconstruction



*Existing Bus Network*

*Proposed Bus Network*



All Ages and Abilities Bicycle Network

Existing

Proposed



AAA Network



Supporting Network



Multi-Modal Corridors

*Excerpt from Figure 27 of Windsor's ATMP*

## Pillette Road Traffic Calming



# Pillette Road – Potential Traffic Calming Solutions

Potential traffic calming solutions along Pillette Road include:

- Constructing a “Type C” pedestrian crossover (PXO) on Pillette Road between Somme Avenue and Adstoll Avenue
  - Provides controlled crossing opportunity for pedestrians and users of future AAA cycling facility
  - Narrowing the roadway between Adstoll Avenue and Grand Marais Road; reducing corner radius at Grand Marais Road
  - Reduces overall pavement width to encourage slower travel speeds
  - Improves sight distance for traffic turning from Grand Marais Road onto Pillette Road
- Constructing landscaped median islands along Pillette Road between Grand Marais Road and Plymouth Road
  - Reduces the optical width of the street to encourage slower travel speeds
  - Deflection of travel lanes around island to reinforce the need for slower travel speeds
  - Provides an opportunity for additional landscaping along corridor
- Extending areas where parking is allowed adjacent to the roadway
  - Additional side friction to encourage slower travel speeds
  - Provides additional short-term parking for residents living along Pillette Road

The estimated construction cost is approximately \$385,000.

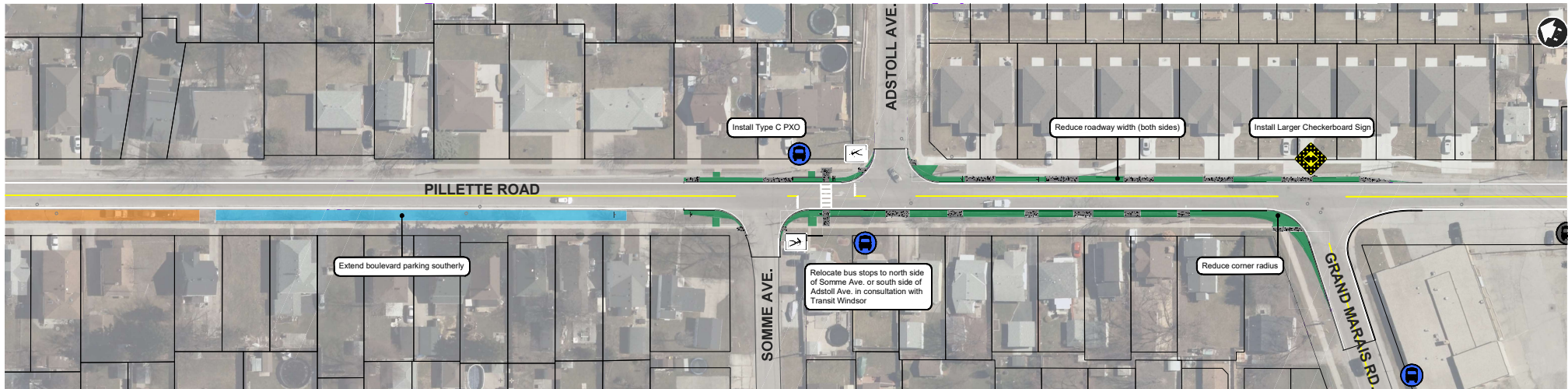
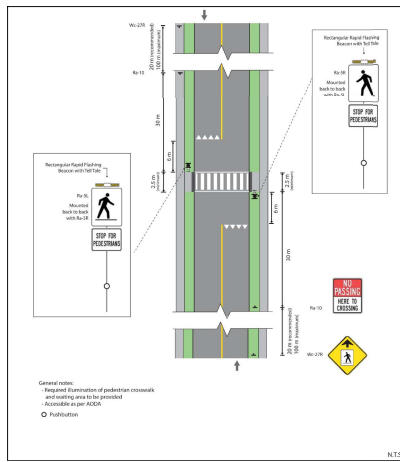
## Pillette Road Traffic Calming



*Wyandotte Street East/Chilver Road (looking southeast)*



*Rousseau Street in Hamilton, Ontario  
(Courtesy of Google Maps)*



PROPOSED GRASS / LANDSCAPING	PEDESTRIAN CROSSOVER LEVEL 2 TYPE C	TRANSIT BUS STOP (EXISTING AND PLANNED RESTRUCTURED SERVICE)	TRANSIT BUS STOP (EXISTING SERVICE ONLY)	PARKING ALLOWED (EXISTING)	PARKING ALLOWED (PROPOSED)
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PROJECT NUMBER: 20-2993

DATE: May 2021

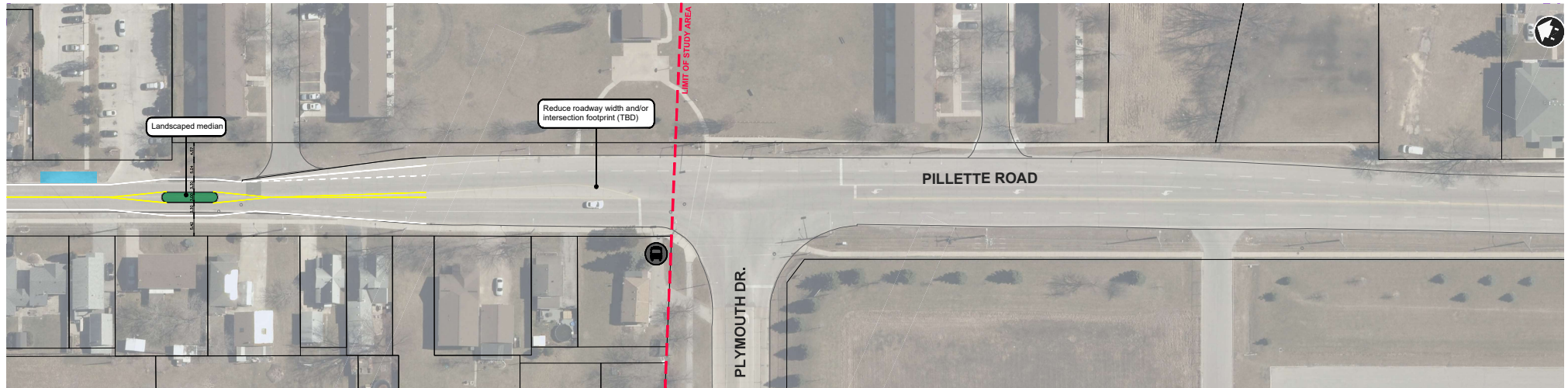
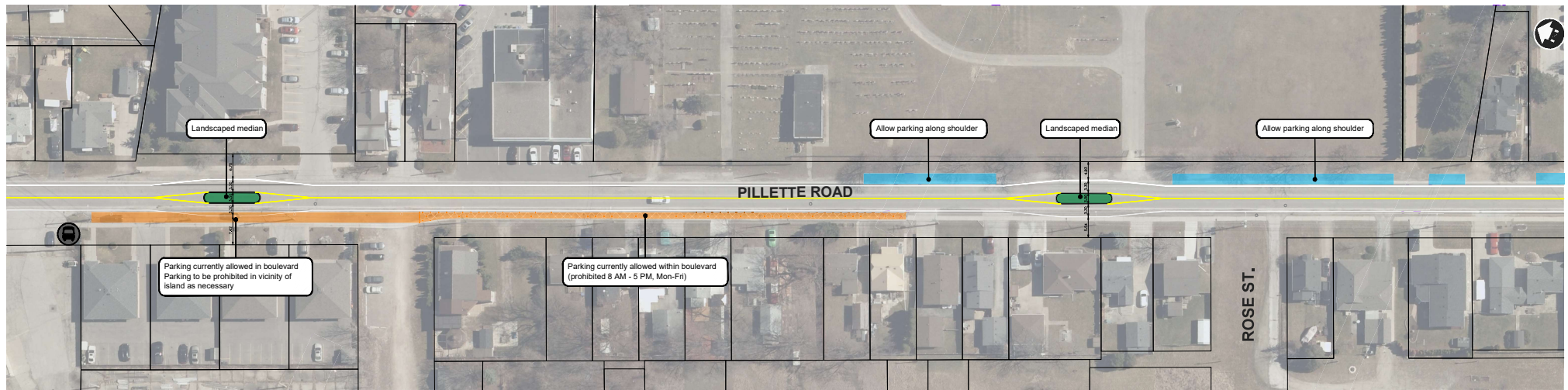
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**PILLETTE ROAD STUDY AREA - PROPOSED MODIFICATIONS**

**TRAFFIC CALMING STUDY**

**Figure 2**





- PROPOSED GRASS / LANDSCAPING
- PEDESTRIAN CROSSOVER LEVEL 2 TYPE C
- TRANSIT BUS STOP (EXISTING AND PLANNED RESTRUCTURED SERVICE)
- TRANSIT BUS STOP (EXISTING SERVICE ONLY)
- PARKING ALLOWED (EXISTING)
- PARKING ALLOWED (PROPOSED)

## PILLETTE ROAD STUDY AREA - PROPOSED MODIFICATIONS

## TRAFFIC CALMING STUDY

Figure 3

# Pillette Road – Next Steps

- Review feedback from area residents and stakeholders
  - Feedback deadline: **July 16, 2021**
- Finalize the traffic calming plan
- Consult the study (survey) area (*one vote per household or commercial property*)
  - In order to approve the finalized traffic calming plan:
    - A minimum 50% of all properties in the survey area **must** respond **and**
    - At least 60% of all respondents to the survey **must** support the plan
- Should the survey pass, the traffic calming plan would move forward for Council approval and implementation
  - Anticipated construction: Summer 2022 (subject to Council approval)



*Pillette Road  
Study (Survey) Area Limits*

## Pillette Road Traffic Calming





## **Pillette Road Traffic Calming**

**Comments need to be received by July 16, 2021**

**Comments can be sent to the City of Windsor through 311,  
or via e-mail at: *transportation@citywindsor.ca***



January 13<sup>th</sup>, 2022

**RE: APPROVAL POLL – DEADLINE EXTENDED**  
**Traffic Calming Plan – Pillette Rd (Tecumseh Rd to Plymouth Dr)**

Dear Resident,

We heard your concerns about the traffic safety on Pillette Road. As a result a Public Information Centre (PIC) was held to present a draft traffic calming plan to the public for feedback on Thursday June 17, 2021. At that meeting we heard that radar speed feedback signs were important to the public. We have added radar speed feedback signs as a traffic calming measure and placed them at two locations based on the cut through traffic. Below are the main features for traffic calming:

Traffic Calming Features	
• Pedestrian Crossover in between Somme Ave and Adstoll Ave	• Extending areas where parking is allowed
• Landscape Medians in between Grand Marais Rd and Plymouth Dr	• Install a larger Checkerboard Sign
	• Install Radar Speed Feedback Signs
<b>Total Estimated Cost for Traffic Calming: \$408,384.59</b>	

The plan will be brought forward to Council for consideration if the required level of residential approval described below is reached:

- A minimum of 50% of the households and commercial properties must respond within the polling area, and from this 60% must indicate their support for the Traffic Calming Plan.

**Project related information including this document will be maintained on the City website at [www.citywindsor.ca](http://www.citywindsor.ca), search word: traffic calming.**

**To determine the level of support, we are asking neighbourhood residents and property owners to respond by calling 311 and;**

- Identify that you are calling about the Pillette Road traffic calming plan
- Provide your name and address
- Indicate whether you support the traffic calming plan

The City's 311 Call Centre is open from 8:00 a.m. to 5:00 p.m., Monday to Friday. The survey will be open until **January 31, 2022**. (Only one vote per household will be considered).

**If you would like to submit your response online, please visit our online survey at <https://tinyurl.com/surveypillette>.**

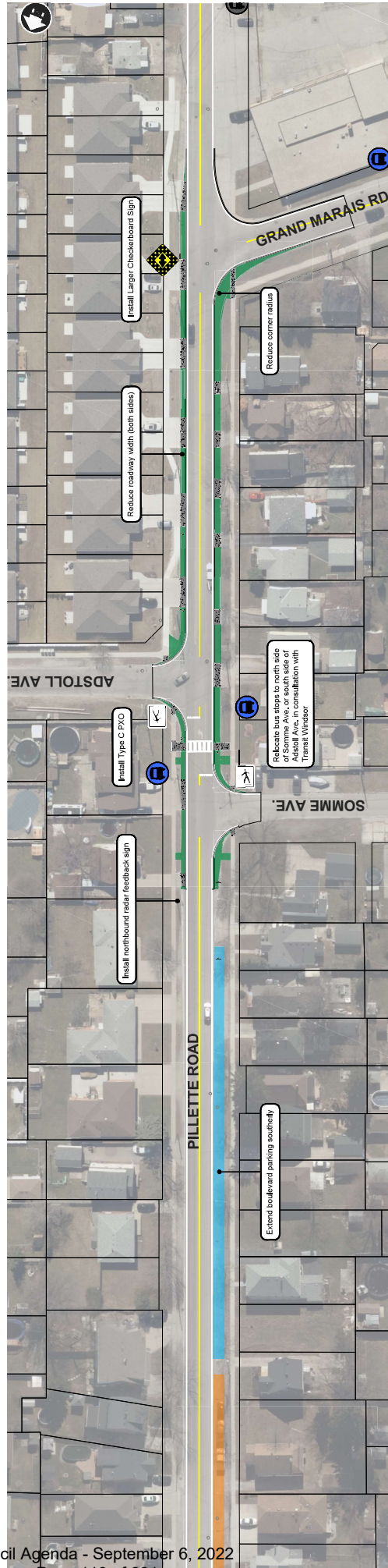
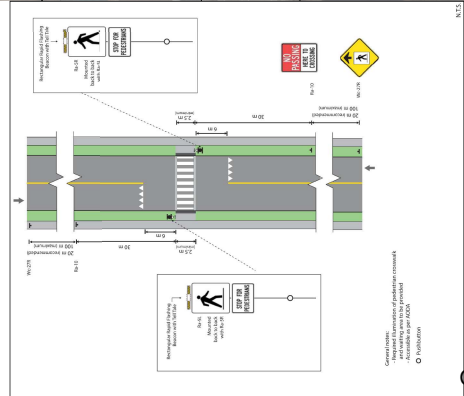
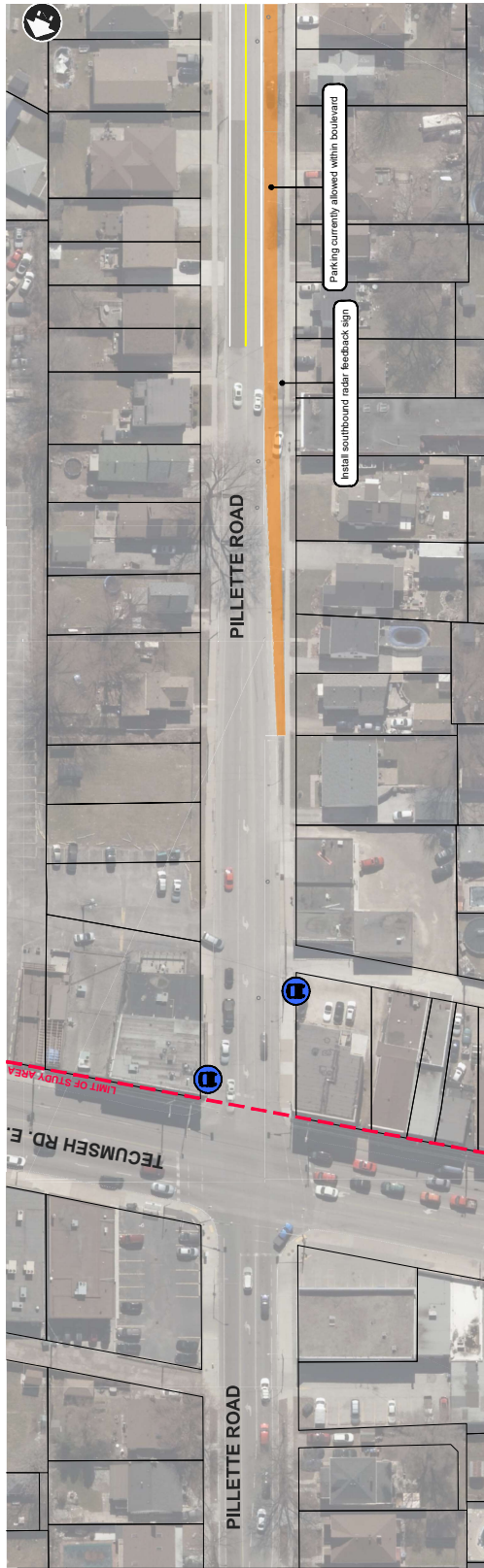
If you have further comments or questions on this project please do not hesitate to contact Awele Nwaesei, Transportation Planning Coordinator, at 519-255-6267, ext. 6831 at your convenience.

Yours truly,

Jeff Hagan, P. Eng, PTOE  
Transportation Planning Senior Engineer  
JH/an  
Attachment

C.c. Chief Building Official





PROPOSED GRASS / LANDSCAPING
 PEDESTRIAN CROSSOVER LEVEL 2 TYPE C
 TRANSIT BUS STOP (EXISTING AND PLANNED RESTRUCTURED SERVICE)
 TRANSIT BUS STOP (EXISTING SERVICE ONLY)
 PARKING ALLOWED (EXISTING)
 PARKING ALLOWED (PROPOSED)

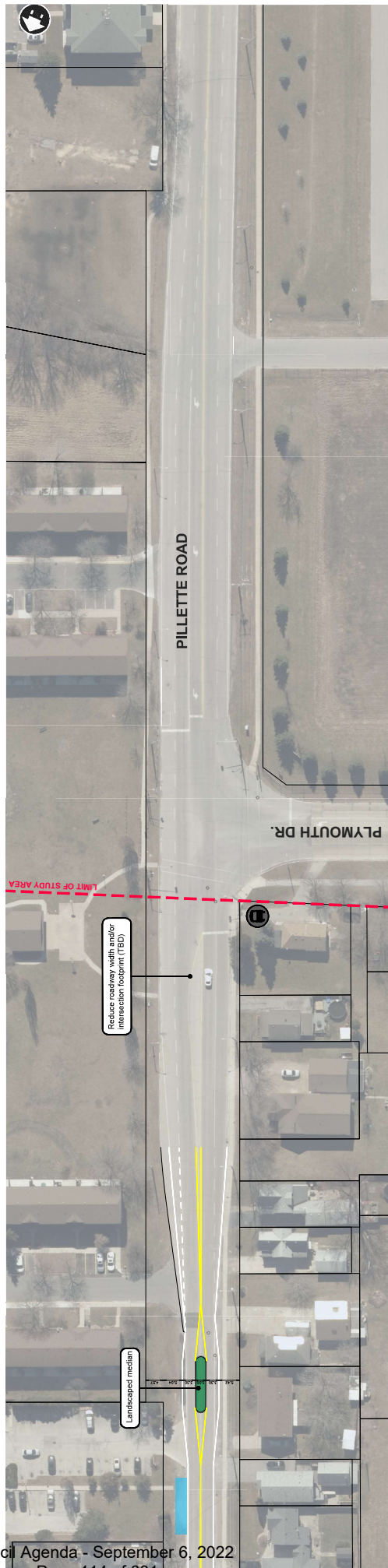
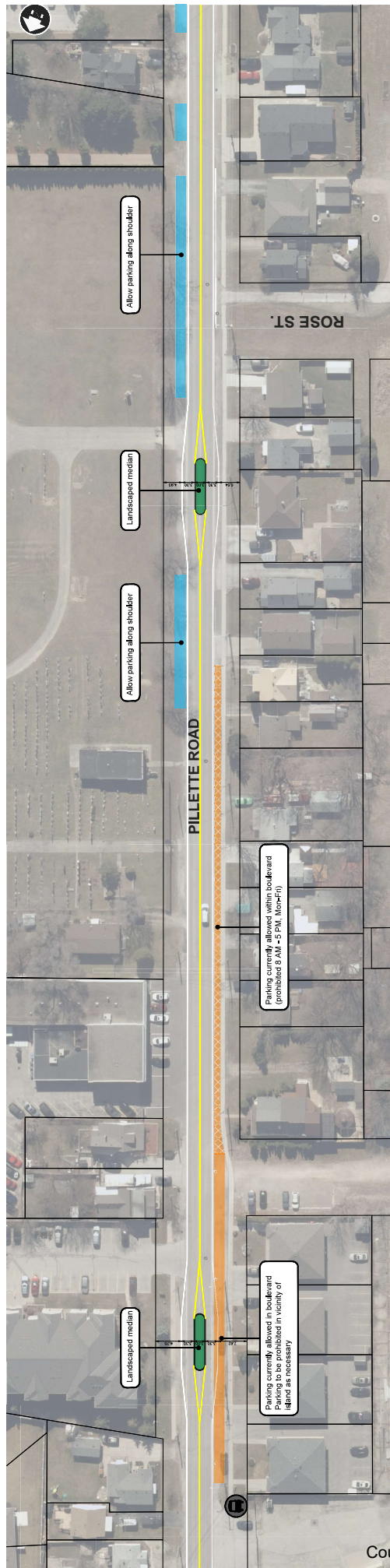
**PILLETTE ROAD STUDY AREA - PROPOSED MODIFICATIONS**

PROJECT NUMBER: 20-2833
 DATE: October 2021
 SCALE: 1:500

**TRAFFIC CALMING STUDY**

**Figure 2**





PROPOSED GRASS / LANDSCAPING

PEDESTRIAN CROSSOVER  
LEVEL 2 TYPE C

TRANSIT BUS STOP  
(EXISTING AND PLANNED  
RESTRUCTURED SERVICE)

TRANSIT BUS STOP  
(EXISTING SERVICE ONLY)

PARKING ALLOWED  
(EXISTING)

PARKING ALLOWED  
(PROPOSED)

**PILLETTE ROAD  
STUDY AREA  
- PROPOSED MODIFICATIONS**

**TRAFFIC CALMING  
STUDY**

**Figure 3**

PROJECT NUMBER: 20-2503

DATE: October 2021

SCALE: 1:500



## Item No. 8.5



### Committee Matters: SCM 219/2022

**Subject: Essex Windsor Solid Waste Authority Board Meeting Minutes June 7, 2022**

Moved by: Councillor McKenzie  
Seconded by: Councillor Kaschak

Decision Number: **ETPS 906**

THAT the minutes of the Essex-Windsor Solid Waste Authority (EWSWA) of its meeting held June 7, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 188/2022  
Clerk's File: MB2022

#### **Clerk's Note:**

1. Please refer to Item 7.1. from the Environment, Transportation & Public Safety Standing Committee Meeting held July 27, 2022.
2. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220808/-1/7348>



## **Committee Matters: SCM 188/2022**

**Subject: Essex Windsor Solid Waste Authority Board Meeting Minutes from the meeting held on June 7, 2022**



## **Essex-Windsor Solid Waste Authority Regular Board Meeting MINUTES**

**Meeting Date:** Tuesday, June 7, 2022

**Time:** 4:00 p.m.

**Location:** Council Chambers (2<sup>nd</sup> Floor)  
Essex County Civic & Education Centre  
360 Fairview Ave. West  
Essex, Ontario N8M 1Y6

### **Attendance**

#### **Board Members:**

Gary Kaschak – Chair	City of Windsor
Fabio Costante	City of Windsor
Kieran McKenzie	City of Windsor
Jim Morrison	City of Windsor
Ed Sleiman	City of Windsor
Marc Bondy	County of Essex
Hilda MacDonald	County of Essex

#### **EWSWA Staff:**

Michelle Bishop	General Manager
Steffan Brisebois	Manager of Finance & Administration
Cathy Copot-Nepszy	Manager of Waste Diversion
Tom Marentette	Manager of Waste Disposal
Teresa Policella	Executive Assistant

#### **City of Windsor Staff:**

Anne Marie Albidone	Manager of Environmental Services
Tony Ardovini	Deputy Treasurer Financial Planning

#### **County of Essex Staff:**

Mary Birch	Director of Council & Community Services/Clerk
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#### **Absent:**

Gary McNamara	County of Essex (Ex-Officio)
Aldo DiCarlo – Vice Chair	County of Essex
Shawna Boakes	Executive Director of Operations
Tracy Beadow	Project Administrator
Natasha Gabbana	Manager of Performance Measurement & Financial Administration
Chris Nepszy	City Engineer/Commissioner of Infrastructure Services

Mike Galloway  
Sandra Zwiers  
Drew Dilkens

County of Essex CAO  
Director of Financial Services/Treasurer  
City of Windsor (Ex-Officio)

## **1. Call to Order**

The Chair called the meeting to order at 4:07 p.m.

## **2. Roll Call of Board Members Present**

Marc Bondy – Present  
Fabio Costante - Present  
Aldo DiCarlo – Not present  
Gary Kaschak - Present  
Hilda MacDonald - Present  
Kieran McKenzie - Present  
Gary McNamara – Not present  
Jim Morrison - Present  
Ed Sleiman - Present

## **3. Declaration of Pecuniary Interest**

The Chair called for any declarations of pecuniary interest and none were noted. He further expressed that should a conflict of a pecuniary nature or other arise at any time during the course of the meeting that it would be noted at that time.

## **4. Approval of the Minutes**

A. May 3, 2022 Regular Meeting Minutes

Moved by Kieran McKenzie  
Seconded by Marc Bondy

**THAT** the minutes from the Essex-Windsor Solid Waste Authority Regular Meeting, dated May 3, 2022, be approved and adopted.

**52-2022  
Carried**

## **5. Business Arising from the Minutes**

No items were raised for discussion.

## **6. Delegations**

There were no delegations for June 7, 2022.

## **7. Waste Diversion**

### **A. 2022 Spring Outreach Update**

The Manager of Waste Diversion provided an update regarding the 2022 spring outreach activities.

In April, an Earth Day celebration was held at Malden park along with the City of Windsor. The event attracted 1,600 people of all ages. The focus of the event was food and organic waste and the Regional Organic survey was launched.

The Virtual Scavenger Hunt has continued due to its success last year. There were 47 missions offered and attracted 132 participants. The virtual event was done through the Goose Chase app and is great way to reach residents virtually.

The Authority held its spring inventory sale to continue supporting residents to divert waste.

Registration for the Gold Star Program has closed and inspections at the curb have already begun and are almost complete.

Mr. McKenzie asked what more can be done in regards to outreach perspective that could increase the diversion rate. He asked if a report could be brought forward to the Board where they could consider different alternatives that may require additional funding and have the Board look at what the potential options might be.

The Manager of Waste Diversion stated that in recent years, the Authority has been focusing on aligning outreach activities to operation so that issues can be addressed increase diversion and enhance better habits at the curb. She noted that the Authority could look at what other municipalities are doing from an outreach standpoint.

Mr. McKenzie stated that he has a motion at the appropriate time.

Mr. Kaschak asked how do we reach out to residents better from an outreach standpoint.

The Manager of Waste Diversion stated that the Authority has been hovering at a 34% diversion rate for some time. She noted that an organics program will definitely help increase this rate significantly. As Mr. McKenzie has noted, there may be other initiatives that the Authority can do to enhance what we currently have with the Blue Box program and other reduce and reuse programs that currently exist.

Mrs. MacDonald commented on resident participation and the diversion rate. She stated that we can't expect to get to that target until society starts to

change and right now she thinks that we are at a point where society is just not changing. She noted that the Authority is doing a very good job and maybe we should just keep doing what we are doing and wait for the evolution of the generations. She does not know what else you can do besides making it mandatory and forcing people.

The General Manager stated that when compared to other municipalities, the Authority is in a unique situation in that we do not control any waste collection contracts. When compared to other municipalities similar to the Authority, like London, that don't have an organics program and have bi-weekly recycling collection, you see where they have implemented bag limits, referred to as disincentives. In order to drive diversion rates up, you are not only looking at providing incentives like an organics program, drop-off depots, Gold Star programs and public education but also a disincentive program. Without providing the disincentive to residents to not put out that third bag of garbage and sort better at the curb, the diversion rate will remain stagnant. The General Manager noted that in order to drive the waste diversion rate up, it will require residents to place less waste at the curb and it will take a global municipal effort.

Mr. Morrison asked if there is a consistency between municipalities on how much garbage can be placed at the curb.

The General Manager stated that it does vary between municipalities. She noted that each of the seven County municipalities and the City of Windsor operate their own garbage collection contract and they are free at this time to place whatever limits they choose.

Mr. Morrison stated that we need to start policing this and perhaps audits should be done.

Mr. Bondy commented that if limits are enforced, residents may dump garbage in the rural areas.

The Manager of Waste Diversion stated that when limits are put into place, municipalities offer supports. For example, to prioritize diversion, Niagara increased recycling collection to weekly collection and garbage collection to bi-weekly and they saw an increase in their diversion rate. We have to offer the supports, like recycling bins, and the guidance to change and more enforcements at the curb. She noted the Authority has implemented some of the efforts but some of them are larger investments for this Board or the next Board to consider.

Mr. Kaschak asked for Mr. McKenzie's motion.

Mr. McKenzie stated that he would move Administration's recommendation but with the addition that Administration report back with outreach options with

high level cost estimates for the Board to consider to help improve diversion rates. He stated that he would speak to the motion if there was a seconder.

Mr. Bondy seconded the motion.

Mr. McKenzie stated that he appreciates all of the comments and remains optimistic that with a greater level of awareness we can increase the diversion rate.

Moved by Kieran McKenzie

Seconded by Marc Bondy

**THAT** the Board receive the report as information.

**THAT** Administration report back with outreach options with high level cost estimates for the Board to consider to help improve diversion rates.

**53-2022  
Carried**

#### B. Blue Box Transition Update

The General Manager referred to page 21 of the agenda package and provided a summary and background information regarding the transition of the Blue Box Program to Extended Producer Responsibility (EPR).

The General Manager noted that at the April 5, 2022 Board meeting, an update was provided on the proposed amendments to the regulation. Those amendments were passed with minor revisions with the exception of the plan submission deadline. The Producers must now submit their plan by July 1, 2022 to the Resource Recovery and Productivity Authority (RPRA).

The Producer Responsibility Organizations (PROs) get to make the plan. The PRO, that either on their own or in partnership, makes up 66% of the material that is in the market will submit their plan. Circular Materials Ontario (CMO) represents the large producers such as Clorox, Coca-Cola, Costco, Dr. Pepper, Kraft, Loblaw's and McDonald's. CMO looks like they will most likely have 66% of the market. If they don't have 66% of the market, they will combine with Ryse Solutions (Ryse), and have 66% of the market. It looks like CMO will most likely be the lead in this program. They are moving forward under the assumption that they get to create the rules and develop the plan.

CMO has published a list of documents for collection services during the transition period. CMO has issued these documents to all 249 municipalities as a take it or leave it approach. There does not seem to be direct consultation or direct negotiations with the municipalities.

The General Manager stated that there was a survey requesting a simple yes or no answer asking if Windsor-Essex wishes to contract with CMO. The General Manager stated that the Authority has not answered the survey. She noted



that she, the Manager of Waste Diversion and the City of Windsor's Manager of Environmental Services sit on various committees with other municipal representatives and they have been able to provide input to a joint letter to CMO.

The General Manager summarized the letter on page 25 that was submitted to CMO which highlighted a number of areas of concern.

The letter was sent out on May 26<sup>th</sup>. On June 3<sup>rd</sup>, a response was received from CMO. The General Manager noted that the response was not included in the agenda as it was received after the agenda was distributed. CMO has acknowledged receipt of the letter. The letter states that they reviewed the feedback and are in the process of updating their agreements to address and clarify the points that have been raised. The agreements are expected to be updated and shared by June 15<sup>th</sup>. The General Manager noted that they listened to the municipalities, which is good and it is clear that municipalities were not going to accept this. The PROs are working on a very tight deadline. CMO needs to work with municipalities to work within existing contracts so that residents are not impacted with their curbside collection.

The General Manager stated that due to the upcoming election, recesses and potential lame duck situations, the Association of Municipalities of Ontario (AMO) has strongly recommended that municipalities have their Administration receive delegated authority from their councils or boards so that Administration has the ability to negotiate in the absence of a Board. The General Manager stated that a report will be brought forward to the Board at the July meeting.

Mr. McKenzie asked to what extent will the PROs remain accountable to the Province and what if they are not successful in meeting their diversion targets.

The General Manager stated the wording says producers have to do their best effort to maintain the system through transition. They have initially said that if they cannot come to an agreement with a municipality, they will be contacting the contractor directly. In our situation, our contractor is the City of Windsor for the County of Essex and GFL for the City of Windsor. As far as who decides if they are doing what they should be doing, it is up to RPRA. The General Manager asked the Manager of Waste Diversion and City of Windsor's Environmental Services Manager to provide further comments.

The Manager of Waste Diversion stated that the vast majority of municipalities are all on the same page. CMO responded to the letter immediately and they are looking to set up a municipal working group to be more collaborative.

Mr. Costante asked if this is an item that should be discussed in-camera.

The General Manager stated that the Authority has not had any direct communication with CMO and is not in formal negotiations. The letter and

documents are all publicly available. She noted that if the Authority is able to have direct dialogue with CMO, an in-camera meeting may be required.

The Manager of Environmental Services referred to the question in regards to who has more leverage. She noted that it is important for the Board to keep in mind that we can say yes or no at any time. She thinks that we need to wait until the June 15<sup>th</sup> response and see what they come back with. It is very encouraging that they have heard the municipalities and that they are looking to change some of those terms that are in the documents. Then at the point, we can then make a decision that is suitable for Windsor and Essex County.

Mr. McKenzie asked whether or not others were considered to be a signatory or support on the letter that was sent to CMO.

The General Manager stated that through our membership on AMO, the Municipal 3Rs Collaborative (M3RC) as well as the Regional Public Works Commissioners of Ontario (RPWCO), it was decided that instead of each municipality corresponding directly, that AMO, RPWCO, the Municipal Waste Association (MWA) and the City of Toronto (who does not participate with AMO), put up a united front on behalf of all municipalities.

The General Manager stated that updates regarding the blue box transition will continue. She also noted that there will be a report at the July meeting recommending delegated authority through Authority Administration in conjunction with the Technical Staff Committee which is comprised of City of Windsor and County of Essex staff, to make any required decisions on behalf of the Board and councils if needed during recess.

Moved by Kieran McKenzie

Seconded by Fabio Costante

**THAT** the Board receive the report as information.

**54-2022  
Carried**

#### C. Reallocation of Budgeted Recycling Program Funds

The Manager of Waste Diversion referred to page 32 of the agenda. The recommendation of the report is the reallocation of approved 2022 budgeted funds from Consulting – Waste Audits to Purchased Services – Contract Staff. This reallocation will support Authority staff to collect data that will aid in the transition of the Blue Box program for information regarding ineligible sources.

The 2022 recycling program budget that was approved by the Board in November 2021 included \$54,000 for Consulting – Waste Audits. This allocation was for a consultant to support with residential curbside waste audits that would help Administration collect data for the transition of the Blue Box program. This data would provide updated information on solid waste

materials that are currently in the collection system. This has not been done since 2013.

Since the 2022 budget, the Authority has secured a service at no cost from the Continuous Improvement Fund (CIF), therefore, the \$54,000 is no longer required. CIF will be doing this across the province so municipal data collection is standardized. CIF has committed to supporting this area for the last quarter of 2022 and the first three quarters in 2023, which will provide data in all four seasons.

Additionally, the RPRA and AMO have confirmed that Producers are not obligated to collect ineligible sources at their expense per Ontario Regulation 391/21. Examples of ineligible sources are daycares and municipal buildings such as arenas.

Authority Administration and other municipalities have been advised through participation on different collaborations, such as the CIF and AMO, that it is likely that Producers will assume that these ineligible sources are a significant percent of existing collection programs and will charge municipalities accordingly. If a municipality wants to continue to service these facilities with a Blue Box program, it is important that accurate data is collected.

The Manager of Waste Diversion stated that the Authority is looking for support through a consultant to help identify the ineligible sources in our current common collection system in Essex County and the City of Windsor. This will allow the Authority to understand what the costs will be to the Authority and allow the Board to make an informed decision on whether we want to address that service delivery gap.

There are no financial implications as the intent is to reallocate the funds that were currently approved in the 2022 budget to a new line item.

Mr. Bondy asked if this would be one-year budget item.

The Manager of Waste Diversion stated yes and this would be completed this summer and fall.

Mr. Morrison asked if curbside audits are currently conducted to see if recyclables are placed in the garbage.

The Manager of Waste Diversion stated that audits are not currently conducted and the last audit was done in 2013. This will be a good exercise to help potentially address some of the issues that we have been talking about and help with outreach programs and to increase the diversion rate.

Mr. Sleiman asked for clarification regarding BIAs.

The General Manager stated that the Blue Box transition to Producers is only for residential and a certain amount of public spaces. With the transition to

Producers, it does not include industrial, commercial and institutional (ICI) recycling. Currently, the Authority collects BIAs, small businesses and some other ineligible sources like municipal facilities. We need to get an accurate count of what these ineligible sources are and decide if we want to keep providing this service.

Mr. McKenzie asked if there has been discussion or a potential policy change that would include ICI.

The General Manager stated that ICI is one of the largest producers of recycled material. It has been communicated but has not been revised at the provincial level.

Moved by Fabio Costante

Seconded by Marc Bondy

**THAT** the Board approve the reallocation of \$54,000 from the approved 2022 Recycling Program budget from Consulting – Waste Audits to a new expenditure, Purchased Services – Contract Staff to support data collection for the transition of the Blue Box program to Extended Producer Responsibility.

**55-2022  
Carried**

D. RFP for the Processing of Source Separated Organic Waste (Verbal report)

The General Manager advised that the RFP for the Processing of Source Separated Organic Waste was issued on Thursday, May 19, 2022. The deadline for questions is Thursday, June 23, 2022. The closing date of the RFP is June 30, 2022. To date, there have been 14 plan takers. One plan taker advised they will not be submitting a bid which leaves 13 potential bidders.

Moved by Marc Bondy

Seconded by Kieran McKenzie

**THAT** the Board receive the report as information.

**56-2022  
Carried**

## **8. Waste Disposal**

A. Closed Landfill 3 End Use Plan

The General Manager referred to page 35 of the agenda package and provided an update regarding closed Landfill 3 and the end use plan. Landfill 3 is located on Puce Road (County Road 25) in the Municipality of Lakeshore. The landfill closed in June 1997 for the receipt of waste. The Regional Landfill opened in July 1997.

In 1996, the Authority submitted a closure and end use plan to the Ministry of the Environment, Conservation and Parks (MECP), formerly the Ministry of

Environment, that was approved. The closure and end use plan recommended a passive recreation site for the landfill, for example walking trails. An amendment was approved in 1999 and the Authority was issued an Environmental Compliance Approval (ECA). Within that document was the closure and end use plan. The approval does not imply that they are mandating the implementation of the end use plan but they do mandate the closure plan. The MECP's primary concern is the protection of the environment and ensuring that the perpetual care of the site is being maintained in accordance with MECP guidelines.

In 2011, the Authority secured clay from the Windsor-Essex Parkway project. The clay that was received from the project was used to properly cap Landfill 3. Without the site being properly capped, there was not an opportunity to implement the end use plan. The Authority continues to perform traditional perpetual care activities as well as remediation activities at the site to prepare for future end use.

In January 2022, the Authority engaged consultants to prepare lifespan evaluations which outlined how long the Authority would have to collect and haul leachate from the site. The number was in excess of 100 years.

In April 2022, the Authority received correspondence from the Municipality of Lakeshore requesting an update on the remediation process of Landfill 3 and the potential to use the site a passive park.

The Environmental Protection Act (EPA) stipulates that a waste disposal site cannot be used for a period of 25 years from the time it ceases to accept waste. Twenty-five years from 1997 puts us at 2022. In order to use the site, the Authority, through monitoring of the site in conjunction with the consulting engineer, will have to determine if the site has stabilized. The Authority would have to submit an application to the MECP requesting permission to implement the end use plan. The MECP will have to determine if the site can be used by the public. A public consultation may also be required.

The General Manager stated that she has had discussions with Truper McBride, CAO of Lakeshore, to have a better understanding on how Lakeshore wants to use the site. She stated that it was unclear from the discussions with Mr. McBride on what exactly Lakeshore is looking for but she did have an opportunity to discuss some of the concerns that the Authority would have in implementing the end use plan and the maintenance of the site. If the site was to become a passive recreation site, it would need to be supervised and ensure that the Authority is protected from liability issues.

The General Manager has also communicated with the County of Essex Infrastructure Services department regarding the County Wide Active Transportation System (CWATS). They indicated that they are in process of updating the Master Plan. The draft is scheduled to be released soon. In 2021, Lakeshore Council received a report that included a recommendation to

construct paved shoulders along County Road 25. This perhaps would be an opportunity to use the site and work in collaboration with CWATS and provide a passive trail.

The financial implications would depend on the scope of the project and what type of facility is being proposed. The incorporation of the walking trails into the existing landscape would be the most cost-effective solution. If it was determined that the municipality was looking for a more enhanced system where trails would need to be maintained year-round or if there was a need for parking and washroom facilities, that would raise costs significantly.

The General Manager stated that prior reports about the closure and end use plan speaks to the funding of closure and perpetual care costs. The reports do not specifically speak to the costs associated with end use. The current funding for the perpetual care, as outlined in the report, is between the three municipalities with the highest municipality being the City of Windsor at almost 92%. It is unclear in the report, if post closure activities are meant to include end used activities. With that being said, the City of Windsor does need to approve the budget for perpetual care of Landfill 3 through the budget approval process.

Mr. Morrison commented that this is very preliminary and is in favour of the recommendation. Mr. Morrison asked if the City of Windsor can still approve or not approve the budget for this landfill.

The General Manager stated the process of the Authority budget approval is to have the budget approved by the Authority Board, the City of Windsor and the County of Essex.

Mr. McKenzie asked if there are situations across the region where there is a landfill that is retired, for example Malden Park, where the municipality is directly benefiting and is undertaking more of the cost than other municipalities. He wants to understand the precedent that we are operating under.

The General Manager stated she was not aware of a similar situation and that Malden Park was the waste site for the City of Windsor and no other municipalities. The City of Windsor has chosen to turn it into a park as an end use.

Mr. Morrison noted that the recommendation does not include a study that would be needed to see if the MECP would be satisfied that the site would be safe to use. He asked if this should happen before further discussions take place regarding allocation of costs and usages.

The General Manager stated that the second recommendation would direct Administration to begin discussions regarding the implementation of the end use recommendation. This would include the work required to engage with the



Authority's consulting engineer to determine if the site is stable enough for an end use plan. Any work that needs to be done with have to be included in the 2023 budget.

Moved by Ed Sleiman

Seconded by Jim Morrison

**THAT** the Board receive the report as information.

**THAT** the Board direct Administration to begin discussions around the implementation of the End Use recommendation and this be the subject of budget deliberations between the three funding municipalities.

**THAT** the General Manager be instructed to communicate with the Municipality of Lakeshore to provide an update on the remediation process and the potential future use of the land as a passive park.

**57-2022  
Carried**

## **9. Finance & Administration**

### **A. Procurement Policy Update**

The General Manager stated that the report is recommending that the existing operating capital expenditure policy be revised and renamed so it aligns with the procurement policies of the City of Windsor and the County of Essex and addresses legislative compliance and trade agreements and increased complexity of the Authority's procurement function. She noted that the existing policy approved on June 1, 2004 has not been revised since that time. The update establishes a transparent and efficient framework to ensure purchases are acquired through an open and fair process. Legal wording has also been updated to protect both the Board and the Authority.

The General Manager summarized some of the significant revisions to the policy.

Mr. Costante referred to the expenditure threshold increasing from \$50,000 to \$100,000. He asked how many transactions, on average, are captured between \$50,000 and \$100,000 on an annual basis.

The General Manager stated that she did an analysis and the difference would probably be one or two per year. This past year, there was one which was the relining of the flare which cost approximately \$88,000, which would not have been brought to the Board but was included in the 2022 Capital budget.

Mr. Costante asked if the Board will continue to receive reports even if the threshold is increased.

The General Manager stated that any variances will continue to be brought forward to the Board through the three month and six month reports as well as in October or November as part of the full-year projection.

Mr. Costante referred to the revision of the \$5,000 threshold requiring three quotes. He asked if exceptions could be made if something was just over \$5,000.

The General Manager stated that there are situations that this may happen and the policy will allow for the General Manager to approve the expenditure. For example, a break down in equipment and the Material Recovery Facility, a repair on the sprinkler system or a leak in the middle of the night due to a frozen pipe.

Mr. Costante noted that he was pleased that this discretion and flexibility is allowed in the policy.

Mrs. MacDonald noted that the Municipality of Leamington also completed this process and this policy will allow for more efficiencies.

Mr. Morrison asked what kind of oversight do we have that the Authority is following the procurement policy. He noted that there is no mention of an internal auditor.

The General Manager stated that the Authority's auditor, KPMG, audits the Authority's policies and purchasing approvals through a sampling of documents. KPMG is also the auditor for the City of Windsor and the County of Essex. KPMG reviews meeting minutes and reviews budget approvals to ensure the policy is being followed. This gives assurance to both the City of Windsor and the County Essex because the Authority's financial information is included as part of their financial documents. The General Manager noted that the Authority is also the subject of the City of Windsor's internal audit scope of work and has been audited in the past.

Moved by Fabio Costante  
Seconded by Hilda MacDonald

**THAT** the Board approve the revised Procurement Policy EW-008.

**58-2022  
Carried**

## **10. Other Items**

Mr. Costante stated that he has been corresponding with Administration and the Chair earlier today and acknowledges that a resolution was passed at the last Board meeting regarding a hybrid model and those who are eligible to attend meetings virtually. Mr. Costante would like to request that the

exceptions be expanded to those who want to attend the meeting virtually for other reasons.

Mr. Kaschak suggested that Mr. Costante's Notice of Motion start today and have the General Manager prepare a report for the next meeting. Mr. Kaschak asked the General Manager if that would be sufficient.

The General Manager noted that the circumstances to attend a Board meeting virtually were adopted at the last meeting. She stated that if a Notice of Motion is what is decided today, then it would give her an opportunity to bring the policy language back to the Board for discussion.

Mr. Kaschak stated that would be fair. He noted that the Board had a wholesome discussion at the last meeting that was carried unanimously. He asked Mr. Costante if he would be fine with the General Manager's suggestion.

Mr. Costante stated that he does not want to overcomplicate things but would like the opportunity to attend meetings virtually. Mr. Kaschak proposed that it would be fair to give the General Manager 30 days to prepare a report for the next meeting and the Board can vote accordingly at that time. Mr. Kaschak appreciates Mr. Costante's cooperation.

Mr. Kaschak asked if there was any other new business. He received a question from a candidate asking if election signs are recyclable. He asked if there will be an area set up at the Public Drop Off where the signs can be dropped off instead of going through the scales.

The Manager of Waste Diversion stated that the signs are recyclable and a tote has been placed on the yard waste pad. There will be an area set up at the Regional Landfill as well. She stated that a promotion through social media can be done and can be posted on the Authority website on where to drop off the material.

## **11. By-Laws**

### **A. By-Law 7-2022**

Moved by Marc Bondy

Seconded by Hilda MacDonald

**THAT** By-Law 7-2022, being a By-law to Confirm the Proceedings of the Board of the Essex-Windsor Solid Waste Authority be given three readings and be adopted this 7<sup>th</sup> day of June, 2022.

**59-2022  
Carried**

## 12. Future Meeting Dates

Tuesday – July 5, 2022

Wednesday – August 10, 2022

Wednesday – September 14, 2022

Tuesday – October 4, 2022

Tuesday – November 1, 2022

Tuesday – December 6, 2022

## 13. Adjournment

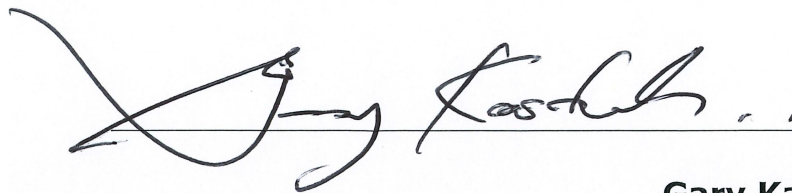
Moved by Ed Sleiman

Seconded by Jim Morrison

**THAT** the Board stand adjourned at 6:02 p.m.

**60-2022  
Carried**

All of which is respectfully submitted.

A handwritten signature in black ink, appearing to read "Gary Kaschak", written over a horizontal line.

**Gary Kaschak**  
**Chair**

A handwritten signature in blue ink, appearing to read "Michelle Bishop", written over a horizontal line.

**Michelle Bishop**  
**General Manager**

## Item No. 8.6



### Committee Matters: SCM 220/2022

**Subject: Matchett Road (Chappus Street to Sprucewood Avenue) Traffic Calming - Ward 1**

Moved by: Councillor Kaschak  
Seconded by: Councillor Costante

Decision Number: **ETPS 908**

THAT Administration **BE DIRECTED** to implement traffic calming on Matchett Road between Chappus Street and Sprucewood Street as shown in Appendix B to report S 81/2022.

Carried.

Report Number: S 81/2022  
Clerk's File: ST/13863

#### Clerk's Note:

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 8.2. from the Environment, Transportation & Public Safety Standing Committee Meeting held July 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220808/-1/7348>



**Subject: Matchett Road (Chappus Street to Sprucewood Avenue) Traffic Calming - Ward 1**

**Reference:**

Date to Council: July 27, 2022  
Author: Jeff Hagan  
Transportation Planning Senior Engineer  
519-255-6100 ext 6003  
jhagan@citywindsor.ca  
Planning & Building Services  
Report Date: June 17, 2022  
Clerk's File #: ST/13863

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

**Recommendation:**

THAT Administration **BE DIRECTED** to implement traffic calming on Matchett Road between Chappus Street and Sprucewood Street as shown in Appendix B to report S 81/2022.

**Executive Summary:**

N/A

**Background:**

Matchett Road was identified as a candidate for traffic calming based on a resident service request received in August 2019.

This request followed a recommendation by the Windsor Essex County Environment Committee (WECEC) made at its July 4, 2019 meeting for seasonal closures of Matchett Road and Malden Road to address traffic-related wildlife mortality in and around the Ojibway Prairie Complex. WECEC's recommendation came before Council at its September 9, 2019 meeting and was not supported (CR463/2019 CR411/2019).

In response to the traffic calming service requests, Administration conducted a traffic calming review. Matchett Road was confirmed to meet the speed and volume criteria for traffic calming. A petition form (required under the 2015 Traffic Calming Policy, which was in effect at the time) was provided to the original requestor; the completed petition was returned in January 2020.

Following the receipt of the completed petition, additional traffic data was collected and a warrant/prioritization review was carried out for the full traffic calming project area

(Chappus Street to Sprucewood Drive) in May 2021. A traffic calming plan was prepared and was presented to the public at an online public open house on February 1, 2022.

## Related Projects

The project area for the Matchett Road Multi-Use Trail project, currently underway, overlaps the traffic calming project area. Phase 1 (Chappell to EC Row Expressway) was completed in 2021. Phase 2 (EC Row Expressway to Broadway) is scheduled for completion in 2022.

The multi-use trail project is not expected to have a significant effect on traffic speeds or volumes on Matchett Road and does not affect Matchett Road's traffic calming warrant score.

## Discussion:

Development of the traffic calming plan took a number of key factors into account, as summarized in Table 1.

**Table 1: Key Issues and Design Constraints**

Factor	Details	Implications
<b><i>Key Issues for Traffic Calming</i></b>		
Traffic Speed	<ul style="list-style-type: none"><li>• Speed limit: 50 km/h</li><li>• Average speed: 61 km/h</li><li>• 85<sup>th</sup> percentile speed: 69 km/h</li></ul>	These results indicate a high degree of speeding.
Traffic Volumes	<ul style="list-style-type: none"><li>• South of Matchett: 8,800 vehicles per day</li><li>• Target maximum traffic volume (Class 1 Collector): 6,000 vehicles per day</li></ul>	These results indicate moderately high volumes for a street of this classification.

Factor	Details	Implications
Collision History (2015-2019)	<ul style="list-style-type: none"> <li>Broadway to Sprucewood: <ul style="list-style-type: none"> <li>4 collisions per year (0.4 per year reducible by traffic calming)</li> </ul> </li> <li>Matchett/Sprucewood intersection: <ul style="list-style-type: none"> <li>2.8 collisions per year (0.8 per year reducible by traffic calming)</li> </ul> </li> </ul>	Matchett Road has a collision rate that is lower than the city-wide average for other similar streets.
<b>Key Design Constraints</b>		
Road Classification	<ul style="list-style-type: none"> <li>Matchett is a Class 1 Collector road</li> </ul>	<p>Matchett Road is intended for relatively high volumes of traffic.</p> <p>Displacement of traffic onto nearby local streets would not be a desirable outcome.</p>
Roadway Type	<ul style="list-style-type: none"> <li>In the project area, Matchett Road has a narrow pavement width (6.5 m to 7.0 m)</li> <li>In the project area, Matchett Road has a rural cross-section (i.e. ditches without curbs or catch basins) gravel shoulders or no shoulders</li> </ul>	Most traffic calming measures would not be suitable for Matchett Road in the project area.
Road Network	<ul style="list-style-type: none"> <li>Matchett Road has an interchange on the E.C. Row Expressway</li> </ul>	Significant diversion of traffic off of Matchett Road onto other major roads in the area would need measures that are beyond the scope of a traffic calming project.

Factor	Details	Implications
Transit	<ul style="list-style-type: none"> <li>Existing: transit route (South Windsor 7) on Matchett Road for entire study area</li> <li>Future (Transit Master Plan): study area is within an ASD (alternative service delivery) area.</li> </ul>	<p>For existing conditions, the traffic calming plan should accommodate transit buses along its entire length.</p> <p>For future conditions, the traffic calming plan should accommodate through movements and turns for smaller ASD vehicles.</p>
Cycling	<ul style="list-style-type: none"> <li>Existing: no cycling infrastructure</li> <li>Future (Active Transportation Master Plan): connector bikeway, non-AAA ("all ages and abilities), low priority</li> </ul>	The traffic calming plan should be compatible with future cycling infrastructure.

The traffic calming plan that was developed and presented to the public at the February 1, 2022 online public meeting included the following features:

- Peripheral transverse bars: striped pavement markings to increase the feeling of speed for drivers.
- Radar speed feedback signs
- Potential pedestrian crossover at Titcombe Road / Ojibway Nature Centre

The presentation boards from this meeting can be seen in Appendix A.

A comment period was provided following the public meeting, in which residents were invited to respond via 311 or online poll to express their opinion on the traffic calming plan presented and provide additional comments, if any. 167 responses were received during the comment period following the public meeting, broken down as follows:

- Confirmed study area residents: 2 responses (1% of responses)
- Residents (of Windsor, LaSalle or Amherstburg) outside the study area: 148 responses (89% of responses)
- Respondents who did not provide their location: 17 responses (10% of responses)

Responses are summarized in Table 2. Percentages may not total to 100% due to rounding.

**Table 2: Response Summary - February 2022 Online Public Meeting**

Category	Number of Responses	Do you support the proposed traffic calming plan within the study area?		
		Yes	No	No Answer or Unclear
Study Area Residents	2	100%	0%	0%
Outside Study Area (includes unknown location)	165	43%	55%	1%
<b>Overall</b>	<b>167</b>	<b>44%</b>	<b>54%</b>	<b>1%</b>

Some residents chose to provide additional comments. Common themes expressed in the comments are summarized below:

- Concerns about speeding on Matchett Road
- Concerns about wildlife mortality on Matchett Road
- Requests for measures to increase capacity of Matchett Road as a commuting route (e.g. roundabout or signal at the Sprucewood and Matchett intersection or increasing the number of lanes on Matchett Road)
- Requests for speed limit increases on Matchett Road
- Suggestions for other alternative speed control measures (e.g. speed humps or automated speed enforcement)
- Requests for other Windsor streets to be prioritized for traffic calming ahead of Matchett Road
- Requests for the cycling infrastructure on Matchett Road to be extended

### **Approval Poll**

An approval poll of residents and business owners in the project area was carried out from June 3, 2022 to July 3, 2022. Respondents were invited to contact 311 or complete an online survey form. The notice letter, including the traffic calming plan presented for resident approval, is provided in Appendix B.

Residents were notified of the approval poll by a variety of methods:

- Mailouts to all property owners and tenants in the project area (June 1, 2022)
- One round of social media posts, geo-targeted on the postal codes for the project area (June 2022)

- Notification signs posted on Matchett Road (4 signs total, placed at the ends and midpoint of the project area)

The results of the survey are summarized in Table 3. As noted, all resident approval criteria are met; therefore, it is recommended that the traffic calming plan be implemented.

**Table 3: Survey Results**

Criteria	Minimum Required	Received	Criteria Met?
Response rate	50% (5 out of 10 households & commercial properties)	60% <b>(6 out of 10)</b>	Yes
Level of support	60% of respondents voting “yes”	83% “yes” <b>(5 out of 6 responses)</b>	Yes
<b>Overall</b>	<b>Both Criteria Above Are Met</b>		<b>Yes</b>

An additional 4 responses were received from people outside the project area. Of these responses, 100% (all 4 responses) were in favour of the traffic calming plan. These responses from outside the project area are not included in Table 3.



## **Next Steps**

Pending Council approval, Administration will implement the proposed traffic calming plan shown in Appendix B. Based on the project value, no additional approvals from Council will be required before implementation.

In accordance with the Traffic Calming Policy, a follow-up report will be provided 6 to 12 months after implementation of the traffic calming plan. This report will provide information on the effectiveness of the traffic calming measures.

## **Risk Analysis:**

Proceeding with the traffic calming plan is subject to minor financial risk due to the uncertainty in predictions of future capital and maintenance costs. This risk is normal and inherent in construction projects and will be mitigated by standard project management and cost control practices. It is recommended that this risk be tolerated.

## **Climate Change Risks**

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

N/A

## **Financial Matters:**

The total construction cost for the traffic calming plan shown in Appendix B is \$30,000 exclusive of HST. There are sufficient funds in Traffic Calming capital budget project ID #7069022 for this work.

The ongoing annual maintenance cost is estimated as \$3,500 per year. Maintenance costs for initiatives such as this have not been previously identified within operating budgets and therefore this cost may not be able to be accommodated in the existing Signs and Markings operating budget. Should Council approve the traffic calming plan, a budget increase may be brought forward as part of the 2023 operating budget submission.

## **Consultations:**

### **Staff Consultation**

The following departments were consulted during the development of the traffic calming plan:

- Operations
- Traffic Operations

- Operations – Maintenance
- Parks
- Windsor Fire Rescue Services
- Windsor Police Service
- Transit Windsor

## **Public Consultation**

Key points of public consultation were as follows:

- Public information centre (online): February 1, 2022
  - Notification for the public information centre was by mailout to all property owners and tenants in the project area and geo-targeted social media posts.
  - Presentation boards and the meeting recording were posted to the City website.
- Mailout to all property owners and tenants in the project area (June 1, 2022)
- One round of social media posts, geo-targeted on the postal codes for the project area (June 2022)
- Notification signs posted on Pillette Road (4 signs total, placed at the ends and midpoint of the project area)

## **Conclusion:**

Based on the results of the resident approval survey, Administration recommends that the traffic calming plan for Matchett Road between Chappus Street and Sprucewood Avenue, shown in Appendix B, be implemented.

## **Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
John Revell	Chief Building Official
Josie Gualtieri	Financial Planning Administrator
Jelena Payne	Commissioner of Economic Development and Innovation
Chris Nepszy	Commissioner of Infrastructure Services and City Engineer
Janice Guthrie	On behalf of Commissioner of Corporate Services and Chief Financial Officer
Onorio Colucci	Acting Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Councillor Francis		
Windsor Essex County Environment Committee		
<i>Area residents and project notification list (list provided to Clerks)</i>		

**Appendices:**

- 1 Appendix A: Presentation Slides, February 1, 2022 Online Public Meeting
- 2 Appendix B: June 1, 2022 Letter to Residents (includes proposed traffic calming plan)



# Matchette Road Traffic Calming

## Broadway Street to Sprucewood Avenue

February 1<sup>st</sup>, 2022 – Public Information Centre (PIC)

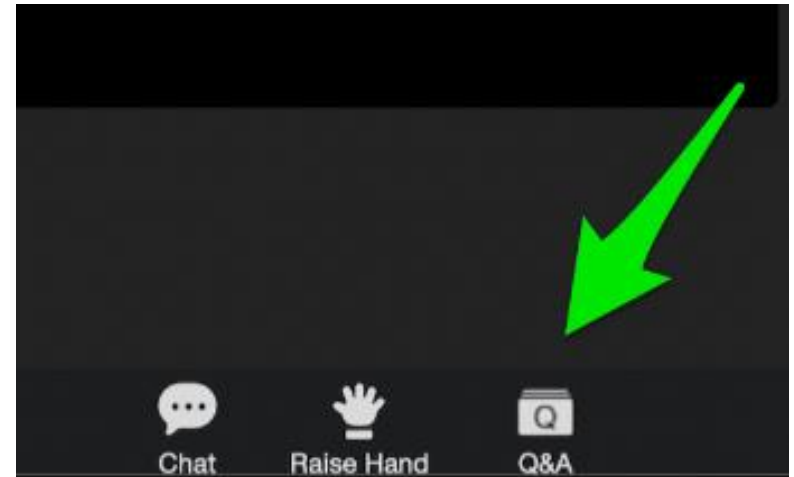
6:30 PM – 8:30 PM

# Agenda

- Traffic Calming:
  - What it is and what is not?
- Background on Matchette Road
  - Original Concerns
  - Speed Profile and Volume Analysis
- Proposed Traffic Calming Concept
- Next Steps

# Housekeeping Items

- Presentation slides
  - <https://tinyurl.com/tcalming>
- Questions
  - **Q & A function**
    - Upvote!
  - Text: 519-560-7971
  - Raise hand
    - (\*9 if on phone)
- Comments and more info
  - 311
  - [transportation@citywindsor.ca](mailto:transportation@citywindsor.ca)
  - 519-255-6267 x6831





# What is Traffic Calming?

**Traffic Calming is the implementation of mainly physical measures to:**

- Reduce negative effects of motor vehicle use
- Alter driver behaviour
- Improve conditions for non-motorized street users

**The objective of Traffic Calming are to:**

- Reduce vehicle speeds
- Reduce cut-through traffic volume
- Reduce the number and severity of collisions
- Improve the neighbourhood environment



Matchette Road at Titcombe Road

Source: [www.ctvnews.ca](http://www.ctvnews.ca)

# Matchette Road

## Key Features

- A high traffic volume class 1 collector
- Posted speed limit: 50 km/hr.
- Emergency/Bus route
- Bonded by Nature Reserve :
  - Ojibway on South East
  - Tom Joy Woods on Northwest Side
- Speeding and high vehicular activities in the neighborhood
- The city reviewed the volume, speed to determine the suitable measures to address traffic concerns



**Matchette Road**

Source: windsorstar.com



**Matchette Road around Ojibway Nature Center**

Source: <https://windsor.ctvnews.ca/>



# Matchette Road - Collisions Data (2015-2019)

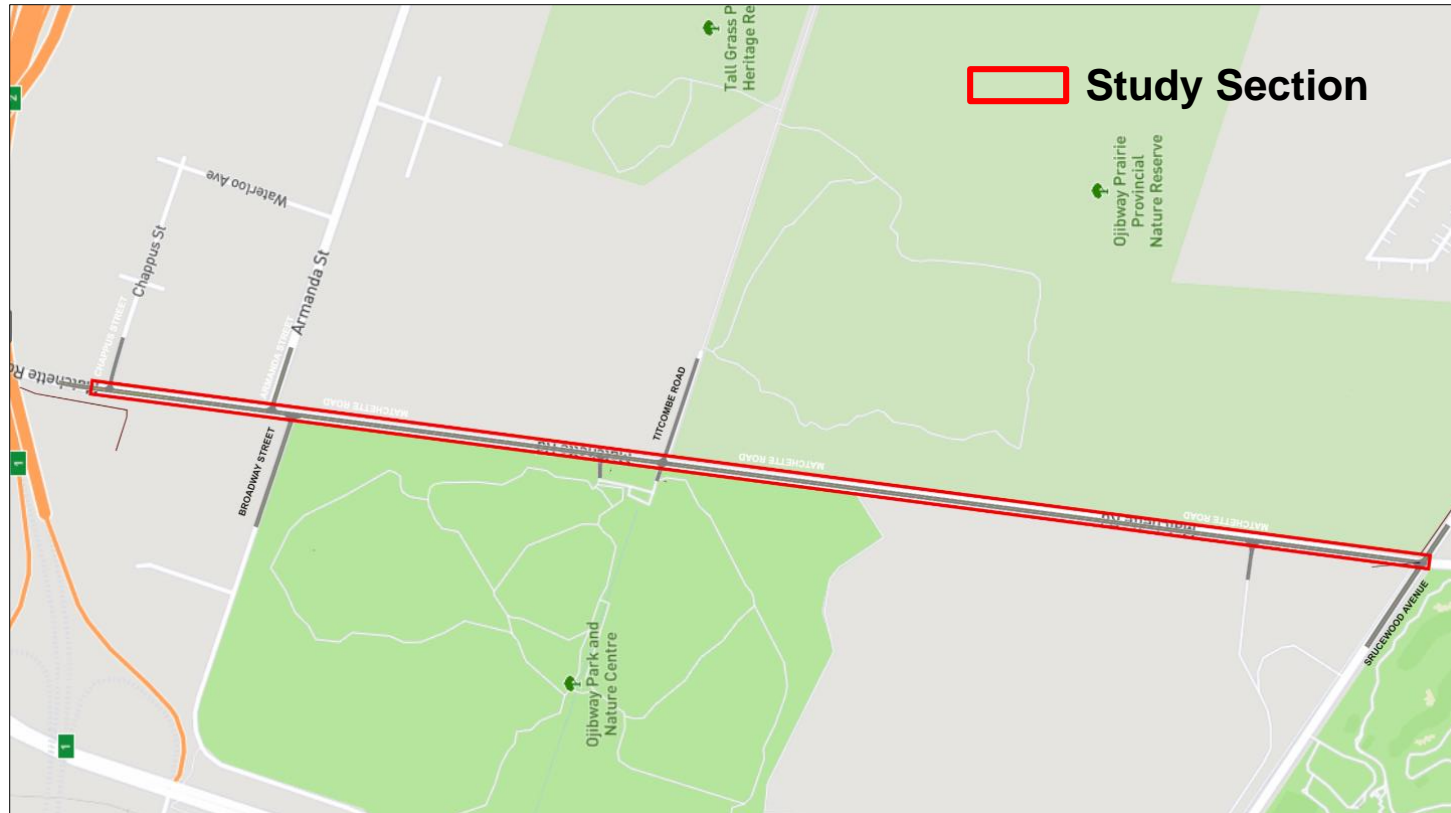


## Six (6) reducible collisions possible

- Four (4) at Matchette and Sprucewood Intersection
- Two (2) along Matchette Road Segment

# Matchette Road - Speed & Volume Data

Vehicles Per Day	Speed Limit	85 <sup>th</sup> Percentile Speed
8886	50 km/h	69 km/h



# Traffic Calming Objective

Reduce speeding on Matchette Road  
without pushing traffic onto nearby local  
roads

# Selected Traffic Calming Measures

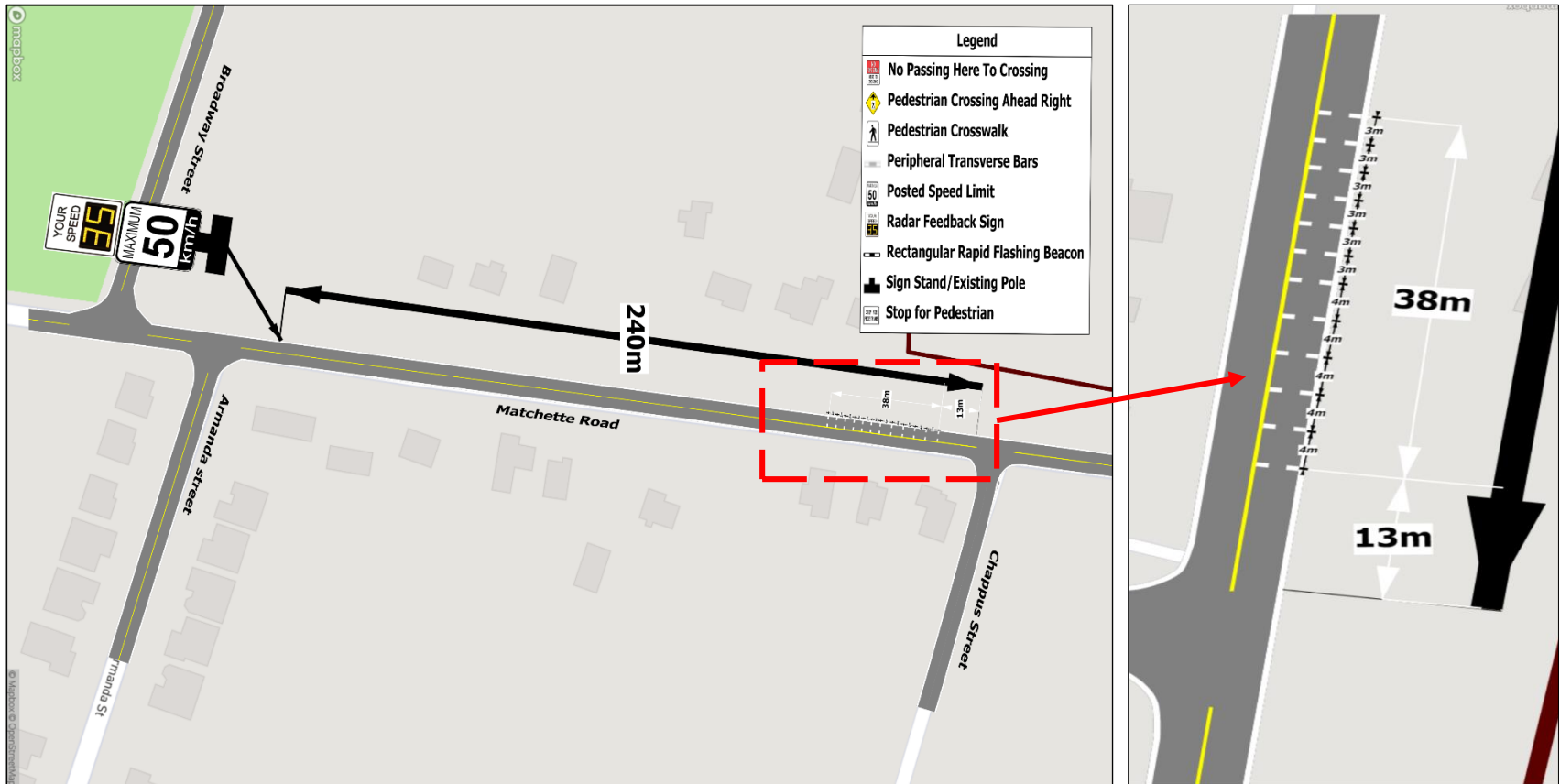
## **Speed management techniques recommended:**

- Peripheral Transverse Bars
- Radar Feedback Signs

**We highlight only the sections on Matchette Road where these measures are to be implemented**



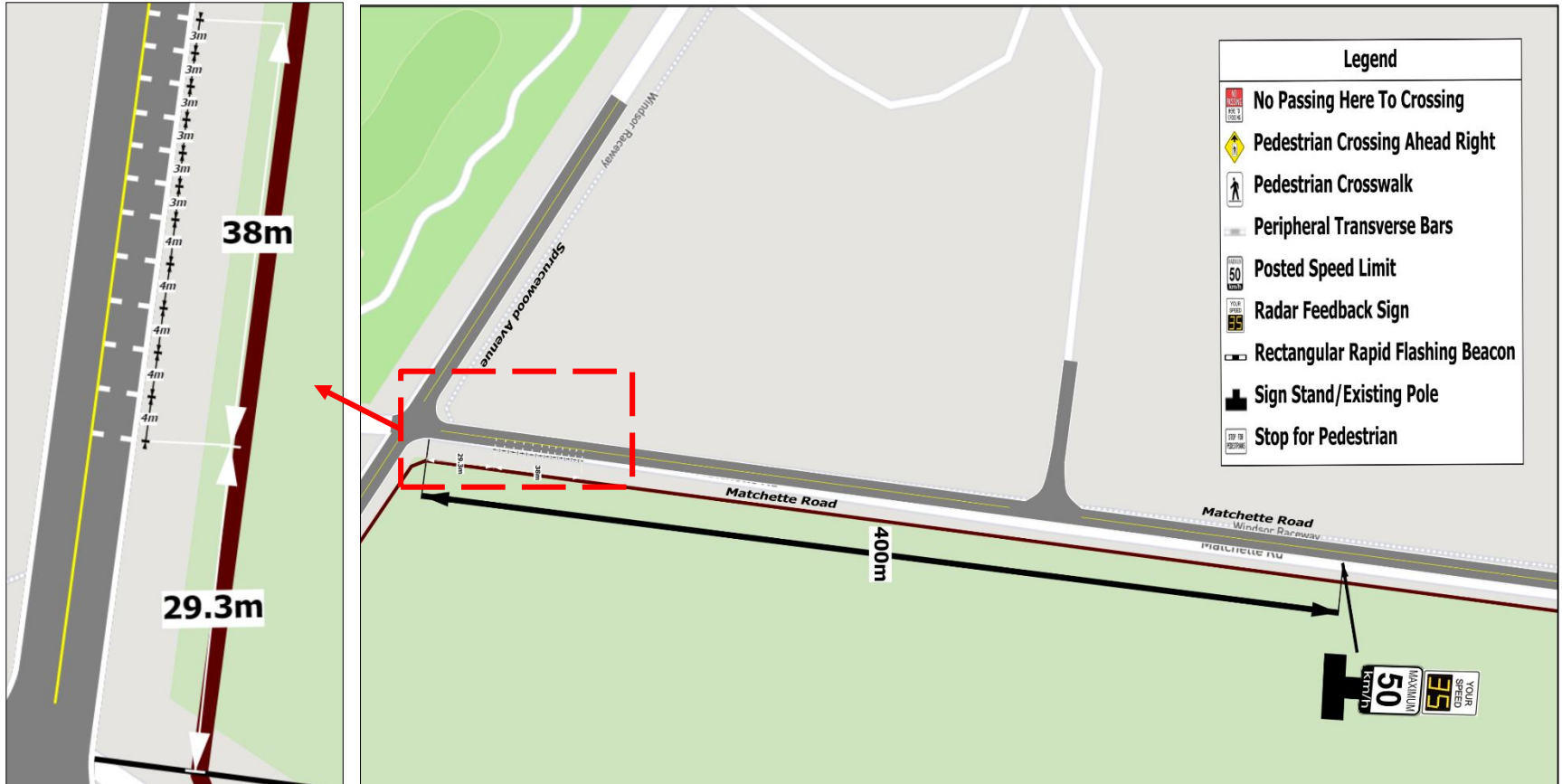
# Proposed Concepts



## Matchette Road at Chappus Street

- Adding **peripheral transverse bars** on Matchette road on the approach from Chappus street
- Beyond the **transverse bars**, adding a **radar feedback sign** to further serve as speed enforcement

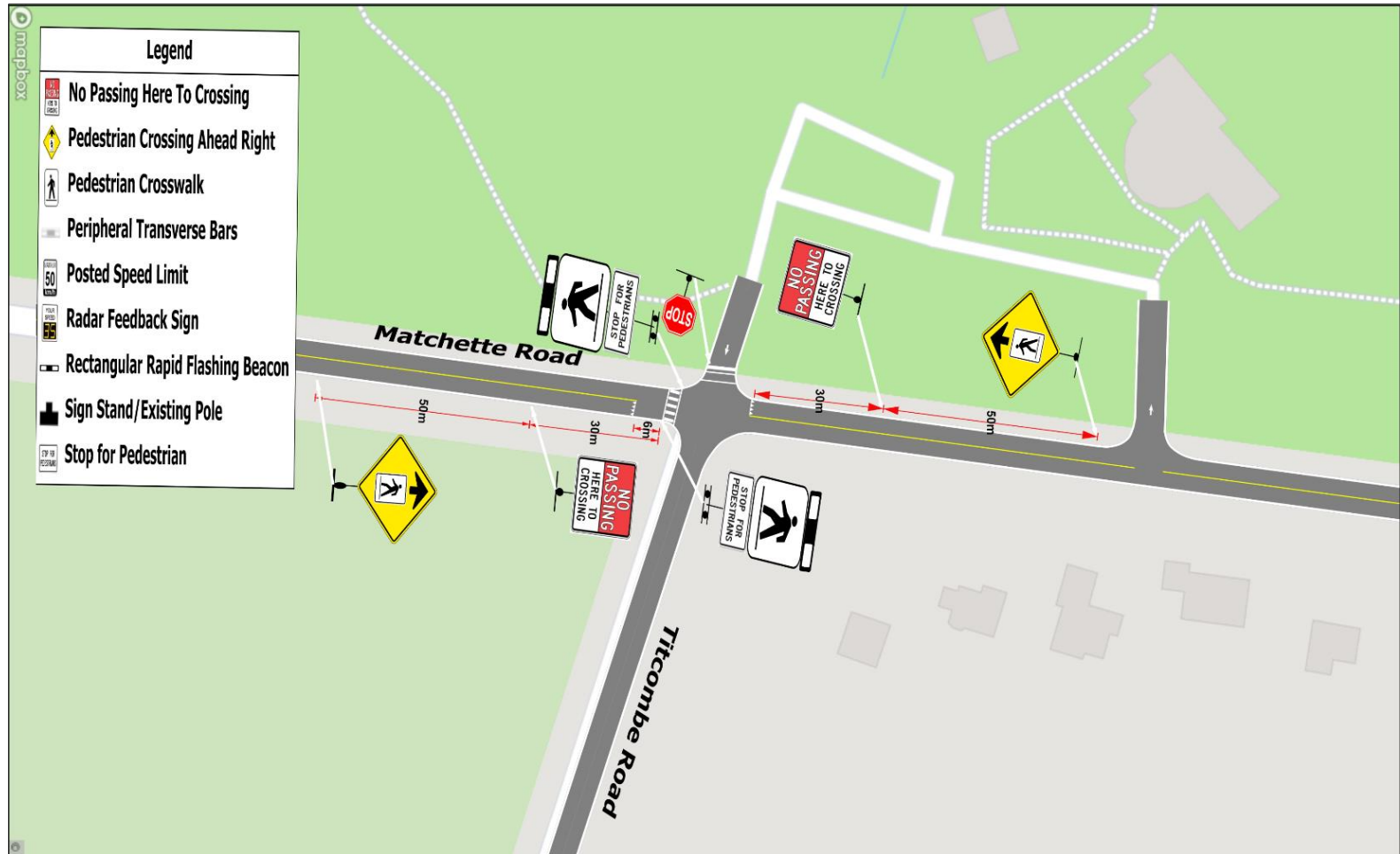
# Proposed Concepts



## Matchette Road at Sprucewood Avenue

- Adding **peripheral transverse bars** on Matchette road on approach from Sprucewood Avenue
- Similar to Chappus Street and beyond the **transverse bars**, a **radar feedback sign** is required for further speed enforcement

# Other Future Consideration



## Level 2 Type C Pedestrian Crossover at Titcombe and Matchette Road

- *Future consideration not included in the current implementation*

# Potential Impact on the Neighbourhood

- Reduction in vehicular speed
- Improved community safety:
  - Reduction in numbers of collisions

# Matchette Road – Next Steps

**Review Feedbacks from  
Residents and Stakeholders  
Deadline: March 1, 2022**



**Finalize Traffic Calming Plan**



**Approval Poll by Residents in  
the Project Area**



**Report to Environment,  
Transportation and Public Safety  
Standing Committee**



**Council Approval**

# Thank You!



## Matchette Road Traffic Calming

Broadway Street to Sprucewood Avenue

Please provide comments by March 1<sup>st</sup> 2022



June 1, 2022

**RE: APPROVAL POLL**

**Traffic Calming Plan – Matchette Road (Broadway Street to Sprucewood Avenue)**

Dear Resident,

We heard your concerns about the traffic safety on Matchette Road. As a result, a Public Information Centre (PIC) was held to present a draft traffic calming plan to the public for feedbacks on Tuesday February 1, 2022. Below are the main features for traffic calming that we have proposed:

Traffic Calming Features	
<ul style="list-style-type: none"><li>• Radar Feedback Signs</li></ul>	<ul style="list-style-type: none"><li>• Downstream of both the North and Southbound traffic on Matchette Road</li></ul>
<ul style="list-style-type: none"><li>• Peripheral Transverse Bars</li></ul>	<ul style="list-style-type: none"><li>• Installed near:<ul style="list-style-type: none"><li>i. Sprucewood and Matchette Road Intersection</li><li>ii. Chappus Street and Matchette Road Intersection</li></ul></li></ul>
<b>Total Estimated Cost for Traffic Calming: \$30,000</b>	

The plan will be brought forward to Council for consideration if the required level of residential approval described below is reached:

- A minimum of 50% of the households and commercial properties must respond within the polling area, and from this 60% must indicate their support for the Traffic Calming Plan.

**Project related information including this document will be maintained on the City website at [www.citywindsor.ca](http://www.citywindsor.ca), search word: traffic calming.**

To determine the level of support, we are asking neighborhood residents and property owners to respond by completing our survey online at <https://tiny.one/matchettesurvey>.

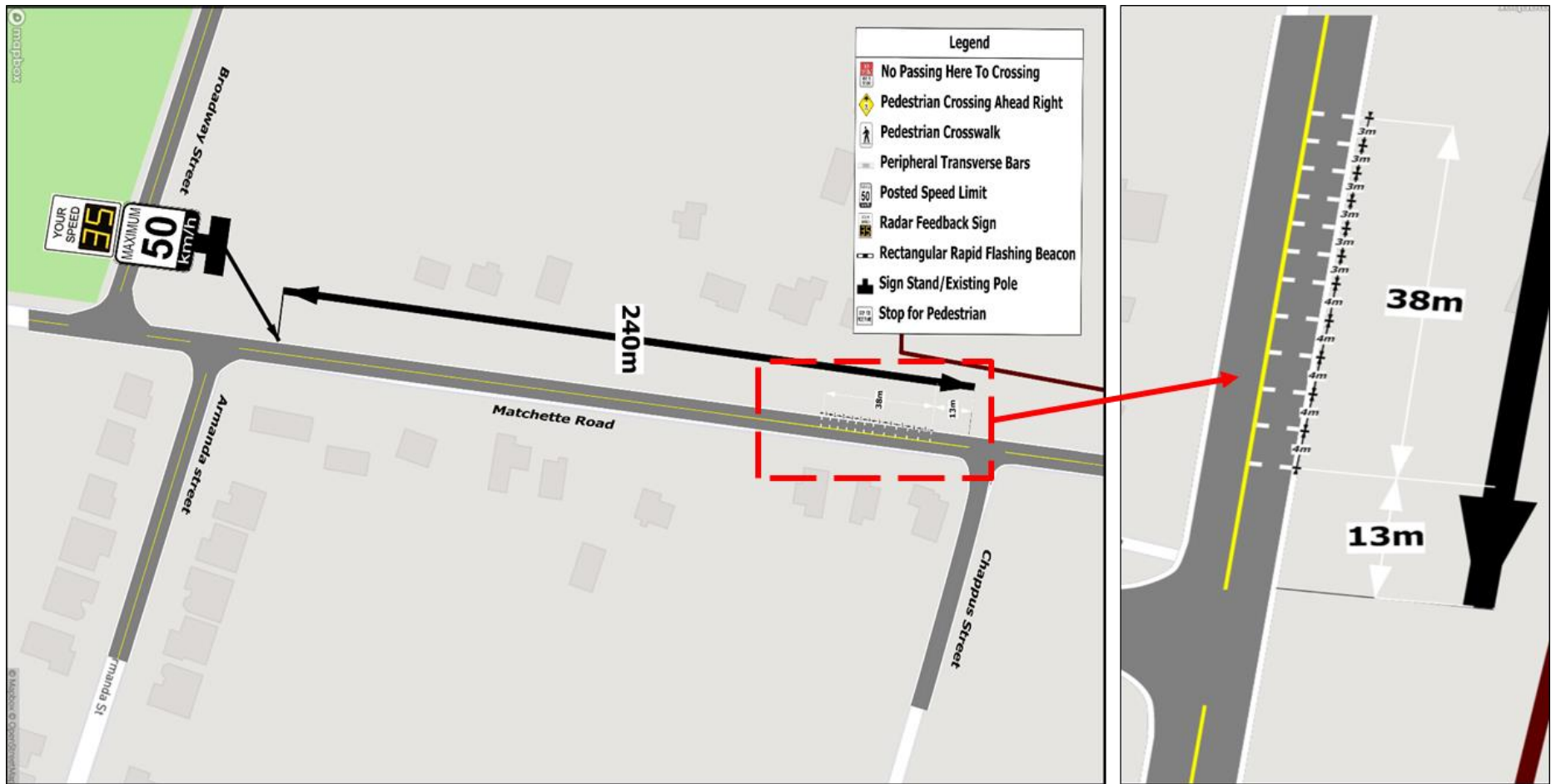
Alternatively, you can vote by calling 311:

- Identify that you are calling about the Matchette Road traffic calming plan
- Provide your name and address
- Indicate whether you support the traffic calming plan

Note that the City's 311 Call Centre is open from 8:00 a.m. to 5:00 p.m., Monday to Friday. The survey will be open until **July 3, 2022** (Only one vote per household will be considered).

If you have further comments or questions on this project, please do not hesitate to contact Seun Daniel Oluwajana, Transportation Planning Coordinator, at 519-255-6267, ext. 6463 at your convenience.

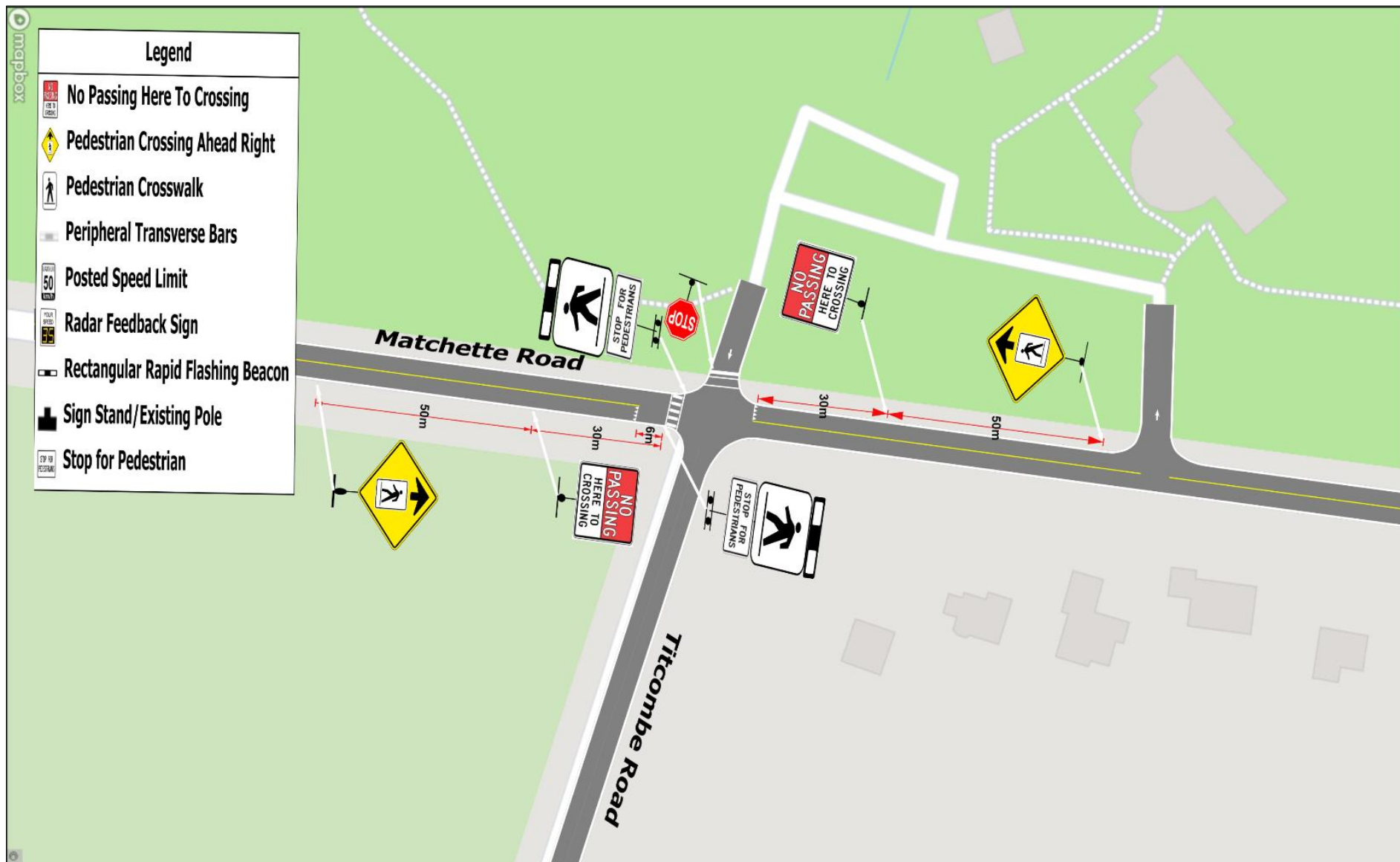
Yours Truly,  
Jeff Hagan, P. Eng, PTOE  
Transportation Planning Senior Engineer  
cc: Chief Building Official, Ward 1 Councilor



**Figure 1. Matchette Road at Chappus Street**



**Figure 2.** Matchette Road at Sprucewood Avenue



**Figure 3.** Level 2 Type C Pedestrian Crossover at Titcombe and Matchette Road (Future Development)



**Committee Matters: SCM 221/2022**

**Subject: Vision Zero Action Plan Development - Progress Report #2 - City-Wide**

Moved by: Councillor Kaschak  
Seconded by: Councillor McKenzie

Decision Number: **ETPS 909**

THAT the report of the Transportation Planning Senior Engineer dated July 7, 2022 entitled "Vision Zero Action Plan Development – Progress Report #2 – City-Wide" **BE RECEIVED** for information.

Carried.

Report Number: S 87/2022  
Clerk's File: ST/13714

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 8.3. from the Environment, Transportation & Public Safety Standing Committee Meeting held July 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220808/-1/7348>

**Subject: Vision Zero Action Plan Development - Progress Report #2 - City-wide**

**Reference:**

Date to Council: July 27, 2022  
Author: Jeff Hagan  
Transportation Planning Senior Engineer  
519-255-6100 ext 6003  
jhagan@citywindsor.ca  
Planning & Building Services  
Report Date: July 7, 2022  
Clerk's File #: ST/13714

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

**Recommendation:**

THAT report S 87/2022, Vision Zero Action Plan Development – Progress Report #2 **BE RECEIVED** for information.

**Executive Summary:**

N/A

**Background:**

At the February 24, 2020 Council meeting, Council passed the following resolution:

*That the attached Vision Zero Policy, Vision Zero Procedure, and Vision Zero Stakeholder Group Terms of Reference BE ADOPTED; and,*

*That Council APPOINT Councillor Chris Holt to represent Council on the Vision Zero Stakeholder Group.*

Membership of the Vision Zero Stakeholder Group was approved by Council at its March 29, 2021 meeting (Council Resolution CR123/2021).

The Vision Zero Policy and Vision Zero Procedure:

- Endorsed the goal of eliminating fatal and major injury collisions on City streets;
- Directed Administration to prepare a Vision Zero Action Plan to achieve this goal;



- Established two groups:
  - Vision Zero Task Force: a staff committee with representatives of City departments and emergency services generally responsible for responding to collisions and addressing road safety concerns; and
  - Vision Zero Stakeholder Group: an advisory committee with members affected by severe collisions, including representatives of vulnerable road user groups, representatives of neighbourhood associations, and the public at large.

The Vision Zero Policy sets out a framework for the preparation of the Vision Zero Action Plan. The Policy identifies that reports will be brought forward to the Environment, Transportation and Public Safety Standing Committee – and subsequently to Council – at the following points in the development of the Vision Zero Action Plan:

- Progress Report #1: after development of strategic priorities
- Progress Report #2: after development of recommended initiatives
- Final Report (including the completed Vision Zero Action Plan): after development of interim goals

Progress Report #1 was presented to the Environment, Transportation & Public Safety Standing Committee at its October 27, 2021 meeting. This report identified a number of themes and strategic priorities for the Vision Zero Action Plan, as summarized in Table 1.

**Table 1: Themes and Strategic Priorities**

Theme	Strategic Priority
1: Driver Behaviours	1A: Vehicle Speeds
	1B: Drug and Alcohol Impairment
	1C: Inattentive Driving
	1D: Failing to Yield at Intersections
2: Road User Types	2A: Vulnerable Road Users (Pedestrians, Cyclists, and Motorcyclists)
	2B: Data Gaps – People
3: Locations and Infrastructure	3A: High Injury Corridors
	3B: Signalized Intersections
4: Process Improvements	4A: Improved Data Sources and Information Sharing
	4B: Design Standards and Best Practices

Initiatives that form a Vision Zero Action Plan typically follow the Safe Systems approach. The Institute of Transportation Engineers summarizes the key features of the Safe Systems approach as follows:

1. *Anticipating Human Error* – A Safe System is designed to anticipate and accommodate errors by drivers and other road users.
  - *Example: Even a momentary distraction can prevent a driver from seeing vulnerable road users or vice-versa. Separating vulnerable road users, such as pedestrians and bicyclists, from traffic wherever possible reduces the likelihood that such predictable errors will lead to a deadly collision.*
  - *Example: On rural highways the application of rumble strips can recapture the driver's attention when they drift out of the lane due to distraction or fatigue. In newer vehicles, lane-keeping technologies can provide similar benefit.*
2. *Accommodating Human Injury Tolerance* – A Safe System is designed to reduce or eliminate opportunities for crashes resulting in forces beyond human endurance.
  - *Example: Where pedestrians and vehicles need to occupy the same space – such as urban crosswalks – reducing vehicle speeds through the use of lower speed limits combined with road design changes can reduce the likelihood of fatal collisions with pedestrians or bicyclists.*
  - *Example: Breakaway designs on traffic control devices installed in the right-of-way can reduce the force of impact when struck by an errant vehicle.*

## **Discussion:**

Development of the Vision Zero Action Plan was done in two components:

1. **Inventory of Existing Road Safety Initiatives:** this component involved cataloguing existing programs – regardless of agency or organization – that address the Vision Zero strategic priorities. This inventory serves as a foundation for new initiatives to build upon, and also provides insight into gaps between current road safety programs and a Vision Zero approach focused on all of the Vision Zero strategic priorities.
2. **New Initiatives:** this component involved identifying additional initiatives that could be undertaken to address the Vision Zero strategic priorities. Except as noted, new initiatives were focused specifically on areas of City responsibility.

Details on the inventory of Existing Road Safety Initiatives are presented in Appendix A. Details on recommended new initiatives are presented in Appendix B.

Before developing recommended initiatives, an inventory of existing road safety initiatives in Windsor – City programs as well as initiatives by other agencies and groups – was developed. This inventory is summarized in Table 2; additional details are available in Appendix A. The existing initiatives were taken into account when developing the list of new recommended initiatives for the Vision Zero Action Plan.

**Table 2: Existing Road Safety Initiatives**

<b>Existing Initiative</b>	<b>Lead Agency or City Department</b>
<i><b>Enforcement and Emergency Response</b></i>	
Traditional Enforcement	Windsor Police Service
High Visibility Enforcement (HVE)	Windsor Police Service
Selective Traffic Enforcement Program (STEP)	Windsor Police Service
Road Watch	Windsor Police Service
Report Impaired Driving (RID) program	MADD Windsor Essex County Windsor Police Service
Emergency response to collisions	Essex Windsor EMS Windsor Fire & Rescue Services Windsor Police Service Windsor Regional Hospital
<i><b>City Programs and Policies</b></i>	
Traffic Calming Policy	City – Transportation Planning
Community Safety Zone Policy	City – Transportation Planning
Radar Trailer Program	City – Traffic Operations
School Neighbourhood Policy	City – Transportation Planning
Bikeways Development Project	City – Transportation Planning
Pedestrian Generator Sidewalk Program	City – Operations
Pedestrian Safety Improvement Program	City – Engineering
Intersection Improvements Program	City – Engineering
Audible/ accessible pedestrian signal program	City – Traffic Operations
Pedestrian crossover program	City – Transportation Planning
Winter maintenance program	City – Operations
Pavement marking maintenance program	City – Traffic Operations
Sign maintenance program	City – Traffic Operations
Sight line clearing at intersections	City – Traffic Operations
Before-after analysis of road safety countermeasures	City – Transportation Planning
Red light cameras	City – Traffic Operations
Vehicle operator training	City – Human Resources Transit Windsor
Periodic driver's abstract review	City – Human Resources Transit Windsor
Collision Review Group (for collisions involving City vehicles)	City – Fleet Review Committee
Fleet vehicle standard development	City – Fleet Review Committee
<i><b>Education Programs</b></i>	
Children's Road Safety Programs	Safety Village Bike Windsor Essex
PARTY (Prevent Alcohol and Risk-related Trauma in Youth) Program	Windsor Regional Hospital

A number of new City road safety initiatives are already planned, as summarized in Table 3. These initiatives have been incorporated into the overall list of recommended initiatives for the Vision Zero Action Plan.

**Table 3: Future Road Safety Initiatives – Already Planned**

<b>Planned Initiative</b>	<b>Lead Agency or City Department</b>
Develop and Implement a Complete Streets Policy	City – Transportation Planning
Construct Roadway Capital Projects (for certain corridors)	City – Engineering City – Transportation Planning
Obtain Collision Data through Provincial ARIS System	City – Transportation Planning
Continue to Implement the Transit Master Plan	Transit Windsor
Review Yellow and All-Red Intervals for Traffic Signals	City – Traffic Operations
Install Retroreflective Backboards for Traffic Signals	City – Traffic Operations
Increase Winter Roadway Maintenance	City – Operations
Driver Simulation Training for Commercial Motor Vehicle Operators	City – Human Resources
Commercial Motor Vehicle Driver Evaluation by Independent Party	City – Human Resources

A list of potential new Vision Zero initiatives was presented to the Vision Zero Task Force and Vision Zero Stakeholder Group, then revised based on feedback received. The initiatives considered not only the City's role as a road authority, but also its role as a fleet operator, land development authority, provider of social services, and its other functions and responsibilities.

These varied roles provide a wide range of ways in which the City of Windsor can exert influence to encourage a culture of road safety throughout the region and beyond.

New recommended initiatives are summarized in Table 4; initiatives identified by the Stakeholder Group as especially high priority are highlighted. Other potential initiatives that were presented to the Vision Zero Stakeholder Group but are not recommended based on feedback received are presented in Table 5. Additional details on both groups of initiatives are provided in Appendix B.

Conflicting feedback from the Vision Zero Stakeholder Group was received on one initiative included in Table 4: *Adopt a "No Right Turn Channels" Policy or Best Practice for New Intersections and Major Roadway Projects*. While some comments received from the Stakeholder Group identified this as high priority, other comments expressed concerns related to cyclist safety and comfort at roundabouts.

**Table 4: Future Road Safety Initiatives – Recommended**

<b>Recommended Initiative</b> <i>(highlighting indicates initiatives identified by members of the Stakeholder Group as high priority)</i>	<b>Lead Agency or City Department</b>
Conduct Road Safety Audits of Identified High Injury Corridors	City – Transportation Planning
Carry out a Value Engineering & Road Safety Review of Existing Approved Preliminary Designs for Roadway Projects	City – Transportation Planning City – Engineering
Establish a Fatal Collision Response Team	To be determined
Explore Data-Sharing Arrangements Between Agencies	City – Transportation Planning
Carry out a Resident Survey	City – Transportation Planning
Implement Target Speed Requirements for New Construction and Major Roadway Projects	City – Transportation Planning
Implement Speed Limit Reductions – Neighbourhoods	City – Transportation Planning
Implement Speed Limit Reductions – Major Streets	City – Transportation Planning
Implement Speed Limit Reductions and Increased Fines – Construction Zones	City – Traffic Operations
Reduce Progression Speed for Traffic Signal Coordination	City – Traffic Operations
Carry out Education Campaigns	City – Transportation Planning
Adjust Project Prioritization Criteria in the Active Transportation Master Plan to Place a Greater Emphasis on Safety and Collisions	City – Transportation Planning
Include Collision History as a Factor in Prioritizing Capital Projects	City – Engineering City – Operations
Review Official Plan and Zoning By-laws for Vision Zero Opportunities	City – Planning City – Transportation Planning
Review Design Standards and Development Manual for Vision Zero Opportunities	City – Engineering City – Transportation Planning
Require Transportation Impact Studies for New Developments to Include a Full Multimodal Review	City – Transportation Planning
Develop Safety Performance Functions	City – Transportation Planning
<b>Implement Automated Speed Enforcement</b>	City – Traffic Operations
Install Transverse Rumble Strips at Select Locations	City – Transportation Planning

<b>Recommended Initiative</b> <i>(highlighting indicates initiatives identified by members of the Stakeholder Group as high priority)</i>	<b>Lead Agency or City Department</b>
<b>Implement a Parking Ticket Forgiveness Program to Target Impaired Driving</b>	City – Transportation Planning
<b>Provide Free (or Cost-Included) Transit Service for Alcohol-Oriented Special Events</b>	Transit Windsor City – Special Event Resource Team
Support the Development of a “Safe Ride Home” Service	To be determined
Provide Stop Bars and Crosswalk Markings at Unsignalized Intersections	City – Traffic Operations
Provide Ladder Crosswalk Markings at Signalized Intersections	City – Traffic Operations
<b>Implement Fully Protected Intersections</b>	City – Transportation Planning City – Engineering
<b>Implement Leading Pedestrian Intervals</b>	City – Traffic Operations
<b>Install Pedestrian Countdown Signals</b>	City – Traffic Operations
Implement Hardened Centrelines at Intersections with High Speed Left Turns	City – Transportation Planning
<b>Adopt a “Roundabouts First” Policy or Best Practice for New Intersections and Major Roadway Projects</b>	City – Engineering
<b>Adopt a “No Right Turn Channels” Policy or Best Practice for New Intersections and Major Roadway Projects</b>	City – Engineering
<b>Implement a Road Diet Program</b>	City – Engineering City – Transportation Planning
Carry Out Additional Driver Training for City Employees Based on Highway Traffic Act Offenses	City – Human Resources
<b>Develop a Comprehensive GIS-based Collision Information System</b>	City – Transportation Planning
Develop Safety-Related Vehicle Design Criteria for Future City Vehicle Fleet Purchases & Leases	City – Fleet Review Committee



**Table 5: Future Road Safety Initiatives – Considered But Not Recommended**

<b>Initiative – Not Recommended</b>	<b>Rationale for Not Recommending – feedback from Stakeholder Group members</b>
Install Pavement Edge Rumble Strips at Select Locations	Concerns regarding the effectiveness of existing pavement edge rumble strips
Develop a Cell Phone App to Address Inattentive Driving	Many other electronic tools exist to address distracted driving
Require Helmets for all E-Scooter Riders	Difficulty of enforcement

### **Risk Analysis:**

No risks are associated with this informational report.

Risks associated with the Vision Zero Action Plan will be identified when the Action Plan is brought forward for approval.

Overall, the Vision Zero Policy, Procedure and Action Plan are tools to reduce and mitigate life safety risks to the community due to motor vehicle collisions.

### **Climate Change Risks**

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

N/A

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

N/A

### **Financial Matters:**

No new expenditures are recommended by this progress report.

The Vision Zero Action Plan, when completed, will be brought before Council for approval of the plan. The Action Plan is intended as a multi-year plan; it is expected that funding approval for initiatives of the plan will be brought forward for Council approval as part of annual budget submissions over the life of the Action Plan.

Most of the recommended initiatives will not result in any additional cost increases; some initiatives will result in cost savings. Costing and phasing for the Vision Zero Action Plan will be developed during the next step of the Action Plan development process: development of interim goals.

## Consultations:

Consultations with the Vision Zero Task Force and Vision Zero Stakeholder Group occurred as summarized in Table 3.

Meeting	Vision Zero Task Force Meeting Date	Vision Zero Stakeholder Group Meeting Date
1 – Kickoff, Review of Fatal and Major Injury Collision Trends and Patterns, Roundtable Discussion	May 13, 2021	May 25, 2021
2 – Review of draft strategic priorities	June 18, 2021	July 2, 2021
3 – Review of draft recommended initiatives	November 5, 2021 April 4, 2022	June 29, 2022

## Conclusion:

Recommended initiatives for the Vision Zero Action Plan are provided. The initiatives presented in this report reflect the input of the Vision Zero Task Force and the Vision Zero Stakeholder Group.

The next step in the development of the Vision Zero Action Plan, identification of interim goals, will build on these recommended initiatives to create a draft Action Plan that will be presented to Council for review and approval.

## Planning Act Matters:

N/A

## Approvals:

Name	Title
John Revell	Chief Building Official
Jelena Payne	Commissioner of Economic Development and Innovation
Chris Nepszy	City Engineer and Commissioner of Infrastructure
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Vision Zero Stakeholder Group		
Windsor Bicycling Committee		
MADD Windsor Essex County		maddwin@yahoo.ca
The Safety Village Melissa Lauzon, Executive Director		mlauzon@thesafetyvillage.com
Bike Windsor Essex Lori Newton, Executive Director		hello@bikewindsorsex.com
Vision Zero Action Plan project notification list (list provided to Clerks)		

**Appendices:**

- 1 Appendix A: Existing Road Safety Initiatives
- 2 Appendix B: New Vision Zero Initiatives

**TO:** Environment, Transportation and Public Safety Standing Committee  
**FROM:** Jeff Hagan, Transportation Planning Senior Engineer  
**DATE:** July 8, 2022  
**SUBJECT:** Vision Zero Action Plan – Existing Initiatives

This memo provides an inventory of existing road safety programs in Windsor that address the strategic priorities of the Vision Zero Action Plan, regardless of agency carrying them out.

The intent of this inventory is to identify a starting point for new initiatives of the Vision Zero Action Plan; these new initiatives are addressed in a separate memo.

Table 1 provides a summary of existing initiatives that address the Vision Zero Strategic Priorities. Abbreviations used in the table are as follows:

- EWEMS: Essex Windsor EMS
- WFRS: Windsor Fire and Rescue Services
- WPS: Windsor Police Service
- WRH: Windsor Regional Hospital

**Table 1: Summary of Existing Initiatives**

Existing Initiative	Lead Agency or City Dept.	Theme 1: Driver Behaviours				Theme 2: Road User Types		Theme 3: Locations and Infrastructure			Theme 4: Process Improvements	
		1A: Vehicle Speeds	1B: Drug and Alcohol Impairment	1C: Inattentive Driving	1D: Failing to Yield at Intersections	2A: Vulnerable Road Users	2B: Data Gaps – People	3A: High Injury Corridors	3B: Signalized Intersections	3C: Pedestrians Crossing Mid-block	4A: Improved Data Sources and Information Sharing	4B: Design Standards and Best Practices
Enforcement and Emergency Response												
Traditional Enforcement	WPS	X	X	X	X	X		X	X			
High Visibility Enforcement (HVE)	WPS	X	X	X	X	X		X	X			

## INTER-OFFICE MEMO

Existing Initiative	Lead Agency or City Dept.	Theme 1: Driver Behaviours				Theme 2: Road User Types		Theme 3: Locations and Infrastructure			Theme 4: Process Improvements	
		1A: Vehicle Speeds	1B: Drug and Alcohol Impairment	1C: Inattentive Driving	1D: Failing to Yield at Intersections	2A: Vulnerable Road Users	2B: Data Gaps – People	3A: High Injury Corridors	3B: Signalized Intersections	3C: Pedestrians Crossing Mid-block	4A: Improved Data Sources and Information Sharing	4B: Design Standards and Best Practices
Selective Traffic Enforcement Program (STEP)	WPS	X	X	X	X	X		X	X			
Road Watch	WPS	X	X	X	X	X						
Report Impaired Driving (RID) program	MADD Windsor Essex County WPS		X									
Emergency response to collisions	EWEMS WFRS WRH WPS	Mitigation measure for all collision types										
City Programs and Policies												
Traffic Calming Policy	City – Transportation Planning	X				X				X		
Community Safety Zone Policy	City – Transportation Planning	X			X	X		X	X			X
Radar Trailer Program	City – Traffic Operations	X										
School Neighbourhood Policy	City – Transportation Planning					X						X
Bikeways Development Project	City – Transportation Planning					X		X	X			
Pedestrian Generator Sidewalk Program	City – Operations					X		X	X	X		

## INTER-OFFICE MEMO

Existing Initiative	Lead Agency or City Dept.	Theme 1: Driver Behaviours				Theme 2: Road User Types		Theme 3: Locations and Infrastructure			Theme 4: Process Improvements	
		1A: Vehicle Speeds	1B: Drug and Alcohol Impairment	1C: Inattentive Driving	1D: Failing to Yield at Intersections	2A: Vulnerable Road Users	2B: Data Gaps – People	3A: High Injury Corridors	3B: Signalized Intersections	3C: Pedestrians Crossing Mid-block	4A: Improved Data Sources and Information Sharing	4B: Design Standards and Best Practices
Pedestrian Safety Improvement Program	City – Engineering					X						
Intersection Improvements Program	City – Engineering	X			X	X		X	X			
Audible/accessible pedestrian signal program	City – Traffic Operations					X		X	X			
Pedestrian crossover program	City – Transportation Planning					X		X		X		
Winter maintenance program	City – Operations				X							
Pavement marking maintenance program	City – Traffic Operations				X	X			X			
Sign maintenance program	City – Traffic Operations	X			X	X						
Sight line clearing at intersections	City – Traffic Operations				X	X						
Before-after analysis of road safety countermeasures	City – Transportation Planning										X	X
Red light cameras	City – Traffic Operations				X			X	X			



## INTER-OFFICE MEMO

Existing Initiative	Lead Agency or City Dept.	Theme 1: Driver Behaviours				Theme 2: Road User Types		Theme 3: Locations and Infrastructure			Theme 4: Process Improvements	
		1A: Vehicle Speeds	1B: Drug and Alcohol Impairment	1C: Inattentive Driving	1D: Failing to Yield at Intersections	2A: Vulnerable Road Users	2B: Data Gaps – People	3A: High Injury Corridors	3B: Signalized Intersections	3C: Pedestrians Crossing Mid-block	4A: Improved Data Sources and Information Sharing	4B: Design Standards and Best Practices
Vehicle operator training	City – HR Transit Windsor	X		X	X	X						
Periodic driver's abstract review	City – HR Transit Windsor	X	X	X	X	X						
Collision Review Group (for collisions involving City vehicles)	City – Fleet Review Committee	X		X	X	X						
Fleet vehicle standard development	City – Fleet Review Committee											X
<b>Educational Programs</b>												
Children's Road Safety Programs	Safety Village Bike Windsor Essex					X						
PARTY (Prevent Alcohol and Risk-related Trauma in Youth) Program	WRH		X									

**TO:** Environment, Transportation & Public Safety Standing Committee  
**FROM:** Jeff Hagan, Transportation Planning Senior Engineer  
**DATE:** July 7, 2022  
**SUBJECT:** Vision Zero Action Plan – Recommended New Initiatives

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## Introduction

This memo provides a range of initiatives that could be included in the Vision Zero Action Plan. They are grouped into three categories:

- **Already Planned:** these initiatives support Vision Zero goals and are already in process. Some are already approved but not yet implemented; some are in the initial planning stages. Generally, these initiatives could be (or have already been) approved outside of the Vision Zero framework, but should be included in the Vision Zero Action Plan for completeness. In some cases, the initiative could be expanded, enhanced, or accelerated to support Vision Zero goals.
- **New Recommended Initiatives:** these initiatives have not yet been approved, but would comprise fundamental core elements of an action plan that supports Vision Zero goals and the strategic priorities already identified.
- **Initiatives Considered but Not Recommended:** these initiatives were included in submissions to the Vision Zero Task Force and Vision Zero Action Plan, but were not included in the list of recommended initiatives based on feedback received.

The new initiatives are summarized in Table 1.

**Table 1: Summary of Initiatives**

Category	Initiatives
<b>Already Planned</b>	<ul style="list-style-type: none"> <li>• Develop and Implement a Complete Streets Policy</li> <li>• Construct Roadway Capital Projects (for certain corridors)</li> <li>• Obtain Collision Data through Provincial ARIS System</li> <li>• Continue to Implement the Transit Master Plan</li> <li>• Review Yellow and All-Red Intervals for Traffic Signals</li> <li>• Install Retroreflective Backboards for Traffic Signals</li> <li>• Increase Winter Roadway Maintenance</li> <li>• Driver Simulation Training for Commercial Motor Vehicle Operators</li> <li>• Commercial Motor Vehicle Driver Evaluation by Independent Party</li> </ul>
<b>Recommended New Initiatives</b>	<ul style="list-style-type: none"> <li>• Conduct Road Safety Audits of Identified High Injury Corridors</li> <li>• Carry out a Value Engineering &amp; Road Safety Review of Existing Approved Preliminary Designs for Roadway Projects</li> <li>• Establish a Fatal Collision Response Team</li> <li>• Explore Data-Sharing Arrangements Between Agencies</li> <li>• Carry out a Resident Survey</li> <li>• Implement Target Speed Requirements for New Construction and Major Roadway Projects</li> <li>• Implement Speed Limit Reductions – Neighbourhoods</li> <li>• Implement Speed Limit Reductions – Major Streets</li> <li>• Implement Speed Limit Reductions and Increased Fines – Construction Zones</li> <li>• Reduce Progression Speed for Traffic Signal Coordination</li> <li>• Carry out Education Campaigns</li> <li>• Adjust Project Prioritization Criteria in the Active Transportation Master Plan to Place a Greater Emphasis on Safety and Collisions</li> <li>• Include Collision History as a Factor in Prioritizing Capital Projects</li> <li>• Review Official Plan and Zoning By-laws for Vision Zero Opportunities</li> <li>• Review Design Standards and Development Manual for Vision Zero Opportunities</li> <li>• Require Transportation Impact Studies for New Developments to Include a Full Multimodal Review</li> <li>• Develop Safety Performance Functions</li> </ul>

Category	Initiatives
<b>For Discussion</b>	<ul style="list-style-type: none"> <li>• Implement Automated Speed Enforcement</li> <li>• Install Transverse Rumble Strips at Select Locations</li> <li>• Implement a Parking Ticket Forgiveness Program to Target Impaired Driving</li> <li>• Provide Free (or Cost-Included) Transit Service for Alcohol-Oriented Special Events</li> <li>• Support the Development of a “Safe Ride Home” Service</li> <li>• Provide Stop Bars and Crosswalk Markings at Unsignalized Intersections</li> <li>• Provide Ladder Crosswalk Markings at Signalized Intersections</li> <li>• Implement Fully Protected Intersections</li> <li>• Implement Leading Pedestrian Intervals</li> <li>• Install Pedestrian Countdown Signals</li> <li>• Implement Hardened Centrelines at Intersections with High Speed Left Turns</li> <li>• Adopt a “Roundabouts First” Policy or Best Practice for New Intersections and Major Roadway Projects</li> <li>• Adopt a “No Right Turn Channels” Policy or Best Practice for New Intersections and Major Roadway Projects</li> <li>• Implement a Road Diet Program</li> <li>• Carry Out Additional Driver Training for City Employees Based on Highway Traffic Act Offenses</li> <li>• Develop a Comprehensive GIS-based Collision Information System</li> <li>• Develop Safety-Related Vehicle Design Criteria for Future City Vehicle Fleet Purchases &amp; Leases</li> </ul>
<b>Considered but Not Recommended</b>	<ul style="list-style-type: none"> <li>• Install Pavement Edge Rumble Strips at Select Locations</li> <li>• Develop a Cell Phone App to Address Inattentive Driving</li> <li>• Require Helmets for all E-Scooter Riders</li> </ul>

## **New City Initiatives – Already Planned**

### ***Develop and Implement a Complete Streets Policy***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 1D: Failing to Yield at Intersections 2A: Vulnerable Road Users 3A: High Injury Corridors 3B: Signalized Intersections 3C: Pedestrians Crossing Mid-block 4B: Design Standards and Best Practices

*“Complete Streets are streets that are safe for all users, regardless of age, ability, income, race, ethnicity, or mode of travel. By using a Complete Streets approach to designing road networks, we can create spaces that allow all users to thrive — not only motorists.”*

*- Complete Streets for Canada*

The following strategy and actions from the Active Transportation Master Plan, *Walk Wheel Windsor*, relate to Complete Streets:

- Strategy 2A: Develop Complete Streets
  - Action 2A.1: Develop And Adopt A Complete Streets Policy And Design Guidelines
  - Action 2A.2: Follow Complete Street Design Principles In All New Development And Road Projects

A Windsor Complete Streets Policy is currently under development.

Developing and implementing a Complete Streets Policy will support Vision Zero goals by:

- Identifying target speeds for all street types and implementing features that discourage drivers from travelling faster than the target speed.
- Ensuring that all users are accommodated in the right-of-way appropriately, comfortably and safely.

The Complete Streets Policy is intended as a City-wide policy, but high injury corridors could be prioritized for implementation.

***Construct Roadway Capital Projects (for certain corridors)***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 1D: Failing to Yield at Intersections 2A: Vulnerable Road Users 3A: High Injury Corridors 3B: Signalized Intersections 3C: Pedestrians Crossing Mid-block

For some high injury corridors, there are capital projects in the current capital budget that will address the current collision patterns:

**Table 2: Current Capital Projects for High Injury Corridors**

<b>High Injury Corridor</b>	<b>Capital Project</b>
Tecumseh Road East (Jefferson to Forest Glade)	Tecumseh Road East Infrastructure Improvements (ECP-005-07)
EC Row Expressway (Howard to Banwell)	EC Row Expressway Environmental Assessment (Transportation Planning Environmental Study Reports – OPS-009-07)

***Obtain Collision Data through Provincial ARIS System***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	4A: Improved Data Sources and Information Sharing

Currently, City staff obtain collision data from the Windsor Police Service's Collision Reporting Centre contractor. There are issues with this current approach:

- Police resources involved in manually redacting collision reports to remove personally identifying information are considerable. Because of this, the lag between when the collision occurs and when the collision data is provided to City staff is significant: the process typically takes at least several months and often takes more than a year.
- Collision reports prepared by other police agencies are not reflected in the collision data received by City staff. Collisions where another police force responds, even if they occur on Windsor streets, are not reflected in the collision data currently received. This has led to concerns that the collision database may not provide a full picture of the collisions occurring on City streets, particularly at intersections along the City boundary, where OPP or LaSalle Police may be the first police force to respond to some collisions.



All police forces in Ontario are required to transmit all collision reports to the Province. The Ontario Ministry of Transportation has recently made collision data available to municipalities through its ARIS (Authorized Requestor Information Service) system. City staff are actively pursuing access to collision data through the ARIS system. Anticipated benefits of this new approach:

- Much quicker access to collision data after a collision: the ARIS service standard is to make the collision report available within four weeks of the collision.
- Collision data from all police forces will be available, ensuring that City staff have a full picture of the collisions occurring on City streets.

### ***Continue to Implement the Transit Master Plan***

<b>Lead Agency/Department</b>	Transit Windsor
<b>Strategic Priorities Addressed</b>	1B: Drug and Alcohol Impairment 1C: Inattentive Driving

The 2019 Transit Master Plan, *More than Transit*, provides a long-term vision to grow and improve transit service in Windsor. Increasing the convenience and appeal of transit as a travel mode is complementary to Vision Zero goals in many ways; in particular, providing an alternative to driving a motor vehicle will help to directly address the safety issues caused by driver impairment and inattentive driving by providing these road users with another travel mode besides driving.

### ***Review Yellow and All-Red Intervals for Traffic Signals***

<b>Lead Agency/Department</b>	Traffic Operations
<b>Strategic Priorities Addressed</b>	1D: Failing to Yield at Intersections 3A: High Injury Corridors 3B: Signalized Intersections

Increasing the length of yellow and all-red intervals at signals can be an effective collision countermeasure, particularly for right angle collisions. In the short term, Traffic Operations will be carrying out a review of their yellow and all-red interval lengths against Ontario Traffic Manual guidelines to determine if adjustments are needed.

### ***Install Retroreflective Backboards for Traffic Signals***

<b>Lead Agency/Department</b>	Traffic Operations
<b>Strategic Priorities Addressed</b>	1D: Failing to Yield at Intersections 3B: Signalized Intersections

Retroreflective backboards are included in the US Federal Highway Administration's (FHWA) list of "Proven Safety Countermeasures;" the FHWA notes that they can reduce total collisions at a signalized intersection by

up to 15%. Retroreflective backboards help to improve driver compliance with traffic signals by making them more conspicuous in both daytime and nighttime conditions, as can be seen in Figure 1.



**Figure 1: Retroreflective Backboards (source: Virginia DOT / FHWA)**

Traffic Operations has installed retroreflective backboards at some intersections as a pilot measure, and will be implementing them City-wide at all traffic signals over time. Currently, the plan is to install retroreflective backboards at new and reconstructed signals.

### ***Increase Winter Roadway Maintenance***

<b>Lead Agency/Department</b>	Operations
<b>Strategic Priorities Addressed</b>	1D: Failing to Yield at Intersections 2A: Vulnerable Road Users

Operations is currently planning to bring forward a budget issue to the 2023 budget recommending increased levels of winter roadway maintenance (e.g. salting and plowing).

This measure will help to address collisions involving failing to yield at intersections by improving pavement friction under existing conditions, and vulnerable road user collisions by ensuring that painted and buffered bicycle lanes are kept clear during winter conditions.

### ***Driver Simulation Training for Commercial Motor Vehicle Operators***

<b>Lead Agency/Department</b>	Human Resources
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 1C: Inattentive Driving 1D: Failing to Yield at Intersections 2A: Vulnerable Road Users

This measure, aimed at improving the City's Commercial Vehicle Operator Registration rating, will involve training the City's commercial motor vehicle drivers in a simulator. The training will focus on spatial awareness, with the goal of reduced collision rates for City vehicles.

### ***Commercial Motor Vehicle Driver Evaluation by Independent Party***

<b>Lead Agency/Department</b>	Human Resources
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 1C: Inattentive Driving 1D: Failing to Yield at Intersections 2A: Vulnerable Road Users

This measure, aimed at improving the City's Commercial Vehicle Operator Registration rating, will involve contracting with an outside, independent service provider to carry out driver evaluation of the City's commercial motor vehicle drivers.

## **New Recommended Initiatives**

### ***Conduct Road Safety Audits of Identified High Injury Corridors***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	2A: Vulnerable Road Users 3A: High Injury Corridors 3B: Signalized Intersections

Road safety audits for each of the identified high injury corridors will identify road safety issues that are specific to these areas. The key deliverable for each road safety audit will be a report including recommended countermeasures.

The identified high injury corridors are as follows:

- Motor vehicle collisions:
  - E.C. Row Expressway (Howard to Banwell)
  - Wyandotte Street (Pelissier to Gladstone)

- Pedestrian collisions:
  - Tecumseh Road East (Jefferson to Forest Glade Drive)
  - Wyandotte Street (Ouellette to Chilver)
- Cyclist collisions:
  - Wyandotte Street (Pelissier to Parent)

### ***Carry out a Value Engineering & Road Safety Review of Existing Approved Preliminary Designs for Roadway Projects***

<b>Lead Agency/Department</b>	Transportation Planning Engineering
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 1D: Failing to Yield at Intersections 2A: Vulnerable Road Users 3A: High Injury Corridors 3B: Signalized Intersections 3C: Pedestrians Crossing Mid-block

For major roadway projects, such as widenings and new streets, a preliminary design is selected and developed through the environmental assessment process. These preliminary designs are used as the basis for detailed design and construction.

These preliminary designs are often prepared well in advance of construction, and detailed design and construction of the preliminary design from a single environmental assessment can take multiple phases over several years. Windsor has a number of preliminary designs that have not yet proceeded to detailed design, or with phases that have not proceeded to detailed design.

Aspects of the designs that are expected to be of particular importance to this review:

- Lane widths
- Horizontal and vertical alignment
- Curb radii
- Cycling facilities
- Pedestrian crossings
- Intersection control

## ***Establish a Fatal Collision Response Team***

<b>Lead Agency/Department</b>	To Be Determined
<b>Strategic Priorities Addressed</b>	4A: Improved Data Sources and Information Sharing

Certain other municipalities have successfully implemented fatal collision response teams to allow for rapid response to fatal collisions. These teams are typically made up of members from:

- Emergency response agencies (e.g. Police, Fire, EMS)
- Medical trauma care providers (e.g. hospitals)
- Agencies responsible for investigating collisions (typically Police)
- Agencies and departments responsible for carrying out road safety audits (typically the municipal Transportation Planning Department)
- Agencies and departments responsible for designing and maintaining transportation infrastructure and implementing transportation policy (e.g. Operations, Engineering, Traffic Operations, Transportation Planning)

In the Council resolution adopting the Vision Zero Policy (CR82/2020), Council requested that Administration provide information related to developing a fatal collision response team.

This initiative would entail setting up a multi-disciplinary, multi-agency fatal collision response team that would be activated as soon as possible after a fatal collision. The purpose of the committee would be to allow (within the limits of applicable legislation) a quick and free exchange of information in order to rapidly identify and address factors that could help to prevent or reduce the severity of future severe collisions.

## ***Explore Data-Sharing Arrangements Between Agencies***

<b>Lead Agency/Department</b>	To be determined
<b>Strategic Priorities Addressed</b>	2B: Data Gaps – People 4A: Improved Data Sources and Information Sharing

Currently, information related to collisions and road safety is compartmentalized across several agencies:

- Emergency services agencies (Police, Fire, EMS) prepare their own records related to their response to collisions;
- EMS and hospital staff have records on injuries sustained by victims and the treatment they receive;

- Police have primary responsibility for investigating collisions, and carry out detailed investigations and collision reconstructions following severe collisions;
- Police, social services agencies, and medical providers may have records related to prior points of contact and interventions involving the people who were later in fatal and major injury collisions; and
- City departments have traffic data and information about road infrastructure design, as well as information on detailed road safety audits (when carried out).

In most cases, this information is not shared beyond the originating agency; notable exceptions include:

- Windsor Police Services provides the City of Windsor with redacted MVA reports to use as the data source for the City's collision database, and
- City staff provide speed data to Windsor Police Services as it is collected, and consult with Windsor Police Services when road safety audits identify issues that can be addressed by enforcement.

While some of this lack of sharing of information is due to legal requirements for privacy and confidentiality, there may be some opportunities to share information – particularly anonymized or aggregated data – to inform road safety-related decisions of these agencies while still complying with relevant laws.

This initiative would entail reaching out to the departments and agencies that collect data related to road safety issues and determining information sharing arrangements that would be:

- Compliant with relevant law,
- Useful for informing road safety decisions, and
- Are within the scope of what the agency who is the custodian of the data is willing and able to provide.

### ***Carry out a Resident Survey***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	2B: Data Gaps – People

While collision data provides a wealth of information that can be used to inform road safety decisions, certain key details are not reflected in collision data, including:

- Locations that road users – particularly vulnerable road users – avoid because of perceived safety issues;
- The *reasons behind* behaviours that lead to increased likelihood or increased severity of collisions, including:
  - Speeding;



- Inattentive driving;
  - Impaired driving; and
  - Failure to use safety equipment (or failure to use it properly) such as helmets, seat belts, and infant car seats.
- Details that are relevant for policy responses to road safety issues, but either are not collected in MVA reports or, due to privacy laws, cannot be obtained without the consent of the involved parties. Including:
    - How do social determinants of health correlate with road safety outcomes in Windsor?
    - What opportunities exist *before* the collision (e.g. previous interactions with law enforcement or social services) to intervene to address risk-taking behaviours that can result in fatal or major injury collisions?

This initiative would entail developing one or more surveys for residents and – to the extent that these individuals can be identified – persons involved in fatal and major injury collisions.

### ***Implement Target Speed Requirements for New Construction and Major Roadway Projects***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 2A: Vulnerable Road Users 3A: High Injury Corridors 3B: Signalized Intersections 3C: Pedestrians Crossing Mid-block 4B: Design Standards and Best Practices

Traditionally, streets and highway designs have been based on the concept of **design speed**: all aspects of the design – e.g. sight lines, curve radii, or roadside clear zones – accommodate a vehicle travelling at a speed equal to or greater than then design speed.

Recently, the concept of target speed is coming into broader use as well, though it is not yet incorporated formally into any City of Windsor design standards or best practices. A roadway's **target speed** is the intended speed for traffic; features of the street – lane widths, “optical width,” curve radii, etc. – are chosen to encourage vehicles to travel no faster than the target speed.

Implementing this recommendation will involve identifying target speeds for each roadway type. This work is planned to be carried out as part of the development of the Complete Streets Policy, but could be accelerated to produce standalone target speed recommendations, which would then be incorporated into the Complete Streets Policy once the policy is completed.

### ***Implement Speed Limit Reductions - Neighbourhoods***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 2A: Vulnerable Road Users

Vehicle speed is a key factor in the severity of a collision. At the same time, the effect of speed limit reductions alone on vehicle speeds is usually minor without physical measures (e.g. traffic calming).

This initiative would entail reducing speed limits in neighbourhoods as follows:

**Table 3: Interim and Ultimate Speed Limits – Neighbourhoods**

<b>Street Type</b>	<b>Interim Speed Limit (Without Physical Changes to Roadway)</b>	<b>Ultimate Speed Limit (After Physical Changes to Roadway to Reduce Vehicle Speeds)</b>
Local Residential	40 km/h	Target speed [Note 1]
Class 2 Collector in residential areas	40 km/h	Target speed [Note 1]
Class 1 Collector in residential areas	Review case by case	Target speed [Note 1]

Notes:

1. Under the initiative "Implement Target Speed Requirements for New Construction and Major Roadway Projects," above, target speeds by road type would be determined. Once physical measures are installed on a street to encourage the target speed, the speed limit would be reduced to the target speed for the particular street.

There may be certain cases (e.g. school zones or local street bikeways) where a lower interim speed limit may be appropriate; this recommendation is not intended to prohibit enacting lower speed limits than those given in Table 3 where warranted. Streets with existing speed limits lower than the proposed interim speed limit would not have their speed limit increased.

### ***Implement Speed Limit Reductions – Major Streets***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 2A: Vulnerable Road Users 3A: High Injury Corridors 3B: Signalized Intersections 3C: Pedestrians Crossing Mid-block

Most fatal and major injury collisions involving vehicle speed occur on higher-order streets and highways, such as arterials and expressways.

This initiative would entail reducing speed limits on major streets as follows:

**Table 4: Interim and Ultimate Speed Limits – Major Streets**

Street Type	Interim Speed Limit (Without Physical Changes to Roadway)	Ultimate Speed Limit (After Physical Changes to Roadway to Reduce Vehicle Speeds)
Scenic Parkway	40 km/h	Target speed [Note 1]
Local Commercial Industrial	Review case by case	Target speed [Note 1]
Class 1 Collector in non-residential areas	Review case by case	Target speed [Note 1]
Urban Class 2 Arterial	50 km/h	Target speed [Note 1]
Rural Class 2 Arterial	Review case by case	Target speed [Note 1]
Class 1 Arterial	60 km/h	Target speed [Note 1]
Expressway	No change	Target speed [Note 1]

Notes:

- Under the initiative “Implement Target Speed Requirements for New Construction and Major Roadway Projects,” above, target speeds by road type would be determined. Once physical measures are installed on a street to encourage the target speed, the speed limit would be reduced to the target speed for the particular street.

There may be certain cases (e.g. school zones or local street bikeways) where a lower interim speed limit may be appropriate; this recommendation is not intended to prohibit enacting lower speed limits than those give in Table 4 where warranted. Streets with existing speed limits lower than the proposed interim speed limit would not have their speed limit increased.

### ***Implement Speed Limit Reductions and Increased Fines – Construction Zones***

<b>Lead Agency/Department</b>	Traffic Operations
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 2A: Vulnerable Road Users

The Highway Traffic Act and Traffic By-law 9148 allow for temporary reduced speed limits in construction zones, as well as doubling of speeding fines in construction zones. To date, the City of Windsor has only rarely implemented doubled speeding fines or reduced speed limits in construction zones.

This initiative would consist of:

- Installing “fines doubled when workers present” signage for all construction zones as standard practice; and
- Implementing temporary speed limit reductions in construction zones in cases where:
  - The normal design speed of the roadway cannot be maintained during construction,

- There is the potential for conflicts between traffic and construction vehicles, or
- A speed limit reduction would provide benefit for worker safety.

### ***Reduce Progression Speed for Traffic Signal Coordination***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 3B: Signalized Intersections

Traffic signals are coordinated along signalized corridors to provide a “green band” to allow vehicles to proceed along a corridor with a minimal amount of stopping.

Currently, the coordination is done to minimize delay based on current traffic behaviour. In the case of some corridors with high operating speeds, this practice can mean that the progression speed for the green band is higher than the speed limit.

This initiative would involve setting the progression speed used for signal coordination at the speed limit or lower. The effect of this change would be that drivers travelling significantly faster than the speed limit would tend to encounter more red lights, and drivers travelling at the speed limit would stay in the green band and encounter fewer red lights.

### ***Carry out Education Campaigns***

<b>Lead Agency/Department</b>	To be determined
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 1B: Drug and Alcohol Impairment 1C: Inattentive Driving 1D: Failing to Yield at Intersections 2A: Vulnerable Road Users

This initiative would entail education and outreach activities as follows:

Target Group	Campaign Content
Drivers	<ul style="list-style-type: none"> <li>• Messaging aimed at risky driver behaviours, including: <ul style="list-style-type: none"> <li>• Speeding</li> <li>• Drug and alcohol impairment</li> <li>• Inattentive driving and cell phone use</li> <li>• Respecting and watching for vulnerable road users</li> </ul> </li> <li>• Establishing positive driver behaviours and attitudes among new drivers (e.g. National Teen Safe Driver Week events).</li> </ul>

Target Group	Campaign Content
Vulnerable road users	<ul style="list-style-type: none"> <li>• Encouragement of helmet use for cyclists, motorcyclists, and scooter riders.</li> <li>• Cycling skills training.</li> <li>• Informing cyclists as new all ages and abilities routes are built out.</li> <li>• Commemoration of vulnerable road user crash fatalities, such as the Ride of Silence (third Wednesday in May each year).</li> </ul>
Bar and restaurant owners and servers	<ul style="list-style-type: none"> <li>• Messaging aimed at reducing impaired driving.</li> <li>• Information on initiatives aimed at reducing impaired driving (e.g. a safe ride home program, if provided).</li> </ul>
General	<ul style="list-style-type: none"> <li>• Commemoration of road crash fatalities generally, such as an event for the National Day of Remembrance for Road Crash Victims (third Sunday in November each year).</li> <li>• Information to the public to build awareness of the Vision Zero Action Plan, its contents, and the reasons behind Vision Zero initiatives.</li> </ul>

## ***Adjust Project Prioritization Criteria in the Active Transportation Master Plan to Place a Greater Emphasis on Safety and Collisions***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	2A: Vulnerable Road Users 3A: High Injury Corridors

The prioritization criteria used in *Walk Wheel Windsor*, the Active Transportation Master Plan, are as follows. All criteria are weighted equally:

**Table 5: Pedestrian and Cycling Network Prioritization Criteria – Active Transportation Master Plan**

	Pedestrian Network	Cycling Network
1	Destination Density	Destination Density
2	Pedestrian Mode Share	Cycling Mode Share
3	Pedestrian Potential	Cycling Potential
4	Equity	Equity
5	Pedestrian Generators – Commercial Areas	Cycling Generators – Commercial Areas
6	Pedestrian Generators – Community Facilities	Cycling Generators – Community Facilities
7	Transit	Transit
8	Road Classification	Bicycle Network Classification
9	Network Contribution	Level of Protection

	<b>Pedestrian Network</b>	<b>Cycling Network</b>
10	Network Need	Network Need
<b>11</b>	<b>Pedestrian Collisions</b>	<b>Cyclist Collisions</b>
12	Traffic Volumes	Traffic Volumes
13	Road Rehabilitation	Road Rehabilitation

Currently, the collision criteria are based on total pedestrian or cyclist collisions only. Collisions are not weighted based on severity.

This initiative would entail:

- Increasing the weighting of pedestrian and cyclist collisions relative to other criteria, and
- Increasing the weighting of fatal and major injury collisions within the collision criteria.

### ***Include Collision History as a Factor in Prioritizing Capital Projects***

<b>Lead Agency/Department</b>	Engineering Operations
<b>Strategic Priorities Addressed</b>	2A: Vulnerable Road Users 3A: High Injury Corridors 3B: Signalized Intersections

While road safety concerns are considered implicitly to some degree in the prioritization process for capital projects, the City of Windsor has no formal process to give collision history a specific weighting when prioritizing capital projects.

This initiative would entail:

- Determining weightings for safety improvement versus other prioritization factors;
- Determining the history of fatal and major injury collisions in the area of each roadway capital project;
- Identifying the likely safety improvement or collision reduction associated with the capital project.
- Applying this safety improvement – along with other factors – to prioritize capital projects for roadway works.



***Review Official Plan and Zoning By-laws for Vision Zero Opportunities***

<b>Lead Agency/Department</b>	Transportation Planning Planning
<b>Strategic Priorities Addressed</b>	4B: Design Standards and Best Practices

A key element of achieving the Vision Zero goal of zero fatal and major injury collisions is speed reduction. Many elements that are addressed by the Official Plan and Zoning By-laws have an impact on vehicle speeds, including:

- “Optical width” of the street between fixed features (e.g. building face, substantial landscaping, fencing) on either side of the street influences the speed at which drivers feel comfortable driving.
- On-street parking: where on-street parking is allowed and actually used, it creates visual “side friction” that helps to encourage drivers to slow down.
- The number of institutional or commercial buildings/driveways along a street segment can suggest to drivers that they are in a pedestrian-oriented zone and cause them to lower their speed.

This initiative would entail developing a set of recommended amendments to the Official Plan and Zoning By-laws intended to encourage lower vehicle speeds. These recommended amendments would be brought forward to Council for approval.

***Review Design Standards and Development Manual for Vision Zero Opportunities***

<b>Lead Agency/Department</b>	Transportation Planning Engineering
<b>Strategic Priorities Addressed</b>	4B: Design Standards and Best Practices

New streets and modifications to existing streets are governed by City design standards, Standard Engineering Drawings, Best Practices, and the Development Manual. This initiative would entail reviewing these existing governing documents to ensure that:

- The required characteristics for each road classification (e.g. curve radii and pavement widths) are in accordance with the street’s target speed.
  - Note: developing target speeds by road classification is recommended as a separate initiative.
- The Complete Streets Policy is reflected in City standards and guidelines affecting City streets, and
- Street design aspects that impact the potential for fatal and major injury collisions (e.g. curb radii at intersections) are in compliance with Vision Zero principles.

This review would also consider whether additional standard drawings, best practices, etc., are required for other Vision Zero Action Plan initiatives.

Portions of this initiative would need to follow other work – for instance, a review for compliance with the Complete Streets Policy could not happen until the Complete Streets Policy is prepared and approved – but some aspects of the initiative may be able to proceed immediately.

### ***Require Transportation Impact Studies for New Developments to Include a Full Multimodal Review***

<b>Lead Agency/Department</b>	Transportation Planning Engineering
<b>Strategic Priorities Addressed</b>	2A: Vulnerable Road Users

Currently, transportation impact studies (TISes) are required for development applications (e.g. site plans, rezonings, and Official Plan amendments) if they:

- Are large enough to generate 100 peak hour site trips,
- Include a new connection to an arterial road,
- Have the potential to increase collisions at an existing collision “hot spot,” or
- Have the potential to adversely impact an intersection already experiencing capacity issues.

The standard scope for a TIS includes a discussion of impacts and issues for non-auto modes, but does not require a quantitative review for non-auto modes.

When a TIS is required for a development application, this recommendation would entail requiring the applicant’s consultant to carry out a full multimodal transportation review to ensure that:

- The development will not adversely impact non-auto modes, such as walking, biking, and transit; and
- Appropriate infrastructure to support walking, biking and transit needed to support the development is provided as off-site improvements.

Procedures and criteria for this multimodal review would be identified as part of the Complete Streets Policy.

## ***Develop Safety Performance Functions***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	4A: Improved Data Sources and Information Sharing 4B: Design Standards and Best Practices

A safety performance function is a regression model used to predict the collision frequency for a particular facility type (e.g. signalized intersections) based on a set of variables. They can be developed for total collisions or particular collision categories (e.g. cyclist collisions). Safety performance functions can be used in network screening to identify locations that experience a higher-than-expected number of collisions based on their characteristics. They can also be used to predict the safety impact of future changes (e.g. changes in road network due to infrastructure capital projects, or changes in traffic volumes due to land development) in order to identify and prevent potential safety concerns before construction.

Currently, the City of Windsor does not use safety performance functions; all network screening is carried out based on collision rate.

This initiative would entail:

- Identifying a range of safety performance functions to develop;
- Carry out the statistical analysis needed to generate and calibrate the safety performance functions; and
- On an ongoing basis, use these safety performance functions for safety reviews and network screening.

## ***Implement Automated Speed Enforcement***

<b>Lead Agency/Department</b>	Traffic Operations
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 2A: Vulnerable Road Users 3A: High Injury Corridors 3C: Pedestrians Crossing Mid-block

The Ontario government recently introduced legislative changes to allow municipalities to implement automated speed enforcement (“photo radar”) in community safety zones and school zones. Council has directed City staff to investigate the feasibility of an automated speed enforcement (ASE) program for Windsor (CR258/2020).

This program would directly address vehicle speeds, which would indirectly address a number of other strategic priorities, particularly vulnerable road users, including pedestrians crossing mid-block.

Most of the high injury corridors meet the criteria in the City's Community Safety Zone Policy for community safety zones and could be considered for automated speed enforcement. However, technical considerations might make installing speed cameras in some of these areas difficult (e.g. a lack of roadside space to install a pole and camera, or streetscaping obstructing the camera's field of view).

Key issues to be considered when deciding whether to include this initiative in the Vision Zero Action Plan:

- The experience of other jurisdictions that have implemented automated speed enforcement
- Whether the provincially-mandated processing centre would have capacity to take on a Windsor ASE program, or, alternately, whether it would be feasible for Windsor to set up its own processing centre.

### ***Install Transverse Rumble Strips at Select Locations***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 1D: Failing to Yield at Intersections

Transverse rumble strips are grooves cut across the road surface that encourage speed reduction by generating an uncomfortable noise and vibration when vehicles drive over them at high speed. They are typically used in rural contexts for alerting drivers to the need to reduce their speed, typically for a stop-controlled intersection or sharp curve ahead. An example installation is shown in Figure 2.



**Figure 2: Transverse Rumble Strip Example (Source: Neal Hawkins/Iowa DOT)**

Transverse rumble strips are effective at reducing vehicle speeds, but they can create a number of issues:

- Associated noise can create a disturbance for nearby residents.
- They can be difficult for cyclists to traverse.
- Water and ice can pond in the grooves.

- Cutting rumble strips into the road surface can reduce pavement life.

This initiative would entail identifying locations to install transverse rumble strips as a pilot program. The top candidates for this program would be the approaches to rural intersections that have a history of stop sign non-compliance or a collision pattern that suggests that stop sign non-compliance may be occurring.

### ***Implement a Parking Ticket Forgiveness Program to Target Impaired Driving***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	1B: Drug and Alcohol Impairment

This initiative would entail creating a framework that would allow for a parking ticket to be forgiven if an intoxicated person chose not to drive because they were impaired and instead used another way to get home.

Details of the program that would need to be resolved before implementation:

- How would it be determined that the person was intoxicated and got a safe way home?
- Where and when would the program be offered? What would the limits on the program be?

### ***Provide Free (or Cost-Included) Transit Service for Alcohol-Oriented Special Events***

<b>Lead Agency/Department</b>	Transit Windsor Special Event Resource Team
<b>Strategic Priorities Addressed</b>	1B: Drug and Alcohol Impairment

Under this initiative, attendees of special events oriented around drinking alcohol would be provided with a ticket or voucher (e.g. their event ticket) which they could use for a transit ride to and from the event at no additional charge to the attendee.

Options for funding this initiative:

- Fees collected from event organizers as a condition of their special event permit, or
- City funding (in whole or in part) as a budget item.

In the case of events that take place in areas not served by Transit Windsor or taking place outside Transit Windsor service hours, the event organizer would be required to make alternate arrangements to ensure that event attendees have travel options other than personal cars, such as:

- Taxi fares included in the event admission charge, or

- Chartered buses or vans to provide shuttle service to and from a transit terminal.

### ***Support the Development of a “Safe Ride Home” Service***

<b>Lead Agency/Department</b>	To be determined
<b>Strategic Priorities Addressed</b>	1B: Drug and Alcohol Impairment

In certain other municipalities, “safe ride home” services such as Operation Red Nose/Opération Nez rouge help to deter impaired driving by providing a way for people to get themselves and their vehicles home.

Key questions that would need to be addressed before such a program could be offered in Windsor:

- Who would be responsible for operating the program?
  - In most other jurisdictions, these programs are run by not-for-profit organizations and not by municipal governments directly.
- How would the program be funded?
  - In the case of Operation Red Nose/Opération Nez rouge, the program is funded by a combination of corporate sponsorships, government grants, community donations and user donations. No user fee is charged, but service users have the option of making a voluntary donation.
- When and where should the program operate?
  - Operation Red Nose/Opération Nez rouge operates only in the month of December.

This initiative could entail:

- Canvassing existing not-for-profit organizations to determine interest in operating a safe ride home service
- Encouraging new or existing not-for-profit organizations to launch a safe ride home service by establishing a City grant program for this purpose.

### ***Provide Stop Bars and Crosswalk Markings at Unsignalized Intersections***

<b>Lead Agency/Department</b>	Traffic Operations
<b>Strategic Priorities Addressed</b>	1D: Failing to Yield at Intersections 2A: Vulnerable Road Users 3A: High Injury Corridors



Currently, the City of Windsor does not typically paint stop bars or crosswalks at unsignalized intersections. For the 2022 budget, Council was presented with a budget issue (Issue #2022-0044) that provided options to paint stop bars and crosswalks. In that budget issue, four options were presented:

Option	Annual Cost Increase
1 – All Stop Bars and Crosswalks	\$2,250,000
2 – Collectors and Arterials	\$955,000
3 – Arterials, Scenic Parkway and Multi-Use Trail Crossings Only	\$300,000
4 – Top 30 High Collision Unsignalized Intersections (from 2019 Road Safety Report)	\$25,000

The budget issue was not approved by Council; none of the four options were selected for implementation.

If this initiative is carried forward, it could entail some sort of stop bar and crosswalk pavement marking program; either one of the four options previously identified or an alternate option to implement the pavement markings at a limited number of intersections.

### ***Provide Ladder Crosswalk Markings at Signalized Intersections***

<b>Lead Agency/Department</b>	Traffic Operations
<b>Strategic Priorities Addressed</b>	1D: Failing to Yield at Intersections 2A: Vulnerable Road Users 3A: High Injury Corridors 3B: Signalized Intersections

High-visibility crosswalk treatments such as ladder crosswalks can help emphasize the potential to drivers of pedestrians at an intersection; this tends to increase driver compliance when yielding to pedestrians.

The Ontario Traffic Manual identifies ladder crosswalks as an optional feature at signalized intersections.

This initiative would entail installing ladder crosswalk markings at a set of signalized intersections to be determined. Pedestrian high injury corridors could be prioritized for ladder crosswalks.



**Figure 3: Ladder Crosswalks (Source: City of Hamilton)**

### ***Implement Fully Protected Intersections***

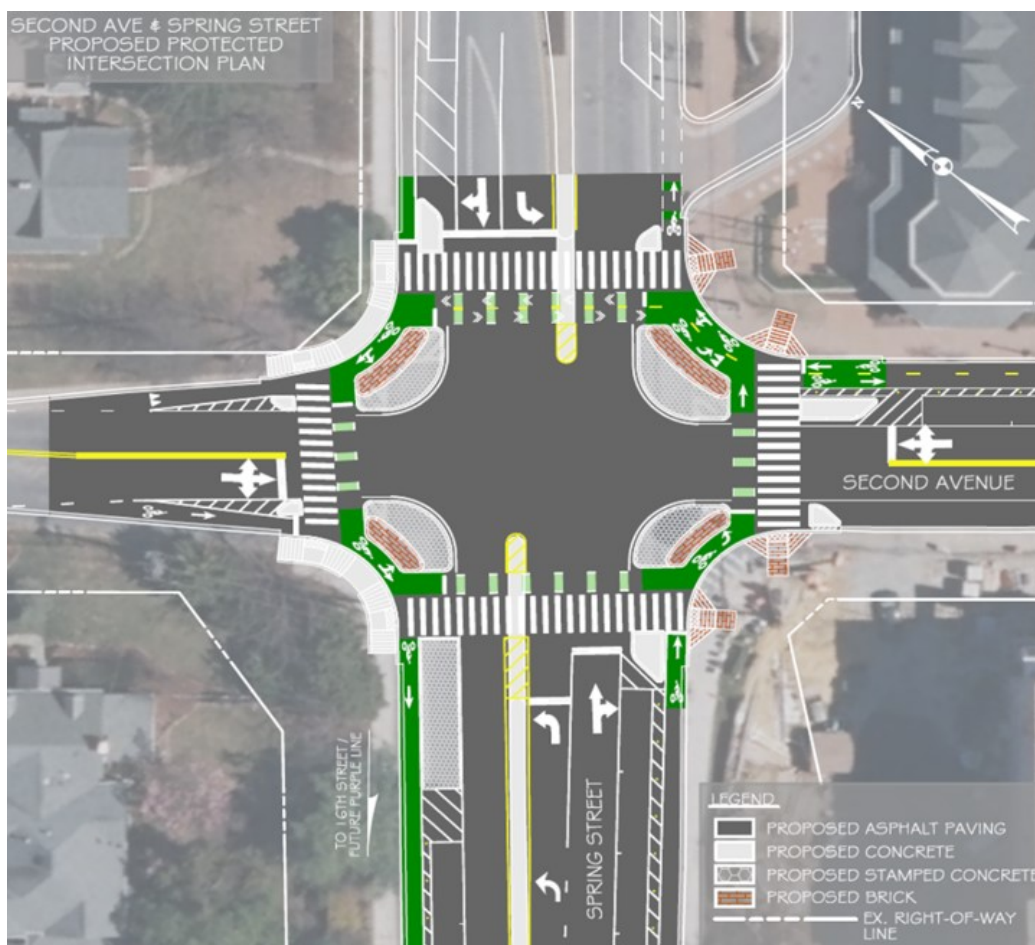
<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	1D: Failing to Yield at Intersections 2A: Vulnerable Road Users 3A: High Injury Corridors 3B: Signalized Intersections

*Protected intersections have been implemented across North America as cities have expanded their protected bikeway networks. Also known as setback or offset intersections, this design keeps bicycles physically separate from motor vehicles up until the intersection, providing a high degree of comfort and safety for people of all ages and abilities. This design can reduce the likelihood of high-speed vehicle turns, improve sightlines, and dramatically reduce the distance and time during which people on bikes are exposed to conflicts. For example, in San Francisco, a protected intersection design resulted in 98% of drivers yielding to people on bikes, and 100% yielding to people walking. A study in New York found that protected intersections had fewer vehicle-bike conflicts than even a dedicated turn lane with a dedicated bike signal phase.*

*(Source: NACTO)*

An example of a protected intersection is provided in Figure 4.

This initiative would entail considering protected intersections in future environmental assessments for roadway projects as appropriate, with the aim of implementing protected intersections at a set of locations.



**Figure 4: Protected Intersection (Source: Montgomery County Division of Transportation Engineering / Kittelson Associates)**

### ***Implement Leading Pedestrian Intervals***

<b>Lead Agency/Department</b>	Traffic Operations
<b>Strategic Priorities Addressed</b>	1D: Failing to Yield at Intersections 2A: Vulnerable Road Users 3A: High Injury Corridors 3B: Signalized Intersections

With a leading pedestrian interval, the walk signal is activated while the intersection remains in “all red” for vehicles, typically for 3 to 7 seconds. This allows the pedestrians to have a head start on vehicles, putting the pedestrians in a more visible position in the crosswalk before vehicles are released.

In other jurisdictions, leading pedestrian intervals have been found to reduce pedestrian collisions at treated intersections by up to 60%. Nevertheless, there are potential issues related to leading pedestrian intervals:

- Driver unfamiliarity with leading pedestrian intervals – particularly the long “all red” period for vehicles – may lead to misunderstandings of the purpose for the change as well as problems with driver compliance.
- At some intersections, holding vehicles for an additional 3 to 7 seconds per phase would create significant capacity issues, which could result in safety issues in some circumstances (e.g. increased queue spillback leading to increased rear end collisions).

This initiative would entail:

- Identifying candidate intersections,
- Implementing leading pedestrian intervals, and
- An education and outreach program to ensure that drivers and pedestrians are aware of the reasons for the change.

### ***Install Pedestrian Countdown Signals***

<b>Lead Agency/Department</b>	Traffic Operations
<b>Strategic Priorities Addressed</b>	2A: Vulnerable Road Users 3B: Signalized Intersections

Pedestrian countdown displays have been found to provide a safety benefit, particularly in reducing pedestrian collisions. Pedestrian countdown displays are recognized by the Ontario Traffic Manual as optional.

There are issues with their use in some situations, however: most pedestrian countdown displays currently on the market do not communicate with the traffic signal controller, and instead base the countdown time shown on the length of the green interval from the *previous* cycle. Because of this, pedestrian countdown displays work best in cases where phase lengths are steady from cycle to cycle. In cases when phase lengths change significantly from one cycle to the next, the countdown display can show an incorrect time remaining, potentially creating confusion and discomfort for pedestrians.

This initiative would entail identifying intersections where pedestrian countdown displays could be installed, either:

- Locations that already operate with steady phase lengths from cycle to cycle, or
- Locations where the traffic signal timings and phasings could be adapted to suit the limitations of pedestrian countdown displays currently on the market.

## *Implement Hardened Centrelines at Intersections with High Speed Left Turns*

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	1D: Failing to Yield at Intersections 2A: Vulnerable Road Users 3A: High Injury Corridors 3B: Signalized Intersections

Centreline hardening involves using features – typically rubber humps or bollards – at major intersections to discourage taking left turns at high speed. These measures improve pedestrian safety by:

- Reducing collision severity by forcing left turning vehicles to travel at lower speeds, and
- Improving pedestrian visibility to drivers by forcing vehicles to approach the crosswalk at a right angle.

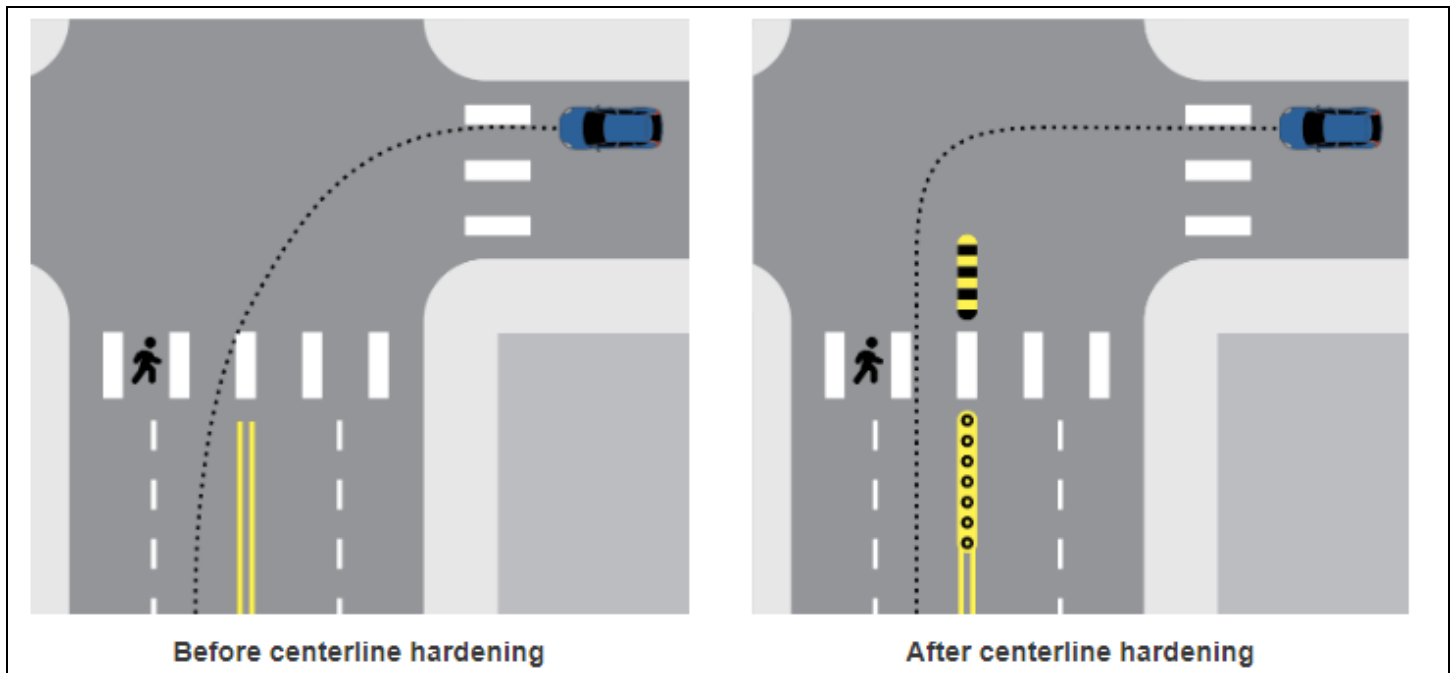


Figure 5: Centreline Hardening Example (source: Insurance Institute for Highway Safety)

***Adopt a “Roundabouts First” Policy or Best Practice for New Intersections and Major Roadway Projects***

<b>Lead Agency/Department</b>	Engineering
<b>Strategic Priorities Addressed</b>	1D: Failing to Yield at Intersections 3A: High Injury Corridors 3B: Signalized Intersections 4B: Design Standards and Best Practices

Roundabouts are effective at reducing the severity of intersection collisions, since they virtually eliminate right angle (“T-bone”) and turning collisions, two types of collisions with high injury potential.

Other jurisdictions, particularly the Region of Waterloo, have adopted policies that identify roundabouts as the preferred intersection control type. In that jurisdiction, before other intersection control types are considered, a screening is carried out to confirm that a roundabout is not appropriate.

This initiative would entail adopting a similar policy for Windsor.

Potential issues with this initiative:

- Navigating a roundabout, particularly a multi-lane roundabout, can be uncomfortable for pedestrians and cyclists.
- Visually impaired pedestrians can have more difficulty judging gaps in traffic at a roundabout than at a traffic signal.
- Roundabouts can have negative impacts on their surroundings:
  - Typically, roundabouts need more right-of-way space at the intersection than is needed for a similar signalized intersection.
  - Typically, access controls (e.g. restrictions on driveways) are needed for a longer distance from the intersection for a roundabout than for a signalized intersection.



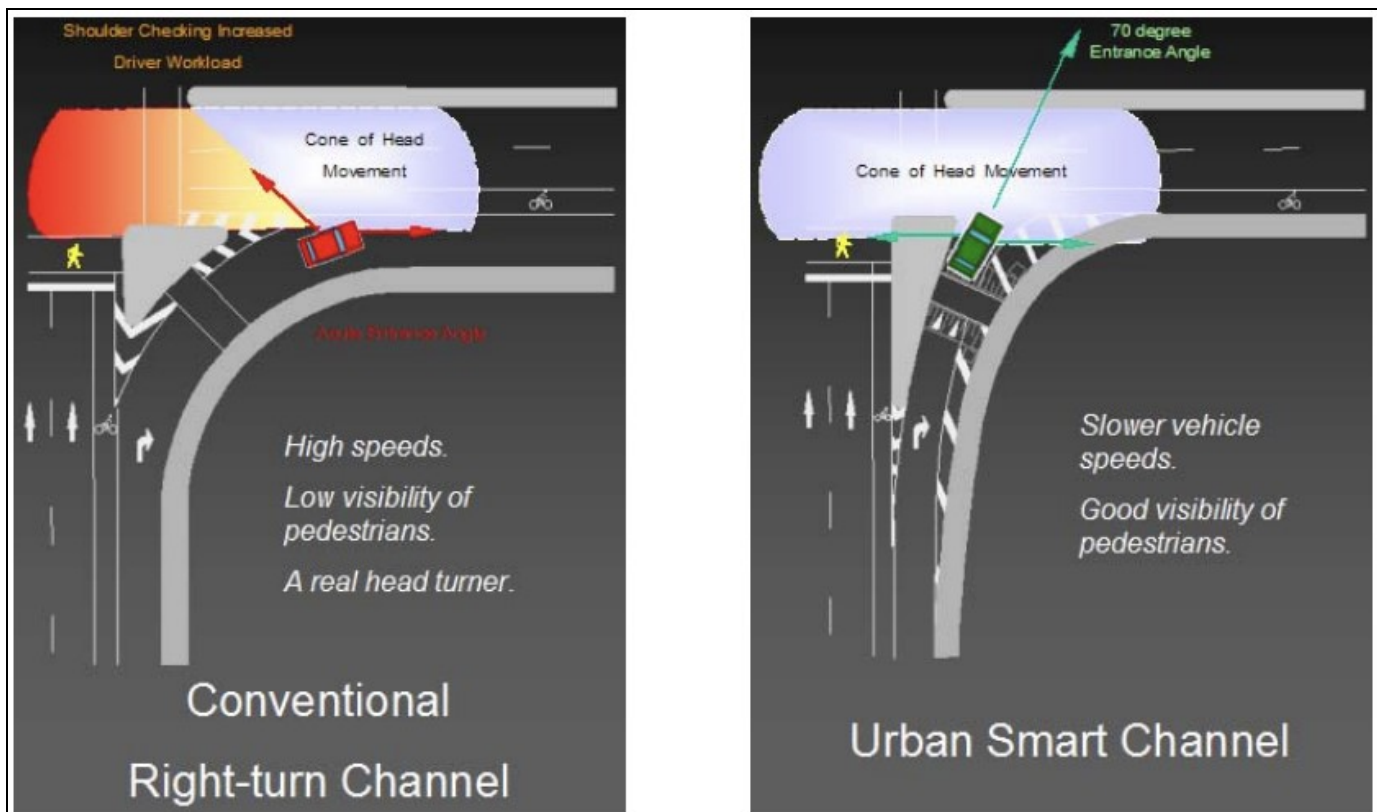
***Adopt a “No Right Turn Channels” Policy or Best Practice for New Intersections and Major Roadway Projects***

<b>Lead Agency/Department</b>	Engineering
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 1D: Failing to Yield at Intersections 2A: Vulnerable Road Users 3B: Signalized Intersections 4B: Design Standards and Best Practices

Conventional right turn channels can contribute to high vehicle turning speeds and poor visibility of pedestrians, creating the potential for severe collisions.

This initiative would entail adopting a policy or best practice against right turn channels for new construction. For road reconstructions and other major roadway projects, the preference would be to remove existing right turn channels where possible.

In situations where the right turn channel island is required (e.g. when there would be no suitable place for traffic signal poles without the island), a “smart” right turn channel would be acceptable, as shown in Figure 6.



**Figure 6: Conventional Right Turn Channel vs. “Smart” Right Turn Channel (source: City of Ottawa)**

### *Implement a Road Diet Program*

<b>Lead Agency/Department</b>	Engineering Transportation Planning
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 2A: Vulnerable Road Users 3A: High Injury Corridors 3B: Signalized Intersections 3C: Pedestrians Crossing Mid-block

A road diet is the reallocation of roadway space to better serve road users, particularly for roads that have significant amounts of excess capacity.

A typical road diet is a “4 to 3” conversion, where a 4-lane undivided street (with 2 lanes in each direction and turns from shared lanes) is restriped so that there is a single lane in each direction and a two-way left turn lane. A recent example of a “4 to 3” conversion in Windsor is Eugenie Street; the layout before and after the road diet can be seen in Figure 7. Depending on turning volumes, a “4 to 3” road diet can often result in negligible decrease in capacity, since providing a two-way left turn lane allows through traffic to flow unimpeded by vehicles stopped waiting for a gap to turn.



**Figure 7: Road Diet Example: Eugenie Street**

Road diets may also involve reducing the number of excess lanes on a street by physically reducing the pavement width. In these types of road diets, other benefits (e.g. a reduction in paved area resulting in lower flooding risk) can be achieved.

Road diets are effective at reducing speeding, which in turn tends to decrease collision severity, especially for vulnerable road users. The reallocation of roadway width can provide space for measures to improve conditions for vulnerable users, such as bikeway infrastructure or bump-outs or pedestrian refuges to reduce crossing widths. Some road diet types are effective at improving sight lines at signalized intersections.

This initiative would entail identifying candidate locations and then implementing road diets.

## ***Carry Out Additional Driver Training for City Employees Based on Highway Traffic Act Offenses***

<b>Lead Agency/Department</b>	Human Resources
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds 1B: Drug and Alcohol Impairment 1C: Inattentive Driving 1D: Failing to Yield at Intersections 2A: Vulnerable Road Users

Currently, the Human Resources Department is exploring the possibility of using the driver abstract review process to identify drivers who have Highway Traffic Act violations like speeding or careless driving and provide them with supplemental training.

Additional work is still required to determine the exact form that this program would take.

## ***Develop a Comprehensive GIS-based Collision Information System***

<b>Lead Agency/Department</b>	Geomatics Transportation Planning
<b>Strategic Priorities Addressed</b>	4A: Improved Data Sources and Information Sharing

*A geographic information system (GIS) is a system that creates, manages, analyzes, and maps all types of data. GIS connects data to a map, integrating location data (where things are) with all types of descriptive information (what things are like there). This provides a foundation for mapping and analysis that is used in science and almost every industry. GIS helps users understand patterns, relationships, and geographic context. The benefits include improved communication and efficiency as well as better management and decision making.*

*(Source: ESRI.com)*

The City of Windsor uses GIS extensively and has a significant amount of data in GIS form.

Currently, the Windsor Collision Database is a standalone database, not connected to other data sources. This initiative would entail translating data from the collision database into a GIS, which would allow more efficient analysis of collision data to identify collision “hot spots” and City-wide trends.

Having a GIS-based collision information system would also allow for comparisons with other mapped data, which would enable analyses that City staff have not been able to do to date, such as identifying correlations between road safety outcome and neighbourhood characteristics (e.g. social determinants of health), which could inform future road safety policies or outreach programs.

### ***Develop Safety-Related Vehicle Design Criteria for Future City Vehicle Fleet Purchases***

<b>Lead Agency/Department</b>	Fleet Transit Windsor Windsor Fire Rescue Service Purchasing
<b>Strategic Priorities Addressed</b>	1D: Failing to Yield at Intersections 2A: Vulnerable Road Users

As the operator of a significant fleet of vehicles, the City of Windsor has the opportunity to directly reduce the likelihood of its own vehicles being involved in a fatal or major injury collision by developing and implementing safety-related criteria for use when purchasing vehicles. In doing so, Windsor may be able to indirectly influence other fleet operators – e.g. other major Windsor employers or other municipalities – to adopt similar measures and provide an indirect safety benefit beyond its own vehicle fleet.

The Fleet Review Committee (a staff committee chaired by the Executive Director of Operations, with representatives from several City departments) reviews and approves standard vehicle features for various vehicle categories in the City fleet, from compact cars to large trucks.

The current list of vehicle standard features includes some safety-related items (e.g. ABS brakes), but does not include measures such as:

- Air bags
- Vehicle features that reduce the likelihood of severe injury in a pedestrian collision
- Collision warning or lane departure warning systems
- Back-up cameras (all vehicles) or 360 degree camera systems (large trucks)

This initiative would entail recommending that the Fleet Review Committee:

- Explore additional safety-related features that could be added to the current list of vehicle standard features, and
- Consider the development of lists of additional safety-related features that could be used, as appropriate, in requests for proposals. This would allow vendors to receive preferential consideration for bids that would provide greater than the minimum level of safety.

Special considerations with this initiative:

- By Council-approved charter, vehicle standard features must be approved by the Fleet Review Committee, which has the authority to approve or deny new standard features.

- Requiring additional safety features has the potential to increase the cost of vehicle purchases. This increase in cost may be in excess of the value of the desired safety feature itself, since vehicle options are often bundled in option packages.

## Initiatives Considered But Not Recommended

### *Install Pavement Edge Rumble Strips at Select Locations*

<b>Lead Agency/Department</b>	N/A – not recommended
<b>Strategic Priorities Addressed</b>	1A: Vehicle Speeds

Pavement edge rumble strips are lines of grooves along the edge of the travelled portion of the roadway that discourage roadway departure collisions by alerting drivers when they go onto the shoulder of the road. An example is shown in Figure 8.



**Figure 8: Pavement Edge Rumble Strip Example (Source: FHWA)**

Pavement edge rumble strips can create some of the same issues as transverse rumble strips:

- They can be difficult for cyclists to traverse.
- Water and ice can pond in the grooves.
- Cutting rumble strips into the road surface can reduce pavement life.

Noise tends to be less of an issue for pavement edge rumble strips than for transverse rumble strips, since transverse rumble strips are not driven over during normal operation of the roadway.

This initiative would entail identifying locations to install pavement edge rumble strips as a pilot program. The top candidates for this program would be locations with high speeds, paved shoulders, and a history of roadway departure collisions.



### ***Develop a Cell Phone App to Address Inattentive Driving***

<b>Lead Agency/Department</b>	To be determined
<b>Strategic Priorities Addressed</b>	1C: Inattentive Driving

This initiative would entail developing a mobile app that could address inattentive driving by one or more methods, such as:

- Locking out the mobile device while the vehicle is in motion
- Monitoring device use while in motion and providing positive feedback to well-behaved drivers

Since there are existing apps that perform similar functions, further investigation to determine the need for a “made in Windsor” app should be done before proceeding on this initiative.

### ***Require Helmets for all E-Scooter Riders***

<b>Lead Agency/Department</b>	Transportation Planning
<b>Strategic Priorities Addressed</b>	2A: Vulnerable Road Users

When the e-scooter pilot was approved by Council in 2019, Council was provided with the option to require helmets for all e-scooter riders, which it ultimately chose not to implement.

This initiative would entail reversing that previous decision and amending Traffic By-law 9148 to require helmets for all e-scooter riders. Issues with this initiative:

- It would involve reversing a recent decision of Council, and
- It has the potential for major impacts on the operations of BIRD Canada or other future scooter share service providers.





**Committee Matters: SCM 222/2022**

**Subject: The Contributory Pension Plan for Employees of Transit Windsor - Actuarial Valuation as at December 31, 2021 - City Wide**

Moved by: Councillor McKenzie

Seconded by: Councillor Costante

Decision Number: **ETPS 911**

THAT the Environment, Transportation & Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, and City Council:

- I. **APPROVE** the Actuarial Valuation of the Contributory Pension Plan for Employees of Transit Windsor as at December 31, 2021; and,
- II. **ACKNOWLEDGE** the forwarding of the Actuarial Valuation as at December 31, 2021 to the Office of the Superintendent of Financial Institutions and to the Canada Revenue Agency by the Deputy Treasurer – Financial Accounting and Corporate Controls, as the Plan Administrator and as per legislation.

Carried.

Report Number: C 121/2022

Clerk's File: MT2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 9.1. from the Environment, Transportation & Public Safety Standing Committee Meeting held July 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220808/-1/7348>

**Subject: The Contributory Pension Plan for Employees of Transit Windsor - Actuarial Valuation as at December 31, 2021 - City Wide**

**Reference:**

Date to Council: July 27, 2022

Author: Dan Seguin

Deputy Treasurer - Financial Accounting and Corporate Controls

519-255-6100 ext 1663

dseguin@citywindsor.ca

Financial Accounting

Report Date: July 27, 2022

Clerk's File #: MT2022

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

**Recommendation:**

THAT the Environment, Transportation & Public Safety Standing Committee sitting as the Transit Windsor Board of Directors and City Council:

- I. **APPROVE** the Actuarial Valuation of the Contributory Pension Plan for Employees of Transit Windsor as at December 31, 2021; and,
- II. **ACKNOWLEDGE** the forwarding of the Actuarial Valuation as at December 31, 2021 to the Office of the Superintendent of Financial Institutions and to the Canada Revenue Agency by the Deputy Treasurer – Financial Accounting and Corporate Controls, as the Plan Administrator and as per legislation.

**Executive Summary:**

N/A

**Background:**

This report provides the information required for approval of the Actuarial Valuation of the Transit Windsor Contribution Pension Plan for Employees as at December 31, 2021.

Pension benefits for employees of Transit Windsor are accrued under two separate and distinct pension plans: the frozen Transit Windsor Pension Plan and OMERS. Benefits for service up to December 31, 1999, are frozen under the Transit Windsor Pension Plan, while benefits for service from January 1, 2000, are provided under OMERS.

The frozen Transit Windsor Pension Plan is a defined benefit plan, based on career earnings, and was originally regulated by the Province of Ontario. On January 1, 1996, the frozen plan was transferred to the federal jurisdiction under the authority of the Office of the Superintendent of Financial Institutions Canada (OSFI). The transfer was a direct result of a Labour Board decision that deemed Transit Windsor to be a federal employer. The transfer to federal jurisdiction triggered a requirement to provide OSFI with a valuation report and the first report was filed effective January 1, 1996. The initial valuation did not reflect any funding deficits.

The market value of Transit Windsor's Pension Plan assets is valued at approximately \$34.41 million compared to \$31.77 million one year ago. This value is based on the audited financial statements for 2021.

In an effort to reduce funding volatility for plan sponsors, the federal government introduced the use of properly structured Letters of Credit (LOC) to satisfy solvency payments up to a limit of 15% of the Plan liabilities. The impact of this change allows for more flexibility in terms of meeting annual solvency deficit requirements.

LOCs provide an alternative means for plan sponsors to satisfy their funding obligations in a secure fashion that does not compromise benefit security. The value of the LOC is never put into the Plan; rather it is held by the trustee for instances such as bankruptcy, wind-up, or other extenuating circumstances, at which time the LOC would be called and deposited into the Plan to discharge the Plan's liabilities. Since the LOC is held by the City, the bank would look to the City for reimbursement of the amount of the LOC. All LOC funding must be renewed by December 31 (the fiscal year-end of the Pension Plan) with the documents in place by December 15.

Since 2011, and prior to December 31st of each year, the Transit Windsor Board of Directors and Windsor City Council had approved the update and renewal of the LOC in accordance with the requirements of the Pension Benefits Standards Act, 1985, satisfactory in content to the City Treasurer and in form to the City Solicitor. As part of the LOC increase presented to City Council on March 25, 2018, authority was delegated to the CAO to approve future adjustments to the Letter of Credit, which may be required, in order to fund the Transit Windsor pension deficit up to the maximum allowable amount of 15% of plan liabilities as determined by the annual Actuarial Valuation, and in consultation with the Executive Director of Transit Windsor and the City Treasurer. Where such approval is given, City Council would be advised as part of the next annual pension report.

The current amount of the LOC is \$4,890,005, and has been applied in respect of a portion of the minimum required solvency special payments, which are due over the period beginning January 1, 2011 to December 31, 2021. The amount is considered a notional draw upon the City's overall Line of Credit limit of \$100 million. The historical increases to the LOC, as approved by the Transit Windsor Board and City Council, have automatic annual renewals unless the City of Windsor advises not to renew.

## Discussion:

The Office of the Superintendent of Financial Institutions (OSFI) requires that the attached Actuarial Valuation of Transit Windsor's Pension Plan be filed with OSFI no later than six months after the Plan's year-end. This valuation establishes the monthly special payments, if any, that are required to fund the solvency deficit. The Plan is subject to annual valuations until such time that the solvency ratio exceeds 1.20, after which valuations will be required every three years.

Transit Windsor's actuaries, Mercer Canada, have now finalized the 2022 funding obligations arising from the 2021 valuation of Transit Windsor's Pension Plan. Based on this valuation, the special payments required in 2022 to cover the Plan's funding deficit are summarized below.

	<b>2022 Actual Funding Requirements</b>	<b>2022 Preliminary Funding Requirements (based upon 2021 funding requirements)</b>	<b>2021 Funding Requirements (based on the final 2020 valuation)</b>
<b>Employer Current Service Costs</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>
Special Payments			
- Going Concern	\$0	\$0	\$0
- Solvency	\$0	\$0	\$0
<b>Total Special Payments*</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Estimated minimum employer contribution</b>	<b>\$0</b> <b>(contribution holiday)</b>	<b>\$100,000</b>	<b>\$100,000</b>
<b>Estimated maximum employer contribution (only if the plan were to be wound up)</b>	<b>\$2,667,000</b>	<b>\$2,567,000</b>	<b>\$6,759,000</b>

As indicated above, the asset value of the Plan has increased to \$34.41 million primarily due to market gains. Accordingly, the minimum employer contribution, based on a solvency valuation for 2021 is now \$nil.

The above chart also indicates the estimated maximum employer contribution of \$2,667,000 (less amounts already contributed in 2022), which excludes the face value of the Letter of Credit and represents the theoretical amount that would need to be paid if the Plan were to be wound up. As the Plan is ongoing in nature, there is no requirement to fund this amount; however, Council should be aware that if the Plan were to be wound-up, transferred, or should legislation change, this full amount may be callable and require funding at some point in the future.

Administration will continue to work with our pension consultant to explore efficient methods of administering the pension fund.

### **Risk Analysis:**

The Office of the Superintendent of Financial Institutions (OSFI) requires that the attached Actuarial Valuation of the Transit Windsor's Pension Plan be filed with OSFI no later than six months (June 30<sup>th</sup>) after the Plan's year-end. The Deputy Treasurer – Financial Accounting and Corporate Controls, as the Plan Administrator, has filed the report to meet this deadline; however, still requires approval of the report. Failure to file the report in a timely manner would result in an audit by OFSI and any further action they deem appropriate.

Since 2011, a decision to fund the solvency deficit by way of draws upon the LOC has been recommended. While use of the LOC is the preferred methodology, should the market value fall, Transit Windsor would be required to fully fund the amount that was previously covered by the Letter of Credit. Of further note, should the Plan be wound up or transferred to another pension, the amount secured by way of the LOC would need to be fully funded to The Plan and would require an actual cash outlay to be completed by the City.

### **Climate Change Risks**

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

N/A

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

N/A

### **Financial Matters:**

#### **Plan Position as at December 31, 2021**

As noted in the audited Financial Statements of the Pension, the market value of the Plan's solvency assets as at December 31, 2021, is \$34,411,000. As the actuarial report was completed based on unaudited financial statements, the market value referenced in this report is taken from the audited financial statements. The following chart highlights the balances for the most recent 3-year period:

	December 31, 2021	December 31, 2020	December 31, 2029
Market Value of Assets	\$34,411,000	\$31,766,000	\$34,774,000
Face Value of letter of credit	\$4,890,000	\$4,890,000	\$4,890,000
Solvency Liabilities	\$36,678,000	\$38,229,000	\$37,466,000
Adjusted Solvency Ratio	106.6%	95.4%	105.3%

The Asset Value increased from December 2020 to December 2021 primarily due to market gains. At December 31, 2021, plan liabilities were \$36,678,000. These amounts also fluctuate annually based on a number of factors, which can include interest rates, expected future benefit costs, and changes in life expectancy calculations.

### Plan Contributions

As outlined in the discussion section, as a result of the 3 year average solvency position for the Plan, the required minimum contribution into the Transit Windsor Pension Plan in 2022 is \$0.

2022 Planned Contributions			
	Current Service Cost	Solvency Special Payment	Total
Monthly Amount	\$0	\$0	\$0
Annual Payment	\$0	\$0	\$0

As of July 2022, Transit Windsor has funded \$50,000 current service cost, based on the estimated payment requirements from the 2020 valuation. Due to the 2021 valuation, which has identified that the solvency ratio is over 105%, a contribution holiday can be taken.

The 2020 Actuarial Valuation has resulted in a \$0 special payment requirement for 2022 and therefore no additional allocation of the LOC is required.

**Transit Windsor's 2022 operating budget has been established with \$155,956 to fund plan payments as well as other LOC administrative costs. Any surplus in this account will be reported in the year-end variance report to City Council.**



Planned contributions for 2023 will be based upon the 2022 funding requirements until such time as the valuation report for December 31, 2022 is completed. Consistent with previous years, a preliminary valuation will be received in early 2023 and later confirmed in June 2023.

No additional draw on the LOC is required at this time.

<b>Year LOC Established</b>	<b>Established LOC Amount</b>	<b>LOC drawn on and included in Face Value of Pension Plan to fund Solvency Deficit</b>
2011	\$728,796	\$728,796
2012	\$1,025,232	\$1,025,232
2013	\$1,323,612	\$1,323,612
2014	\$772,360	\$772,360
2015	\$335,450	\$335,450
2016	\$193,950	\$193,950
2017	\$154,536	\$154,536
2018	\$510,000	\$280,069
2019	\$0	\$76,000
2020	(\$153,931)	\$0
2021	\$0	\$0
2022	\$0	\$0
<b>Total as of December 31, 2022</b>	<b>\$4,890,005</b>	<b>\$4,890,005</b>
2023 LOC Projection	\$0	\$0

Total Projected LOC for December 2023	\$4,890,005	\$0
Maximum Allowable (15% of plan liabilities at December 31, 2021)	\$5,501,700	

## **Fees**

There are fees associated with issuing the Letter of Credit, which cannot be paid from the fund and are included in the Transit Windsor operating budget as follows:

- BMO (Plan Trustee) – Annual administration fee of \$5,000 and approximately \$500 for annual tax preparation fees.
- Bank of Nova Scotia (Issuer) – 1% fees would be applied on all outstanding balances.

It should be noted that the estimates of the surplus funds as noted above exclude the impacts of any fees associated with the LOC. Any such fees would serve to reduce the final surplus amount.

## **Consultations:**

Kathy Buis, Financial Planning Administrator, Transit Windsor

Vince Grillo, Manager Treasury & Cash Management Taxation & Financial Projects, City of Windsor

Mercer (Canada) Limited

## **Conclusion:**

It is not uncommon for federally regulated plans, such as Transit Windsor's Pension Plan, to experience funding deficits. This report transmits the actuarial valuation of the frozen Transit Windsor Pension Plan as at December 31, 2021, and provides information that no additional funding is required as the Letter of Credit already established will cover the required employer contribution.

## **Planning Act Matters:**

N/A

## **Approvals:**

Name	Title
Dan Seguin	Deputy Treasurer – Financial Accounting

<b>Name</b>	<b>Title</b>
Chris Nepszy	Commissioner of Infrastructure Services
Janice Guthrie	On behalf of Commissioner of Corporate Services, CFO, City Treasurer
Onorio Colucci	Acting Chief Administrative Officer

**Notifications:**

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

**Appendices:**

Report on the Actuarial Valuation for Funding Purposes as at December 31, 2021

# **CONTRIBUTORY PENSION PLAN FOR EMPLOYEES OF TRANSIT WINDSOR**

## **Report on the Actuarial Valuation for Funding Purposes as at December 31, 2021**

June 2022

Office of the Superintendent of Financial Institutions Registration Number: 57108

Canada Revenue Agency Registration Number: 0353821

## **Note to reader regarding actuarial valuations:**

This valuation report may not be relied upon for any purpose other than those explicitly noted in the Introduction, nor may it be relied upon by any party other than the parties noted in the Introduction. Mercer is not responsible for the consequences of any other use. A valuation report is a snapshot of a plan's estimated financial condition at a particular point in time; it does not predict a pension plan's future financial condition or its ability to pay benefits in the future. If maintained indefinitely, a plan's total cost will depend on a number of factors, including the amount of benefits the plan pays, the number of people paid benefits, the amount of plan expenses, and the amount earned on any assets invested to pay the benefits. These amounts and other variables are uncertain and unknowable at the valuation date. The content of the report may not be modified, incorporated into or used in other material, sold or otherwise provided, in whole or in part, to any other person or entity, without Mercer's permission. All parts of this report, including any documents incorporated by reference, are integral to understanding and explaining its contents; no part may be taken out of context, used, or relied upon without reference to the report as a whole.

To prepare the results in this report, actuarial assumptions are used to model a single scenario from a range of possibilities for each valuation basis. The results based on that single scenario are included in this report. However, the future is uncertain and the Plan's actual experience will differ from those assumptions; these differences may be significant or material. Different assumptions or scenarios within the range of possibilities may also be reasonable, and results based on those assumptions would be different. Furthermore, actuarial assumptions may be changed from one valuation to the next because of changes in regulatory and professional requirements, developments in case law, plan experience, changes in expectations about the future, and other factors.

The valuation results shown in this report also illustrate the sensitivity to one of the key actuarial assumptions, the discount rate, and the sensitivity to three adverse scenarios. We note that the results presented herein rely on many assumptions, all of which are subject to uncertainty, with a broad range of possible outcomes, and the results are sensitive to all the assumptions used in the valuation.

Should the Plan be wound up, the going concern funded status and solvency financial position, if different from the wind-up financial position, become irrelevant. The hypothetical wind-up financial position estimates the financial position of the Plan assuming it is wound up on the valuation date. Emerging experience will affect the wind-up financial position of the Plan assuming it is wound up in the future. In fact, even if the Plan were wound up on the valuation date, the financial position would continue to fluctuate until the benefits are fully settled.

Decisions about benefit changes, granting new benefits, investment policy, funding policy, benefit security, and/or benefit-related issues should not be made solely on the basis of this valuation, but only after careful consideration of alternative economic, financial, demographic, and societal factors, including financial scenarios that assume future sustained investment losses.

Funding calculations reflect our understanding of the requirements of the [legislation], the Income Tax Act, and related regulations that are effective as of the valuation date. Mercer is not a law firm, and the analysis presented in this report is not intended to be a legal opinion. You should consider securing the advice of legal counsel with respect to any legal matters related to this report.

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## Section 1

# Summary of results

	31.12.2021	31.12.2020
<b>Going Concern Financial Status</b>		
Market value of assets	\$34,411,000	\$31,770,000
Going concern funding target	\$26,014,000	\$26,387,000
Funding excess (shortfall)	\$8,397,000	\$5,383,000
Funded ratio	132%	120%
<b>Hypothetical Wind-up Financial Position</b>		
Wind-up assets (including letter of credit)	\$39,101,000	\$36,460,000
Wind-up liability	\$36,678,000	\$38,229,000
Wind-up excess (shortfall)	\$2,423,000	(\$1,769,000)
Wind-up ratio	107%	95%
<b>Funding Requirements in the Year Following the Valuation <sup>1</sup></b>		
Total current service cost	\$0	\$0
Expense allowance	\$100,000	\$100,000
Total	\$100,000	\$100,000
Minimum special payments	\$0	\$0
Estimated minimum employer contribution (before allowable contribution holiday)	\$100,000	\$100,000
Estimated minimum employer contribution (if contribution holiday taken)	\$100,000	\$100,000
Estimated maximum eligible employer contribution	\$2,567,000	\$6,759,000
Next required valuation date	31.12.2022	31.12.2021

<sup>1</sup> Provided for reference purposes only. Contributions must be remitted to the Plan in accordance with the Minimum Funding Requirements and Maximum Eligible Contributions sections of this report.

## Section 2

# Introduction

### To Transit Windsor:

At the request of Transit Windsor, we have conducted an actuarial valuation of the Contributory Pension Plan for Employees of Transit Windsor (the “Plan”), sponsored by Transit Windsor (the “Company”), as at the valuation date, December 31, 2021. We are pleased to present the results of the valuation.

### Purpose

The purpose of this valuation is to determine:

- The funded status of the Plan as at December 31, 2021 on going concern, hypothetical wind-up, and solvency bases;
- The minimum required funding contributions from 2022, in accordance with the Pension Benefits Standards Act (the “Act”); and
- The maximum permissible funding contributions from 2022, in accordance with the *Income Tax Act*.

The information contained in this report was prepared for the internal use of the Company, and for filing with the Office of the Superintendent of Financial Institutions and with the Canada Revenue Agency, in connection with our actuarial valuation of the Plan. This report will be filed with the Office of the Superintendent of Financial Institutions and with the Canada Revenue Agency. This report is not intended or suitable for any other purpose.

In accordance with pension benefits legislation, the next actuarial valuation of the Plan will be required as at a date not later than December 31, 2022, or as at the date of an earlier amendment to the Plan depending on any funding implications.

### Terms of Engagement

In accordance with our terms of engagement with the Company, our actuarial valuation of the Plan is based on the following material terms:

- It has been prepared in accordance with applicable pension legislation and actuarial standards of practice in Canada.
- As instructed by the Company, the going concern discount rate reflects a margin for adverse deviations of 0.80% per year.
- We have reflected the Company’s decisions for determining the solvency funding requirements, summarized as follows:
  - The same plan wind-up scenario was hypothesized for both hypothetical wind-up and solvency valuations.

- Although permissible, no benefits were excluded from the solvency liabilities.
- The solvency financial position was determined on a market value basis, adjusted in accordance with the regulations to the Pension Benefits Standards Act.

See the Valuation Results – Solvency section of the report for more information.

## Events since the Last Valuation at December 31, 2020

### Pension Plan

There have been no special events since the last valuation date.

This valuation reflects the provisions of the Plan as at December 31, 2021. The Plan has not been amended since the date of the previous valuation, and we are not aware of any pending definitive or virtually definitive amendments coming into effect during the period covered by this report. The Plan provisions are summarized in Appendix F.

### Assumptions

We have used the same going concern valuation assumptions and methods as were used for the previous valuation.

A summary of the going concern methods and assumptions is provided in Appendix C.

The hypothetical wind-up and solvency assumptions have been updated to reflect market conditions at the valuation date. A summary of the hypothetical wind-up and solvency methods and assumptions is provided in Appendix D.

### Regulatory Environment and Actuarial Standards

There have been no changes to the Act or the relevant regulations that impact the funding of the Plan.

OSFI has published a new *Instruction Guide for the Preparation of Actuarial Reports for Defined Benefit Pension Plans* (the “Guide”) in November 2021. The revisions detailed in the Guide apply to actuarial valuations as at December 31, 2021 or after. The changes are reflected in this report.

### Subsequent Events

After checking with representatives of the Company, to the best of our knowledge there have been no events subsequent to the valuation date that, in our opinion, would have a material impact on the results of the valuation as at December 31, 2021.

Since the valuation date, there have been significant fluctuations in the financial markets, including an increase in yields on fixed income and an increase in actual and expected short-term inflation, which may have led to a variation of the funded position of the Plan after the valuation date. Our valuation reflects the financial position of the Plan as of the valuation date and does not take into account any experience after the valuation date.

On September 14, 2021, the Actuarial Standards Board published a revised version of Section 3500 of the Standards of Practice on Pension Commuted Values effective from

February 1, 2022. The revised standards will affect implied rates of inflation used in the Standard and affirmed that the select and ultimate non-indexed rate cannot be less than zero. From the effective date, the revised standards will affect the assumptions used to value liabilities for benefits assumed to be settled through a lump sum transfer. There is no financial impact to the Plan related to these changes.

## Impact of Case Law

This report has been prepared on the assumption that all claims on the Plan after the valuation date will be in respect of benefits payable to members of the Plan determined in accordance with the Plan terms and that all Plan assets are available to provide for these benefits. It is possible that court and regulatory decisions and changes in legislation could give rise to additional entitlements to benefits under the Plan and cause the results in this report to change. By way of example, we bring your attention to the following decisions:

- The Ontario Court of Appeal's 2003 decision in *Aegon Canada Inc. and Transamerica Life Canada versus ING Canada Inc.* restricted the use of original plan surplus where two or more pension plans were merged.
- The Supreme Court of Canada's 2004 decision in *Monsanto Canada Inc. versus Superintendent of Financial Services* upheld the requirement, with retroactive effect, to distribute surplus on partial plan wind-up under the *Pension Benefits Act (Ontario)*.

Although these decisions dealt with Ontario legislation, it is possible that they could have application to other provinces where the underlying language in the *Pension Benefits Act (Ontario)* is similar to language in the legislation of other provinces.

We are not in a position to assess the impact that such decisions or changes could have on the assumption that all plan assets on the valuation date are available to provide for benefits determined in accordance with the Plan terms. If such a claim arises subsequent to the date of this report, the consequences will be dealt with in a subsequent report. We are making no representation as to the likelihood of such a claim.

## Section 3

# Valuation results – Going concern

## Financial Status

A going concern valuation compares the relationship between the value of Plan assets and the present value of expected future benefit cash flows in respect of accrued service, assuming the Plan will be maintained indefinitely.

The results of the current valuation, compared with those from the previous valuation, are summarized as follows:

	31.12.2021	31.12.2020
<b>Assets</b>		
Market value of assets	\$34,411,000	\$31,770,000
<b>Going concern funding target</b>		
Active members	\$1,405,000	\$2,382,000
Pensioners and survivors	\$24,597,000	\$23,913,000
Deferred pensioners	\$12,000	\$92,000
Total	\$26,014,000	\$26,387,000
Funding excess (shortfall)	\$8,397,000	\$5,383,000

The going concern funding target includes a provision for adverse deviations.

## Reconciliation of Financial Status

Funding excess (shortfall) as at previous valuation	\$5,382,000
Interest on funding excess (shortfall) at 4.70% per year	\$253,000
Expected funding excess (shortfall)	\$5,635,000
Net experience gains (losses)	
• Investment return	\$3,396,000
• Indexation	(\$210,000)
• Mortality	(\$167,000)
• Retirement	(\$267,000)
• Expenses	\$8,000
Total experience gains (losses)	\$2,760,000
Net impact of other elements of gains and losses	\$2,000
Funding excess (shortfall) as at current valuation	\$8,397,000

## Current Service Cost

The current service cost is an estimate of the present value of the additional expected future benefit cash flows in respect of pensionable service that will accrue after the valuation date, assuming the Plan will be maintained indefinitely.

The Plan was frozen December 31, 1999 and effective January 1, 2000, pension benefits are earned under OMERS. Since additional benefits do not accrue under the Plan after that date, there is no current service cost for future benefits.

The current service cost during the year following the valuation date, compared with the corresponding value determined in the previous valuation, is as follows:

	2022	2021
Total current service cost excluding expense allowance	\$0	\$0
Expense allowance	\$100,000	\$100,000
Total estimated employer's current service cost	\$100,000	\$100,000

## Discount Rate Sensitivity

The following table summarizes the effect on the going concern liabilities and current service cost shown in this report of using a discount rate that is 1% lower than that used in the valuation.

Scenario	Valuation Basis	Reduce Discount Rate by 1%
Going concern funding liabilities	\$26,014,000	\$28,670,000

Scenario	Valuation Basis	Reduce Discount Rate by 1%
<b>Current service cost</b>		
• Total current service cost	\$100,000	\$100,000

## Plausible Adverse Scenarios

The financial impact on the going concern results of plausible adverse scenarios that would pose threats to the Plan's future financial condition is presented in Appendix G.



## Section 4

# Valuation results – Hypothetical wind-up

## Financial Position

When conducting a hypothetical wind-up valuation, we determine the relationship between the respective values of the Plan's assets and its liabilities assuming the Plan is wound up and settled on the valuation date, assuming benefits are settled in accordance with the Act and under circumstances consistent with the hypothesized scenario on the valuation date. More details on such scenario are provided in Appendix D.

The hypothetical wind-up financial position as of the valuation date, compared with that at the previous valuation, is as follows:

	31.12.2021	31.12.2020
<b>Assets</b>		
Market value of assets	\$34,411,000	\$31,770,000
Face value of the letter of credit	\$4,890,000	\$4,890,000
Termination expense provision	(\$200,000)	(\$200,000)
Wind-up assets	\$39,101,000	\$36,460,000
<b>Present value of accrued benefits for:</b>		
• Active members	\$2,611,000	\$4,588,000
• Pensioners and survivors	\$34,047,000	\$33,503,000
• Deferred pensioners	\$20,000	\$138,000
Total wind-up liability	\$36,678,000	\$38,229,000
Wind-up excess (shortfall) – including letter of credit	\$2,423,000	(\$1,769,000)
Wind-up excess (shortfall) – excluding letter of credit	(\$2,467,000)	(\$6,659,000)

## Wind-up Incremental Cost

The wind-up incremental cost is an estimate of the present value of the projected change in the hypothetical wind-up liabilities from the valuation date until the next scheduled valuation date, adjusted for the benefit payments expected to be made in that period.

The hypothetical wind-up incremental cost determined in this valuation, compared with the corresponding value determined in the previous valuation, is as follows:

	31.12.2021	31.12.2020
Number of years covered by report	1 year	1 year
<b>Total hypothetical wind-up liabilities at the valuation date (A)</b>	\$36,678,000	\$38,229,000
<b>Present value at the valuation date of projected hypothetical wind-up liability at the next required valuation plus expected benefit payments until the next required valuation (B)</b>	\$36,554,000	\$38,122,000
Hypothetical wind-up incremental cost (B – A)	(\$124,000)	(\$107,000)

The incremental cost is not an appropriate measure of the contributions that would be required to maintain the windup position of the Plan even if actual experience is exactly in accordance with the going concern valuation assumptions. For example, the expected return on plan assets (based on the going concern assumptions) is greater than the discount rate used to determine the hypothetical wind-up liabilities.

## Discount Rate Sensitivity

The following table summarizes the effect on the hypothetical wind-up liabilities shown in this report of using a discount rate that is 1% lower than that used in the valuation:

Scenario	Valuation Basis	Reduce Discount Rate by 1%
Total hypothetical wind-up liability	\$36,678,000	\$41,458,000

## Section 5

# Valuation results – Solvency

## Overview

The Act also requires the financial position of the Plan to be determined on a solvency basis. The financial position on a solvency basis is determined in a similar manner to the Hypothetical Wind-up Basis, except for the following:

Exceptions	Reflected in valuation based on the terms of engagement
The circumstance under which the Plan is assumed to be wound up could differ for the solvency and hypothetical wind-up valuations.	The same circumstances were assumed for the solvency valuation as were assumed for the hypothetical wind-up valuation
The benefit rate increases coming into effect after the valuation date can be reflected in the solvency valuation.	Not applicable.

Under the Federal pension legislation, the minimum funding requirements on a solvency basis are based on an alternative solvency basis under which the solvency deficiency and the resulting solvency special payments are based on an average solvency ratio determined over three years (current year plus the previous two) subject to prescribed adjustments. The determination of the solvency deficiency on that basis is detailed in Appendix A. The unadjusted solvency deficiency at the current valuation is presented below.

## Financial Position

The financial position on a solvency basis is the same as the financial position on the Hypothetical Wind-up basis shown in the previous section. The solvency ratio is 106.6%, compared to 95.4% at the previous valuation.

## Section 6

# Minimum funding requirements

The Act prescribes the minimum contributions that the Transit Windsor must make to the Plan. The minimum contributions in respect of a defined benefit component of a pension plan are comprised of going concern current service cost and special payments to fund any going concern or solvency shortfalls.

There is a going concern excess and the solvency assets exceed 105% of the solvency liabilities. Under these circumstances, the Act does not require the employer to contribute to the Plan until after the lesser of the going concern excess, and the amount by which the solvency assets exceeds 105% of the solvency liabilities, has been applied towards the employer's current service cost. The determination of the amounts described above is shown in Appendix A.

Once such amount has been so applied, monthly employer current service cost contributions must resume. On the basis of the assumptions and methods described in this report, the rule for determining the minimum required employer monthly contributions, as well as an estimate of the employer contributions, from the valuation date until the next required valuation are as follows:

Period beginning	Employer's contribution rule		Estimated employer's contributions		
	Explicit monthly expense allowance	Minimum monthly special payments	Monthly expense allowance	Amount which can be used to reduce current service contribution <sup>2</sup>	Minimum monthly contributions
January 1, 2022	\$8,333	\$0	\$8,333	\$8,333	0

The development of the minimum special payments is summarized in Appendix A.

## Other Considerations

### Differences between Valuation Bases

There is no provision in the minimum funding requirements to fund the difference between the hypothetical wind-up and solvency shortfalls, if any.

In addition, although minimum funding requirements do include a requirement to fund the going concern current service cost, there is no requirement to fund the expected growth in the hypothetical wind-up or solvency liability after the valuation date, which could be greater than the going concern current service cost.

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<sup>2</sup> Notwithstanding the funding excess in the Plan, the terms of the Plan or collective agreement may require the Company to make current service cost contributions

## Timing of Contributions

Required contributions must be remitted monthly, not later than 30 days after the end of the period to which they apply. Outstanding contributions will accrue with interest.

## Retroactive Contributions

The Company must contribute the excess, if any, of the minimum contribution recommended in this report over contributions actually made in respect of the period following the valuation date. This contribution, along with an allowance for interest, is due immediately following the date this report is filed.

Any over-contributions made prior to filing this report may be used to reduce the contributions otherwise required to be made following the filing of this report.

## Payment of Benefits

The Act imposes certain restrictions on the payment of lump sums from the Plan when the solvency ratio revealed in an actuarial valuation is less than one.

The Directives of the Superintendent provide that the amount of the initial transfer cannot exceed the “transfer value” (i.e. the commuted value of the pension benefit multiplied by the plan’s “transfer ratio”), where the transfer ratio is the solvency ratio determined in the most recent actuarial report of the plan.

Where the plan’s transfer ratio is less than one, the full commuted value can be transferred, subject to prescribed conditions:

- the plan administrator remits to the fund the amount by which the commuted value exceeds the transfer value (i.e. the “transfer deficiency”), or
- the transfer deficiency for any individual transfer is less than 20% of the Year's Maximum Pensionable Earnings for that year, provided that the sum of all individual commuted values transferred on this basis since the valuation date of the most recent actuarial report does not exceed 5% of the assets of the plan at that valuation date.

Where the full amount of the commuted value is not transferred, the transfer deficiency must be transferred on the earlier of five years from the date the commuted value of the pension benefit was calculated; and the date on which the solvency ratio of the plan is determined to be at least 1.00.

The administrator must comply with the prescribed requirements applicable to the payment of lump sums from the Plan, including the applicable Directives of the Superintendent in relation to portability transfers and annuity purchases.

## Letters of Credit

Minimum funding requirements in respect of solvency deficiencies that otherwise require monthly contributions to the pension fund may be met, in the alternative, by establishing an irrevocable letter of credit subject to the conditions established by the Act. Required solvency special payments in excess of those met by a letter of credit must be met by monthly contributions to the pension fund.

## Section 7

# Maximum eligible contributions

The *Income Tax Act* (the “ITA”) limits the amount of employer contributions that can be remitted to the defined benefit component of a registered pension plan.

In accordance with Section 147.2 of the ITA and *Income Tax Regulation* 8516, for a plan that is underfunded on either a going concern or on a hypothetical wind-up basis, the maximum permitted contributions are equal to the employer’s current service cost, including the explicit expense allowance if applicable, plus the greater of the going concern funding shortfall and hypothetical wind-up shortfall.

For a plan that is fully funded on both going concern and hypothetical wind-up bases, the employer can remit a contribution equal to the employer’s current service cost, including the explicit expense allowance if applicable, as long as the surplus in the plan does not exceed a prescribed threshold. Specifically, in accordance with Section 147.2 of the ITA, for a plan that is fully funded on both going concern and hypothetical wind-up bases, the plan may not retain its registered status if the employer makes a contribution while the going concern funding excess exceeds 25% of the going concern funding target.

Notwithstanding the above, any contributions that are required to be made in accordance with pension benefits legislation are eligible contributions in accordance with Section 147.2 of the ITA and can be remitted.

## Schedule of Maximum Contributions

The Company is permitted to fully fund the greater of the going concern and hypothetical wind-up shortfalls determined without the letter of credit (\$2,467,000), as well as make current service cost contributions. The portion of this contribution representing the payment of the hypothetical wind-up shortfall can be increased with interest at 2.86% per year from the valuation date to the date the payment is made, and must be reduced by the amount of any deficit funding made from the valuation date to the date the payment is made.

Assuming the Company contributes the greater of the going concern and the hypothetical wind-up shortfall determined without the letter of credit of \$(2,467,000) as of the valuation date, the rule for determining the estimated maximum eligible annual contributions, as well as an estimate of the maximum eligible contributions until the next valuation, are as follows:

Year beginning	Employer's contribution rule		Estimated employer's contributions	
	Monthly current service cost	Monthly expense allowance	Deficit Funding	Monthly current service cost including expense allowance
2022	\$0	\$8,333	N/A	\$8,333



## Section 8

# Actuarial opinion

In my opinion, for the purposes of the valuations,

- The membership data on which the valuation is based are sufficient and reliable.
- The assumptions are appropriate.
- The methods employed in the valuation are appropriate.

This report has been prepared, and my opinion given, in accordance with accepted actuarial practice in Canada. It has also been prepared in accordance with the funding and solvency standards set by the Pension benefit Standard Act.



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Chad Spence

Fellow of the Canadian Institute of Actuaries  
Fellow of the Society of Actuaries

June 28, 2022

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Date

## Appendix A

# Prescribed disclosure

### Definitions

The Act defines a number of terms as follows:

Defined Term	Description	Result
Going concern excess (deficit)	Amount by which the going concern assets exceed (are below) the going concern liabilities	\$8,397,000
Unfunded liability	The amount by which the going concern deficit of a plan determined at the valuation date exceeds the present value of going concern special payments of the plan established in respect of periods after the valuation date	\$0
Going concern provision for expenses	Present value of expected future passive investment management expenses <ul style="list-style-type: none"> <li>Included in funding target (liabilities)</li> </ul> Present value of expected future administration expenses <ul style="list-style-type: none"> <li>Included in current service cost</li> </ul>	\$524,000 \$0
Going concern margin for adverse deviations	Present value of margin for adverse deviations <ul style="list-style-type: none"> <li>Included in funding target (liabilities)</li> <li>Included in current service cost</li> </ul>	\$1,827,000 \$0
Going concern special payment	A special payment made in respect of an unfunded liability	\$0
Solvency Liabilities	Liabilities that relate to defined benefit provisions and which are determined on the basis that the plan is terminated	\$36,678,000
Solvency Assets	Market value of the assets that relate to the defined benefit provisions of a plan minus the estimated expense of the winding-up of the plan	\$39,101,000
Solvency Ratio	Ratio of the solvency assets to the solvency liabilities, excluding those solvency assets and solvency liabilities that are attributable to benefits that are paid by means of an annuity, other than a revocable annuity, or an insurance contract	106.6%

Defined Term	Description	Result
Average Solvency Ratio	Arithmetic average of the solvency ratios at the valuation date, the prior valuation date and the prior second valuation date adjusted as prescribed for special payments, contribution holidays, amendments and transfer of assets	102.4%
Adjusted Solvency Asset Amount	Amount determined by multiplying the average solvency ratio by the amount of the solvency liabilities	\$37,573,000
Solvency excess (deficiency)	Amount by which the adjusted solvency asset amount exceeds (is below) the solvency liabilities	\$895,000
Solvency special payment	A special payment made in respect of a solvency deficiency	\$0

## Timing of Next Required Valuation

In accordance with the Act and the Superintendent's Directives, an actuarial report must be prepared annually except where the solvency ratio disclosed in the most recent actuarial report filed under subsection 12(3) of the Act was 1.20 or greater.

Accordingly, the next valuation of the Plan will be required as of December 31, 2022.

## Special Payments

### Going Concern Basis

No special payments are required.

## Solvency Basis

In accordance with the Act and regulations, the solvency excess (deficiency) is defined as the amount by which the adjusted solvency asset amount exceeds (is below) the solvency liabilities. For this purpose, the adjusted solvency asset amount is determined by multiplying the average solvency ratio by the amount of the solvency liabilities. The average solvency ratio, adjusted solvency asset amount and solvency excess (deficiency) are determined as follows:

### Determination of Average Solvency Ratio

	31.12.2019	31.12.2020	31.12.2021
Solvency assets			
Market value of assets	\$34,778,000	\$31,770,000	\$34,411,000
Termination expense provision	(\$200,000)	(\$200,000)	(\$200,000)
Solvency assets (A)	\$34,578,000	\$31,570,000	\$34,211,000
Present value of special payments made (contribution holiday) (B)	\$0	\$0	\$0
Letter of Credit (C)	\$4,890,000	\$4,890,000	\$4,890,000
Solvency assets adjusted for special payments (contribution holiday) and letter of credit (D = A + B + C)	\$39,468,000	\$36,460,000	\$39,101,000
Solvency liabilities (E)	\$37,466,000	\$38,229,000	\$36,678,000
Adjusted solvency ratio (D / E)	105.3%	95.4%	106.6%
Average solvency ratio (F)			102.4%

### Calculation of adjusted solvency asset amount and solvency excess (deficiency)

	31.12.2021	31.12.2020
Average solvency ratio (F)	102.44%	100.89%
Solvency liabilities (E)	\$36,678,000	\$38,229,000
Adjusted solvency asset amount (E × F)	\$37,573,000	\$38,569,000
Solvency excess (deficiency)	\$895,000	\$340,000

Since there is a solvency excess at December 31, 2021, no solvency special payment is required.

## Determination of Amount which Can Be Used to Reduce Current Service Contribution

The Act does not require the employer to contribute to the Plan until after the lesser of the going concern excess, and the amount by which the solvency assets exceed 105% of the solvency liabilities, has been applied towards the employer's current service cost. The determination of such amounts is as follows:

	31.12.2021
Going concern excess (A)	\$8,397,000
Solvency assets (B)	\$39,101,000
Solvency liabilities × 1.05 (C)	\$38,511,900
Maximum amount which can be used to reduce Current Service Contribution = Min (A, B – C), not less than \$0	\$589,100

Notwithstanding this calculation, the terms of the Plan or collective agreement may require the Company to make current service cost contributions.

## Letter of Credit

The Company has secured letters of credit in the amount of \$4,890,005 as at January 1, 2021. From this amount, a cumulative total of \$4,890,005 has been applied in respect of a portion of the minimum required solvency special payments due over the period beginning January 1, 2011 and ending December 31, 2021. As such, there is no remaining face amount that can be applied in respect of future years' special payments.

In accordance with the Act, a plan sponsor may use a letter of credit to fund solvency special payments, up to 15% of solvency liabilities. Accordingly, the maximum face value of the aggregate of all letters of credit secured in lieu of making solvency deficiency payments to the Plan may not exceed \$5,501,700 (15% × \$36,678,000) as at December 31, 2021.

## Appendix B

# Plan assets

The pension fund is held by Sun Life Financial. In preparing this report, we have relied upon fund statements prepared by Sun Life Financial without further audit. Customarily, this information would not be verified by a plan's actuary. We have reviewed the information for internal consistency and we have no reason to doubt its substantial accuracy.

### Reconciliation of Market Value of Plan Assets

The pension fund transactions since the last valuation are summarized in the following table:

	2021
December 31	\$31,770,000
PLUS	
Company's contributions	\$92,000
Investment earnings	\$5,032,000
	<u>\$5,124,000</u>
LESS	
Pensions paid	\$2,085,000
Administration fees	\$123,000
Investment management fees	\$283,000
	<u>\$2,491,000</u>
December 31	\$34,403,000
Gross rate of return <sup>3</sup>	16.46%
Rate of return net of expenses <sup>4</sup>	15.46%

The market value of assets shown in the above table is adjusted to reflect in-transit amounts as follows:

	Current Valuation	Previous Valuation
Market value of invested assets	\$34,403,000	\$31,770,000
In-transit amounts		
• Company's contributions	\$8,000	\$0
Adjusted market value of assets	\$34,411,000	\$31,770,000

<sup>3</sup> Assuming mid-period cash flows.

<sup>4</sup> Assuming mid-period cash flows.

We have tested the pensions paid, the lump sums paid, and the contributions for consistency with the membership data for the Plan members who have received benefits or made contributions. The results of these tests were satisfactory.

## Investment Policy

The plan administrator has adopted a statement of investment policy and procedures. This policy is intended to provide guidelines for the manager(s) as to the level of risk that is consistent with the Plan's investment objectives. A significant component of this investment policy is the asset mix.

The plan administrator is solely responsible for selecting the Plan's investment policies, asset allocations, and individual investments.

The constraints on the asset mix and the actual asset mix at the valuation date are provided for information purposes:

	Investment Policy Target	Actual asset Mix as at December 31, 2021
Public equity	30.0%	15.0%
Bonds	30.0%	16.8%
Private equity	15.0%	20.4%
Infrastructure	22.5%	23.8%
Real Estate	22.5%	19.0%
Cash and economic leverage	(20.0%)	5.0%
	100%	100%

Because the Plan's assets (which are invested in accordance with the above investment policy) are not matched to the Plan's liabilities (which tend to behave like long bonds), the Plan's financial position will fluctuate over time. These fluctuations could be significant and could cause the Plan to become underfunded or overfunded even if the Company contributes to the Plan based on the funding requirements presented in this report.



## Appendix C

# Methods and assumptions – Going concern

## Valuation of Assets

For this valuation, we have used the market value of assets adjusted for in-transit amounts.

## Going Concern Funding Target

Over time, the real cost to the employer of a pension plan is the excess of benefits and expenses over member contributions, if any, and investment earnings. The actuarial cost method allocates this cost to annual time periods.

For purposes of the going concern valuation, we have continued to use the unit credit actuarial cost method. Under this method, we determine the present value of benefit cash flows expected to be paid in respect of service accrued prior to the valuation date. This is referred to as the funding target. For each individual plan member, accumulated contributions with interest are established as a minimum actuarial liability.

The funding excess or funding shortfall, as the case may be, is the difference between the market or smoothed value of assets and the funding target. A funding excess on a market value basis indicates that the current market value of assets and expected investment earnings are expected to be sufficient to meet the cash flows in respect of benefits accrued to the valuation date as well as expected expenses – assuming the plan is maintained indefinitely. A funding shortfall on a market value basis indicates the opposite – that the current market value of the assets is not expected to be sufficient to meet the plan's cash flow requirements in respect of accrued benefits, absent additional contributions.

As required under the Act, a funding shortfall must be amortized over no more than 15 years through special payments. A funding excess may, from an actuarial standpoint, be applied immediately to reduce required employer current service contributions unless precluded by the terms of the plan or by legislation.

The actuarial cost method used for the purposes of this valuation produces a reasonable matching of contributions with accruing benefits. Because benefits are recognized as they accrue, the actuarial cost method provides an effective funding target for a plan that is maintained indefinitely.

## Current Service Cost

No employer current service cost is required, as effective December 31, 1999 the plan was frozen. Pension benefits for service after January 1, 2000 are provided under OMERS.

## Actuarial Assumptions – Going Concern Basis

The present value of future benefit payment cash flows is based on economic and demographic assumptions. At each valuation we determine whether, in our opinion, the actuarial assumptions are still appropriate for the purposes of the valuation, and we revise them, if necessary. Emerging experience will result in gains or losses that will be revealed and considered in future actuarial valuations.

The table below shows the various assumptions used in the current valuation in comparison with those used in the previous valuation.

Assumption	Current valuation	Previous valuation
<b>Discount rate:</b>	4.70%	4.70%
<b>Explicit expenses:</b>	\$100,000	\$100,000
<b>Inflation:</b>	2.00%	2.00%
<b>ITA limit / YMPE increases:</b>	3.00%	3.00%
<b>Pensionable earnings increases:</b>	N/A	N/A
<b>Post-retirement pension increases (for benefits indexed at 75% x CPI less 1%):</b>	0.50%	0.50%
<b>Post-retirement pension increases (for benefits indexed at 75% x CPI less 2%):</b>	0.00%	0.00%
<b>Retirement rates:</b>	Age-related table	Age-related table
<b>Termination rates:</b>	Age-related table	None
<b>Mortality rates:</b>	100% of the rates of the 2014 Private Sector Canadian Pensioners Mortality Table (CPM2014Priv)	100% of the rates of the 2014 Private Sector Canadian Pensioners Mortality Table (CPM2014Priv)
<b>Mortality improvements:</b>	Fully generational using CPM Improvement Scale B (CPM-B)	Fully generational using CPM Improvement Scale B (CPM-B)
<b>Disability rates:</b>	None	None
<b>Eligible spouse at retirement:</b>	80%	80%
<b>Spousal age difference:</b>	Male 3 years older	Male 3 years older

The assumptions are best estimate with the exception that the discount rate includes a margin for adverse deviations, as shown below.

## Age and Service Related Tables

Members are assumed to retire in accordance with the following rates:

- 50% of members retire at the later of age 55 and 30 years of continuous service
- 10% of remaining members retire each year thereafter
- 100% of remaining members retire at age 65

## Rationale for Assumptions

A rationale for each of the assumptions used in the current valuation is provided below.

### Discount Rate

We have discounted the expected benefit payment cash flows using the expected investment return on the market value of the fund net of fees and less a margin for adverse deviations.

The discount rate is comprised of the following:

- An **assumed investment return** based on estimated returns for each major asset class that are consistent with market conditions on the valuation date on the expected time horizon over which benefits are expected to be paid, and on the target asset mix specified in the Plan's investment policy, subject to the 5.75% limit established in OSFI guidance. Consistent with market observable and available data, the assumed investment return is a gross return for all assets.
- An **active investment management expense provision** of 20 bps. We have assumed that these fees would be offset by an equivalent **additional return resulting from active investment management**.
- An **assumed passive investment management expense provision** which represents the hypothetical fees for passive investment management of assets, based on estimated fees charged by index managers for balanced mandates.
- A **margin for adverse deviations** of 0.80% as per the terms of engagement.

The discount rate was developed as follows:

Assumed investment return	5.75%
Additional returns for active investment management	0.20%
Active investment management expense provision	(0.20%)
Assumed passive investment management expense provision	(0.25%)
Margin for adverse deviations	(0.80%)
Net discount rate	4.70%

### Explicit Expenses

The assumption is based on the average amount of non-investment expenses over the last 3 years.

### Inflation

The inflation assumption is based on the mid-point of the Bank of Canada's inflation target range of between 1% and 3%.

### Income Tax Act Pension Limit and Year's Maximum Pensionable Earnings

The assumption is based on historical real economic growth and the underlying inflation assumption.

### Post-Retirement Pension Increases

The assumption is based on the Plan formula and inflation assumption above.

### Retirement Rates

Due to the size of the Plan, there is no meaningful retirement experience. The assumption is based on the Plan provisions and our experience with similar plans and employee groups.

### Termination Rates

Use of a different assumption would not have a material impact on the valuation

### Mortality Rates

The assumption for the mortality rates is based on the Canadian Pensioners' Mortality (CPM) study published by the Canadian Institute of Actuaries in February 2014.

Due to the size of the Plan, specific data on plan mortality experience is insufficient to determine the mortality rates. It was determined to use the CPM mortality rates from the private sector without adjustment after considering plan-specific characteristics, such as the type of employment, the industry experience, the pension and employment income for the plan members, and data in the CPM study.

There is broad consensus among actuaries and other longevity experts that mortality improvement will continue in the future, but the degree of future mortality improvement is uncertain. Two mortality improvement scales were recently published by the Canadian Institute of Actuaries (CIA) and may apply to Canadian pension valuations:

- The Canadian Pensioners Mortality (CPM) study published in February 2014 included CPM Improvement Scale B (CPM-B).
- A report released by the Task Force on Mortality Improvement on September 20, 2017 includes an analysis of the rate of mortality improvement for the Canadian population

## **Mortality Rates**

and provides for mortality improvement scale MI-2017 to be considered for the purpose of reflecting future mortality improvement in Canadian actuarial work, while acknowledging that it might be appropriate to use alternative mortality improvement assumptions to reflect the nature of the work.

The CIA Committee on Pension Plan Financial Reporting published a revised version of the Educational Note on the Selection of Mortality Assumptions for Pension Plan Valuations on December 21, 2017. The Educational Note indicates that given the publication of the CPM-B and MI-2017 improvement scales and the similar data sets used in their development, it may be appropriate to use either scale in the absence of credible information to the contrary, such as the publication of a successor scale by the CIA.

COVID-19 has impacted mortality rates globally. Statistics Canada reported excess mortality in 2020 and 2021 for the general Canadian population and other peer countries globally have also seen excess mortality over the course of the pandemic. Mortality experience for the plan has been reflected up to the date of the valuation. We have not adjusted the expected mortality rates for Plan members after the valuation date. The long-term implications of the pandemic on mortality rates is unclear as at the date of this report. Credible plan specific experience and relevant broader observed mortality trends after the report date will be reflected in future valuations.

For the current valuation, we have continued to use the CPM-B scale, which is a reasonable outlook for future mortality improvement.

Based on the assumption used, the life expectancy of a member age 65 at the valuation date is 21.9 years for males and 24.3 years for females.

## **Disability Rates**

Use of a different assumption would not have a material impact on the valuation.

## **Eligible Spouse**

The assumption is based on an industry standard for non-retired members (actual status used for retirees).

## **Spousal Age Difference**

The assumption is based on an industry standard showing males are typically 3 years older than their spouse.

## Appendix D

# Methods and assumptions – Hypothetical wind-up and solvency

## Hypothetical Wind-up Basis

The Canadian Institute of Actuaries requires actuaries to report the financial position of a pension plan on the assumption that the plan is wound up on the effective date of the valuation, with benefits determined on the assumption that the pension plan has neither a surplus nor a deficit.

To determine the actuarial liability on the hypothetical wind-up basis, we have valued those benefits that would have been paid had the Plan been wound up on the valuation date, with all members fully vested in their accrued benefits.

The Standards of Practice of the Canadian Institute of Actuaries require that the scenario upon which the hypothetical wind-up valuation is based be postulated. OSFI expects this scenario to be based on a reasonable expectation of the most likely situation that would lead to the plan terminating at the valuation date or, if all such scenarios are equally unlikely, on the scenario with the highest liabilities. The circumstances in which the Plan wind-up is assumed to have taken place are as follows:

- The employer's business is discontinued on the valuation date
- The employer's business continues its operation.

It should be noted, however, that there are no benefits under the plan contingent upon the circumstances of the plan wind-up or contingent upon other factors. The postulated scenario has no impact on the benefits payable. No benefits payable on plan wind-up were excluded from our calculations. The plan wind-up is assumed to occur in circumstances that maximize the actuarial liability.

Upon plan wind-up, members are given options for the method of settling their benefit entitlements. The options vary by eligibility and by province of employment, but in general, involve either a lump sum transfer or an immediate or deferred pension.

The value of benefits assumed to be settled through a lump sum transfer is based on the assumptions described in Section 3500 – *Pension Commuted Values* of the Canadian Institute of Actuaries' Standards of Practice applicable for December 31, 2021.

Benefits provided as an immediate or deferred pension are assumed to be settled through the purchase of annuities based on an estimate of the cost of purchasing annuities.

However, there is limited data available to provide credible guidance on the cost of a purchase of indexed annuities in Canada. In accordance with the *Canadian Institute of*

*Actuaries Educational Note: Assumptions for Hypothetical Wind-up and Solvency Valuations with Effective Dates on and after December 31, 2021 and no later December 30, 2022 (the "Educational Note")*, we have assumed that an appropriate proxy for estimating the cost of such purchase is using the yield on the long-term Government of Canada Real Return bonds, reduced by 0.4%.

The Educational Note provides guidance on estimating the cost of annuity purchases assuming a typical group of annuitants. That is, no adjustments for sub- or super-standard mortality are considered. However, it is expected that insurers will consider plan experience and certain plan-specific characteristics when determining the mortality basis for a particular group. The Educational Note states that the actuary would be expected to make an adjustment to the regular annuity purchase assumptions where there is demonstrated substandard or super-standard mortality or where an insurer might be expected to assume so. In such cases, the actuary would be expected to make an adjustment to the mortality assumption in a manner consistent with the underlying annuity purchase basis. Given the uncertainty surrounding the actual mortality basis that would be typical of a group annuity purchase, it is reasonable to assume that there is a range of bases that can be expected not to be materially different from the actual mortality basis. Therefore, an adjustment to the regular annuity purchase assumptions would be warranted when the plan's assumed basis falls outside that range.

In this context, we have determined that no adjustment to the mortality rates used in the regular annuity purchase assumptions is required.

We have not included a margin for adverse deviations in the solvency and hypothetical wind-up valuations.



The assumptions are as follows:

<b>Form of Benefit Settlement Elected by Member</b>	
Lump sum:	70% of non-pensioners under age 55 and with less than 30 years of service
Annuity purchase:	All remaining members are assumed to elect to receive their benefit entitlement in the form of a deferred or immediate pension.
<b>Basis for Benefits Assumed to be Settled through a Lump Sum</b>	
Mortality rates:	100% of the rates of the 2014 Canadian Pensioners Mortality Table (CPM2014) with fully generational improvements using CPM Scale B
Interest rate:	2.30% per year for 10 years, 3.40% per year thereafter
Indexation rate for benefits indexed at 75% of CPI less 2%:	0.00%
Indexation rate for benefits indexed at 75% of CPI less 1%:	0.13%
<b>Basis for Benefits Assumed to be Settled through the Purchase of an Annuity</b>	
Mortality rates:	100% of the rates of the 2014 Canadian Pensioners Mortality Table (CPM2014) with fully generational improvements using CPM Scale B
Adjustment to mortality rates:	No adjustment
Interest rate:	2.86% per year based on a duration of 11.53 years determined for the liabilities assumed to be settled through the purchase of an annuity.
Indexation rate for benefits indexed at 75% of CPI less 2%:	0.75% per year
Indexation rate for benefits indexed at 75% of CPI less 1%:	1.75% per year
<b>Retirement Age</b>	
Maximum value:	Members are assumed to retire with a 50% probability at the age that maximizes the value of their entitlement from the Plan and a 50% probability at the member's earliest unreduced age in accordance with applicable legislation and based on the eligibility requirements that have been met at the valuation date
<b>Other Assumptions</b>	
Final average earnings:	N/A
Family composition:	Same as for going concern valuation

Termination expenses:	\$200,000
-----------------------	-----------

To determine the hypothetical wind-up position of the Plan, a provision has been made for estimated termination expenses payable from the Plan's assets in respect of actuarial and administration expenses that may reasonably be expected to be incurred in terminating the Plan and to be charged to the Plan.

In addition, termination expenses also include a provision for transaction fees related to the liquidation of the Plan's assets and for expenses that may reasonably be expected to be paid by the pension fund under the postulated scenario between the wind-up date and the settlement date. It was assumed for this purpose that the termination process would extend over a two-year period.

Expenses associated with the distribution of any surplus assets that might arise on an actual wind-up are also not included in the estimated termination expense provisions.

In determining the provision for termination expenses payable from the Plan's assets, we have assumed that the plan sponsor would not be solvent on the wind-up date. We have also assumed, without analysis, that the Plan's terms as well as applicable legislation and court decisions would permit the relevant expenses to be paid from the Plan.

Although the termination expense assumption is a best estimate, actual fees incurred on an actual plan wind-up may differ materially from the estimates disclosed in this report.

## Incremental Cost

In order to determine the incremental cost, we estimate the hypothetical wind-up liabilities at the next valuation date. We have assumed that the cost of settling benefits by way of a lump sum or purchasing annuities remains consistent with the assumptions described above. Since the projected hypothetical wind-up liabilities will depend on the membership in the Plan at the next valuation date, we must make assumptions about how the Plan membership will evolve over the period until the next valuation.

We have assumed that the Plan membership will evolve in a manner consistent with the going concern assumptions as follows:

- Members terminate, retire, and die consistent with the termination, retirement, and mortality rates used for the going concern valuation.
- The Income Tax Act pension limit, and the Year's Maximum Pensionable Earnings increase in accordance with the related going concern assumptions.

## Solvency Basis

In determining the financial position of the Plan on the solvency basis, we have used the same assumptions and methodology as were used for determining the financial position of the Plan on the hypothetical wind-up basis.

The solvency position is determined in accordance with the requirements of the Act.

## Appendix E

# Membership data

### Analysis of Membership Data

The actuarial valuation is based on membership data as at December 31, 2021, provided by Transit Windsor.

We have applied tests for internal consistency, as well as for consistency with the data used for the previous valuation. These tests were applied to membership reconciliation, basic information (date of birth, date of hire, date of membership, gender, etc.), pensionable earnings, pensionable service, contributions accumulated with interest, and pensions to retirees and other members entitled to a deferred pension. Contributions, lump sum payments, and pensions to retirees were compared with corresponding amounts reported in financial statements. The results of these tests were satisfactory.

If the data supplied are not sufficient and reliable for its intended purpose, the results of our calculation may differ significantly from the results that would be obtained with such data. Although Mercer has reviewed the suitability of the data for its intended use in accordance with accepted actuarial practice in Canada, Mercer has not verified or audited any of the data or information provided.

Plan membership data are summarized below. For comparison, we have also summarized corresponding data from the previous valuation.

	31.12.2021	31.12.2020
<b>Active Members</b>		
Number	26	37
Proportion of males	69.2%	64.9%
Total annual frozen pension	\$99,644	\$167,971
Average annual frozen pension	\$3,832	\$4,540
Average years of pensionable service	5.6	6.5
Average age	57.6	57.1
Accumulated contributions with interest	\$344,478	\$584,190
<b>Deferred Pensioners</b>		
Number	1	3
Proportion of males	0%	0%
Total annual pension	\$897	\$6,223
Average annual pension	\$897	\$2,074
Average age	62.4	62.4
<b>Pensioners and Survivors</b>		
Number	204	200
Proportion of males	73.0%	73.0%
Total annual lifetime pension	\$1,944,414	\$1,904,915
Average annual lifetime pension	\$9,531	\$9,525
Average age	72.8	72.7
<b>Supplemental Pension</b>		
Number	43	45
Proportion of males	93.0%	97.8%
Total annual pension	\$141,547	\$153,732
Average annual pension	\$3,292	\$3,416
Average age	61.8	62.1
<b>Special Additional Supplemental Pension</b>		
Number	7	9
Proportion of males	100%	100%
Total annual pension	\$13,190	\$17,122
Average annual pension	\$1,884	\$1,902
Average age	58.0	58.6

	31.12.2021	31.12.2020
<b>Annuity certain only</b>		
Number	4	N/A
Proportion of males	75%	N/A
Total annual pension	\$15,690	N/A
Average annual pension	\$3,923	N/A
Average remaining guarantee period	8.9	N/A

The membership movement for all categories of membership since the previous actuarial valuation is as follows:

	Actives	Deferred Pensioners	Pensioners and survivors	Annuity Certain Remaining Only	Total
Total at 31.12.2020	37	3	200	0	240
New entrants					0
Terminations:					
• Not vested					0
• Transfers/lump sums	(2)	(1)			(3)
• Deferred pensions					0
Deaths	(1)		(11)	4	(8)
Retirements	(8)	(1)	9		0
Beneficiaries			6		6
Total at 31.12.2021	26	1	204	4	235

The distribution of the active members by age and continuous service as at the valuation date is summarized as follows:

Age	Years of Continuous Service							Total
	0-4	5-9	10-14	15-19	20-24	25-29	30 +	
Under 35								
35 to 39								
40 to 44						1		1
						N/A		N/A
45 to 49								
50 to 54					5		1	6
					\$1,139		N/A	\$1,487
55 to 59					3	1	5	9
					\$1,319	N/A	\$6,947	\$4,569
60 to 64					3	1	6	10
					\$604	N/A	\$7,137	\$4,804
65 +								
Total					11	3	12	26
					\$1,042	\$2,465	\$6,732	\$3,832

The distribution of the inactive members by age as at the valuation date is summarized as follows:

Age	Pensioners and Survivors		Supplementary Pension		Special Additional Supplemental Pension	
	Number	Average Pension	Number	Average Pension	Number	Average Pension
< 50						
50 – 54						
55 – 59	7	7,805	7	2,710	7	1,884
60 – 64	38	9,104	36	3,405		
65 – 69	45	9,778				
70 – 74	40	10,288				
75 – 79	22	10,192				
80 – 84	26	10,594				
85 – 89	16	8,903				
90 – 94	8	5,341				
95 – 99	1	N/A				
100 +	1	N/A				
Total	204	9,531	43	3,292	7	1,884



## Appendix F

# Summary of plan provisions

Mercer has used and relied on the plan documents, including amendments and interpretations of plan provisions, supplied by Transit Windsor. If any plan provisions supplied are not accurate and complete, the results of any calculation may differ significantly from the results that would be obtained with accurate and complete information. Moreover, plan documents may be susceptible to different interpretations, each of which could be reasonable, and the results of estimates under each of the different interpretations could vary.

This valuation is based on the plan provisions in effect on December 31, 2021. Since the previous valuation, the Plan has not been amended.

The following is a summary of the main provisions of the Plan in effect on December 31, 2021. This summary is not intended as a complete description of the Plan.

### Background

The Plan became effective December 4, 1964.

Benefits are based on a set formula and are entirely paid for by the Company.

The Plan was frozen for future service accruals effective December 31, 1999. Pension benefits for service after January 1, 2000 are earned under the OMERS pension plan.

### Eligibility for Membership

Participation in the plan was automatic for all employees who were members of Division 616 of the Amalgamated Transit Union and all employees in a clerical, secretarial or supervisory position within the Company. Full time employees became members on the first day of work at a probationary rate of pay. Part time employees became members when they satisfied the minimum legislated requirements for eligibility.

No new members are permitted to join the plan on and after January 1, 2000.

## **Employee Contributions**

Prior to July 1, 1995:

- 5.0% of Annual Plan Compensation less 1.8% or the applicable CPP contribution percentage of the portion of such Annual Plan Compensation on which CPP contributions are determined

July 1, 1995 to January 1, 1998

- 5.0% of Annual Plan Compensation less the required CPP contributions (determined on the basis CPP contributions rules in 1995)

January 1, 1998 to January 1, 2000

- 4.0% of Annual Plan Compensation

On and after January 1, 2000

- No member contributions to the Plan are required or permitted  
Member contributions are subject to limits imposed by the Income Tax Act (Canada). Interest on employee contributions is credited based on rates of return declared by the Company up to December 31, 1987 and for each Plan year commencing January 1, 1988, using a rate equal to the average of the month end yields reported for CANSIM Series V122515 for the immediately preceding plan year.

Voluntary member contributions are not permitted.

## **Retirement Dates**

Normal Retirement Date

- The normal retirement date is the first day of the month coincident with or next following the member's 65<sup>th</sup> birthday.

Early Retirement Date

- If a member has been in the Plan for at least two years, the member may choose to retire as early as age 55.

**Normal Retirement  
Pension**

- a. In respect of service prior to May 3, 1971, the amount shown opposite the member's name in Schedule A of the Plan

PLUS

- b. In respect of service from May 3, 1971 to June 30, 1995, 50% of aggregate member contributions made during the period

PLUS

- c. In respect of service from January 1, 1987 to June 30, 1995, 50% of additional member contributions that are deemed to have been made during that period if the CPP offset applicable to the member's contribution formula remained at 1.8%

PLUS

- d. In respect of service from July 1, 1995 to February 28, 1997, for each year 1.25% of the first \$10,000 of Annual Plan Compensation plus 1.50% of the next \$25,000 plus 2.00% of any excess

PLUS

- e. In respect of service from March 1, 1997 to December 31, 1997, for each year 1.20% of the first \$35,000 of Annual Plan Compensation plus 2.00% of any excess

PLUS

- f. In respect of service from January 1, 1988 to December 31, 1999, for each year 2.00% of Annual Plan Compensation

Effective January 1, 1998 the plan was amended to upgrade benefits earned in the period from January 1, 1992 to December 31, 1997 under paragraphs b, c, d and e above using 1997 Annual Plan Compensation.

## Early Retirement Pension

If a member retires early, the member will be entitled to a pension that is calculated the same way as for a normal retirement. The basic pension payable, however, will be reduced depending on the particular early retirement provision of the Plan under which the member retired.

### “30 and Out”

A member who has completed at least 30 years of continuous service on his early retirement date will receive the following benefits, unreduced:

- Basic Pension: a monthly pension commencing on his early retirement date equal to the member's accrued monthly lifetime pension
- Supplemental Pension: a monthly pension commencing on his early retirement date equal to \$20 multiplied by his pensionable service (maximum of 30 years of pensionable service). The supplemental pension is payable until the earlier of the member's death or normal retirement date.
- Special Additional Supplemental Pension: a monthly pension commencing on his early retirement date equal to \$40 multiplied by his pensionable service earned after January 1, 1996. The special additional supplemental pension is payable until the earlier of the member's death or age 60.
- Only the basic pension is subject to the indexing increases described below.

### “55 and 10”

- A member who has attained age 55 and completed at least 10 years of continuous service on his early retirement date will receive the following benefits, reduced in accordance with the following table:

Age at Pension Commencement	Early Retirement Factor
65	1.00
64	0.94
63	0.88
62	0.82
61	0.76
60	0.70
59	0.66
58	0.62
57	0.58
56	0.54
55	0.50

## Early Retirement Pension Continued

- Basic Pension: a monthly pension commencing on his early retirement date equal to the member's accrued monthly lifetime pension, multiplied by the applicable early retirement factor.
- Supplemental Pension: a monthly pension commencing on his early retirement date equal to \$20 multiplied by his pensionable service (maximum of 30 years of pensionable service), multiplied by the applicable early retirement factor. The supplemental pension is payable until the earlier of the member's death or normal retirement date.
- Special Additional Supplemental Pension: a monthly pension commencing on his early retirement date equal to \$40 multiplied by his pensionable service earned after January 1, 1996, multiplied by the applicable early retirement factor. The special additional supplemental pension is payable until the earlier of the member's death or age 60.
- Only the basic pension is subject to the indexing increases described below.

### **"55 and 2"**

A member who has attained age 55 and completed at least 2 years of continuous service on his early retirement date will receive a basic pension commencing his early retirement date equal to the member's accrued monthly lifetime pension, actuarially reduced.

The basic pension is subject to the indexing increases described below.

## Indexation of Pension Benefits

Pension benefits payable under the Plan are indexed to increases in the CPI as follows:

For employees who retired prior to January 1, 1989:

- pension benefits indexed annually at  $75\% \times \text{CPI} - 2\%$

For employees who retire on or after January 1, 1989

- pension benefits accrued for service prior to January 1, 1987 are indexed annually at  $75\% \times \text{CPI} - 2\%$
- pension benefits accrued for service on or after January 1, 1987 are indexed annually at  $75\% \times \text{CPI} - 1\%$
- Benefits are indexed starting from the date of vested termination or from the date of retirement. Any indexation increases are implemented as of April 1 of each year.

## **Disability Benefits and Retirement**

If a member became totally and permanently disabled as defined in the Plan before December 31, 1999 and is in receipt of disability income benefits under the Disability Income Plan of the Company, he will continue to accrue benefits under this Plan up to December 31, 1999 using the earnings related formula in effect at the date the member became disabled, with the level of earnings at that time.

If a member became totally and permanently disabled before March 31, 1998 (or, if the member has 10 or more years of continuous service and became totally and permanently disabled on or after March 31, 1998 and prior to December 31, 1999) and subsequently recovers from his disability to the extent that he no longer qualifies for benefits under the Disability Income Plan, but is still unable to return to work with the Company, he may retire early under the Plan. If the member has not attained age 55, the applicable early retirement reduction factor will be the tabular factor in the Plan assuming the member is age 55. No supplemental benefit is payable where early disability retirement occurs prior to the earlier of age 55 or 30 years of continuous service.

## **Maximum Pension**

The total annual pension payable from the Plan upon retirement, death or termination of employment cannot exceed the lesser of:

- 2% of the average of the best three consecutive years of total compensation paid to the member by the Company, multiplied by total pensionable service; and
- \$3,245.56 or such other maximum permitted under the Income Tax Act, multiplied by the member's total pensionable service.

The maximum pension is determined at the date of pension commencement.

## **Death Benefits**

Pre-retirement:

- If a member dies prior to retirement, the death benefit payable will be equal to the Commuted Value of his accrued pension plus a refund of any Excess Contributions. A subsidized death benefit may be available to the member's surviving spouse.

Post retirement:

- If a member dies prior to retirement, the death benefit payable will be equal to the Commuted Value of his accrued pension plus a refund of any Excess Contributions. A subsidized death benefit may be available to the member's surviving spouse.

## **Termination Benefits**

A deferred lifetime pension equal to the accrued pension, adjusted to reflect any excess contributions.

Deferred pensions are payable commencing at age 65, however; a member may elect to receive an actuarially reduced pension as early as age 55.

- In lieu of a deferred pension, a member may transfer the commuted value of the pension into another retirement vehicle in accordance with the applicable provincial legislation.

## Appendix G

# Plausible adverse scenarios

In this Appendix, the financial impact on the Plan's going concern results (i.e., going concern financial position at the valuation date and current service cost from the valuation date to the next valuation date) of plausible adverse scenarios that would pose threats to the Plan's future financial condition is summarized in the following tables for the following risks:

- Interest rate risk - an immediate parallel decrease in market interest rates of 20 basis points;
- Deterioration of asset values - an immediate decrease of 7.5% in the market value of non-fixed income assets; and
- Longevity risk - Longevity risk, that life expectancy from the valuation date at age 65 for a male and a female would increase by 1.6 years and 1.4 years, respectively.

Scenario	Going Concern Valuation Results as at 31.12.2021	Plausible Adverse Scenario Results as at 31.12.2021		
		Interest Rate Risk	Deterioration of Asset Values	Longevity Risk
Going Concern Financial Status				
Market value of assets	\$34,411,000	\$35,321,000	\$31,830,000	\$34,411,000
Going concern funding target	\$26,014,000	\$26,510,000	\$26,014,000	\$26,837,000
Funding excess (shortfall)	\$8,397,000	\$8,811,000	\$5,816,000	\$7,574,000
Estimated Employer's Current Service Cost including expense allowance and Provision for Adverse Deviation				
2022	\$100,000	\$100,000	\$100,000	\$100,000

The balance of this Appendix provides details of the plausible adverse scenarios selected and the determination of the impact on the going concern results.

## Interest Rate Risk

The purpose of this scenario is to illustrate the sensitivity of the Plan's going concern results to the potential that interest rates will be lower than expected. For this purpose, we have assumed an immediate parallel decrease in market interest rates underlying fixed income



investments, where fixed income investments include the following categories as shown in the investment policy summarized in Appendix B.

Using a methodology consistent with the one used to determine the going concern discount rate, we have determined that a parallel decrease in market interest rates of 80 basis points would have a non-trivial probability (between 1 in 10 and 1 in 20) of occurring within the year following the valuation date. For purpose of this scenario, we have assumed that such a decrease in market interest rates would occur immediately on the valuation date and would have the following impact on the value of assets and going concern assumptions:

Defined Term	Description
<b>Market value of assets</b>	The decrease in market interest rates has been assumed to affect only the market value of the fixed income investments. The decrease is assumed to have occurred immediately on the valuation date.
<b>Discount rate assumption</b>	It was assumed that the decrease in market interest rates affects only the expected return on assets for the fixed income portion of assets. The same margin for adverse deviations was used. The discount rate assumption was therefore decreased from 4.70% to 4.50%.
<b>Other assumptions</b>	Except as mentioned above, all assumptions used were the same as those used for this valuation. In particular, the discount rate used to value benefits assumed to be settled through a lump sum was not changed.

## Deterioration of Asset Values

The purpose of this scenario is to illustrate the sensitivity of the Plan's going concern results to a deterioration of asset values. For this purpose, we assumed an immediate reduction in the market value of the Plan's non-fixed income assets, where non-fixed income investments include the following categories as shown in the investment policy summarized in Appendix B.

Using a methodology consistent with the one used to determine the going concern discount rate, we have determined that a decrease of 7.5% in the market value of value of non-fixed income assets would have a non-trivial probability (between 1 in 10 and 1 in 20) of occurring within the year following the valuation date. For purpose of this scenario, we have assumed that such a decrease would occur immediately on the valuation date and would have the following impact on the value of assets and going concern assumptions:

Market value of assets	The decrease in the market value of the non-fixed income portion of assets is assumed to have occurred immediately on the valuation date.
Going concern assumptions	This scenario is assumed to have no impact on the assumptions used for this valuation.

## Longevity Risk

The purpose of this scenario is to illustrate the sensitivity of the Plan's going concern results to the potential that pension plan members will live longer than expected. For this purpose, we have determined that a plausible adverse scenario would be to assume that future mortality improvements<sup>5</sup> will be in line with the average improvements experienced by the Canadian population<sup>6</sup> over the most recent 15-year period available, with uniform improvement rates for all future years but varying by age<sup>7</sup> and gender.

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<sup>5</sup> i.e. starting one year after the valuation in this context

<sup>6</sup> Based on Canadian population experience from the Hum Mortality Database from 2002 to 2016

<sup>7</sup> improvement rates below age 45 are set to those at age 45

## Appendix H

# Employer Certification

With respect to the Report on the Actuarial Valuation for Funding Purposes as at December 31, 2021 of the Transit Windsor, I hereby certify that, to the best of my knowledge and belief:

- The valuation reflects the terms of the Company's engagement with the actuary described in Section 2 of this report, particularly the decision to include a margin of 0.80% in the discount rate used to perform the going concern valuation.
- A copy of the official plan documents and of all amendments made up to December 31, 2021 was provided to the actuary and is reflected appropriately in the summary of plan provisions contained herein.
- The Company has secured a letter of credit in the amount of \$4,890,005.
- The asset information summarized in Appendix B is reflective of the Plan's assets.
- The membership data provided to the actuary included a complete and accurate description of every person who is entitled to benefits under the terms of the Plan for service up to December 31, 2021
- All events subsequent to December 31, 2021 that may have an impact on the Plan have been communicated to the actuary.

June 28, 2022

Date



Signed

Dan Seguin

Name



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**Committee Matters: SCM 223/2022**

**Subject: The Contributory Pension Plan for Employees of Transit Windsor - Audited Financial Statements for the year ended December 31, 2021 - City Wide**

Moved by: Councillor Kaschak

Seconded by: Councillor Costante

Decision Number: **ETPS 912**

THAT the Environmental, Transportation & Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, and City Council:

- I. **APPROVE** the Audited Financial Statements as at December 31, 2021, of the Contributory Pension Plan Fund for Employees of Transit Windsor; and,
- II. **ACKNOWLEDGE** that the audited financial statements have been filed with the Office of the Superintendent of Financial Institutions Canada (OSFI) by the Deputy Treasurer - Financial Accounting and Corporate Controls, as the Plan Administrator and as required by legislation.

Carried.

Report Number: C 122/2022

Clerk's File: MT2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 9.2. from the Environment, Transportation & Public Safety Standing Committee Meeting held July 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220808/-1/7348>

**Subject: The Contributory Pension Plan for Employees of Transit Windsor - Audited Financial Statements for the year ended December 31, 2021 - City Wide**

**Reference:**

Date to Council: July 27, 2022

Author: Dan Seguin

Deputy Treasurer - Financial Accounting and Corporate Controls

519-255-6100 ext 1663

dseguin@citywindsor.ca

Financial Accounting

Report Date: July 8, 2022

Clerk's File #: MT2022

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

**Recommendation:**

THAT the Environmental, Transportation & Public Safety Standing Committee sitting as the Transit Windsor Board of Directors and City Council:

- I. **APPROVE** the Audited Financial Statements as at December 31, 2021, of the Contributory Pension Plan Fund for Employees of Transit Windsor; and,
- II. **ACKNOWLEDGE** that the audited financial statements have been filed with the Office of the Superintendent of Financial Institutions Canada (OSFI) by the Deputy Treasurer - Financial Accounting and Corporate Controls, as the Plan Administrator and as required by legislation.

**Executive Summary:**

N/A

**Background:**

The Contributory Pension Plan for the Employees of Transit Windsor is a defined benefit plan established to provide pension benefits to all employees of Transit Windsor who meet the eligibility requirements as specified in the plan document. The Plan is registered with the Canada Revenue Agency (CRA) under the Federal Pension Benefits Standards Act (PBSA). The Plan is also a registered pension trust as defined in the Income Tax Act and as such is not subject to income taxes. The Plan was frozen as at December 31, 1999.

Although Federal legislation does not require an independent audit of pension plans, the Board's resolution, T.W. 2702/97, adopted on April 10, 1997, directed:

*That a separate, independent audit of the plan be conducted, and that the audited statements be submitted annually to the Board for acceptance.*

### **Discussion:**

KPMG has finalized its audit of the Contributory Pension Plan Fund for Employees of Transit Windsor for the year ending December 31, 2021. The Transit Windsor Pension Review Committee has reviewed the audit report and approved the audited statements as submitted at their annual meeting held on June 17, 2022.

The Independent Auditors' Report (attached) states "In our opinion, the accompanying financial statements present fairly, in all material respects, the net assets available for benefits of the Plan as at December 31, 2021, and its changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of the Federal Pension Benefits Standards Act."

The fund now stands with the market value of assets of \$34,407,000 in comparison to \$31,766,000 at December 31, 2020.

The Audited Financial Statements now require the approval of the Transit Windsor Board of Directors.

### **Risk Analysis:**

Federal legislation requires that, if a plan does conduct an audit, the audited statements must be filed with OSFI by June 30<sup>th</sup>. In order to meet the required deadline, the Plan Administrator has filed the financial statements before the deadline with the understanding that an amendment can be made if there are any concerns or changes required by the Transit Windsor Board of Directors. Accordingly, the audited financial statements have been filed by the required deadline.

### **Climate Change Risks**

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

N/A

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

N/A

### **Financial Matters:**

The auditing fee of \$4,400 plus HST was funded from the frozen Transit Windsor Pension plan.



The pension plan is fully funded on a going concern basis, but would have a deficit (excluding existing Letter of Credit) if it were to be wound up at this time. Federal pension regulations require this notional wind-up deficit to be funded. The City of Windsor has complied with these additional funding requirements through special contributions over the past several years as well as by way of provision of a Letter of Credit. Full details relative to the actuarial status of the fund will be forthcoming in a separate report.

### **Consultations:**

Kathy Buis, Financial Planning Administrator, Transit Windsor

Transit Windsor Pension Review Committee

KPMG (Cynthia Swift, CPA, CA Hon. B. Comm.)

### **Conclusion:**

According to the auditor's report, the attached financial statements present fairly, in all material respects, the net assets available for benefits of the Fund and the changes in net assets.

### **Planning Act Matters:**

N/A

### **Approvals:**

<b>Name</b>	<b>Title</b>
Dan Seguin	Deputy Treasurer – Financial Accounting and Corporate Controls
Chris Nepszy	Commissioner, Infrastructure Services
Janice Guthrie	On behalf of Commissioner, Corporate ServicesCFO/City Treasurer
Onorio Colucci	Acting Chief Administrative Officer

### **Notifications:**

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

### **Appendices:**

Transit Windsor Pension - Audited Financial Statements as at December 31, 2021

Financial Statements of

**THE CONTRIBUTORY PENSION  
PLAN FUND FOR EMPLOYEES OF  
TRANSIT WINDSOR**

And Independent Auditors' Report thereon

Year ended December 31, 2021



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

## INDEPENDENT AUDITORS' REPORT

To the Administrator of the Contributory Pension Plan Fund for Employees of Transit Windsor

### ***Opinion***

We have audited the fund financial statements of the Contributory Pension Plan Fund for Employees of Transit Windsor (the Plan), which comprise:

- the statement of net assets available for benefits as at December 31, 2021,
- the statement of changes in net assets available for benefits for the year then ended,
- and 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 net assets available for benefits of the Plan as at December 31, 2021, and its changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of the Federal Pension Benefits Standards Act.

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

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities 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 Plan 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.



### ***Emphasis of Matter – Financial Reporting Framework***

We draw attention to Note 2 in the financial statements, which describes the applicable financial reporting framework and the purpose of the financial statements.

As a result, the financial statements may not be suitable for another purpose.

Our opinion is not modified in respect of this matter.

### ***Responsibilities 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 the financial reporting provisions of the Federal Pension Benefits Standards Act 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 Plan'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 Plan or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Plan'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 risks 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, intentional omissions, misrepresentations, or the override of internal control.



Page 3

- 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 purpose of expressing an opinion on the effectiveness of the Plan's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- 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 events or conditions that may cast significant doubt on the Plan'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 Plan 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.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font. Below the signature is a single horizontal line.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

June 17, 2022

# THE CONTRIBUTORY PENSION PLAN FUND FOR EMPLOYEES OF TRANSIT WINDSOR

(Registration Number 353821)

Statement of Net Assets Available for Benefits  
(in thousands of dollars unless otherwise stated)

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
<b>Assets</b>		
Investments (notes 4 and 10)	\$ 34,403	\$ 31,770
Employer contributions receivable	8	-
	34,411	31,770
<b>Liabilities</b>		
Accrued liabilities	4	4
Net assets available for benefits	\$ 34,407	\$ 31,766

See accompanying notes to financial statements.

On behalf of the Pension Plan Administrator:

\_\_\_\_\_  
\_\_\_\_\_

# THE CONTRIBUTORY PENSION PLAN FUND FOR EMPLOYEES OF TRANSIT WINDSOR

(Registration Number 353821)

Statement of Changes in Net Assets Available for Benefits  
(in thousands of dollars unless otherwise stated)

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Increase in net assets:		
Investment income (note 5)	\$ 3,664	\$ 722
Change in fair value:		
Change in net unrealized gains (losses)	1,368	(1,551)
Employer contributions	100	67
Commodity tax rebates on expenditures	7	9
	5,139	(753)
Decrease in net assets:		
Benefit payments (note 6)	2,208	2,056
Administrative expenses (note 7)	290	199
	2,498	2,255
Increase (decrease) in net assets	2,641	(3,008)
Net assets available for benefits, beginning of year	31,766	34,774
Net assets available for benefits, end of year	\$ 34,407	\$ 31,766

See accompanying notes to financial statements.



# THE CONTRIBUTORY PENSION PLAN FUND FOR EMPLOYEES OF TRANSIT WINDSOR

(Registration Number 353821)

Notes to Financial Statements  
(in thousands of dollars unless otherwise stated)

Year ended December 31, 2021

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## 1. Description of the Plan:

The Contributory Pension Plan for Employees of Transit Windsor ("the Plan") is a defined benefit plan established to provide pension benefits to all employees of Transit Windsor ("the Sponsor") who meet the eligibility requirements as specified in the plan document. The Plan is a registered pension plan under the Federal Pension Benefits Standards Act (PBSA), registration number 57108 and is registered with Canada Revenue Agency (CRA), registration number 353821. The Plan is a registered pension trust as defined in the Income Tax Act and, accordingly, is not subject to income taxes.

The Plan was frozen as at December 31, 1999 with all pension benefits for service on or after January 1, 2000 being provided through the Ontario Municipal Employees Retirement System.

## 2. Basis of preparation:

### (a) Basis of presentation:

The Plan has prepared these financial statements in accordance with Canadian accounting standards for pension plans excluding pension obligations and any resulting surplus or deficit.

In selecting or changing accounting policies that do not relate to its investment portfolio or pension obligations, Section 4600 requires the Plan to comply (on a consistent basis) with either International Financial Reporting Standards ("IFRS") in Part I of the Chartered Professional Accountants of Canada ("CPA Canada") Handbook - Accounting or Canadian accounting standards for private enterprises in Part II of the CPA Canada Handbook - Accounting. The Plan has chosen to comply on a consistent basis with IFRS.

These financial statements are prepared in accordance with the financial reporting provisions of the Federal Pension Benefits Standards Act.

# THE CONTRIBUTORY PENSION PLAN FUND FOR EMPLOYEES OF TRANSIT WINDSOR

(Registration Number 353821)

Notes to Financial Statements (continued)  
(in thousands of dollars unless otherwise stated)

Year ended December 31, 2021

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## 2. Basis of preparation (continued):

### (a) Basis of presentation (continued):

The purpose of these financial statements is to assist the Administrator of the Contributory Pension Plan for Employees of Transit Windsor in meeting its obligations under the Federal Pension Benefits Standards Act.

As a result, these financial statements may not be suitable for another purpose.

These financial statements of the Plan do not purport to show the adequacy of the Plan's assets to meet its pension obligation. Such an assessment requires additional information, such as the Plan's actuarial reports and information about the Company's financial health.

### (b) Basis of measurement:

The financial statements have been prepared on the historical cost basis, except for investments and derivative financial instruments which are measured at fair value through the statement of changes in net assets available for benefits.

### (c) Functional and presentation currency:

These financial statements are presented in Canadian dollars, which is the Plan's functional currency.

### (d) Use of estimates and judgements:

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities at the date of the statement of net assets and the reported amounts of changes in net assets available for benefits during the year. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future years affected.

# THE CONTRIBUTORY PENSION PLAN FUND FOR EMPLOYEES OF TRANSIT WINDSOR

(Registration Number 353821)

Notes to Financial Statements (continued)  
(in thousands of dollars unless otherwise stated)

Year ended December 31, 2021

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## 3. Significant accounting policies:

### (a) Foreign currency:

Transactions in foreign currencies are translated into Canadian dollars at the exchange rate at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated into Canadian dollars at the exchange rate at that date.

Foreign currency differences arising on retranslation are recognized in the statement of changes in net assets available for benefits as investment income.

### (b) Income recognition:

Investment income is recorded on an accrual basis and includes interest income, dividends and changes in fair value including net realized gains (losses) on sale of investments.

### (c) Financial assets and financial liabilities:

#### (i) Financial assets:

Financial assets are recognized initially on the trade date, which is the date that the Plan becomes a party to the contractual provisions of the instrument. Upon initial recognition, attributable transaction costs are recognized in the statement of changes in net assets available for benefits as incurred.

The Plan derecognizes a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred or in which the Plan neither transfers nor retains substantially all the risks and rewards of ownership and does not retain control of the financial asset.

On derecognition of a financial asset, the difference between the carrying amount of the asset and consideration received is recognized in the statement of changes in net assets available for benefits as investment income.

# THE CONTRIBUTORY PENSION PLAN FUND FOR EMPLOYEES OF TRANSIT WINDSOR

(Registration Number 353821)

Notes to Financial Statements (continued)  
(in thousands of dollars unless otherwise stated)

Year ended December 31, 2021

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## 3. Significant accounting policies (continued):

### (c) Financial assets and financial liabilities (continued):

#### (ii) Financial liabilities:

All financial liabilities are recognized initially on the trade date at which the Plan becomes a party to the contractual provisions of the instrument.

The Plan derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired.

#### (iii) Derivative financial instruments:

Derivative financial instruments are recognized initially at fair value and attributable transaction costs are recognized in the statement of changes in net assets available for benefits as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and all changes are recognized immediately in the statement of changes in net assets available for benefits.

Financial assets and liabilities are offset and the net amount presented in the statement of net assets available for benefits when, and only when, the Plan has a legal right to offset the amounts and it intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

### (d) Fair value measurement:

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction on the measurement date.

As allowed under IFRS 13, Fair Value Measurement ("IFRS 13"), in Part I of the CPA Handbook, if an asset or a liability measured at fair value has a bid and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Plan uses closing market price as a practical expedient for fair value measurement.

# THE CONTRIBUTORY PENSION PLAN FUND FOR EMPLOYEES OF TRANSIT WINDSOR

(Registration Number 353821)

Notes to Financial Statements (continued)  
(in thousands of dollars unless otherwise stated)

Year ended December 31, 2021

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## 3. Significant accounting policies (continued):

### (d) Fair value measurement (continued):

When available, the Plan measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm's-length basis.

If a market for a financial instrument is not active, then the Plan establishes fair value using a valuation technique. Valuation techniques include using recent arm's-length transactions between knowledgeable, willing parties (if available), reference to the current fair value of other instruments that are substantially the same, discounted cash flow analyses and option pricing models.

The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e., the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable markets.

All changes in fair value, other than interest and dividend income and expense, are recognized in the statement of changes in net assets available for benefits as part of the change in net unrealized gains.

Fair values of investments are determined as follows:

Pooled funds are valued at the unit values supplied by the pooled fund administrator, which represent the Plan's proportionate share of underlying net assets at fair values determined using closing market prices.

### (e) Net realized gain on sale of investments:

The net realized gain on sale of investments is the difference between proceeds received and the average cost of investments sold.

### (f) Income taxes:

The Plan is a registered pension plan, as defined by the Income Tax Act (Canada) and, accordingly, is not subject to income taxes.

# THE CONTRIBUTORY PENSION PLAN FUND FOR EMPLOYEES OF TRANSIT WINDSOR

(Registration Number 353821)

Notes to Financial Statements (continued)  
(in thousands of dollars unless otherwise stated)

Year ended December 31, 2021

## 4. Investments:

During 2003, the Sponsor transferred a significant portion of the Fund's investments and related investment management responsibilities to OMERS. The Plan continues to have certain investments operated by Sun Life Financial. Sun Life Financial assists the Plan in managing contributions into the Plan and the payment of benefits. The breakdown of investments at fair value and cost are as follows:

	2021		2020	
	Fair value	Cost	Fair value	Cost
Sun Life Pooled Funds:				
Cash equivalents	\$ 693	\$ 693	\$ 499	\$ 499
Investments managed by OMERS	33,710	31,065	31,271	29,994
	<u>\$ 34,403</u>	<u>\$ 31,758</u>	<u>\$ 31,770</u>	<u>\$ 30,493</u>

## 5. Investment income:

	2021	2020
Sun Life Pooled Funds:		
Cash equivalents	\$ 1	\$ 3
Investments managed by OMERS	3,663	719
	<u>\$ 3,664</u>	<u>\$ 722</u>

## 6. Benefit payments:

	2021	2020
Retirement benefit payments	\$ 2,085	\$ 2,056
Death benefit payments	103	-
Termination benefit payment	20	-
	<u>\$ 2,208</u>	<u>\$ 2,056</u>

# THE CONTRIBUTORY PENSION PLAN FUND FOR EMPLOYEES OF TRANSIT WINDSOR

(Registration Number 353821)

Notes to Financial Statements (continued)  
(in thousands of dollars unless otherwise stated)

Year ended December 31, 2021

## 7. Administrative expenses:

	2021	2020
Investment management fees	\$ 190	\$ 87
Audit fees	3	3
Consulting and actuarial fees	92	104
Administrative fee	5	5
	\$ 290	\$ 199

## 8. Related party transactions:

The Plan defines its key management personnel as the Company's Board of Directors and other members of senior executives responsible for planning, controlling and directing the activities of the Plan. The Plan has not paid for services provided by key management personnel.

## 9. Capital risk management:

The main objective of the Plan is to sustain a certain level of net assets in order to meet the pension obligations of the Sponsor, which are not presented or discussed in these specified purpose financial statements. The Plan's assets are invested primarily with the Ontario Municipal Employees Retirement Board ("OMERS"). The OMERS Fund is subject to the regulations of the Ontario Municipal Employees Retirement System Act and the Pension Benefits Act (Ontario). The OMERS Fund includes investments in a variety of different asset classes including interest bearing investments, Canadian and non-Canadian equity investments and real estate investments. Increases in net assets are a direct result of investment income generated by investments held by the Plan and contributions into the Plan by the Sponsor. Employer contributions are based on the results of actuarial valuations for the Plan filed with the Office of the Superintendent of Financial Institutions Canada and the Canada Revenue Agency. The main use of net assets is for benefit payments to eligible Plan members. The Plan is required to file financial statements with the Office of the Superintendent of Financial Institutions Canada annually.



# THE CONTRIBUTORY PENSION PLAN FUND FOR EMPLOYEES OF TRANSIT WINDSOR

(Registration Number 353821)

Notes to Financial Statements (continued)  
(in thousands of dollars unless otherwise stated)

Year ended December 31, 2021

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## **9. Capital risk management (continued):**

The funding requirements of the Plan are set out in the most recently filed funding valuation report that was prepared as at December 31, 2020. That valuation revealed an excess on a going-concern basis of \$5,383 (December 31, 2019 valuation - \$8,092), resulting in a going-concern funding ratio of 120% (December 31, 2019 valuation - 131%). On a solvency basis, the valuation revealed a shortfall of \$1,769 (December 31, 2019 valuation – excess of \$2,002) or a ratio of 95.0% (December 31, 2019 valuation - 105.3%). As a result of changes to federal pension regulations in 2010, solvency funding requirements are based on 3-year average solvency ratios. Further changes to federal pension regulations in 2012 expanded the ability to use letters of credit to secure solvency deficiencies as an alternative to cash contributions. The effective date of the next required actuarial valuation to be performed by Mercer (Canada) Limited, the Plan's actuary, is December 31, 2021.

## **10. Financial instruments:**

### **(a) Fair values:**

The fair values of investments and derivatives are as described in notes 3(d). The fair values of other financial assets and liabilities, being contributions receivable and accrued liabilities, if any, approximate their carrying values due to the short-term nature of these financial instruments.

Fair value measurements recognized in the statement of net assets are categorized using a fair value hierarchy that reflects the significance of inputs used in determining the fair values.

- Level 1 - unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 - inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 - inputs for assets and liabilities that are not based on observable market data.

# THE CONTRIBUTORY PENSION PLAN FUND FOR EMPLOYEES OF TRANSIT WINDSOR

(Registration Number 353821)

Notes to Financial Statements (continued)  
(in thousands of dollars unless otherwise stated)

Year ended December 31, 2021

## 10. Financial instruments (continued):

### (a) Fair values (continued):

The following table illustrates the classification of the Plan's financial instruments using the fair value hierarchy as at December 31:

	2021 Level 2	2020 Level 2
Sun Life Pooled Funds:		
Cash equivalents	\$ 693	\$ 499
Investments managed by OMERS	33,710	31,271
	<u>\$ 34,403</u>	<u>\$ 31,770</u>

### (b) Associated risks:

#### (i) Market price risk:

Market price risk is the risk that the value of an instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to an individual investment, its issuer or all factors affecting all instruments traded in the market. As all of the Plan's financial instruments are carried at fair value with fair value changes recognized in the statement of changes in net assets available for benefits, all changes in market conditions will directly result in an increase (decrease) in net assets. Market price risk is managed by the Plan through construction of a diversified portfolio of instruments traded on various markets and across various industries.

#### (ii) Liquidity risk:

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations as they fall due. The Plan maintains an investment policy, as approved by the Administrator, which contains asset mix guidelines which assist to ensure that the Plan is able to liquidate investments to meet its pension benefit or other obligations.

# THE CONTRIBUTORY PENSION PLAN FUND FOR EMPLOYEES OF TRANSIT WINDSOR

(Registration Number 353821)

Notes to Financial Statements (continued)  
(in thousands of dollars unless otherwise stated)

Year ended December 31, 2021

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## 10. Financial instruments (continued):

### (b) Associated risks (continued):

#### (iii) Foreign currency risk:

Foreign currency risk is the risk that the value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Plan primarily invests in financial instruments and enters into transactions denominated in various foreign currencies, other than its measurement currency. Consequently, the Plan is exposed to risk that the exchange rates of the various currencies may change in a manner that has an adverse effect on the value of the portion of the Plan's assets or liabilities denominated in currencies other than the Canadian dollar.

#### (iv) Credit risk:

Credit risk is the risk that an issuer or counterparty will be unable or unwilling to meet a commitment that it has entered into with the Plan. Credit risk is generally higher when a non-exchange traded financial instrument is involved because the counterparty for non-exchange traded financial instruments is not backed by an exchange clearing

#### (v) Interest rate risk:

Interest rate risk is the risk that the market value of the Plan's investments will fluctuate due to changes in market interest rates. To properly manage the Plan's interest rate risk, appropriate guidelines on the weighting and duration for the bonds and other fixed income investments are set and monitored. The Plan's investments in fixed income are sensitive to interest rate movements.



**Committee Matters: SCM 224/2022**

**Subject: Change to the Transit Windsor War Veteran's Transit Pass Program - City Wide**

Moved by: Councillor McKenzie

Seconded by: Councillor Costante

Decision Number: **ETPS 913**

THAT the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, and City Council **APPROVE** the change to the War Veteran's Transit Pass Program to state the following eligibility criteria:

- Canadian or Allied Veterans who actively served in a deployed combat or peacekeeping role (i.e. Korean War, Afghanistan, Cyprus, etc.), and must provide proof of service (spouses are not eligible); and,
- Must be a permanent resident of the City of Windsor.

Carried.

Report Number: S 84/2022

Clerk's File: MT2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 9.3. from the Environment, Transportation & Public Safety Standing Committee Meeting held July 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220808/-1/7348>

**Subject: Change to the Transit Windsor War Veteran's Transit Pass Program - City Wide**

**Reference:**

Date to Council: July 27, 2022

Author: Tyson Cragg

Executive Director

519-944-4141 ext 2232

tcragg@citywindsor.ca

Transit Windsor

Report Date: July 4, 2022

Clerk's File #: MT2022

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

**Recommendation:**

That the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, and City Council **APPROVE** the change to the War Veteran's Transit Pass Program to state the following eligibility criteria:

- Canadian or Allied Veterans who actively served in a deployed combat or peacekeeping role (i.e. Korean War, Afghanistan, Cyprus, etc.), and must provide proof of service (spouses are not eligible); and,
- Must be a permanent resident of the City of Windsor.

**Executive Summary:**

N/A.

**Background:**

At the May 12, 2005 Transit Windsor Board of Director's meeting, resolution T.W. 3614/05 approved the War Veteran's Transit Pass Program as follows:

*War veterans are eligible to receive a lifetime Transit Windsor transit pass for unlimited use on the conventional city service (Tunnel Bus services excluded) in the City of Windsor. The following veterans, residing in the City of Windsor, are eligible:*

- *Canadian or Allied veterans who participated in active service during WWII*

- *Canadian or Allied veterans who participated in active service during the Korean War*
- *Canadian or Allied veterans who participated in active service during the Vietnam War.*

The policy is attached (Appendix A) for your reference.

### **Discussion:**

The development of the War Veteran's Transit Pass Program was a gesture of respect and acknowledgement to the brave men and women who served in the armed forces through personal sacrifice and commitment to our community, and to Canada. The eligibility criteria is currently limited to Canadian and Allied veterans who served in World War II, the Korean War, and the Vietnam War. This eligibility criteria currently disqualifies veterans who may have served in other armed conflicts or peacekeeping missions such as Afghanistan, Cyprus, Kosovo, etc. Given that Canadian Armed Forces members have served in a variety of other combat and peacekeeping missions in the past 50 years, it is appropriate to update the policy to reflect the full range of deployed service in theatres of war and other armed conflicts.

Administration is recommending the approval of a change to the current policy to update the eligibility criteria for a Lifetime War Veteran's Transit Pass. The new eligibility criteria will be as follows:

- Canadian or Allied veterans who actively served in a deployed combat or peacekeeping role (ie. Korean War, Afghanistan, Cyprus, etc.) and, must provide proof of service (spouses are not eligible) and, must be a permanent resident of the City of Windsor.

The recommended revision is captured in Appendix B. The revision to the current policy would allow us to honour our veterans and would not disqualify anyone who served our country, regardless of which conflict or peacekeeping mission they served in.

### **Risk Analysis:**

N/A.

### **Financial Matters:**

In 2014, there were a reported 526 registered War Veterans with this lifetime bus pass. As of the report date, there are currently 19 registered War Veterans that hold the lifetime bus pass. Based on a usage report for the period of December 2021 to the report date, only eight (8) of the Veterans have been using the pass. Using the Affordable Pass Program rate of \$51.40 for a 30-day pass, the annual cost for the eight (8) passes that are currently being used is \$4,934.40. The cost to expand the eligibility criteria cannot be quantified at this time, but would represent a very small impact to overall revenues.

## Consultations:

David Calibaba, Sales & Marketing Manager, Transit Windsor

## Conclusion:

Transit Administration recommends the approval of the change as detailed within this report. Incentive programs help support transit growth initiatives and build a stronger public transit system. The approval of the recommended change to the policy to open up the program to all permanent residents of the City of Windsor who served our country, would showcase our commitment to recognizing and honouring these men and women, regardless of where they served.

## Planning Act Matters:

N/A.

## Approvals:

Name	Title
Tyson Cragg	Executive Director, Transit Windsor
Christopher Nepszy	Commissioner, Infrastructure Services
Janice Guthrie	On behalf of Commissioner, Corporate Services CFO/City Treasurer
Onorio Colucci	Chief Administrative Officer (A)

## Notifications:

Name	Address	Email

## Appendices:

- 1 Current Policy
- 2 Recommended Policy - Veteran's Pass





## Veterans Pass Policy

### POLICY

Authority:		Policy No:	<b>TW 47/2014</b>
Department:	<b>Corporate</b>	Approval date	<b>September 9, 2014</b>
Division:	<b>Transit Windsor</b>	Approved by	<b>Board of Directors</b>
		Effective date	<b>May 13, 2005</b>
Subject:	<b>Veterans Pass Policy</b>	Procedure Ref:	
		<b>Pages</b>	Replaces TW 3614/05
			Date:

#### 1. **PURPOSE:**

It is the policy of Transit Windsor to recognize the Korean World War II and Vietnam Veterans with the Canadian Armed Forces and Allied Forces by providing these veterans with a free lifetime pass and to provide free service to any person in military uniform on D-Day (June 6), Raid on Dieppe (August 19) and Veterans' Day ((November 11).

#### 2. **SCOPE:**

This procedure applies to all employees.

#### 3. **RESPONSIBILITY:**

It is the responsibility of all management to enforce the policy and to monitor compliance with this policy and its procedures.

To provide a procedure for employees responsible for fares or fare collection to comply with in regards to allowing veterans to ride for free.

#### **PROCEDURE**

4. The Transit Windsor Board of Directors approved a War Veteran Transit Pass Program and free rides to those in military uniform on specified days to recognize the commitment to our community and to Canada through service in the armed forces.

Transit Windsor was deemed to be a federal employer for labour relations and where both provincial and federal legislations govern the policy, Transit Windsor employees will be held to the federal standards. Accordingly the following related documents are applicable.



## Veterans Pass Policy

### POLICY

Authority:		Policy No:	<b>TW 47/2014</b>
Department:	<b>Corporate</b>	Approval date	
Division:	<b>Transit Windsor</b>	Approved by	
		Effective date	
Subject:	<b>Veterans Pass Policy</b>	Procedure Ref:	
		<b>Pages</b>	

#### 1. **PURPOSE:**

It is the policy of Transit Windsor to recognize the Korean World War II and Vietnam Veterans with the Canadian Armed Forces and Allied Forces by providing these veterans with a free lifetime pass and to provide free service to any person in military uniform on D-Day (June 6), Raid on Dieppe (August 19) and Remembrance Day (November 11).

#### 2. **SCOPE:**

This procedure applies to all employees.

#### 3. **RESPONSIBILITY:**

It is the responsibility of all management to enforce the policy and to monitor compliance with this policy and its procedures.

To provide a procedure for employees responsible for fares or fare collection to comply with in regards to allowing veterans to ride for free.

#### **PROCEDURE**

4. The Transit Windsor Board of Directors approved a War Veteran Transit Pass Program and free rides to those in military uniform on specified days to recognize the commitment to our community and to Canada through service in the armed forces.

**Approval is subject to the following eligibility criteria:**

- Canadian or Allied Veterans who actively served in a deployed combat or peacekeeping role (ie. Korean War, Afghanistan, Cyprus, etc.) and,

- Must provide proof of service (spouses are not eligible) and,
- Must be a permanent resident of the City of Windsor.

Transit Windsor was deemed to be a federal employer for labour relations and where both provincial and federal legislations govern the policy, Transit Windsor employees will be held to the federal standards. Accordingly the following related documents are applicable.



**Committee Matters: SCM 225/2022**

**Subject: Request for Proposal - Transit Windsor Bus Tires - City Wide**

Moved by: Councillor McKenzie  
Seconded by: Councillor Kaschak

Decision Number: **ETPS 914**

THAT the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, and City Council **APPROVE** and **AWARD** RFP # 58-21, Transit Windsor Bus Tires; and,

THAT the Purchasing Manager **BE AUTHORIZED** to issue a Contract Purchase Order for an annual upset limit of \$175,000 plus applicable taxes, to Goodyear Canada Inc., to supply and deliver Transit Windsor Bus Tires for a five (5) year term, with an option to extend for two (2) additional one (1) year terms upon mutual agreement of both parties; and,

THAT the annual funding for the purchase of tires **BE APPROVED** as a charge to the fleet operating account 027-2250-5301-02942-0400310.  
Carried.

Report Number: S 85/2022  
Clerk's File: MT2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 9.4. from the Environment, Transportation & Public Safety Standing Committee Meeting held July 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220808/-1/7348>

**Subject: Request for Proposal - Transit Windsor Bus Tires - City Wide**

**Reference:**

Date to Council: July 27, 2022  
Author: Tyson Cragg  
Executive Director  
519-944-4141 ext 2232  
tcragg@citywindsor.ca

Transit Windsor  
Report Date: July 4, 2022  
Clerk's File #: MT2022

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

**Recommendation:**

That the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, and City Council **APPROVE** and **AWARD** RFP # 58-21, Transit Windsor Bus Tires; and,

That the Purchasing Manager **BE AUTHORIZED** to issue a Contract Purchase Order for an annual upset limit of \$175,000 plus applicable taxes, to Goodyear Canada Inc., to supply and deliver Transit Windsor Bus Tires for a five (5) year term, with an option to extend for two (2) additional one (1) year terms upon mutual agreement of both parties; and,

That the annual funding for the purchase of tires **BE APPROVED** as a charge to the fleet operating account 027-2250-5301-02942-0400310.

**Executive Summary:**

N/A.

**Background:**

Transit Windsor has been purchasing tires from Goodyear on the City of Windsor National Account since May, 2013. Given the length of time since the last Request for Proposals, it was determined that it was time to go out to the marketplace to ensure that Transit Windsor was getting the best value for bus tires.

**Discussion:**

Request for Proposal (RFP) # 58-21 was issued on September 1, 2021. The City of Windsor was looking to acquire a vendor to supply and deliver new Transit bus tires on an as- and when-needed basis. Tires are to be delivered the same day or next day. The annual estimated usage is 330 tires.

Three submissions were received: Continental, Goodyear Canada Inc. and Kal-Tire. Continental did not pass the technical proposal (stage one) and received no further consideration.

Goodyear Canada Inc. and Kal-Tire passed the first two stages. The third stage required both vendors provide a set of six (6) test tires for a six (6) month trial period. The tires were tested and evaluated throughout the trial period, and the conclusion by the Transit Windsor Fleet Maintenance Department was that they scored equally on performance.

The submissions were evaluated and scored by the Evaluation Committee using a defined matrix to ensure that they met the terms and conditions of the contract and the needs of the Transit Windsor revenue fleet. Goodyear Canada Inc. was ranked first in overall technical and cost envelopes. As such, the contract is being awarded to Goodyear Canada Inc.

**Risk Analysis:**

N/A.

**Financial Matters:**

Transit Windsor's operating budget will fund the annual acquisition of tires under the five (5) year contract, and any extension of the contract, through account 027-2250-5301-02942-0400310. Sufficient budget funding is available to cover this annual operating costs.

**Consultations:**

Kathy Buis – Financial Planning Administrator, City of Windsor

Karen Gagne – Fleet Coordinator, Transit Windsor

Jackie Sisco – Buyer, Purchasing, City of Windsor

**Conclusion:**

Based on the Evaluation Committee's review, it is recommended that an award of RFP # 58-21 be made and a contract purchase order be issued to Goodyear Canada Inc.

**Planning Act Matters:**

N/A.

**Approvals:**

<b>Name</b>	<b>Title</b>
Tyson Cragg	Executive Director, Transit Windsor
Christopher Nepszy	Commissioner, Infrastructure Services
Alex Vucinic	Purchasing Manager
Joseph Mancina	Commissioner, Corporate Services CFO/City Treasurer
Onorio Colucci	Chief Administrative Officer (A)

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Jeff Sherwood Fleet Solutions Sales Manager	450 Kipling Ave. Toronto, ON M8Z 5E1	
Karen Gagne Fleet Coordinator	3700 North Service Road East Windsor, ON N8W 5X2	<a href="mailto:kgagne@citywindsor.ca">kgagne@citywindsor.ca</a>
Kenneth Geauvreau Maintenance Manager- Fleet	3700 North Service Road East Windsor, ON N8W 5X2	<a href="mailto:kgeauvreau@citywindsor.ca">kgeauvreau@citywindsor.ca</a>

**Appendices:**





**Committee Matters: SCM 228/2022**

**Subject: Amendments to the Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP**

Moved by: Councillor Sleiman

Seconded by: Councillor Gill

Decision Number: **DHSC 414**

- I. THAT the *City of Windsor Building Facade Improvement Program and Urban Design Guidelines for Main Streets Community Improvement Plan (CIP)* adopted January 8<sup>th</sup>, 2018, through By-Law 26-2018 **BE AMENDED** to include the following:
  - i. Minor changes to the Building Facade Improvement Program Grant as identified in Section 3.0 of the DRAFT amended *CIP* (See Appendix 'A') regarding the minimum amount of eligible work required for approval in Categories A (Beautification), B (Restoration), and C (Replacement) to ensure that facade improvements have a significant impact on meeting the goals and objectives of the CIP and the overall improvements have an impact on the building and Main Street area;
  - ii. The addition of the following economic incentive programs as identified in Section 3.0 of the DRAFT amended *CIP*:
    - Building/Property Improvement Tax Increment Grant Program
    - New Residential Development Grant Program; and,
  - iii. The expanded areas within the vicinity of the following main street identified in Appendix 'B' (Schedules 'B', 'C', 'F', 'G' and 'H' of the Draft CIP):
    - Wyandotte Street East Improvement Area (Walkerville)
    - Ford City Business District (Ford City)
    - Erie Street Improvement Area (Erie Street East)
    - Ottawa Street Improvement Area;
    - Ouellette Avenue (south of Erie Street and the Downtown)
  - iv. The addition of new Urban Design Guidelines on vacant and underutilized property along the main street and areas within the vicinity of the main street identified in Section 5.4 and 5.5 of the DRAFT amended *CIP*; and,
  - v. The addition of wording to the Monitoring Program in Section 7.0 of the CIP that will allow Administration and Council to make minor adjustments or revisions to the CIP in the future without a formal amendment to the CIP; and,

- II. THAT the CIP title “*Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP*” **BE AMENDED** and renamed “*Main Streets*” to reflect the new economic incentive programs that will encourage improvements to vacant and underutilized property along the main street and areas within the vicinity of the main street; and,
- III. THAT By-law 25-2018, being a by-law to Designate the Legal Boundaries of the City of Windsor as a Improvement Project Area for the creation of a Building Facade Improvement Program and Urban Design Guidelines for Main Streets **BE AMENDED** by deleting the reference to the CIP title “*Building Facade Improvement Program and Urban Design Guidelines for Main Streets*” and replacing it with “*Main Streets*”; and,
- IV. THAT By-law 26-2018, being a by-law to Adopt a Community Improvement Plan for the City of Windsor Building Facade Improvement Program and Urban Design Guidelines for Main Streets **BE AMENDED** by deleting Schedule “A” and substituting Schedule “A” with the amended CIP identified in Appendix ‘A’; and,
- V. THAT the “*Building Facade Improvement Program—Main Streets CIP*” Project Fund (Project #7219018) **BE RENAMED** as the “*Main Streets CIP*” Project Fund (Project #7219018) to reflect the amendments identified in Recommendation II; and further,
- VI. THAT the changes to the Building Facade Improvement Program Grant and new financial incentive programs identified in Section 3.0 of the “*Main Streets*” (former: *City of Windsor Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP*) dated July 2022 **BE ACTIVATED**, once the Community Improvement Plan amendments are in effect, and that the financial incentive programs other than the municipal tax increment grant program be funded through the CIP Reserve Fund to the extent that funds are available for this purpose.

Carried.

Report Number: S 11/2022  
Clerk’s File: Z/13002

**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 August 2, 2022.
- 3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7350>

**Subject: Amendments to the Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP**

**Reference:**

Date to Council: August 2, 2022  
Author: Kevin Alexander, Planner III, Special Projects  
519-255-6453 ext. 6732  
kalexander@citywindsor.ca  
Planning & Building Services  
Report Date: 2022-02-01  
Clerk's File #: Z/13002

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

**Recommendation:**

- I. *That the City of Windsor Building Facade Improvement Program and Urban Design Guidelines for Main Streets Community Improvement Plan (CIP) adopted January 8<sup>th</sup>, 2018, through By-Law 26-2018 **BE AMENDED** to include the following:*
  - i. Minor changes to the Building Facade Improvement Program Grant as identified in Section 3.0 of the DRAFT amended *CIP* (See Appendix 'A') regarding the minimum amount of eligible work required for approval in Categories A (Beautification), B (Restoration), and C (Replacement) to ensure that facade improvements have a significant impact on meeting the goals and objectives of the CIP and the overall improvements have an impact on the building and Main Street area;
  - ii. The addition of the following economic incentive programs as identified in Section 3.0 of the DRAFT amended *CIP*:
    - Building/Property Improvement Tax Increment Grant Program
    - New Residential Development Grant Program; and
  - iii. The expanded areas within the vicinity of the following main street identified in Appendix 'B' (Schedules 'B', 'C', 'F', 'G' and 'H' of the Draft CIP):
    - Wyandotte Street East Improvement Area (Walkerville)
    - Ford City Business District (Ford City)

- Erie Street Improvement Area (Erie Street East)
  - Ottawa Street Improvement Area;
  - Ouellette Avenue (south of Erie Street and the Downtown)
- iv. The addition of new Urban Design Guidelines on vacant and underutilized property along the main street and areas within the vicinity of the main street identified in Section 5.4 and 5.5 of the DRAFT amended *CIP*;
- v. The addition of wording to the Monitoring Program in Section 7.0 of the *CIP* that will allow Administration and Council to make minor adjustments or revisions to the *CIP* in the future without a formal amendment to the *CIP*;
- II. **That** the *CIP* title “*Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP*” **BE AMENDED** and renamed “*Main Streets*” to reflect the new economic incentive programs that will encourage improvements to vacant and underutilized property along the main street and areas within the vicinity of the main street;
- III. **That** By-law 25-2018, being a by-law to Designate the Legal Boundaries of the City of Windsor as a Improvement Project Area for the creation of a Building Facade Improvement Program and Urban Design Guidelines for Main Streets **BE AMENDED** by deleting the reference to the *CIP* title “*Building Facade Improvement Program and Urban Design Guidelines for Main Streets*” and replacing it with “*Main Streets*”;
- IV. **That** By-law 26-2018, being a by-law to Adopt a Community Improvement Plan for the City of Windsor Building Facade Improvement Program and Urban Design Guidelines for Main Streets **BE AMENDED** by deleting Schedule “A” and substituting Schedule “A” with the amended *CIP* identified in Appendix ‘A’;
- V. **That** the “*Building Facade Improvement Program—Main Streets CIP*” Project Fund (Project #7219018) **BE RENAMED** as the “*Main Streets CIP*” Project Fund (Project #7219018) to reflect the amendments identified in Recommendation II; and
- VI. **That** the changes to the Building Facade Improvement Program Grant and new financial incentive programs identified in Section 3.0 of the “*Main Streets*” (former: *City of Windsor Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP*) dated July 2022 **BE ACTIVATED**, once the Community Improvement Plan amendments are in effect, and that the financial incentive programs other than the municipal tax increment grant

program be funded through the CIP Reserve Fund to the extent that funds are available for this purpose;

### **Executive Summary:**

N/A

### **Background:**

The *Building Facade Improvement Program and Urban Design Guidelines for Main Streets Community Improvement Plan (CIP)* was approved by City Council on January 8, 2018 (CR9/2018 PHED 533).

The CIP offers financial incentives to encourage property owners and businesses to make investments to improve the exterior appearance of their buildings and storefronts along Main Streets. Such improvements provide a benefit to the community as a whole, by reconnecting storefronts with the public realm, preserving heritage features, and protecting Main Streets. The CIP is applicable to the Main Streets within all the BIAs in the City of Windsor, except for the Sandwich Town, Downtown Windsor, and University Avenue-Wyandotte Street West BIAs, which are under separate CIPs.

### **How does the existing *Building Facade Improvement Program* Work?**

The existing Building Facade Improvement Program Grant was designed to be comprehensive and flexible, giving applicant's options based on project scope, timing and affordability. The program allows for a phased or incremental approach to improving building facades. Applicants can choose from a range of improvements, provided that all of the projects are all completed within a two year time frame from when the original work started. Funding is broken down into the following categories with a minimum grant of \$3,000 for work identified in Category A to \$30,000 for work identified in Categories B and C.



Category A (Beautification) —designed for aesthetic improvements such as replacement of signage, lighting, awnings, cleaning and painting, removing security bars.



Category B (Restoration)—designed for aesthetic, functional and restoration purposes to encourage work that will restore key features of the building facade. Examples of eligible work include re-pointing of brick and stone, restoration of original windows and doors, accessibility improvements.



Category C (Replacement)--designed to encourage work that will replace or reinstate key features such as doors and windows that have been lost or deteriorated beyond repair or are of a style that is no longer consistent with the building design. The grant will also encourage functional improvements such as reinstating doors and windows that have been filled in or removed.

The program was designed to be corresponding in size and in proportion to a building's amount of street frontage, meaning larger buildings with multiple storefronts are eligible for more funding than smaller buildings with fewer storefronts. The City matches 50% of the costs for eligible building facade and storefront restoration improvements to commercial and mixed-use buildings within the designated Community Improvement Project Areas up to a maximum of \$30,000 per project for smaller buildings to a maximum of \$60,000 per project for larger buildings with multiple storefronts. The grant is also applicable to the side and rear of building facades provided that the building facade is visible from an adjacent street, public right-of-way or park and as long as the storefront/facade facing the Main Street is improved at the same time.

The examples below highlight the eligible amount based on the number of storefronts. Example 1 identifies a building with one storefront and a side visible from the street therefore the project is eligible for up to \$30,000 in grants. Example 2 identifies a building with four (4) storefronts with sides and rear visible from two streets and an adjacent laneway. In this example, each storefront is eligible for \$15,000 multiplied by four (4) which amounts to the maximum allowable grant of \$60,000.

Example 1



\$15,000 per building facade/storefront

plus \$15,000 for side and rear facades visible from public R.O.W./park as long as the storefront facing the Main Street is improved at the same time.

Example 2



\$15,000 per building facade/storefront X number of storefront. (4 X \$15,000 = \$60,000)

plus \$15,000 for side and rear facades visible from public R.O.W./park as long as the storefront facing the Main Street is improved at the same time. However, the applicant will only receive

## **Discussion:**

Since the *Building Facade Improvement Program and Urban Design Guidelines CIP* was approved by Windsor City Council in 2018, many owners have taken advantage of the program and improved their storefronts and building façades throughout many of Windsor's Business Improvement Areas (BIAs), such as Old Riverside, Pillette Village, Ford City, Wyandotte Town Centre, and Ottawa Street.

In the meantime, City Council's approved *Traditional Commercial Street Policies*, a *Demolition Control By-law* for Windsor's Main Streets, and 'districting' plans for some main street neighbourhoods such as Walkerville. Other streetscape initiatives have also taken place in 'Ford City' and 'Sandwich Town'. These strategies were implemented to encourage the retention of main street buildings, preserve the unique character and walkability of these areas, to prohibit the creation (and expansion) of surface parking areas abutting traditional commercial streets, and to encourage improvement on vacant and underutilized property within these Main Street areas.

Given the success of other CIPs, recent municipal investment in infrastructure, public art, policy development and building facade improvement focused on supporting the main street and neighbourhoods, Administration felt that this was the right time to recommend amending the *Building Facade Improvement Program and Urban Design Guidelines CIP*.

## **Amendments to the existing *Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP***

Currently, Downtown Windsor, Sandwich Town, Ford City, and the University Avenue-Wyandotte Street West CIPs include programs aimed at not only building facade improvement but also the creation of new residential units and the redevelopment of vacant or underutilized land that support both the main street and surrounding neighbourhood. The following amendments are consistent with the approach taken to encourage the redevelopment on Main Streets and neighbourhoods in other *CIP* areas of the City.

## **Amending the Existing *Building Facade Improvement Program***

Recommendation I. i. reflects minor amendments to the minimum amount of eligible work required for approval in Categories A (Beautification), B (Restoration), and C (Replacement) to ensure that facade improvements have a significant impact on meeting the goals and objectives of the CIP and the overall impact improvements have on the building and Main Street area. (See Sections 3.0 of the DRAFT Amended CIP).



## **Amending new Economic Incentive Programs to the existing CIP**

Recommendation I. ii. of this report also suggests amending the existing *Building Facade Improvement Program and Urban Design Guidelines CIP* to include the following new programs (See Sections 3.0 of the DRAFT Amended CIP):

1. *Building/Property Improvement Tax Increment Grant Program*--intended to provide financial incentive for the physical improvements to properties along and within the vicinity of the Main Street Project area and to encourage the redevelopment of vacant or underutilized property. The Grant will be an economic catalyst for new investments in buildings and properties by providing a financial incentive that reduces the potential tax increase that can result when property and building improvements are made.

This program will provide an annual grant equal to 100% of the increase in municipal property taxes for ten years, after the project is completed and reassessed to help offset the costs of rehabilitating and redeveloping properties, as long as such development, redevelopment or rehabilitation results in an increase in municipal property taxes.

2. *New Residential Development Grant Program* -- intended to stimulate residential development above the first floor of storefronts in traditional Main Street buildings and on properties adjacent to them. The grant provides a financial incentive whereby property owners will be eligible to receive a grant of \$2,500 for every new residential unit, up to a maximum of \$50,000 per property. The creation of new residential units will further support the preservation and ongoing sustainability of the Main Street.

The new programs identified above and in Section 3.0 of the updated DRAFT CIP document (see Appendix 'A') will be applied to the existing Main Streets identified in Schedules 'A' through 'G' and the expanded areas identified in this report.

Administration through Council will be able to apply these programs to additional Main Street areas when deemed appropriate through minor revisions to this CIP.

### **Expanding existing Main Street areas**

To encourage improvement on vacant and underutilized properties in Main Street areas

Recommendation I. iii. of the report request that Council expand the areas eligible to take advantage of the CIP grants to areas adjacent some Main Streets where vacant and underutilized lands and buildings exists where redevelopment would have a positive impact on supporting the Main Street and surrounding neighbourhood.

### **Other Amendments to the CIP**

- **Urban Design Guidelines**--the existing CIP includes urban design guidelines for building facade improvement to ensure improvements are enduring, consistent with the context of the Main Street, and protect heritage resources. With the new economic incentives proposed new urban design guidelines have been developed for vacant and underutilized property, to ensure that new development is consistent with the existing main street and neighbourhood context. (See Recommendation I. iv.).
- **Monitoring Program**—additions to the Monitoring Program found in Section 7.0 of the CIP will allow Administration and Council to make Minor adjustments or revisions to the CIP in the future without a formal amendment to the CIP (See Recommendation I. v.). Such minor adjustments include the terms and requirements of any of the programs, changing the boundaries of any of the targeted program boundaries or schedules (within the existing boundary of the designated CIP Project Area) including adding new BIAs/Main Streets within the CIP Project Area, or the discontinuation of any of the programs contained in the CIP. These changes will be undertaken through a report to Council for approval. Such minor changes or the discontinuation of programs will be provided to the Minister of Municipal Affairs and Housing for information purposes only.

The addition of any new programs, significant changes to eligibility criteria, changes to the CIP Project Area boundaries, or changes to the CIP that would substantially increase funding provided by existing financial incentives will require a formal amendment to the CIP in accordance with Section 28 of the Planning Act.

- **“Main Streets”**--with the addition of new economic incentive programs as suggested above the *Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP* is now more than just a facade improvement program (with urban design guidelines), but the CIP also includes new economic incentives and urban design guidelines for the development of vacant and underutilized commercial/mixed-use and residential property. Recommendation II. Requests amending the CIP title from “*Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP*” to “*Main Streets*”.

### **Risk Analysis:**

There is low financial risk associated with amending the CIP as recommended in this report because each grant application will be presented to Council for approval and the proposed amendments encourage property owners to reinvest in vacant and underutilized property in existing built up (Main Street) areas of the City. In addition, Administration will ensure that there are sufficient funds in the CIP reserve fund prior to applications being recommended for approval. The municipal tax increment program results in the payment of a grant which is equivalent to the increase in property taxes for a stated period of time. This is considered taxes that would otherwise not be received if the redevelopment did not occur.

However, if the public and stakeholders do not agree with amendments made to an existing Community Improvement Plan, the possibility exists that the CIP could be

appealed to the Ontario Land Tribunal. However, staff from the Planning division have followed the requirements of Section 28 of the *Planning Act* as it relates to Community Improvement and provided a statutory public notice and public consultation requirements.

## **Climate Change Risks**

### **Climate Change Mitigation:**

Amendments to the *Building Facade Improvement Program and Urban Design Guidelines CIP* will have a low impact on how the project affects climate change, because most improvements will be made to existing building and vacant land in existing built-up areas throughout the City which reduces the amount of CO<sup>2</sup> emitted during the construction process and requires fewer building materials.

The improvements to existing buildings and vacant property also contributes to the revitalization of Windsor's Main Street areas. The projects approved through the CIP will continue to promote a more walkable environment, thereby encouraging alternate forms of transportation.

Utilizing an existing building, vacant land, and infrastructure in built-up areas of the City also promotes efficiency on the existing infrastructure network by not promoting development on greenfield land.

### **Climate Change Adaptation:**

As temperatures increase and when considering the Urban Heat Island effect for the City of Windsor, the properties eligible for the grants offered through the *CIP* are often located within a Heat Vulnerability area. However, the rehabilitation of existing buildings and the redevelopment of vacant sites will utilize modern building methods, which will conform to the Ontario Building Code concerning energy efficiency.

### **Financial Matters:**

On February 22, 2021, Council approved the 2021 budget, which included a new reserve fund for all active CIPs in the City. As CIP grant applications are approved, the approved grant amount will be transferred to the capital project account to be kept as committed funds, until the grant is ready to be paid out.

If Council approves the amendments to the *Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP* funding for all grants except the *Building/Property Improvement Tax Increment Grant* will continue to be transferred from the CIP reserve fund to the new Main Streets CIP project fund. Recommendation II. will request that Council change the name of the Building Facade Improvement – Main Streets CIP project fund to the Main Streets CIP project fund.

The *Building/Property Improvement Tax Increment Grant* would not come from the new Main Streets CIP project fund, but will be based upon the actual municipal tax increase after redevelopment has occurred. An estimate is provided by the Finance Department for purposes of application approval and is subject to the final property assessment value as determined by the Municipal Property Assessment Corporation (MPAC) once the project is completed.

The current uncommitted balance of the CIP reserve fund is \$1,198,602.76 however this balance does not account for other CIP grant requests that are currently being considered by the standing committee or have been endorsed by the standing committee and are not yet approved by City Council.

Administration continues to monitor funds committed from the CIP reserve fund through City Council's approval of grants for all CIPs. Through the operating budget, Administration will request that additional funds be dedicated and added to the CIP reserve fund to ensure that overall the total available funds is sufficient to meet projected future requests for all CIPs, including the Main Streets CIP.

### **Consultations:**

Prior to City Council's 2018 approval of the *Building Facade Improvement Program and Urban Design Guidelines for Main Streets Community Improvement Plan (CIP)*, a public open house was held on May 25<sup>th</sup>, 2017 to gain public input regarding the program. The statutory meeting of the *Planning Act* was held on December 11<sup>th</sup>, 2017 at the meeting of the Planning, Heritage & Economic Development Standing Committee (PHEDSC).

On January 7<sup>th</sup>, 2022, the City of Windsor sent out a media release inviting the public to register for a Public Information Centre (PIC) held on January 12<sup>th</sup>, 2022, to discuss amendments to the *Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP*. An online SurveyMonkey was also made available through the City's website for the public to provide comments on the existing CIP and amendments to the program.

On January 12<sup>th</sup>, 2022, the Planning and Building Department hosted a virtual PIC from 4 p.m. to 5 p.m. and a second session from 6 p.m. to 7 p.m.

Twenty-six (26) people attended the 4 p.m. to 5 p.m. session and Thirteen (13) people attended the 6 p.m. to 7 p.m. session. The ten (10) minute presentation discussed the following:

- Expanding the existing program to other main street areas and property within the vicinity of existing BIA's (and main streets) where improvements would help strengthen and support the main street
- Amending the existing *CIP* to include programs that would encourage the redevelopment of vacant or underutilized buildings and property.

Following the presentation, the staff Planner was available for a question and answer period. Generally, questions concerned expanding the areas eligible for grants adjacent to existing Main Streets and when the new programs would be available. Presentation slides as identified in Appendix 'B' provided proposed expanded eligible areas. Other questions were related to providing the grants to property not within the existing or proposed expansion areas.

The SurveyMonkey was available on the City's website from January 7, 2022 through to January 26, 2022. Thirty (30) people responded to the SurveyMonkey, but not all answered every question. General questions related to ownership, condition, use, and location of the property that would be eligible for the existing and expanded programs. Other questions related to whether or not the participants would apply to such programs and if the programs would benefit the area. The following information was gained from the survey:

#### Location, Ownership, Use and condition of the Property

- Of those who responded most were within the vicinity of the Ford City Main Street.
- Nearly 80% owned a property within the vicinity of a BIA
- Of those who responded Residential (33%), Office (25%), and Mixed-use (25%) are the most common uses.
- Most respondents indicated that the facades are in poor (47%) or average (47%) condition

#### Applying to the Programs

- Of those who responded all felt that their area would benefit from the existing and proposed economic incentive programs
- Forty Four (44%) of respondents felt that they would apply to the existing Building Facade Improvement Program and new programs being proposed
- Of those who responded most felt that improvements would include new paint, lighting fixture, while others felt improvements would include restoration work.
- Of those who responded most were interested in the existing Building Facade Improvement Program (100%), followed by the Building Improvement Tax Increment Grant Program (57%), Commercial/Mixed-Use Building Improvement Loan Program (43%) and less were interested in the New Residential Development Grant Program (29%)

#### General Comments

- There were a couple comments related to expanding the areas (i.e. along Seminole Street East of Drouillard Road, and down part of Walker Road related to heritage buildings) but most appeared satisfied with the existing and proposed expanded areas identified.
- There were some references to the importance of heritage building facades that could use improvement
- Some comments were related to Sandwich Town yet this CIP is for the other BIAs and excludes Sandwich Town, Downtown and the University Ave.—Wyandotte Street West CIP areas

The August 3<sup>rd</sup>, 2022, meeting of the DHSC is considered the statutory public meeting in accordance with the *Planning Act*. The amendments to the CIP were also made available at least 20 days prior to the statutory public meeting as prescribed by the *Planning Act*.

### **Conclusion:**

In 2018, Council approved the *Building Facade Improvement Program and Urban Design Guidelines CIP*. Since its approval several owners have taken advantage of the program and improved their storefronts and building façades throughout many of Windsor's Business Improvement Areas (BIAs).

Since 2018, City Council's has approved policies and strategies (identified in the discussion section of this report) to encourage the retention of main street buildings, preserve the unique character and walkability of these areas, to prohibit the creation (and expansion) of surface parking areas abutting traditional commercial streets, and to encourage improvement on vacant and underutilized property in these Main Street areas.

Given the success of other CIPs (Downtown, Ford City, and Sandwich) that include programs aimed at not only building facade improvement but also the creation of new residential units and the redevelopment of vacant or underutilized land that support both the main street and surrounding neighbourhood Administration felt that this was the right time to recommend amending the *Building Facade Improvement Program and Urban Design Guidelines CIP*.

There are sufficient funds in Reserve Fund 156 to provide funding for the proposed changes to the existing program, the new grant programs, and expanded eligible areas adjacent existing Main Streets as identified in Recommendation 1. i., ii., and iii, and in the discussion section of this report.

Currently, Downtown Windsor, Sandwich Town, Ford City, and the University Avenue-Wyandotte Street West CIPs include programs aimed at not only building facade improvement but also the creation of new residential units and the redevelopment of vacant or underutilized land that support both the main street and surrounding neighbourhood. The recommendations of this report are consistent with the approach taken to encourage the redevelopment on Main Streets and neighbourhoods in other CIP areas of the City.

### **Planning Act Matters:**

Kevin Alexander, MCIP, RPP  
Senior Planner—Special Projects

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

Neil Robertson, MCIP, RPP

Manager of Urban Design / Deputy City Planner

Thom Hunt, MCIP, RPP

City Planner / Executive Director, Planning & Development Services

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

JP

OC

**Approvals:**

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Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
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- 2 Appendix 'B' - Expanded Areas
- 3 Appendix 'C' - By-Law to Amend Designating By-Law 25-2018
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# MAIN STREETS

COMMUNITY IMPROVEMENT PLAN

DATE ADOPTED BY COUNCIL

Council Agenda - September 6, 2022  
Page 316 of 881

DRAFT



## Building Facade Improvement Program and Urban Design Guidelines for Main Streets



### PART A

Introduction does not constitute part of the Community Improvement Plan.

### PART B

The Community Improvement Plan consists of the text, photos, tables, design guidelines, maps, recommendations and Schedules identified in Part C.

### PART C

The Schedules consists of the Background and analysis, and recommendations for main streets included within the City of Windsor Building Facade Improvement Program for Main Streets



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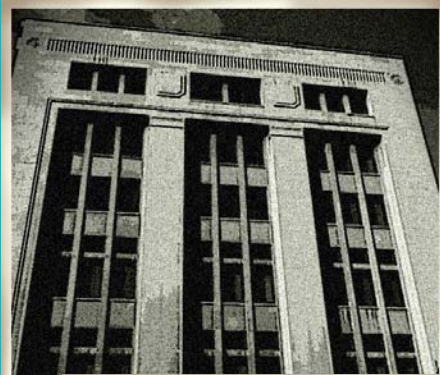
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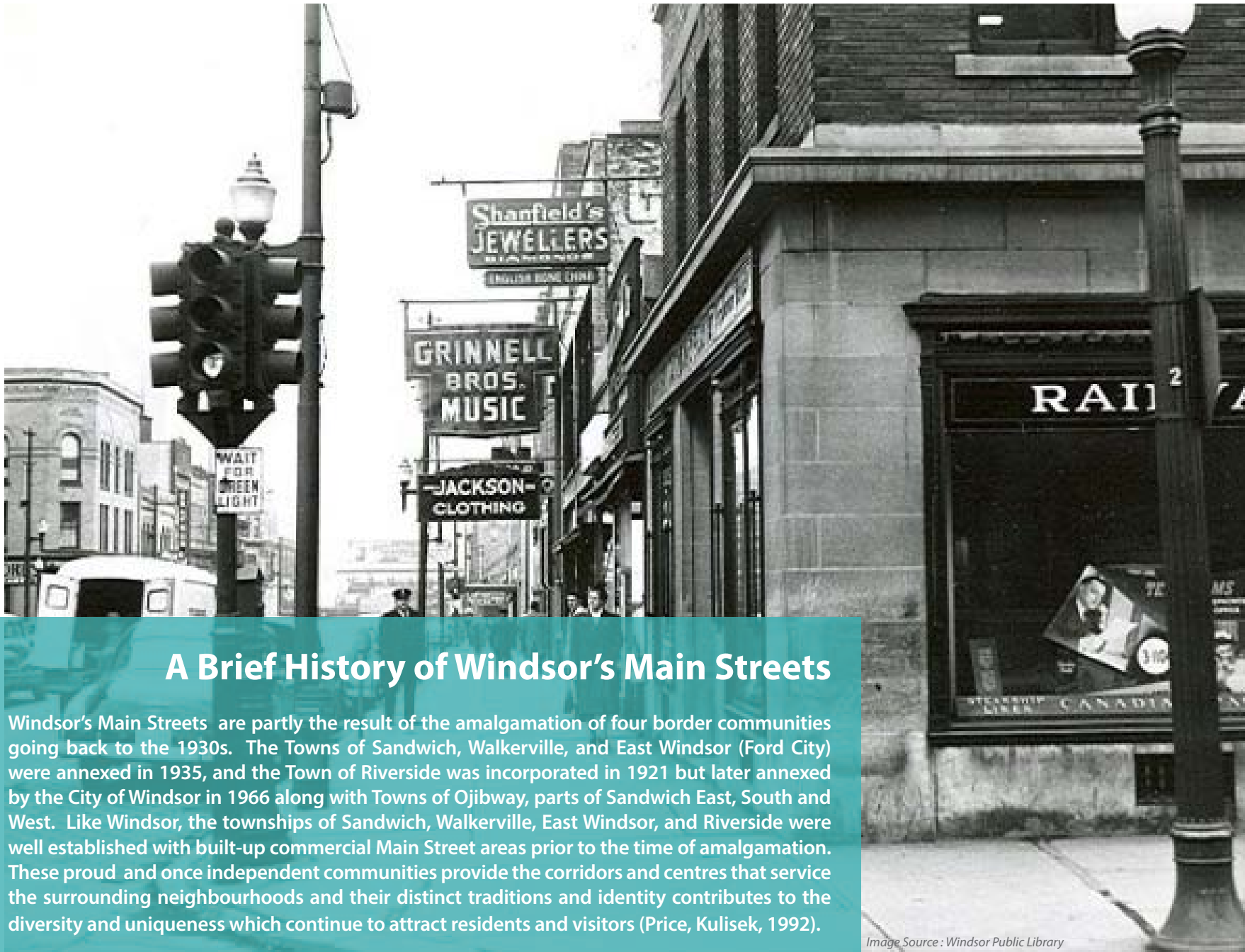
# PART A



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## A Brief History of Windsor's Main Streets

Windsor's Main Streets are partly the result of the amalgamation of four border communities going back to the 1930s. The Towns of Sandwich, Walkerville, and East Windsor (Ford City) were annexed in 1935, and the Town of Riverside was incorporated in 1921 but later annexed by the City of Windsor in 1966 along with Towns of Ojibway, parts of Sandwich East, South and West. Like Windsor, the townships of Sandwich, Walkerville, East Windsor, and Riverside were well established with built-up commercial Main Street areas prior to the time of amalgamation. These proud and once independent communities provide the corridors and centres that service the surrounding neighbourhoods and their distinct traditions and identity contributes to the diversity and uniqueness which continue to attract residents and visitors (Price, Kulisek, 1992).

Image Source : Windsor Public Library

## Background

Where there is an Official Plan in place containing provisions relating to community improvement Section 28 (2) of the *Planning Act* permits the City of Windsor to designate (through by-law) the whole or part of an area covered by the Official Plan as a community improvement project area. Section 11.8 of the City's Official Plan contains these provisions and the objectives (Section 11.8.1) for preparing and adopting a Community Improvement Plan.

Section 28(1) of the *Planning Act*, defines a "community improvement project area" as "*a municipality or an area within a municipality, where in the opinion of council the community improvement is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social, or community economic development reason*". For the purposes of carrying out a community improvement plan, a municipality may:

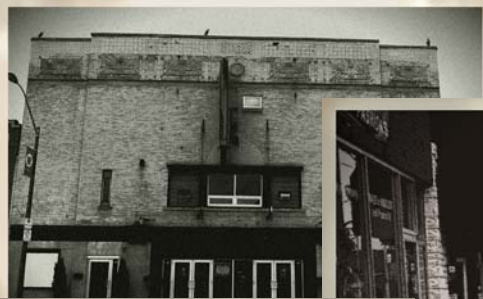
- Acquire, hold, clear, grade or otherwise prepare land for community improvement;
- Construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan;
- Sell, lease or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan; and
- Make grants or loans to registered or assessed owners and tenants of lands and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of rehabilitating such lands and buildings in conformity with the community improvement plan.

Section 28 (7), of the *Planning Act* specifies that the eligible costs of a Community Improvement Plan (CIP) may include costs related environmental site assessment, environmental remediation, development or redevelopment of lands, construction and reconstruction of lands, and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements, or facilities.

Section 28 (7.3) of the *Planning Act* specifies that the total of the grants and loans made in respect of particular lands and buildings under subsections (7) and (7.2) and the tax assistance as defined in section 365.1 of the *Municipal Act*, 2001, in respect of the lands and buildings shall not exceed the eligible cost of the community improvement plan with respect to those lands and buildings.



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## 1.0 Rationale for a Community Improvement Plan

A Community Improvement Plan (CIP) is a tool identified in Section 28 of the *Planning Act* that can be used for community improvement provided that a municipality has an Official Plan in place. The City of Windsor Official Plan (Volume 1: The Primary Plan) provides the criteria for designating a Community Improvement Project Area.

The CIP will permit the City to implement the objectives of the Official Plan as they relate to community improvement, particularly to provide grants through a Commercial/Mixed-Use Building Facade Improvement Program for Windsor's Main Streets.

### 1.1 Purpose of the Plan

On August 24, 2015, at the regular meeting of Windsor City Council, Councillor Holt submitted CQ59-2015 that asks,

*"Given the success of existing streetscape projects in Walkerville & Wyandotte Towne Centre BIAs, is there an opportunity to leverage the public investments made by the City by offering a facade grant program aimed at improving the appearance of existing buildings?"*

Administration prepared a report based on CQ59-2015 regarding leveraging recent public investment spent on infrastructure improvements through a Commercial Building Facade Improvement Program. As a result of the report on January 4, 2016, through CR17/2016 Windsor City Council approved the following recommendations regarding the implementation of this CIP:

1. That the Planning and Building Department BE DIRECTED to prepare a Community Improvement Plan and Urban Design Guidelines to implement a Building Facade Improvement Program for Main Streets under Section 28 of the Planning Act for the Wyandotte Towne Centre and Walkerville Business Improvement Areas (BIA);
2. That the Planning and Building Department BE DIRECTED to include the Wyandotte Towne Centre and Walkerville Business Improvement Areas as the first Main Streets to take advantage of funding through a Building Facade Improvement Program for Main Streets; and
3. That By-Law 42-1998 for the Commercial Area Facade Improvement Strategy Community Improvement for the City Centre Community Improvement Project Area Plan and By-Law 43-1998 for the Commercial Area Facade Improvement Strategy Community Improvement Plan for Wyandotte Towne Centre Community Improvement Project Area BE REPEALED.



Figure 2. Overhead view of the Walkerville St. E. Main Street in the Walkerville BIA.

In addition to CR17/2016, there have been several requests from Business Improvement Areas (BIAs), some neighbourhood associations, and other Main Streets for financial incentives to assist owners with improving their storefronts. The preparation of a CIP for Commercial/Mixed-Use Building Facade Improvement Program for

Windsor's Main Streets not only assists in addressing the concerns of the Business Improvement Areas (BIAs) and neighbourhood associations, but it is also an expression of the City of Windsor's commitment to supporting local economic development, especially the small businesses located along these Main Streets.

On January 28, 2018, the Building Façade Improvement Program and Urban Design Guidelines for Main Streets Community Improvement Plan (CIP) was approved by Windsor City Council. Since its inception, several owners have taken advantage of the CIP program throughout the City's BIAs and traditional main street areas.

In 2019, Traditional Commercial Street Policies and Demolition Control By-laws were passed by Windsor City Council as a strategy to prevent the demolition of Main Street buildings along traditional commercial streets. The intent of the policy is to encourage the retention of main street buildings, to facilitate continuous building facades and provide a positive impact on the unique character and walkability of these areas, and to prohibit the creation (and expansion) of surface parking areas abutting traditional commercial streets.

Given the success of other CIP's which not only include a façade improvement program, but also programs to encourage interior renovations, tax increment financing grants, creation of new residential units, and development and building fee grant; Council and Administration felt that there was an opportunity to amend the existing CIP to include additional programs such as those identified above.

In 2019 and 2020 Council approved the idea of theming or 'Districting' in certain areas of the City such as Walkerville. Through these studies and Administration's analysis several properties were identified along the main street that are either vacant or underutilized. Administration suggests that it is appropriate to recommend an expanded economic incentive program that will encourage the development of vacant or underutilized sites that would support the main street.

Currently, Downtown Windsor, Sandwich Town, and Ford City have similar programs that include several programs aimed at not only building facade improvement but also the creation of new residential units and the redevelopment of vacant underutilized land that would support the main street and neighbourhood.

On \_\_\_, 2022 (CR\_\_\_, 2022) City Council amended the CIP to expand the following areas within the vicinity of Main Streets identified in Schedules 'B', 'C', 'F', 'G' and 'H'.

This CIP continues to apply to Schedules 'A', 'D', and 'E'.



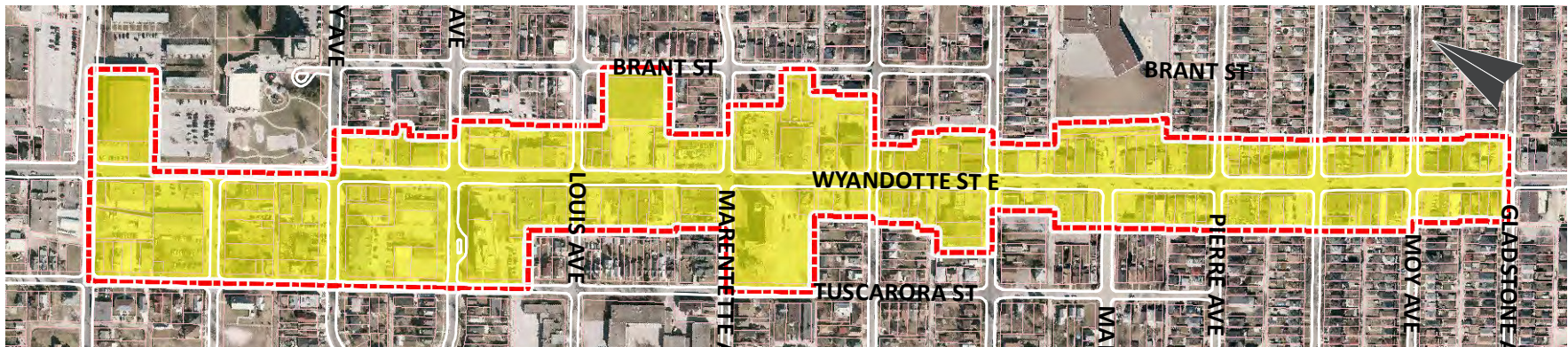


Figure 3 . Wyandotte Towne Centre BIA is one of the Main Street areas in the City to be approved by Council for the Building Facade Improvement Program

1.2 Project Area

The Community Improvement Project area is the City of Windsor. Main Streets meeting the criteria identified in Section 1.4 can be amended to this CIP by Schedule if directed by Council and when additional funding is available. As directed by Council (CR117/2016) Part C of this Plan includes Schedules ‘A’ through ‘G’ recommending that the following BIA’s be the first Main Streets to take advantage of funding under the Building Facade Improvement Program and Urban Design Guidelines for Main

Streets CIP:

- Wyandotte Towne Centre Business Improvement Area (BIA)
- Walkerville Business Improvement Area (BIA)
- Ford City Business District Improvement Area (BIA)
- Pillette Village Business Improvement Area (BIA)
- Olde Riverside Town Centre Business Improvement Area (BIA)
- Erie Street Business Improvement Area (BIA)
- Ottawa Street Business Improvement

Area (BIA)

Council directed the Planning and Building Department to amend the Wyandotte Towne Centre and Walkerville BIAs by Schedule to the Program. However, since the program is for the entire City, traditional commercial Main Streets have been



Figure 4. Pilete Village BIA, Windsor



Figure 5. Ouellette Avenue, Windsor



Figure 6. Erie Street (Little Italy), Windsor

looked at from a city-wide level.

### 1.3 Expanding the Program to Other Main Streets: A Phased Approach

Since the beginning of the study Planning and Building Department Staff have acquired enough detailed information to feel comfortable with recommending that all BIAs, except the Windsor Downtown and Sandwich Town BIAs, be approved for the Program at this time.

Many of the Building Facades along these Main Streets are in a similar condition across all BIAs (See Schedules 'A' through 'G' for the detailed analysis). Several of the BIAs are also in a location where the municipality has made significant infrastructure investment in road rehabilitation and streetscape

improvements (Wyandotte Towne Centre, Walkerville, Erie, Ottawa). The program provides an opportunity to leverage the municipal investment made in public infrastructure and streetscape improvements thereby encouraging physical improvements to the building facades along these Main Streets.

The Windsor Downtown and Sandwich Town BIAs will not be included under this Program because they are in an area where recent Building Façade Improvement Programs have been approved under separate CIPS.

Based on the size of the program area, number of properties eligible to participate in the program, community input and calls the Planning and

Building Department received regarding the program, it is likely that future funding will be requested as part of the City's annual capital budget deliberations.

Administration is proposing a balanced approach and leverages some of the most recent municipal investments in public realm infrastructure, while allowing for the Facade Improvement Program to be expanded with relative ease to other areas of the City as Council directs in the future.

## 1.4 Criteria

The Main Streets CIP are applicable to the Main Streets within all the BIAs in the City of Windsor, except for the Sandwich Town and Downtown Windsor BIAs. Council will have the option of expanding the program to other Main Street areas by schedule if the need for municipal intervention is identified and these Main Street areas meet the following criteria:

- A *Main Street* as identified on Schedule G: Civic Image of the City of Windsor Official Plan (Vol. 1: The Primary Plan);
- A Business Improvement Area (BIA);
- A Main Street area that is consistent with “Community Improvement” as identified in Section 11.8 of the City of Windsor Official Plan (Vol. 1: The Primary Plan) (See Table 1. Section

11.8 Policies);

- The Main Street or Business Improvement Area is consistent with the “*Criteria for Designation*” for a CIP Project Area;
- A Main Street or BIA where Council has directed a significant amount of municipal investment for improvements such as streetscape and infrastructure renovations; and
- Additional funding has been approved by Council to expand the program to other Main Streets within the city.
- Areas adjacent or in the vicinity of a Main Street or BIA where economic incentive programs could encourage the redevelopment of vacant land and buildings or the physical improvements to existing buildings.

Notwithstanding the criteria identified above, administration will also identify

the following elements when developing a schedule for an amendment to this program for Council’s consideration:

- All properties identified on the Windsor Municipal Heritage Register;
- All buildings of a Main Street “typology” that should be retained; and
- Condition of the existing facades includes the storefront, upper stories, sides and rear of the buildings.
- Consistent Design Elements such as:
  - Regulatory Lines;
  - Architectural style;
  - Rhythm and proportion of the facade;
  - Height of building; and
  - Door and window locations.

## Section 11.8 Policies in the City's Official Plan (Vol. 1: The Primary Plan)

In order for a BIA to meet the criteria identified in Section 1.4, it shall be consistent with "Community Improvement" as identified in Section 11.8 of the City's Official Plan. The properties in the BIA shall relate to the following policies:

- **Section 11.8.1.1**  
Encourage the renovation, repair, rehabilitation, development, redevelopment or other improvement of lands and/or buildings;
- **Section 11.8.1.2**  
To provide standards for building and property maintenance and occupancy;
- **Section 11.8.1.3**  
Maintain and improve the physical and aesthetic amenities of the streetscape;
- **Section 11.8.1.4**  
Encourage the conservation, restoration, adaptive reuse and improvement of cultural heritage resources;
- **Section 11.8.1.5**  
Strengthen residential areas and neighbourhoods, including where applicable, facilitating residential infill and intensification in residential areas and mixed use areas;
- **Section 11.8.1.7**  
Encourage the eventual elimination and/or relocation of incompatible land uses, and where this is not feasible, encourage physical improvements to minimize land use conflicts;
- **Section 11.8.1.8**  
Encourage improvement activities which contribute to a strong economic base, strengthen employment, commercial and mixed use areas, and facilitate and promote community economic development;
- **Section 11.8.1.10**  
To ensure the provision of energy efficient uses, buildings, structures, works, improvements or facilities;
- **Section 11.8.1.12**  
Maintain and improve the transportation network, including pedestrian and bicycle trails, to ensure adequate traffic flow and pedestrian mobility and circulation;
- **Section 11.8.1.14**  
Improve social conditions;
- **Section 11.8.1.15**  
Promote cultural development; and
- **Section 11.8.1.16**  
Improve community quality, safety, healthy and stability.

Table 1. Section 11.8 Policies in the City's Official Plan (Vol. 1: The Primary Plan)





Figure 7. Traditional Main Street (Brantford, ON)



Figure 8. Traditional Main Street (Stratford, ON)



Figure 9. Main Street building (Brantford, ON)

## 2.0 Goals and Objectives

Generally, the goal of the Main Street CIP is to encourage new investment and assist in revitalization efforts aimed at the physical improvement of building facades (the exterior face of a building) within Main Street corridors. The Program also aims to leverage recent public investment spent on infrastructure improvements by

providing such a program. The goals and objectives of the Main Street CIP are consistent with the Development Strategy and the Growth Concept policies regarding Corridors identified in Section 3.3.2 of the City's Official Plan. They are also consistent with Section 28 of the *Planning Act* regarding Community Improvement and

the 2014 Provincial Policy Statements with respect to Section 1.0 of the PPS Building Strong Healthy Communities by supporting existing Settlement Areas.



Figure 10. Concept of Wyandotte Towne Centre. A perspective of what Wyandotte Street East may look like after improvements (Architectura Inc. Architects)

## GOALS

1. To improve the overall appearance and function of building facades in traditional Main Street areas.
2. To encourage private investment through the use of public funds to improve the overall appearance of main street areas.
3. To strengthen neighbourhoods by improving the main streets that provides services to these neighbourhoods.
4. To protect traditional Main Streets

## OBJECTIVES

1. Increase business and retail sales in main street areas
2. Increase rental revenue and property value in main street areas
3. Promote Urban Design Guidelines

that ensure the use of high quality materials and improvements to the function of the building

4. Leverage public investment spent on recent infrastructure improvements (roads, sewers, sidewalks, streetscape) by providing public funds for building facade improvement in Main Street areas.
5. Offset building facade improvement costs by providing an Incentive Program.
6. Retain and attract new business to main street areas through the promotion of a Main Streets CIP.
7. Provide a Building Facade Improvement Program and Urban Design Guidelines for Main Streets that encourages the restoration of historic facades to their original style.

## What is a Building Facade Improvement Program?

Facade Improvement Programs are financial incentive programs created to encourage property owners and businesses to make investments to improve the exterior appearance of their buildings and storefronts in a targeted area such as a commercial Main Street. Programs typically focus on commercial properties in historic or non-historic areas and provide financial incentives such as matching grants. In Ontario they can only be implemented through a Community Improvement Plan as identified in Section 28 of the Planning Act.

## Benefits of a Building Facade Improvement Program

Improvements to one building such as repairing and cleaning brick, new paint or removal of non-historic materials, calls attention to a building's original architectural details signally positive change in the area and can often stimulate similar improvements to neighbouring buildings. Such improvements make residents and visitors feel safe and encourage walking and shopping for services in the neighbourhood. To help understand many of the benefits of a Facade Improvement Program, an article in the February 2015 Downtown Idea Exchange titled "Facade Improvement Programs Produce Real Economic Benefits" summarized a study that looked at the benefits over the past 15 years. The study revealed the following about facade improvement programs:

- More than 80 percent of business operators experience an increase in the number of first-time customers;
- Over 90 percent of existing businesses reported an increase in sales;

- Property owners typically generated an increase in rental revenue and previously unoccupied spaces were rented out;
- Properties were often repurposed to a perceived better use and other interior improvements were made to accommodate the new use;
- Most owners believe that their building value will increase;
- Nearby businesses often experience increased sales and initiated their own facade improvements; and
- Owners often wanted to restore their historic facades to their original style.

To further support these findings, another recent study (2013) from a report in the National Trust for Historic Preservation's Dollars & Sense Series found that:

- Commercial building improvements resulted in increased sales a year after the improvements were made;
- Sales improvements were sustained for several years;

- Sales increases exceeded increases in local taxes;
- Improvements attracted new businesses and shoppers to the area;
- Participants were often motivated to make more improvements (such as to interior spaces or product lines); and
- Owners/tenants of properties and businesses in surrounding areas were motivated to make improvements.

Windsor is beginning to see firsthand the success of Building Facade Improvement Programs through the implementation of the Incentive Program in Sandwich Town. There are currently three facade improvement projects either underway or about to begin that will have a significant positive impact on the surrounding area (Downtown Idea Exchange, 2015).



## 2.1 Defining the Main Street

Main Streets are found along corridors and are identified in the Official Plan as the backbone of the urban network structure where residents in the surrounding neighbourhoods gravitate to for their everyday needs. These corridors provide day to day retail and other service needs; they create a sense of community by providing places for residents to walk such as local businesses which provide basic services and employment opportunities. These areas are transit supportive because they are typically along bus routes where bus stops are located. Section 8.15.1 of the City's Official Plan defines the Main Street as:



Figure 11. Traditional Main Street building in Walkerville

*“Main streets are pedestrian-oriented mixed use areas with small to medium scale buildings that are located close to the street, contributing to a strong street presence. The frontages of the buildings are of a scale that supports easy pedestrian movement within the Mainstreet areas. There are often commercial uses on the street level and some residential use on the upper floors. The broad range of mixed uses offered in Mainstreets cater to nearby residential neighbourhoods walkable from the Mainstreets, and specialty services and shopping for customers from the larger community. Many Mainstreets areas are also Business Improvement Areas. The Main street policies apply to all public right-of-way locations identified on Schedule G: Civic Image, and generally one lot abutting the public right-of-way.”*

## 2.2 Defining the Facade and Storefront

The name facade comes from the French word for “frontage” or “face” and is generally defined as one exterior side of a building. For the purpose of this program, the facade of a building is defined as the face of a building including sides and rears of buildings

that can be viewed from the street. This includes an ancillary appendage, which may not enclose the building but forms part of the facade or part of the face of the building. Ancillary appendages examples include seat walls or extensions of the facade because this element would form part of the face expression of the building.

The first 1 to 4 stories of a building is generally the maximum distance the average person can comprehend details of a building; created by the degree of enclosure—sense of space—which we feel through our normal frontal field of view at the street level. The first floor or pedestrian level is where there is a direct interaction between the building and the public realm.

The storefront or shop front of the facade is the entryway of a retail store or office building located on the ground floor or street level of a commercial building. Typically, it has one or more display windows. A storefront functions to attract visual attention to a business and its merchandise. The storefront is the most important part of the facade linking the customer and pedestrian with the public realm.

## 2.3 Elements of Main Street Buildings

Buildings located along traditional Main Streets tend to have the following design elements. These elements of a Main Street building design should be taken into consideration when making improvements to a facade:

### 2.3.1 Building Height

Typically minimum two to a maximum of four story buildings with each story being approximately 10 to 12 feet (3.05 to 3.7 metres) in ceiling height. Typically the commercial first floor of Main Street Buildings are approximately 14 feet.

### 2.3.2 Components of a Building

Components include the base, middle, and top (See Figure 32).

TOP

Consists of the roof and cornice treatment and the mechanical penthouse. This section should integrate the base and the middle to provide a visually coherent building.

MIDDLE

Should complement the architectural features of the base and the top by including windows and material that is visually cohesive with the base and top and maintains the overall scale of the street.

BASE

The pedestrian level where the greatest opportunity lies to contribute to the quality of the public realm, having active frontages (windows with transparent glass that provide views to the interior), porches, awnings, lighting and high quality materials.

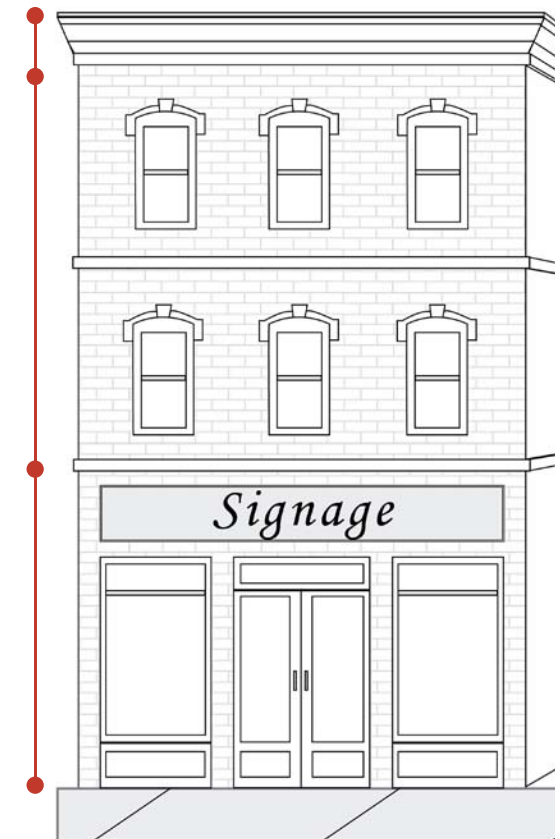


Figure 12. General elements of a facade

**BUILDING CAP (ENTABLATURE/PARAPET)**

MATERIALS: Stone, wood, composite

NOTES: High level of detail

**BUILDING BODY**

MATERIALS: Various (Stone, brick, stucco, parging, wood)

NOTES: Less detail than the base, vertical emphasis, vertical elements align, symmetrical evaluation

**BUILDING BASE/STORE FRONT**

MATERIALS: Various (Stone, brick, stucco, parging, wood)

NOTES: Lit from above, vertical, demarcation, high amount of glazing, clear glazing, transom windows)

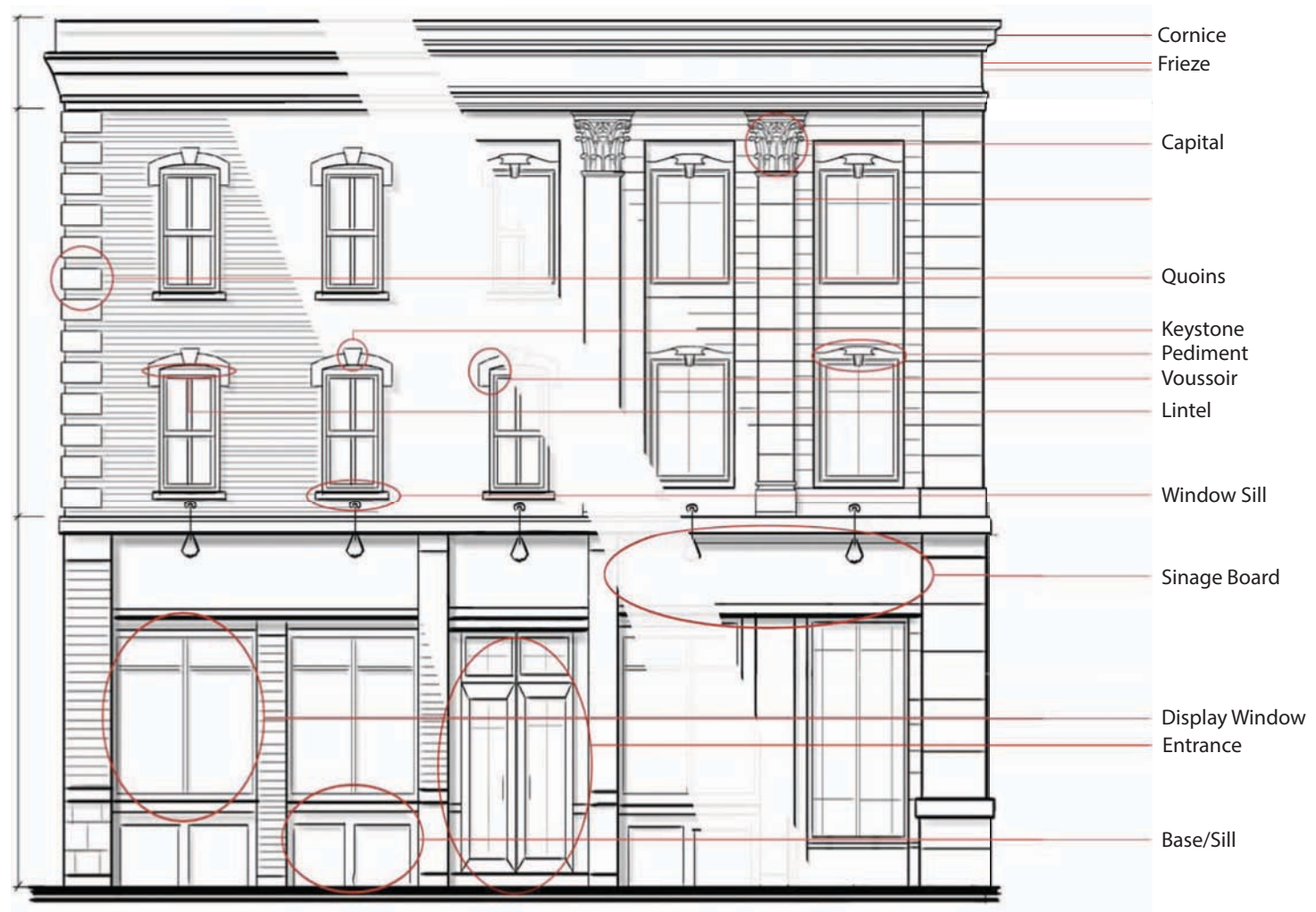


Figure 13. Elements of a Main Street building

## 2.4 Provisions

The Main Streets CIP will provide grants for Main Street areas meeting the criteria outlined in Section 1.4 and consistent with the following *Criteria For Designation* for a CIP Project Area:

- Properties including buildings, building facades, structures and lands in need of maintenance, repair, restoration, rehabilitation or redevelopment;
- Commercial area with high vacancy rates/or poor overall visual quality of the built environment, including but not limited to building facades, streetscapes, public amenity areas and urban design;
- Presence of cultural heritage resources; and
- Areas that have the potential to be new employment areas.

## 2.5 Public Input

Public input was sought in accordance with the *Planning Act* and Section 10.6 of the City's Official Plan. Sections 28(5) identifies the relevant Section of the *Planning Act* and Ontario Regulation 543/06 identifies appropriate notification for approval authorities, public notification, and public meetings aimed at seeing public input.

## 2.6 Public Meetings and Notification

On May 25, 2017, a public open house was held and a survey distributed (also available online) regarding a Building Facade Improvement Program for Main Streets for the Wyandotte Towne Centre and Walkerville BIA's. Information regarding the time and location of the meeting was posted on the City Website and in the Windsor Star on May 20, 2017.

Thirteen (13) people responded to the survey and eight (8) of the respondents owned or rented within the Wyandotte Towne Centre or Walkerville BIAs. The majority of respondents owned, leased or lived in the Wyandotte Towne Centre BIA. Generally, building facades were perceived to be within poor to average condition which is consistent with the

staffs' analysis of the Main Streets. Almost all respondents felt that a Building Façade Improvement Program would benefit the BIAs and that they would take advantage of such a program. Many of the respondents felt that they would use the program for the following:

- Restoration work to exterior building wall(s) (i.e. re-pointing of brick, stone, and other architectural elements of the building)
- Restoration or replacement of windows and/or doors
- Building Code and structural improvements to the building wall(s)
- Functional improvements to the Building Facade (i.e. reinstate windows and door openings)
- Signage and lighting
- Awnings or canopies
- Beautification elements

Other general comments which were consistent with the 2014 staff survey pointed to an inconsistent design approach regarding materials used on building facades, upkeep of facades, the



need for historic preservation, inconsistent addressing and a need for guidelines for the BIAs. These comments can be addressed through a Building Facade Improvement Program with Urban Design Guidelines to ensure a consistent design approach.

Other comments related to neighbourhood pride and public safety, increasing foot traffic and encouraging small business owners to buy or lease through improvements to the buildings is consistent with the goals and objectives of the CIP.

The public meeting was held to determine how likely business owners would apply for a Building Facade Improvement Program and to try and gauge the level of improvement based on their response to the survey. This information informed staff on how to design the program, such as what level of funding should be available, what types of improvements should be made, and how we can encourage uptake in the program to improve the condition of each Main Street.

The report recommending approval of the Windsor Building Facade Improvement Program for Main Streets

CIP was reviewed at the Planning, Heritage and Economic Development Standing Committee (PHEDSC) on December 11, 2017. The meeting of the PHEDSC is the statutory public meeting as prescribed under the Ontario *Planning Act*. A notice was placed in the Windsor Star informing the Public about the meeting on November 24, 2017. The appropriate approval authorities as prescribed by Ontario Regulation 543/06 were also notified.

On January 8, 2018 the Building Facade Improvement Program and Urban Design Guidelines for Main Streets was approved by Windsor City Council.



Figure 14. Public meeting

On January 7th, 2022, the City of Windsor sent out a media release inviting the public to register for a Public Information Centre (PIC) held on January 12th, 2022, to discuss amendment to the Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP. An online SurveyMonkey was also made available through the City's website for the public to provide comments on the existing CIP and amendments to the program.

On January 12th, 2022 the Planning and Building Department hosted a virtual PIC from 4 p.m. to 5 p.m. and a second session from 6 p.m. to 7 p.m.

Twenty-six (26) people attended the 4 p.m. to 5 p.m. session and Thirteen (13) people attended the 6 p.m. to 7 p.m. session. The ten (10) minute presentation discussed the following:

- Expanding the existing program to other main street areas and property within the vicinity of existing BIA's (and main streets) where improvements would help strengthen and support the main street

- Amending the existing CIP to include programs that would encourage the redevelopment of vacant or underutilized buildings and property.

Following the presentation, the staff Planner was available for a question and answer period. Generally questions concerned expanding the areas eligible for grants adjacent existing Main Streets and when the new programs would be available. Presentation slides as identified in Schedules 'B', 'C', 'F', and 'G' provided proposed expanded eligible areas. Other questions were related to providing the grants to property not within the existing or proposed expansion areas.

The SurveyMonkey was available on the City's website from January 7, 2022 through to January 26, 2022. Thirty (30) people responded to the SurveyMonkey, but not all answered every question. General questions related to ownership, condition, use, and location of the property that would be eligible for the existing and expanded programs. Other questions related to whether or not the participants would apply to such

programs and if they would benefit the area. The following information was gained from the survey:

*Location, Ownership, Use and condition of the Property*

- Of those who responded most were within the vicinity of the Ford City Main Street.
- Nearly 80% owned a property within the vicinity of a BIA
- Of those who responded Residential (33%), Office (25%), and Mixed-use (25%) are the most common uses.
- Most respondents indicated that the facades are in poor (47%) or average (47%) condition

*Applying to the Programs*

- Of those who responded all felt that their area would benefit from the existing and proposed economic incentive programs.
- Forty Four (44%) of respondents felt that they would apply to the existing Building Facade Improvement Program and new programs being proposed
- Of those who responded most felt

that improvements would include new paint, lighting fixture, while others felt improvements would include restoration work.

- Of those who responded most were interested in the existing Building Facade Improvement Program (100%), followed by the Building Improvement Tax Increment Grant Program (57%), Commercial/ Mixed-Use Building Improvement Loan Program (43%) and less were interested in the New Residential Development Grant Program (29%)

*General Comments*

- There were a couple comments related to expanding the areas (i.e. along Seminole Street East of Drouillard Road, and down part of Walker Road related to heritage buildings) but most appeared satisfied with the existing and proposed expanded areas identified.
- Some references to the importance of Heritage Building facades that could use improvement
- Some comments were related to Sandwich Town yet this CIP is for the other BIAs and excludes Sandwich

Town, Downtown and the University Ave.—Wyandotte Street West CIP areas

On August 2, 2022 a Council Report was included on the Development and Heritage Standing Committee (DHSC) Agenda recommending amendments to the existing Building Facade Improvement Program and Urban Design Guidelines for Main Streets CIP. The meeting of the DHSC is considered the statutory public meeting in accordance with the Planning Act. The amendments to the CIP were also made available at least 20 days prior to the statutory public meeting as prescribed by the Planning Act.

## 2.7 Scope of Plan

The Municipality will work with the community to prepare a CIP and Design Guidelines to implement a building facade improvement program for Main Streets. The first Main Streets amended to the program by schedule as identified in Schedules 'A' through 'G' are consistent with the provisions identified in this plan. One of the objectives is to provide an equitable grant.

Current Building Facade Improvement Programs such as the *Sandwich Town CIP Facade Improvement Program* provide a grant equal to 70% of the cost of improvements to a maximum of \$15,000 per facade/project. At the discretion of Council the maximum grant can be increased up to \$10,000 for properties/projects that require side and/or rear facade improvement/restoration work where the side and/or rear facade is visible from the Main Street.

An inventory of building facades in the seven BIAs recommended for this Program (See Schedules 'A' through 'G') identified large properties that could be improved, that would receive a disproportionate amount of incentive when compared to smaller building facades. To ensure that all applications receive a proportionate amount of funding the amount per property/project will be based on the number of storefronts and at the discretion of Planning & Building Department. For example, Figure 15 would be considered one storefront and project. Figure 16 would be considered four storefronts under one project.

Projects undertaken for building facades that are in need of maintenance, repair, restoration, rehabilitation will be guided by Urban Design Guidelines where by a design study is undertaken and Design Guidelines will be prepared to enhance the character of the BIA/Main Street area and achieve the following:

### **Preserve and Restore Heritage Resources**

The study will identify any heritage resources and the Design Guidelines will include policies to restore, maintain and enhance these elements.

### **Revitalization**

The study will identify issues that deter revitalization efforts (i.e. inconsistent use of signage, addressing, lighting, parking) and provide Design Guidelines for beautification of the existing facades, provide a consistent approach to signage and lighting.

### **Business Retention and Attraction**

The Urban Design Guidelines will identify opportunities and methods to improve the function and appearance of storefronts. The incentives program will encourage business owners to improve the area which will attract customers and new businesses.

### **Housing**

The CIP recognizes the need for a residential component and will provide guidelines that encourage residential on the second floor of "Combined Use Buildings".



Figure 15. A typical storefront located on Wyandotte Street East



Figure 16. Strathcona Building with several storefronts identified for the purpose of the program (Walkerville BIA)





Figure 17. Chilver Road, Windsor



Figure 18. Bartlett Building (University Street W), Windsor

### 3.0 The Financial Incentive Program

#### Purpose

The Main Streets CIP is intended to encourage reinvestment and assist in revitalization efforts aimed at the physical improvements of building facades along traditional Main Streets. The program is intended to achieve the goals and objectives identified in Section 2.0 of the CIP.

#### Description and Applicability

The Building Facade Improvement Grant Program is designed to be comprehensive and flexible, giving applicant's options based on project scope, timing and affordability. The program allows for a phased or incremental approach at improving building facades. Applicants can choose from a range of improvements, provided that the projects are all completed within a two year time frame from the original work being started.

The program is designed to be equitable making larger buildings with multiple

storefronts eligible for more funding than smaller buildings with fewer storefronts. The City will match 50% of the costs for eligible building facade and storefront restoration improvements to commercial and mixed use buildings within the designated Community Improvement Project Areas up to a maximum of \$30,000 per project to a maximum of \$60,000 per project for larger buildings with multiple storefronts. The grant is also applicable to the side and rear of building facades provided that the building facade is visible from an adjacent street or public right-of-way or park and as long as the storefront/facade facing the main street is improved at the same time.

The recommended grant amount(s) are determined at the discretion of the City Planner and will be based on the following:

- The overall impact the improvements have on the building

- The overall impact the improvements have on the Main Street area
- How the improvements meet the goals and objectives identified in Section 2.0 of the CIP
- Adhering to the urban design guidelines identified in the CIP
- How improvements address structural and long term maintenance issues of all facades

Grants range from a Minimum grant of \$3,000 for work identified in Category A to \$30,000 for work identified in Categories B and C.

Categories will also include the following grants as part of the program:

- **Building and Development Fees** reduction/exemption of fees such as building permit, signage permit, site plan application fees, for example

- **Encroachment Agreement Application and Annual Fees** will be exempted for projects eligible for the program to encourage the use of awnings and other architectural elements that may encroach over the sidewalk.

City Council has delegated the authority to approve the following minor improvements up to \$5,000 to staff:

- All improvements identified in Category A except murals and public art Restoration work to exterior building wall(s) (i.e. re-pointing of brick, stone, and other architectural elements of the building);
- Brick & Mortar Testing\*; and
- Minor building code issues and structural improvements



Figure 19. Wyandotte Street East, Windsor



Figure 20. Erie Street and Parent Avenue, Windsor



### Category A—Beautification

Category A—Beautification facade improvement types are aesthetic and minor functional improvements aimed at making the building facade and storefront more attractive and welcoming to tenants and customers. A minimum grant of \$3,000 to a maximum of \$5000 administered through the Planning and Building Department with grant approvals delegated by City Council to professional Planning staff.

- Signage
- Lighting\*
- Awnings or canopies
- Cleaning and painting\*
- Removal of security bars\*
- Murals and public art (as long as important elements of the building are not impacted)\*\*

\*\* Indicates that murals and public art will be approved through the City's Public Art Advisory Committee



### Category B—Restoration

The Category B—Restoration items are aesthetic, functional and restoration improvements made to restore key features of the building facade and protect the prominent building typology of the area for future generations, while making them more appealing to customers. They will also assist owners in improving structural aspects of the facade and making the building more accessible to customers.

- Restoration work to exterior building wall(s) (i.e. re-pointing of brick, stone, and other architectural elements of the building);
- Brick & Mortar Testing\*;
- Removal of material inconsistent with the design of the building\*;
- Restoration of windows and/or doors\*;
- Building Code and structural improvements to the building facade\*;
- and
- Accessibility and barrier-free design improvements\*.



### Category C—Replacement

The Category C – Replacement items describe work that will replace or reinstate key features such as doors and windows that have been lost or deteriorated beyond repair or are of a style that is no longer consistent with the building design. The grant will also encourage functional improvements such as reinstating doors and windows that have been filled in. Such improvements will preserve and protect these Main Street Buildings over time.

- Functional improvements to the Building Facade such (i.e. reinstating window and door openings);
- Replacement of doors and windows that have deteriorated beyond repair or are inconsistent with the design of the building\*;
- and
- Replacement of architectural features that have deteriorated beyond repair (i.e. coping and cornice replacement, stone work such as quoins, and keystone replacement).

Note: See Figure 24. Architectural Features of a Main Street Building for a more comprehensive list of eligible Building Facade Features.

\* Indicates facade improvements that must be done in conjunction with 1 or more of the other listed facade improvements from any of the categories.



### Existing Economic Incentives

In addition to the Building Facade Program identified in Section 3, the following section identifies additional city-wide CIPs that can also be accessed. This section also identifies administrative efforts aimed at assisting applicants with maneuvering through the development review process and providing assistance with various applications.

### Reduced Development Charges

Under the current Development Charges Act, municipalities can apply Development Charges to best suit their local growth related needs and priorities. Strategic Development Charges reductions have been adopted by Council to help support the City's growth management goals, including the Official Plan policies promoting "selective residential redevelopment, infill and intensification initiatives".

On August 2, 2016 the City-wide Development Charge By-law #60-2015 was implemented to reduce Development Charges in the core areas of the city as a way to encourage infill and intensification within the city core and around existing Business Improvement Areas.

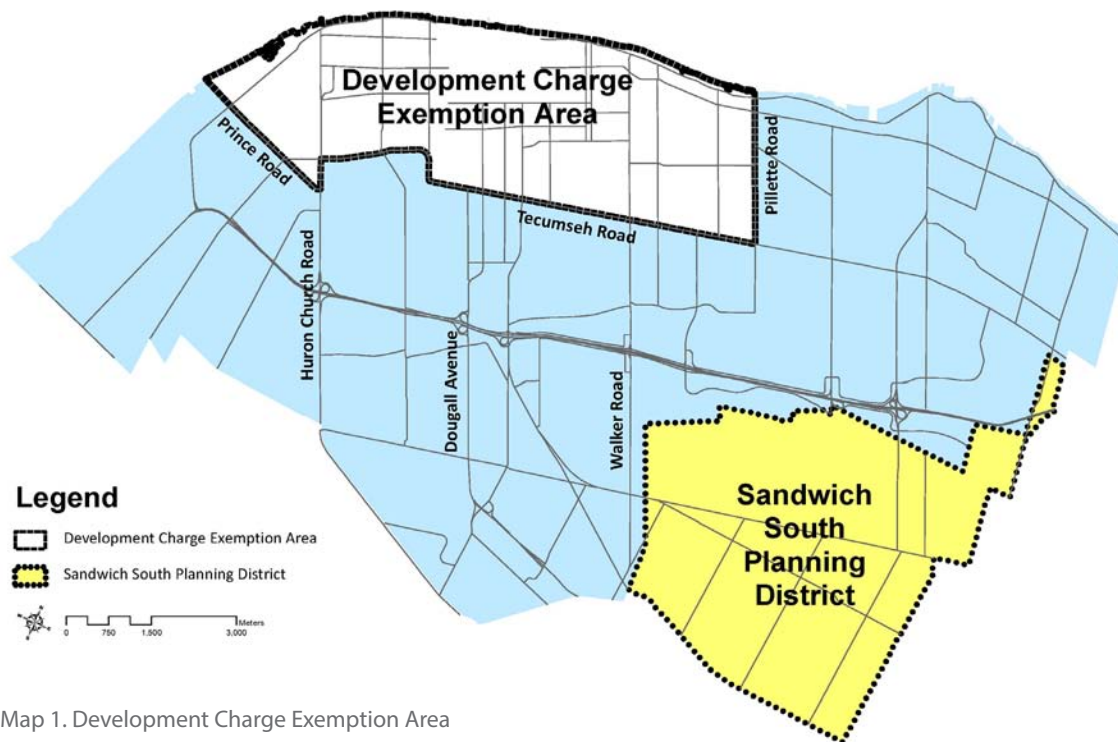
This policy significantly reduces or exempts the Development Charges owing for new residential and commercial development occurring in most BIAs and Main Street areas identified on Schedules 'A' through 'G'. The 'Development Charge Exemption Area' is identified on Map 15. Exceptions to this include the Olde Riverside Town Centre BIA and the area east of Pillette Road in the Pillette Village BIA, because the property is not within 'The Development Charge Exemption Area'.

### Economic Revitalization Community Improvement Plan (CIP)

The adoption of the Local Economic Revitalization CIP has created supportive planning policies, financial incentive programs, and a municipal leadership strategy that has the City taking a leadership role in local economic development, diversification, and job creation.

Through the CIP, the City offers annual grants (i.e. for up to 10 years) equivalent to up to 100% of the municipal property tax increase created by investments that retain or create jobs in the following industry sectors:

- Manufacturing (all types) and Warehousing/Logistics
- Tourism (i.e. Tourist Attraction)
- Professional Services (which includes: Business Incubator, Computer Programming Services, Computer Systems Design Services, Industrial Design Services, Research and Development, and Testing Laboratories)
- Renewable and Alternative Energy (which includes: Manufacturing, Research and Development, Cogeneration Facilities, and Renewable Energy Power Generation)
- Creative Industries (which includes: Performing Arts Facilities, Museums, Computer Software Developer, and Digital/Media Studios)
- Health & Life Sciences (which includes: Manufacturing, Research & Development, and Physician Recruitment)
- Management of Companies and Enterprises (i.e. Corporate Office and Head Offices)



Map 1. Development Charge Exemption Area

### City of Windsor Brownfield Redevelopment Community Improvement Plan (CIP)

Brownfields are often characterized as underutilized, derelict or vacant property and buildings. This characterization has further been refined to mean any property that is located in the city that exceeds the Ministry of Environment standards for the proposed use of the property.

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. However, there are many barriers to brownfield redevelopment, including it being more expensive, time consuming and complex than traditional forms of development.

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Council adopted the City of Windsor Brownfield Redevelopment Community Improvement Plan on April 26, 2010. Through the CIP, the City offers the following incentive programs designed to promote brownfield redevelopment throughout the city.

- The Feasibility Study Grant Program offers up to \$7,500 (50% of the total study costs) for an eligible feasibility study (e.g. structural analysis, evaluation of mechanical/electrical systems, concept plans, market analysis).
- The Environmental Site Assessment Grant Program offers up to \$15,000 (50% of the total study cost) toward a Phase 2 Environmental Site Assessment, designated substances and hazardous materials survey, remedial action plan, or risk assessment. If two studies are required the program can offer up to \$25,000.
- The Brownfields Tax Assistance and Rehabilitation Grant Program offers annual grants equivalent to 70% of the municipal property tax increase (or 100% for a LEED certified project) created by investment in the project for up to 13 years after project

completion. Successful projects must file a record of site condition in order to participate; and,

- Properties approved to participate under the Rehabilitation Grant Program also receive a 60% Development Charge reduction (see below for additional information on development charges).

### **Community Heritage Fund**

The Community Heritage Fund is available to assist in the conservation of heritage properties. It provides direct financial assistance to owners wishing to acquire and/or conserve designated heritage properties. The Fund offers grants and loans for the ongoing preservation and maintenance of designated heritage properties to help offset some of the higher costs associated with owning and maintaining a historic property.

Main Street areas found within the City of Windsor include many buildings listed on the Municipal Heritage Register. As such, the Community Heritage Fund could prove to be a useful tool in encourage the conservation, and possibly the adaptive reuse, of heritage properties, provided that the owner is willing to pursue “designation”

under Section IV of the Ontario Heritage Act. The use of the Community Heritage Fund will not preclude someone from accessing additional financial incentives offered through an approved Community Improvement Plan.

### **Heritage Property Tax Reduction Program**

Similar to the Community Heritage Fund above, the Heritage Property Tax Reduction Program is available to properties that are individually designated under Part IV of the Ontario Heritage Act. The Heritage Property Tax Reduction Program allows owners of eligible heritage property to apply for a 30% tax rebate (portion of municipal and school levies) for a period of up to 3 years to a maximum of eligible costs conducted on the property. This program can also be included as part of a larger incentive package (along with CIP incentives) to make the conservation and adaptive reuse of heritage properties more attractive.

### **Financial Incentive Programs**

As identified in Section 3.0 of this CIP a Building Facade Improvement Program has previously been approved for BIAs and Main Streets within the areas

identified through Schedules ‘A’ through ‘G’. The following additional programs will be applied to Main Street areas undergoing to help leverage existing Investment in the area. Administration through council will be able to apply these programs to additional Main Street areas when deemed appropriate through minor revisions to this CIP.



Figure 21. Wyandotte Street E, Windsor



Figure 22. Wyandotte Street E, Windsor



Figure 23. Sandwich Street, Windsor

## Building Facade Improvement Program

### General Program Details

Applicants are eligible to apply for funding under this program subject to meeting the following program requirements, and the availability of Council approved funding:

### Eligible Costs

Building Facade Improvement Program Grants are only available for the “eligible costs” specified below:

- repair or replacement of storefront, including repair or replacement of storefront doors and windows;
- exterior and entrance modifications to provide barrier free accessibility;
- repair or repointing of facade masonry and brickwork;
- repair or replacement of cornices, parapets, eaves, soffits and other architectural details;
- repair or replacement of awnings or canopies;
- facade painting and cleaning/treatments;
- addition of new lighting/upgrading of existing fixtures on exterior facade and in entrance and storefront display areas;
- installation/improvement of signage (as permitted by the Sign By-law);
- architectural/design fees required for eligible works (to maximum of 10% of the grant amount);
- Other improvements and repairs that may be necessary to implement the approved Community Improvement Plan also may be undertaken subject to the appropriate By-laws of the Corporation of the City of Windsor, as determined by the City Planner.
- works that conserve or enhance elements specified in the Reasons for Designation accompanying the designating by-law under the Ontario Heritage Act;
- original siding and roofing materials including repair and replacement where necessary of wood clapboard or board-and-batten, repair and repointing of masonry buildings, stucco repair, repair or replacement of original roofing materials (slate, wood shingles, tile, etc.);
- removal of modern materials and replacement with documented original materials;
- reconstruction or construction of former and significant architectural features for which the appearance can be clearly determined from documentary sources (photographs, drawings, etc.);
- cleaning of masonry buildings if it is necessary for the building's preservation;
- all final finishes, such as paint and masonry are eligible for funding subject to approval; and,



- works required to maintain or preserve significant architectural features.

### Financial Incentives

1. The total of all grants provided in respect of the particular lands and buildings of an applicant under the programs contained in the CIP shall not exceed eligible costs with respect to these lands and buildings.
2. The program encourages the restoration of façades to their original state using authentic or original materials. Products used in the restoration of a façade should contain materials that match the texture, colour, size, shape and detail of the original material where possible.
3. This program encourages removal of materials such as vinyl or aluminum siding and the restoration of original brick, block or wood façades. Where it is not possible to restore the original materials of a façade, the use of natural materials is encouraged where the form and scale of the original façade is maintained.
4. Other compatible design elements and or proposed as part of an addition to the facade may be considered
5. Fees for architectural drawings associated with the facade improvements are an eligible cost. Labour contributed by the applicant is not an eligible cost.
6. Pre-consultation with the property owner and staff from the Planning Department to discuss the proposed improvements is recommended prior to submitting an application.
7. Windsor City Council is the sole approval authority for all applications submitted under the financial incentive programs included in this CIP. Council may delegate to either a committee of the council or to an appointed officer of the municipality by position occupied the council's authority to approve financial incentive applications subject to the requirements of the individual financial incentive programs.
8. The applicant will be required to complete and provide the following application materials to the Office of the City Planner prior to commencement of any work to which the financial incentive program will apply and prior to an application for a building permit:
  - A completed application form;
  - Detailed plans/drawings of the improvements to be undertaken;
  - Three estimates of the cost of undertaking the proposed improvements; and,
9. Reports and other details as required by the City with respect to costs of the project and conformity of the project with the CIP.
9. All work must be consistent with the CIP. Furthermore, the evaluation of the applicant's proposal will be based on the extent to which the project enhances building aesthetics and functionality with regard for the interface between building and adjacent street(s) and/or public spaces, and adheres to the Urban Design Guidelines.
10. Design advice and technical assistance may be offered through the Planning Department to assess the property and suggest facade improvements that are consistent with the CIP and Urban Design Guidelines.
11. As a condition of approval of an application for any of the financial incentive programs contained within this CIP, the applicant must enter into an agreement with the City. The Agreement will be registered against the land to which it applies and will specify the terms, duration and default provisions of the grant.

**12.** The City reserves the right to audit the cost of any and all works that have been approved under the financial incentive programs, at the expense of the applicant;

**13.** The City is not responsible for any costs incurred by an applicant in relation to any of the programs, including without limitation, costs incurred in anticipation of a grant;

**14.** If the applicant is in default of any of the general or program specific requirements, or any other requirements of the City, the City may delay, reduce or cancel the approved grant, and require repayment of the approved grant;

**15.** The City may discontinue any of the programs contained in this CIP at any time, but applicants with approved grants will still receive said grant subject to meeting the general and program specific requirements.

**16.** All eligible works approved under the financial incentive programs and associated improvements to facades must conform to the following:

- Main Streets CIP Design Guidelines
- Any additional Urban Design Guidelines as identified for the areas identified on Schedule 'A' as amended from time to time;

- Other City guidelines, by-laws, policies, procedures, and standards;
- The City Official Plan and Zoning By-law; and,
- Appropriate reference material as determined by City staff.

**17.** All works completed must comply with the description of the works as provided in the application form and contained in the program agreement, with any amendments as approved by the City;

**18.** All improvements made to buildings and/or land shall be made pursuant to a Building Permit, and/or other required permits, and constructed in accordance with the Ontario Building Code and all applicable zoning requirements and planning approvals;

**19.** When required by the City, outstanding work orders, and/or orders or requests to comply, and/or other charges from the City must be satisfactorily addressed prior to grant approval/payment;

**20.** Property taxes must be in good standing at the time of program application and throughout the entire length of the grant commitment;

**21.** City staff, officials, and/or agents of the City may inspect any property that is

the subject of an application for any the financial incentive program offered by the City;

**22.** The total of all grants provided in respect of the particular property for which an applicant is making application under the programs contained in this CIP and any other CIPs shall not exceed the eligible cost of the improvements to that property under all applicable CIPs.

**23.** All improvements must be maintained during the term of the Community Improvement Plan and all improvements must be completed within 24 months (2 years) of the date on the signed agreement.

### Default Provisions

The default provisions are contained in the Grant Agreement. Payment of the grant may be cancelled if:

- property taxes are more than three (3) months in arrears;
- the building is demolished or any of the heritage features are altered in any way that would compromise the reason for designation;
- the applicant declares bankruptcy;
- If there is a grant for a study and the applicant uses the grant for studies that are not eligible for this program;
- the applicant is in default of any of the provisions of the Grant Agreement;

- the applicant fails to maintain the improvements as required in the grant agreement; and,
- If improvements are being made and the applicant uses the grant for improvements of works that are not eligible for this program.

### **Eligibility Main Street Areas**

The Building Facade Improvement Program for Commercial/ Mixed Use properties is applicable to the entire Community Improvement Project Area for projects for Main Street Areas that have been approved by Windsor City Council and amended by Schedule to the CIP.

### **Who Can Apply?**

Owners of properties (and tenants with written authorization from owners) within the City of Windsor in Main Street areas as approved by Windsor City Council by Schedule and amended to the Main Streets CIP.

### **Grant Calculation**

The amount of the grant will be determined based on the Costs provided by the applicant and through RSMeans Data. RSMeans Data provides accurate and up-to-date cost

information to help owners, developers, architects, engineers, contractors and others carefully and precisely project and control the cost of both new building construction and renovation projects.

### **Grant Payment**

Payment of the CIP Grant will be made to the grant recipient upon the City being satisfied that the grant recipient has complied with all terms and conditions of the application procedure, inspection procedures, development procedures, and completion of work within the prescribed time frame.

### **Other CIPs**

Projects that are eligible for the Main Streets CIP are permitted to combine the incentives from any other City of Windsor approved Community Improvement Plan provided that the total of all property tax assistance, grants and loans provided by the City in relation to this, or any other CIP, cannot exceed the approved eligible costs for all approved incentive programs.

### **Other BIA Administered Grants**

Projects that are participating in other Business Improvement Areas (BIAs) Grant Programs are also eligible to participate in the Main Streets CIP. Furthermore, the funds contributed by the applicant to meet the required matching contribution for the other BIA Grant Programs can also be used to meet required matching contribution for the Main Streets CIP.

### **Other City Administered Grants Projects**

Projects that are participating in other City administered grants such as public art programs through Recreation & Culture and City Heritage grants and tax rebates are also eligible participate in Building Facade Improvement Program for Commercial/ Mixed Use properties.



## Expanded Financial Incentive Programs

### Urban Design Guidelines

All improvements and development must adhere to the Urban Design Guidelines identified in this Plan and any other Council approved Urban Design Guidelines and policies identified for the area where the development will take place.

### BUILDING/PROPERTY IMPROVEMENT TAX INCREMENT GRANT PROGRAM

#### Purpose

The Building/Property Improvement Tax Increment Grant Program is intended to provide financial incentive for the physical improvements to properties along and within the vicinity of the Main Street project area and to encourage the redevelopment of vacant or underutilized property.

The Building/Property Improvement Tax Increment Grant Program will be an economic catalyst for new investments in buildings and properties by providing a financial incentive that reduces the

potential tax increase that can result when property and building improvements are made. The purpose of the program is to encourage the redevelopment/repurposing of vacant and under-utilized buildings and sites that through improvement will help support the sustainability of the Main Street.

#### Description

This program will provide an annual grant equal to 100% of the increase in municipal property taxes for ten (10) years, after the project is completed and reassessed to help offset the costs of rehabilitating and redeveloping properties, as long as such development, redevelopment or rehabilitation results in an increase in municipal property taxes.

#### Program Details

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program specific requirements, and subject to the availability of funding as approved by Council:

1. The following types of projects are considered eligible for the Building/

Property Improvement Tax Increment Grant Program:

Existing commercial, residential, industrial and mixed use buildings, and vacant properties where the development, redevelopment or rehabilitation project results in an increase in the assessed value and taxes on the property.

2. The Building/Property Improvement Grant Program will consist of a grant program, whereby registered property owners and/or assignees will be eligible to receive a grant for 100% of the municipal portion of the tax increment generated from the improvements made to the building or property for a defined period of time.
3. The amount of the grant will be determined based upon the incremental increase in the municipal taxes that results from the work being completed and the project being reassessed by MPAC.
4. The applicant will be required to

submit a complete application to the City describing in detail the development or redevelopment that is planned. This may include reports, conceptual site plans, business plans, estimates, contracts and other details as may be required to satisfy the City with respect to and conformity of the project with the CIP. The application must be submitted to the City prior to City Council's approval of financial incentives for the project.

5. The development, redevelopment, adaptive reuse or rehabilitation of the building and/or property must result in an annual grant (or tax increment) of at least \$500 for properties that are taxed at the "residential" tax rate, or \$1000 for all other tax categories.

6. Building/Property Improvement Grants are only available for the "eligible costs" specified below:

- (a) Any portion of the eligible costs that were not reimbursed as part of another CIP program;
- (b) Demolishing buildings for the purpose of preparing the site for development or redevelopment that is

approved by the City (only an eligible cost as part of a redevelopment of the property) provided that the building is not eligible for inclusion on the Municipal Heritage Register;

(c) Development or redevelopment of a building or property, including improvements and expansion to an existing building;

(d) Adaptive reuse, building rehabilitation and retrofit works;

(e) Development Feasibility and Support Studies;

(f) Development application fees and building permit fees (includes application for Official Plan Amendment, Zoning By-law Amendment, Minor Variance or Permission, Consent, Site Plan Approval/Amendment/Modification, Plan of Subdivision/ Condominium, Condominium Conversion, Part Lot Control Exemption, Removal of the "H" Holding Symbol, Demolition Permit, and Building Permit);

(g) Upgrading on-site infrastructure including water services, sanitary sewers and stormwater management facilities; and

(h) Constructing/upgrading of any off-site improvement that is required to

fulfill any condition of a development/

planning approval (including Site Plan Control) for the development, redevelopment, adaptive reuse or rehabilitation of the building and/or property.

7. Determination of compliance with the requirements of this program and the amount of the property's grant (within the permitted terms of this program) is at the discretion of and subject to City Council approval.
8. City Council, at its sole discretion, may evaluate an incentive application and decide on a case-by-case basis to adjust the level of the incentives or provide for an alternative payment schedule to pay the Building/Property Improvement Grant Program. Projects must still meet the eligibility requirements of the Building/Property Improvement Grant Program and Council modified grants will not exceed the eligible costs of the development, redevelopment, adaptive reuse or rehabilitation.
9. Grants will be made upon successful completion of the approved work and documentation of the eligible costs

associated with the work. The City may undertake an audit of work done and eligible costs if it is deemed necessary, at the expense of the applicant.

10. The Building/Property Improvement Grant Program may be passed on to subsequent owners, including individual residential unit owners, for the amount and time left in the original grant payback period with City Council's approval. Subsequent owners will be required to enter into an agreement with the City that outlines the details of the remaining grant amount, eligibility and financial obligations.
11. The grant will be forfeited and repaid to the City if the property is demolished or altered in a manner that does not comply with the CIP before the grant period elapses.

### **Geographic Eligibility**

The Building/Property Improvement Tax Increment Grant Program is applicable to the BIA or Main Street identified schedule within the Community Improvement Project Area for projects that meet the

program requirements outlined above.

### **Grant Calculation**

The amount of the grant will be determined based upon the incremental increase in the municipal taxes that result from the eligible work being completed. The tax increment will be established after the final inspection of the improvements in accordance with the Ontario Building Code and when MPAC has established a new assessment value. The total amount of the grant provided cannot exceed the value of the eligible work that resulted in the reassessment.

The payment schedule for the Building/Property Improvement Grant Program will be as follows, or until the total of all grants that are provided in respect of the lands and buildings are equal to the approved eligible costs:

The amount of the grant will be recalculated every year based on the tax increment for that particular year. City Council, at its sole discretion, may approve any alternative payment schedule for the grant pursuant to the General Incentive Program Provisions.

For development or redevelopment

occurring in a mixed use building, the Building/Property Improvement Grant will be calculated using MPAC's method of apportioning the assessed value of mixed-use properties into different classes.

### **Grant Payment**

The applicant will be required to pay the full amount of property taxes owing for each year of the program's applicability and will receive a Building/Property Improvement Grant for the amount of the municipal tax increment after the final tax bills for each year have been collected, provided all other eligibility criteria and conditions continue to be met. Grants will not be applied as tax credits against property tax accounts. If the tax bill is not paid in full, the City may cancel all future grants and collect past grants made as part of this program.

In case of an assessment appeal, the City reserves the right to withhold any forthcoming Building/Property Improvement Grant payments pending final disposition of the appeal. If necessary, the grant will be adjusted and paid once a decision regarding the appeal is rendered.

This program does not exempt property

owners from an increase in municipal taxes due to a general tax rate increase or a change in assessment for any other reason after the eligible work has been completed.

### **Grant Adjustments**

The City of Windsor reserves the right to adjust the amount of the Building/Property Improvement Grant:

- If it ceases to meet the objectives outlined in this CIP;
- To recover grant payments that were made under one or more of the other programs contained within this CIP where the development or redevelopment no longer complies with the Purpose or Program Details of the program for which the grant was made;
- To reflect the amount of all reductions to municipal taxes paid to the applicant following the commencement of the grant program, including property tax rebates to reflect vacancy, charitable status, heritage status, etc; and,
- To account for a reduction of municipal taxes payable resulting from a successful assessment appeal.

### **Grant Agreement**

As a condition of approval of an application for a Building/Property Improvement Tax Increment Grant, the applicant must enter into an agreement with the City. The Agreement will be registered against the land to which it applies and will specify the terms, duration and default provisions of the grant.

### **Other Funding**

Projects that are eligible for the Building/Property Improvement Grant Program are permitted to combine the incentives from any other City of Windsor approved Community Improvement Plan provided that the total of all property tax assistance, grants and loans provided by the City in relation to this, or any other CIP, cannot exceed the approved eligible costs for all approved incentive programs.

In no instances can the application of this, or any other CIP program, exceed 100% of the Municipal tax increment generated by the approved development or redevelopment.

## **NEW RESIDENTIAL DEVELOPMENT GRANT PROGRAM (CREATION OF RESIDENTIAL UNITS)**

### **Purpose**

The New Residential Development Grant Program is intended to stimulate residential development above the first floor of the retail storefront of traditional Main Street buildings and on property adjacent the Main Street designated through this CIP by providing a financial incentive to stimulate the construction of new residential units, including creating new residential units on vacant land, and/or the expansion to an existing building. The grant includes the conversion of other second storey uses to residential units. The creation of new residential units will further support the preservation and ongoing sustainability of the Main Street (also identified as Traditional Commercial Street in Section 1.39 Vol. II of the City's Official Plan).

### **Description**

The New Residential Development Grant Program will consist of a grant program, whereby property owners will be eligible to receive a grant of \$2,500 for every

new residential unit, up to a maximum of \$50,000 per property.

### **Program Details**

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program specific requirements, and subject to the availability of funding as approved by Council:

1. The New Residential Development Grant is a grant of \$2,500 for every new residential unit, up to a maximum of \$50,000 per property.
2. The development or redevelopment must result in a minimum of two (2) new residential units.
3. Any unit or space that was already configured and/or used for a residential use is not eligible.
4. The conversion of other second storey uses to a minimum of two (2) residential units is also eligible.
5. New residential units must be created above storefronts when along the main street or within the BIA.
6. The applicant will be required to submit a complete application to the City describing in detail the development or redevelopment that is planned. This may include floor plans, conceptual site plans, reports, business plans, estimates, contracts and other details as may be required to satisfy the City with respect to conformity of the project with the CIP. The application must be submitted to the City prior to City Council's approval of financial incentives for the project.
7. Prior to the approval of a New Residential Development Grant, City staff may need to inspect the building to review its condition and the proposed conversion plans;
8. New Residential Development Grants are only available for the "eligible costs" specified below:

Construct new residential units that are in compliance with the Ontario

Building Code, Property Standards By-law and the Fire Code, including, but not limited to the following:

- (a) Construction of the foundation, building shell (walls), and roof of a building housing new residential units;
- (b) Installation of safety and fire protection systems such as carbon monoxide detectors, smoke alarms, fire alarms, exit signs, etc.;
- (c) Installation of fire escapes;
- (d) Installation of new floors, ceilings and/or walls;
- (e) Installation to electrical, ventilation, heating and plumbing supply systems;
- (f) Improvements for barrier-free accessibility;
- (g) Construction of stairs, guard rails and / or hand rails;
- (h) Installation or alteration of required window openings and windows for upper storey residential units (of a new building addition);
- (i) Other improvements, at the discretion of the City Planner, related to construction of new residential units;

- (j) Development application fees and building permit fees (includes application for Official Plan Amendment, Zoning By-law Amendment, Minor Variance or Permission, Consent, Site Plan Approval/Amendment/Modification/Termination, Plan of Subdivision/Condominium, Condominium Conversion, Part Lot Control Exemption, Removal of the "H" Holding Symbol, Demolition Permit, and Building Permit). Any other permit issued by the City that is not listed above, but in the opinion of the City Planner, advances the objectives of this CIP;
- (k) Upgrading on-site infrastructure including water services, sanitary sewers and storm water management facilities; and,
- (l) Constructing/upgrading of any off-site improvement that is required to fulfill any condition of a development/planning approval (including Site Plan Control) for the development, redevelopment, adaptive reuse or rehabilitation of the building and/or property.

- 9. Only one New Residential Development Grant will be available per property.
- 10. For projects that involve an existing building, only the residential units that are constructed as part of an addition to the existing building will be eligible for a New Residential Development Grant.
- 11. Determination of compliance with the requirements of this program and the amount of the property's grant (within the permitted terms of this program) is at the discretion of and subject to City Council approval.

### **Geographic Eligibility**

The New Residential Development Grant Program is applicable to the BIA or Main Streets identified by schedule within the entire Community Improvement Project Area for projects that meet the program requirements outlined above.

### **Grant Calculation**

The amount of the grant will be determined based upon the number of new residential units created as a result of the development or redevelopment of a building or property. The grant will be



for the amount of \$2,500 for every new residential unit created, up to a maximum of \$50,000 per property.

### **Grant Payment**

Payment of the grant is made to the grant recipient upon the City being satisfied that the grant recipient has complied with all terms and conditions of the application procedure, inspection procedures, development procedures, and completion of work within the required time frame.

In accordance with the Planning Act, the total of the New Residential Development Grant Program will cannot exceed the approved eligible costs for the New Residential Development Grant Program.

### **Grant Agreement**

As a condition of approval of an application for a New Residential Development Grant, the applicant may be required to enter into an agreement with the City. The Agreement may be registered against the land to which it applies and will specify the terms, duration and default provisions of the grant.

### **Other Funding**

Projects that are eligible for the New Residential Development Grant Program are permitted to combine the incentives from any other City of Windsor approved Community Improvement Plan, provided that the total of all property tax assistance, grants and loans provided by the City in relation to this, or any other CIP, cannot exceed the approved eligible costs for all approved incentive programs.



## 4.0 Context

### SETTING THE STAGE: CONTEXTUAL ANALYSIS OF THE MAIN STREET

Traditional Main Streets were designed for people and are human scaled, this means that the buildings and spaces are based on the proportion of the human body and all elements are in context with each other and with people. Scale in architecture or urban design is a quality that relates buildings to our human ability of comprehension and keeps the component parts in the same context. At the larger end of the

spectrum scale refers to the height of the building and at the smaller end of the spectrum scale refers to the human body and people sized elements. For example, the size of parts of the building such as facade material like brick and stone, doors windows, etc., particularly in relation to the size of a person (Spreiregen, 1965; Hedman & Jaszewski, 1984; City of London, 2010).

Many modern suburban commercial developments have been typically

designed for the needs and proportions of automobile users. As a result, sight lines, buildings and other elements of the development are typically designed to be visible to people driving in automobiles. Although not exhaustive, a list of the characteristics of a Main Street are shown on Table 2.



## 4.1 A Main Street Building's Architectural Features





Aspects of a Main Street building are shown below in Diagram 1. When improving the facade of a Main Street building, consider the architectural elements presented in the diagram. It shows two versions of the same building, the one on the right being more ornate. Both only show an approach to creating an appealing facade, not a method to do so.




Figure 24. Architectural features of a Main Street building



Table 2. Characteristics of Typical Main Streets

CHARACTERISTICS OF TYPICAL MAIN STREETS		
CHARACTERISTIC	FEATURES	PHOTO EXAMPLE
A typical Main Street is primarily designed for pedestrians, with large side walks rather than motor vehicles.	<ul style="list-style-type: none"> <li>• Large sidewalks</li> <li>• Streetscape amenities (benches)</li> <li>• On-street parking and bike lanes act as a buffer against vehicle traffic</li> </ul>	
Development in the area that surrounds the Main Street is typically more compact than modern suburbs.	<ul style="list-style-type: none"> <li>• Residential homes that surround Main Streets typically are designed to fit small lots</li> <li>• Houses may have more storeys than modern homes</li> <li>• Historic Main Streets are often surrounded by homes of a similar era</li> </ul>	
Main Streets often support a greater nightlife than purely residential areas.	<ul style="list-style-type: none"> <li>• Commercial buildings operate with later hours than in suburban areas</li> <li>• More entertainment and social activities are available throughout the night (bars, clubs, etc.)</li> </ul>	
Uses on a Main Street are normally both vertically and horizontally mixed use. This means that uses on higher and lower levels can be different (vertical mixed use) and the uses on a block can be diverse (horizontal mixed use).	<ul style="list-style-type: none"> <li>• Typically Main Streets consist of terraced/row houses with a commercial or institutional use on the first storey and residential uses on the upper storeys</li> <li>• Streets typically have a range of stores and other uses</li> </ul>	

## CHARACTERISTICS OF TYPICAL MAIN STREETS

CHARACTERISTIC	FEATURES	PHOTO EXAMPLE
Buildings normally line the sidewalk of typical Main Streets, so the facade of the building directly abuts the pedestrian realm.	<ul style="list-style-type: none"> <li>Doors are directly accessible from the sidewalk</li> <li>Normally, Main Streets do not have large boulevards or lawns that separate buildings from the sidewalk</li> </ul>	
The building front lining the sidewalk should "fall" to the street's centre line (other stories should be set back from sidewalk).	<ul style="list-style-type: none"> <li>Buildings are normally proportional to the street to create a sense of enclosure for pedestrians</li> </ul>	
Many Main Streets were created before the automobile was common place, so parking is typically accommodated in through various arrangements other than large parking lots.	<p>Parking configuration options from most to least preferred:</p> <ol style="list-style-type: none"> <li>1. Above/below grade</li> <li>2. Rear of building</li> <li>3. Side of building</li> <li>4. Continuously 'screened' to waist height</li> </ol>	

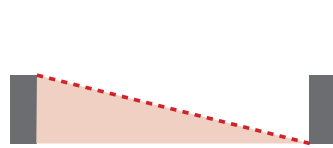


Figure 25. 14° enclosure

14° or 1:4 enclosure or less is when the average person no longer feels containment.

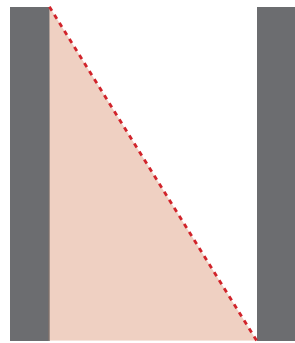


Figure 26. 60° enclosure

60° enclosure is when a person can feel too enclosed and light may be blocked from the street.

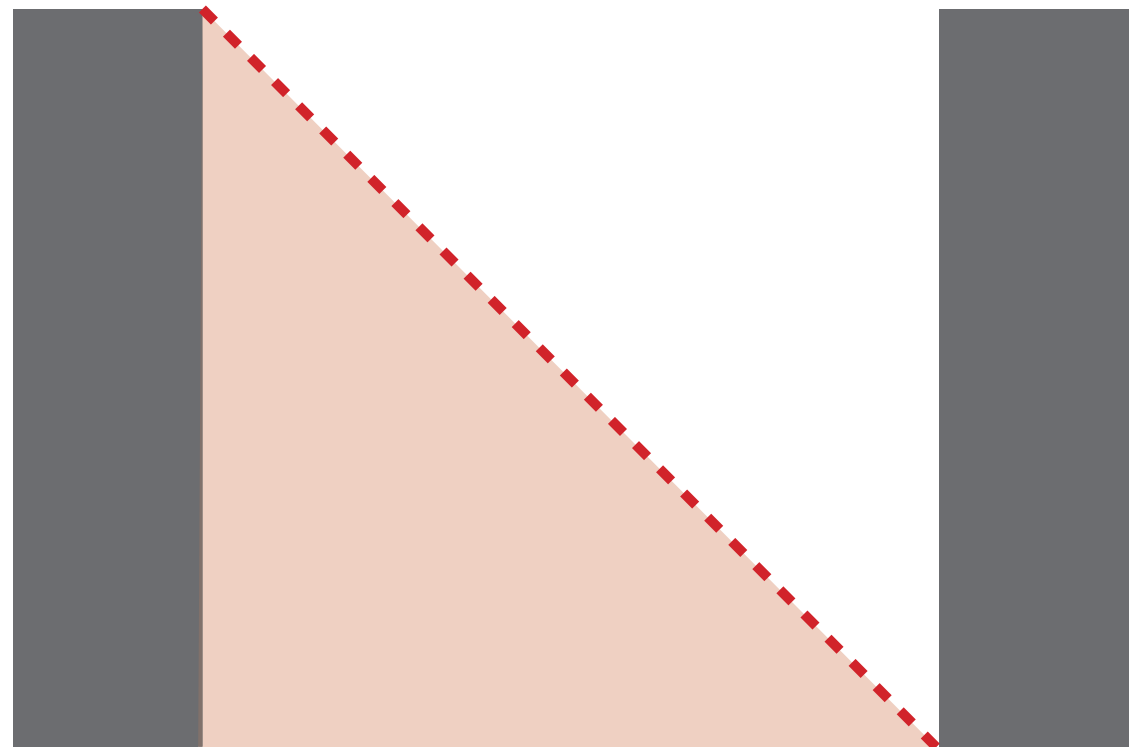


Figure 27. An ideal 45° or 1:1 enclosure

## In the context of Main Street areas, how does scale affect space and mass?

### Scale and Space

The height of the buildings and size of the space that surround them all play a role in creating a sense of containment or enclosure on a Main Street. Containment is important in terms of human scale because it is what allows the human mind to comprehend a space or feel comfortable within it. For this reason a building height to street width ratio of 1:1 is considered perfect containment and the perfect distance relationship for seeing facade

details. In other words, generally the height of buildings should be equal to the width of the Right-Of-Way (R.O.W.). The R.O.W. includes the street, boulevard and sidewalk area or the space between the buildings. It is important to maintain continuous facades and building height because spatial enclosure is weakened when too many gaps in building walls, drastic variations among the facades, and abrupt changes in cornice lines are allowed to take place overtime (Spreiregen, 1965).



Figure 28. A cool-hued (grey stone) building



Figure 29. A warm-hued (red brick) building



Figure 30. An optical illusion of figures advancing or receding based on colour and background

### Mass and Colour

Massing is the combined arrangement of the ground surface, buildings, and other objects, such as trees and street furniture, that make up a streetscape. When considering the facade of the building, the mass pertains to detailed design elements such as windows, ornamentation, colour, materials and visual bulk (City of London, 2010). The mass of an area can direct how it is used and the way that people perceive it (Spreiregen, 1965).

Our eyes and light conditions govern the way we see masses, so it is important that consideration is given to these elements. For example, a dark object placed against a light background will appear to recede; while a light object seen against a dark background will advance visually.

Similarly, buildings clad in warm colours will appear to advance, whereas buildings clad in cool colours will recede and seem less solid. Warm-hued

buildings illuminated with a cool light source or cool-hued buildings lit with a warm light source will seem awkwardly discoloured and out of place with the surrounding environment. Furthermore, rough surfaces often seem thicker than a smooth surface, which appears thin. These phenomena can be thought of as optical illusions, which alter a viewer's perception of a building based on differing conditions the building appears in (Spreiregen, 1965).





Figure 31. Former Windsor Star building showing a repeated "A" rhythm pattern



Figure 32. Pasadena Block showing a repeated "A" pattern with a break of a "B" pattern

#### 4.1.1 Mass, Scale, and the Public Realm

When considering elements of a Main Street facade (top, middle, bottom) and architectural features, mass and scale play an important role in breaking up components of the facade into visibly digestible parts that are easy for the human eye to comprehend. This is called 'human scale' which help to enhance the pedestrian environment or public realm. For this reason the building should be designed at a human scale and integrate with the street. Facade articulation can bring large buildings down to human scale, and give small ones more importance. A long facade can be subdivided periodically into more digestible elements. A very small facade

can be more assertive by exaggerating the sizes of its component parts (Spreiregen, 1965; City of London, 2010).

#### 4.1.2 Proportion and Regulating Lines

All buildings have certain proportions and along traditional Main Streets there are typically common regulating lines throughout each building facade along the Main Street. These inherent regulating lines (see Figure 46) occur from similar floor-to-floor relationships, window spacing, heights as well as load bearing supports and help to understand the historical rhythm and general building proportional spacing of facades to ensure that any infill

development or facade improvement fits within the context of the Main Street.

#### 4.1.3 Rhythm

In design, rhythm is also referred to as repetition. It creates a consistency amongst the different building facades along the street through establishing a repeating pattern of architectural elements, such as window designs. Many buildings have a usual "A" pattern, while some others may have a various patterns such as "A-B-A" (M. Gerwing Architects, 2011).



#### 4.1.4 Placement

Buildings are sited on the exterior property lines face and connect with the sidewalk and street Right-of-Way.

Mass, scale, proportions, and siting discussed in Sections 4.1.1 to 4.1.3 are often overlooked during building facade repair and improvements. Over time key design features and elements that gave these buildings interest and a human scale are often covered up and lost, detracting from the public realm and pedestrian experience. Encouraging owners through the Facade Improvement Program to uncover key features of a facade or consider these principles is consistent with the goals and objectives of this CIP.

### 5.0 Urban Design Guidelines and Principles

#### The City's Official Plan

The City's Official Plan provides overarching general policies pertaining to Windsor's Main Street areas with regards to urban design such as built form, streetscape and parking. Notwithstanding these policies the Urban Design Guidelines identified in Main Streets CIP will provide more detail on how to implement the policies found in the Official Plan.

#### 5.1 Purpose of Urban Design Guidelines

The purpose of urban design guidelines is to ensure that building facade improvements and infill development protect and enhance these unique Main Streets; and they continue to be a viable source of employment while continuing to service surrounding neighbourhoods and visitors to the area. One way to achieve this is to ensure that building modifications respect significant features of buildings, and ensure that improvements are compatible with the context (look and feel) the Main Street. Another way to achieve this is to create great storefronts which are critical to a vibrant street environment because they engage people passing by and contribute to an active street life. The following principles provide a framework for the Design Guidelines to do just that, *"Create a great storefront"*.

Through a consistent design approach a greater vision can be achieved that will help convey a unique and distinctive character and branding that will attract residents and visitors to the area.



Figure 33. Past vs. present 1277 Ottawa Street



Figure 34. Present vs. past 182 Drouillard Road



Figure 35. Present vs. Past 1629 Howard Avenue



Figure 36. Window on the left is open whereas on the right it is blocked with signs



Figure 37. Bars over windows give the impression that the area is unsafe



Figure 38. Site mechanical equipment at rear if possible instead of along the front facade

## 5.2 Principles (Storefront Science)

### 1. Protection of the Main Street

Many key architectural elements of heritage buildings and buildings of a traditional Main Street typology have been covered, unsympathetically altered or neglected. These buildings that enhance the pedestrian realm and provide a sense of enclosure because there is a continuous street wall along the Main Street are often threatened by demolition for surface parking areas. Preservation of heritage resources and buildings of a Main Street typology is essential, and it will ensure that these unique Main Street buildings are protected for future generations. Design guidelines help to ensure that

building modifications respect heritage resources or significant features of buildings on the Main Street. Through a consistent design approach, a greater vision can be achieved that will help convey a distinctive character and branding that will attract residents and visitors to the area. Often these unique Main Street buildings also offer something that can help market a new business and the product they are trying to sell.

### 2. Maintain Transparency

Transparent storefronts can help drive retail sales. Transparent storefronts invite customers inside with products and

services on display. It also discourages crime by providing “eyes on the street”. Transparent storefronts allow for full visual exchange between the indoor and outdoor space. Customers and shop keepers in the store see what is happening on the street and pedestrians outside see products offered for sale inside. It is important that once facade improvements are made, business owners do not cover their storefront windows with sales signs and posters, so as not to block the visual connection with the street. If a customer cannot see inside a store it is unlikely that they will go in.

### 3. Maintain Connection with the Street

It is important to maintain connections between the storefront and street by minimizing barriers and keeping the public realm pedestrian oriented. This can be accomplished through well-illuminated street frontages that provide safety for retailers and residents and reduces the need for security bars. Security bars should not be permitted because they give the impression that the area is unsafe. As part of a building facade improvement program, security gates are strongly discouraged. Alternative solutions can be a security system with an alarm or video surveillance. If security gates are used they should be decorative and removeable during the day.

Air conditioning units and other mechanical elements of the building can also create obstacles and block the view of storefront. Avoid placing them in windows especially along the front facade. Mechanical equipment should be sited at the rear of the building or preferably on the roof and screened from street view. Storefront visibility has a significant impact on retail sales, as it is

one reason why businesses owners pay more for corner locations.

Effective signage can also play a role in improving visibility. Signage that projects from a building offers pedestrians strong visual cues that there are businesses in the vicinity.

### 4. Keep the Street Wall Continuous

As suggested earlier, gaps in the street facade not only create a loss of enclosure because they interrupt the continuity of the street wall which is key to benefiting pedestrian space, they also tend to make the area unattractive and less interesting. In retail avoiding gaps also has to do with the presence of an empty storefront not just the physical loss of a building. The facade improvement program will help encourage a new business owner to move in. However, building owners and/or the BIA may also need to explore other ways to encourage leasing of a vacant storefront. It is also important that investment is focused by clustering facade improvements and/or creating a continuous street wall of improved storefronts. In this way the program can have a greater impact.



Figure 39. A continuous street wall is desirable such as this example along Wyandotte Street East in Olde Riverside



Figure 40. Avoid large breaks in the street wall such as this example along Ouellette Avenue





Figure 41. All store fronts are unique and are clearly distinctive through building material and architectural features

### 5. Storefronts Should be Distinctive

Ensure that retail entrances are clearly marked and distinct at street level. Awnings, signs and other architectural elements can help clearly define a retailer's main entrance. Traditional Main Street buildings are already distinctive because of key architectural elements that were often incorporated as part of the design in the past. All the more reason to preserve these key heritage resources along the Main Street.

### 6. Leverage Municipal Investment and Appropriate use of Municipal Funds

One of the reasons City Council directed the Main Streets CIP was to leverage public investment made through municipal infrastructure improvements. Particularly, in Main Street areas such as the Walkerville and Wyandotte Towne Centre BIA, where work was recently completed. The Design Guidelines will help ensure

that funds from the CIP are being used appropriately and the City is receiving good value for the public investment made.

## 5.3 Urban Design Guidelines

### 5.3.1 Preservation - Restoring Key Elements of the Building Facade

One of the first principles of urban design is to protect structures of merit and when considering the Main Street retaining heritage buildings and buildings of a Main Street typology is key to the long term vitality of the Main Street. Unsympathetic alterations to buildings and the demolition of Main Street buildings have negatively impacted the economic vitality of these once successful retail districts. These Main Street type buildings help to provide a sense of continuity and can be an irreplaceable record of the vision and values of a community over time (Hedman & Jaszewski, 1984).

To protect buildings of a Main Street typology or heritage significance, the following guidelines will be addressed:

- Identify if the building/structure is on the Municipal Heritage Register and what key features and elements should be preserved or restored;
- If the building is not on the Municipal Heritage Register, but of a Main Street typology, determine what key features and elements should be maintained;
- Research property insurance maps, archival records and historic photos to determine original features of the building. Reinstall original architectural detailing and character;

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Figure 42. Traditional Main Street building on Park Street, Windsor



Figure 44. Traditional Main Street building on Erie Street W, Windsor



Figure 43. Traditional Main Street building on Wyandotte Street E, Windsor

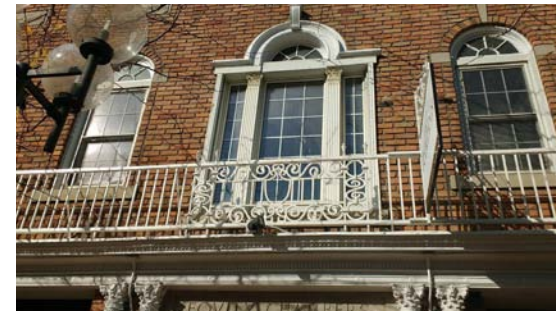


Figure 45. Traditional Main Street building on Chatham Street W, Windsor

- Identify regulating lines of the existing facade to determine the appropriate proportion of the facade proposed to be improved and distinguish the proportions of the original street wall;
- Retain and preserve the proportions and scale of the building, such as the proportions of doors, windows, and first and second storey regulating



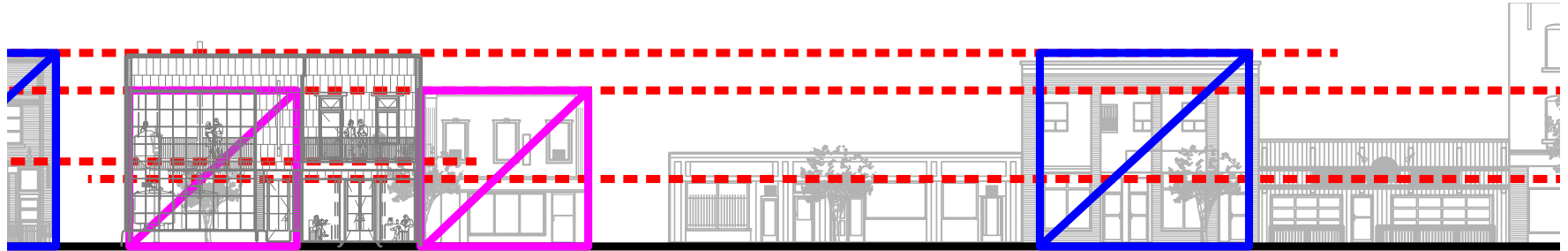


Figure 46. Regulating lines along Sandwich Street, Windsor used to inform design of the new microbrewery (Studio g + G Inc. Architect, 2014)

- lines. All new development should also respect the existing proportion and scale of surrounding buildings;
- Traditional Main Street buildings were typically somewhat ornate with architectural elements such as cornice, columns, and brick details around windows. Restoring and preserving these elements can improve architectural quality;
  - Restore traditional building materials like stone, brick or clapboard, which are often covered with paint and signs, or materials such as siding. This practice impacts the ornate beauty and also the scale of these buildings and their relationship with the street;
  - Retain and preserve architectural elements of these buildings such as original doors, windows, cornice, brick, stone, and metal work;
  - New building materials will be compatible with existing stone, brick, clapboard siding, and metal work found along the Main Street area;
  - Retain and restore original masonry work (brick and stone) for buildings identified on the Municipal Heritage Register and buildings of a Main Street typology; and
  - Brick and mortar testing is recommended to ensure the proper mortar type is used during repointing so as not to damage the brick. These tests can identify the following:
    - The brickyard and supplier
    - What the brick is made of/ porosity and mortar mix; and
    - Where the stone was quarried and the supplier



Figure 47. Fire insurance maps, photos, and other archival materials can be used to determine and reinstate original building (Church Street, Windsor, 1890)



Figure 48. Equity Chambers building retains traditional brick cladding and architectural details

### 5.3.2 The Storefront and Public Realm

In keeping with the principles of maintaining transparency and a connection with the street, it is important that windows and doors especially on the first floor (storefront) of the building remain transparent and are reinstated if they have been bricked in or boarded up in the past. Often windows have been boarded up or bricked in, but to maintain transparency and a connection with the public realm it is important to reinstate windows to the original opening size.

All improvements should follow these same guidelines to help create a good indoor/outdoor connection between people on the street and inside the building.

The storefront area should predominantly comprise of display windows to attract the pedestrian's attention and to create an interesting visual environment.

To achieve a positive relationship between the storefront and the public realm, the following points are recommended:



Figure 49. Avoid covering windows with wood or other materials (567 Pelissier Street)

- Avoid modifying, covering up, or removing original doors and windows;
- The storefront area should predominantly consist of glass display windows to discourage crime by providing more visibility and creating a connection to the public realm;
- Reinstate original door and window openings and restore original doors and windows when possible;
- To maximize transparency, a target of 70% of the facade surface should be completely transparent;



Figure 50. The store front in Figure 49 is enhanced by constructing open glass windows making the storefront more inviting to the public by creating a visual connection with the public realm.

- Site all rooftop mechanical equipment so that they are setback from the roof edge and/or screened from views along the street; and
- Locate new or relocate existing service areas out of view from pedestrians (the public-right-of-way). Ensure that these areas are accessed from secondary streets or rear lanes to reduce driveway cuts on the Main Street, which breaks the street wall. If existing service areas cannot be relocated, screen them with landscaping, decorative fencing, or architectural building material.



### 5.3.3 Elements of the Facade

The preceding principles and guidelines in Sections 4.0 and 2.0 for facades and storefronts are general in nature whereby the following are more detailed:

#### 5.3.3.1 Signage

Signage can take up a significant portion of the facade, and can have both a positive and negative impact on the pedestrian environment, which is why it is so important. Businesses should consider installing both storefront signs for motorists and smaller pedestrian signs. Storefront signs or fascia signs are located on the building facade and are directed at passing vehicles whereas



Figure 51. Storefront on Ouellette Avenue using traditional materials like wood or metal for signs

pedestrian signs are perpendicular to the building and directed to pedestrians on the sidewalk (Plan by Design, 201) The following guidelines apply to signage for Main Streets:

- All signage should be compatible with the scale of the building and it should be located within the traditional signage board of the building;
- Use fascia and projecting signage to enhance the unique identity along the Main Street;



Figure 52. Locate signage in the traditional signage area

- Repair and maintain building signage that is in poor condition if it meets the intent of these guidelines;
- Backlit signs are not permitted and;
- Signage should adhere to the City's Signage By-law.



Figure 53. Wooden A-frame signs are desirable

### 5.3.3.2 Doors & Entrance Ways

The main door or entranceway is important to the success of a business and attractiveness of a storefront. The main door is also a key identifying element of the Main Street building and retail storefront. It is an important articulating element of the facade that when designed appropriately can draw potential customers toward the building entrance. Main entrances should be street oriented and clearly visible from principle pedestrian approaches to be consistent with the Urban Design Section of the City's Official.

Regarding doors and entrance ways, the following is recommended:

- Entrances should be fully accessible from the street the building facade faces. Older buildings and those on the Municipal Heritage Register may not be fully accessible. If accessibility improvements to heritage buildings will impact key elements of the building, these alterations may not be permitted;
- Research photos, fire insurance maps and other historical documents and reinstate main entrances of buildings if it is feasible and makes functional sense;
- Design new building entrances and improve existing entrances to be prominent features that are clearly defined through the use of architectural features and materials, lighting, canopies and signage. Generally, new building entrances should be proportionally located in the middle of the storefront; and
- Reinstate and design new building entrances at the corner of all buildings that are sited at the intersection of two streets.



Figure 54. Distinct doors can make a business more visible and improve the overall appearance of the storefront



Figure 55. 3236 Sandwich Street before renovations



Figure 56. 3236 Sandwich Street during renovations



Figure 57. 3236 Sandwich Street at completion

## Case Study: Sandwich Brewing Company

The property located at 3236 Sandwich Street applied for a facade improvement grant through the program that was developed with the implementation of the Old Sandwich Towne CIP. Through researching fire insurance maps and excavation of the interior, it was confirmed that there were originally two storefronts. It was also discovered that a porch once extended over the sidewalk and the

brick used throughout the building was a brick from a former Sandwich brick yard (the Robinet Brickyard).

Although most of the original facade no longer exists, new elements were interpreted in a modern sense using materials found in the heritage district while adhering to the urban design guidelines and heritage conservation district policies.

The Sandwich Brewing Company provides a positive example of combining existing and introducing

new architectural features to rehabilitate and revitalize a historic building, creating a modern usable space. In particular, the discovery of and reinstating of the second entranceway positively impacted the historic quality and overall appearance of the facade. (*Studio g+G Inc., Architect, 2014*)





Figure 58. Awnings add a three dimensional quality



Figure 59. Align awnings with architectural details



Figure 60. Choose colours that complement the building

### 5.3.3.3 Awnings

Awnings not only provide protection from inclement weather and shade they can also provide a relatively inexpensive design element that creates unity and visual coherence while animating the street and providing an additional three dimensional quality to the building, helping to extend the business into the side walk area. Awnings can accentuate the entrance door, or can span a full building facade. When selecting an awning choose an appropriate form of awning to suite the window and door arrangement.

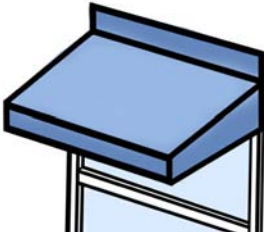




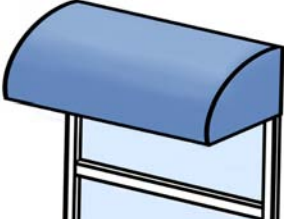


The following should also be considered:

- Align awnings on a building, particularly the bottom edge of the awning. Fit the awning(s) to the dimension of the storefront openings to emphasize these proportions;
- Ensure awnings do not cover or detract or obscure from important architectural elements of the building or cover window areas;
- Provide a minimum of 2.4 metres (8 feet) clearance from the sidewalk to the awning;

- Coordinate the colour of the awning with the colour scheme of the building. If using the awning to accent the colour scheme of the building ensure that the accent colour is not too contrasting; and
- Select awning materials that are durable and ensures the preservation of the awning colour.

Table 3 provides examples of basic types and variations of awnings.

Table 3. Example Awning Types

TYPES OF AWNINGS			
TYPES		VARIATIONS	
Standard Type		Open	
		Closed	
Dome Type		Open with Valance	
Waterfall Type		Fixed Valance	
		Free Valance	

\*Adapted from the 2010 Minto, Ontario Facade Improvement Guideline (SKA Stempski Kelly Associates Inc., 2010).

### 5.3.3.4 Colour

Many elements of facades benefit from the appropriate use of colour. It can help to make the details of the building facade more noticeable, giving it a better connection with the street by creating interest for pedestrians and motorists.

When using colour, consider the following:

- Use only 3 to 4 colours;
- Highlight door frames and windows with a single trim colour;
- Highlight awning(s), signage boards and front door(s) in accent colour; and
- The existing colour of original facade materials should be used to select a colour scheme.

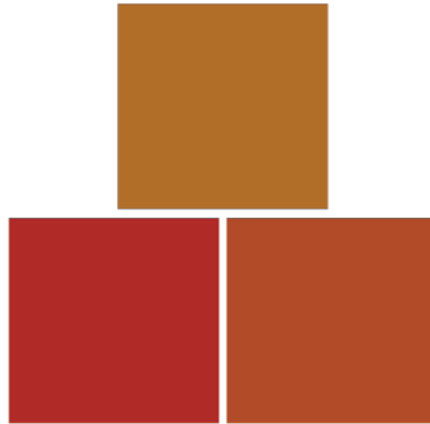


Figure 61. Example analogous warm colour scheme



Figure 62. Example analogous cool colour scheme

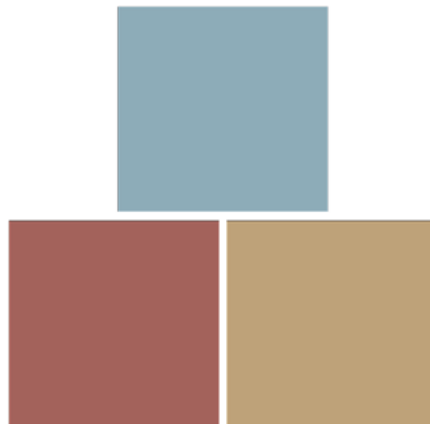


Figure 63. Example triadic warm-cool colour scheme



Figure 64. Example triadic warm-cool colour scheme



Figure 65. Brick and stone are timeless and durable building materials that are less likely to deteriorate quickly



Figure 66. EFIS is an undesirable building material that is often used to cover brick

### 5.3.3.5 Building Materials

The selection of building material is important helping to give the facade a human scale. The scale of certain materials such as brick and traditional clapboard siding provide a source of measurement to the human eye and help to break up the facade in comprehensible parts giving off a sense of dimension (length, height, width, and depth).

Often brick is covered with EFIS which diminishes the scaling quality of the building. It has become a popular material because it is less expensive than other more timeless (not based on fashion or trend) materials. It is important to select materials that are durable like brick, stone, metal, and wood. These materials have a human quality and natural feel that will stand the test of time.

The following should be taken into account when selecting building material or when improving existing facades:

- Use the buildings original brick, stone, wood siding, and aluminum, copper, or composite panel building material where possible;
- Materials that have become trendy but are not timeless or long lasting such as vinyl siding corrugated metal panels, reflective (tinted or shaded) glass, cultured stone, and Exterior Insulation and Finish Systems (EIFS) are not permitted;
- Materials selected should complement surrounding buildings;
- Stone, brick or concrete surfaces that have been painted should be reinstated to their natural colour;
- Masonry work should be re-pointed if necessary;
- The surfaces of buildings identified on the Municipal Heritage Register or buildings of a Main Street typology should be left in their original state;




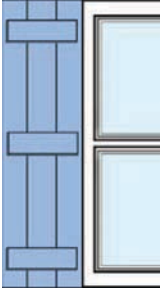
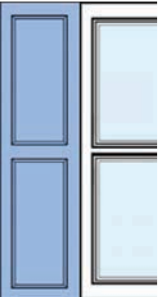

TYPES OF SHUTTERS	
LOUVERED	BOARD AND BATTEN
	
PANEL	COMBINATION
	

Table 4. Example Shutter Types

### 5.3.3.6 Shutters

Although no longer used for their original purpose of protecting windows, shutters can still be used as a relatively inexpensive design element that can provide visual interest to a building facade. If painted in a colour to match other trim, shutters can animate a facade that might otherwise be considered stark, boring, and uninteresting. Typical styles include: Louvered, Panel, Board and Batten, and Combination Shutters.

When utilizing shutters for a facade, it is important to consider:

- If original shutters exist they should be restored and retained;
- If original shutters no longer exist use shutters that match the shape of the inside of the window. For example, for arched windows use arched shutters;

- The width of the shutter should be in keeping with the width of the window. The total size of both shutters should be the size of the inside of the window frame;
- Shutters should be mounted on the inside edge of the window frame to give the appearance that they can be closed. Use hinges if possible, even if shutters are not meant to be closed;
- Shutters will be in keeping with the style of the building and made out of wood or vinyl; and,
- Shutters should also be painted or of the same colour as other trim.

## 5.4 Commercial/Mixed-Use Infill Development Design Guidelines

The design of new commercial/mixed-use infill developments should seek to enhance the character of the existing built form and streetscape. In addition to the urban design guidelines identified earlier in Section 5.2 and 5.3 for existing commercial/mixed-use buildings, infill development should be consistent with the existing built form within the main street areas, the following urban design guidelines apply:

1. Site and scale new buildings to be consistent with established setbacks, building heights, mass, widths, and proportions;
2. Orient buildings and entrances to the street rights-of-way and site buildings along the exterior property line so that new construction frames and strengthens the street edge;
3. Design new buildings to a height consistent with surrounding buildings. New infill buildings



Figure 67. Commercial/Mixed-Use Infill Design Example located at the corner of Wyandotte St. E., and Windermere Rd. where a vacant site currently exists.

beyond the height of neighbouring buildings may be permitted and constructed as long as the additional storey is set back to a minimum of 2.0 metres from the front building facade;

4. Design all at-grade entrances to face and be accessed from the main street. Entrances should be prominent and defined through architectural features, materials, and signage;

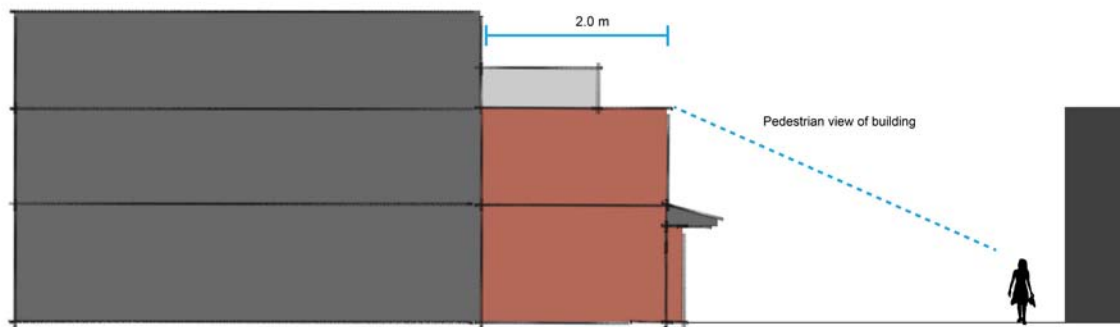


Figure 68. Demonstrates urban design guidelines 1, 2, 3, and 4

5. Design new buildings with materials that are consistent and proportional to quality and enduring building material found within the area;
6. When choosing materials and selecting colours, choose a colour palette that is compatible with existing buildings in the area.
7. Design new buildings with large ground floor display windows at grade (to maximize transparency, a target of 70% of the building facade should be completely transparent at the street level);
8. Design new buildings so that service areas are located at the rear of the building;
9. Design buildings so that mechanical equipment is located on the roof, setback and screened from view at the street level; and,
10. Refer to Section 5.2 and 5.3 for additional guidelines on the use of materials, colour, signage, awnings, and shutters.

## 5.5 Residential Area Design Guidelines

Homes within specific neighbourhoods in close proximity to main streets have been observed to have similar characteristics. Generally, homes within the community improvement project area are one to three storeys and have similar design traits such as a red brick exterior, clapboard or vinyl/aluminum siding, stairs leading up to porches, entranceways, and windows facing the streets.

These features preserve the character of the neighbourhood, create good connections with the public realm, and encourage walking and interaction between neighbours. The following design guidelines apply to residential areas:

1. Site and scale new residential structures to be consistent with established setbacks, heights, mass, widths, and proportions of existing residential structures found on the block;
2. Provide a transition in building height if the new development



Figure 69. Demonstrates Residential Design Guidelines 1, 2, 3, and 4

3. is taller than existing residential buildings on the block. This can be accomplished through the manipulation of the building mass, setbacks (beyond the established height of existing buildings), and through the inclusion of features such as porches; and the sensitive use of materials and colours that alter perceptions of height and mass;
3. Orient principal building entrances so that they face the public street and are a prominent feature in the building elevation;
4. Use precedents for roof profiles, windows, entrances and porches from the existing built form and streetscape as a guide for the design of new buildings;
5. Locate garages in rear yard of property with access from the rear of the property, whenever possible; and,
6. Select materials for new construction based on the variety of materials found within the existing neighbourhood.





Figure 70. Demonstrates Residential Design Guidelines 3, 4, 5, and 6

## 5.6 Design Guidelines for Vacant and Underutilized Properties

Vacant and underutilized properties have been identified in locations along the main streets and within the surrounding neighbourhoods. Any new proposal for these properties would likely include a rezoning for a new use or at the minimum be subject to site plan control once the property is remediated. In keeping with the vision of pedestrian centered neighbourhoods, connectivity, and when considering the existing residential and commercial/mixed-use context, it is important to encourage development proposals that are pedestrian oriented. Through the development review process (i.e. rezoning and Site Plan Control), the following design guidelines apply:

1. Site and scale new buildings to be consistent with established setbacks, building heights, mass, widths, and proportions;
2. Orient buildings and entrances to the street rights-of-way and site buildings along the exterior property line so that new construction frames and strengthens the street edge;
3. Design all at-grade entrances to face and be accessed from the main street. Entrances should be prominent and defined through architectural features, materials, and signage;
4. Design new buildings with materials that are consistent and proportional to quality and enduring building material found within the area;
5. When choosing materials and selecting colours, choose a colour palate that is compatible with existing buildings in the neighbourhood.
6. Design new buildings to a height consistent with surrounding buildings. New infill buildings beyond the height of neighbouring buildings may be permitted and constructed as long as the additional storey is set back to a minimum of 2.0 metres from the front building facade;
7. Design new buildings so that service areas are located at the rear of the building; and,
8. Design buildings so that mechanical equipment is located on the roof, setback, and screened from view at the street level.





Figure 70. Example of Design Concept for Vacant and Underutilized Property at the intersection of Walker Rd. and Wyandotte St. E. (Sophia Symons)



## 6.0 Conclusion and Recommendations from the CIP

The Economic Incentives offered in this CIP will encourage the physical improvement of Main Street Buildings throughout the City and encourage the redevelopment of vacant and underutilized property within the vicinity of the Main Street helping to protect the Main Street by providing additional services and residential units that will suggest these traditional Main Street areas.

The design guidelines included in this program will ensure that City money is used to assist with improvements that are consistent with the character of Windsor's Main Streets and adjacent neighbourhoods through the restoration of existing and selection of new materials that are considered "timeless" and "durable".

The economic incentives offered in this CIP will provide the tools to not only protect the Main Street areas that service the City's surrounding neighbourhoods, but also enhance

these areas. As acknowledged by the Council Question (CQ59-2015), the City of Windsor has made significant public investments in infrastructure improvements, such as road rehabilitation and streetscape projects along the portions of Wyandotte Street East between the Wyandotte Towne Centre BIA and the Walkerville BIA.

A significant amount of investment has been made to improve the function and aesthetics of the public realm in these two BIA's. Given the success and positive feedback being received for these projects, it is the most opportune time to continue to build on the positive momentum gained through these projects, by directing municipal efforts towards the improvement and enhancement of the adjacent private properties.

One of the purposes of the Main Streets CIP is that it be City-wide for this reason the program is flexible and allows Windsor City Council to amend other main street areas to the program if it is determined that there is need for municipal intervention and the criteria identified in Section 1.4 is

followed.

In accordance with Section 28, Community Improvement of the Planning Act and Section 11.8 of the City of Windsor Official Plan the following recommendations apply to the implementation of the Main Streets CIP:

1. That the boundary established for the City of Windsor BE DESIGNATED the Community Improvement Plan Project Area
2. That the Main Streets Community Improvement Plan (CIP) for the City of Windsor Project Area be approved by Windsor City Council and adopted by by-law; and,
3. That the Economic Incentive Program and General Program Requirements identified in Section 3.0 be Activated by Windsor City Council.

## 7.0 Monitoring Program

The performance and impact of the Façade Improvement Program and other incentive programs will be monitored to ensure that the purpose and objectives of this CIP are successfully being met.

### Purpose of the Monitoring Program

The collection and analysis of information is intended to monitor:

- Funds which are dispersed through the various CIP incentive programs by program type in order to determine which programs are being most utilized;
- The revitalization and economic impact associated with projects that are taking advantage of the façade improvement program and other CIP incentive programs in order to determine the ratio of private sector investment being leveraged by public sector investment;
- The percentage of façade grant applications versus the number of facades improvements and facades that need improvement in the area to determine those who have not applied for the program and why have they not applied;

- The amount of private sector investment made in the main streets by sector (e.g. residential, retail, office, etc.); and,
- Feedback from users of the incentive programs so that adjustments can be made to the incentive programs over time as it is deemed necessary.

### Data Collection

The following program-specific information should be collected on an ongoing basis:

Façade Improvement Program for Main Streets:

- Number and location of applications;
- Number of façade improvements needed in the area;
- Number of owners and number of renters (as agents of the owner) applying for the program;
- Value of façade improvements;
- Increase in assessment value of the building; and,
- Estimated and actual amount of grants provided.

### CIP Review and Program Adjustments

Progress on implementation and the monitoring results of the incentive programs described above will be reported to City Council on an ongoing basis.

A comprehensive analysis of information collected will be presented to City Council at the five-year anniversary of the CIP coming into effect. This analysis will be accompanied by recommendations relating to the following matters (at a minimum):

- Continuation or repeal of the entire CIP;
- Discontinuation or addition of programs contained within the CIP; and,
- Minor adjustments to the program details, terms or requirements of programs contained within the CIP

### Requirement for CIP Amendment

Minor adjustments or revisions to the CIP, including the adjustment of terms and requirements of any of the programs, changing the boundaries of any of the targeted program boundaries or schedules (within the existing boundary

of the CIP Project Area) including adding new BIAs/Main Streets within the CIP Project Area , or discontinuation of any of the programs contained in the CIP, may be undertaken without amendment to the CIP. Such minor changes or discontinuation of programs will be provided to the Minister of Municipal Affairs and Housing for information purposes only.

The addition of any new programs, significant changes to eligibility criteria, changes to the CIP Project Area boundaries, or changes to the CIP that would substantially increase funding provided by existing financial incentives will require a formal amendment to the CIP in accordance with Section 28 of the Planning Act.

## 8.0 Figures

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Figure 40. *Avoid large breaks in the street wall*

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Figure 46. *Regulating lines along Sandwich Street, Windsor*

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Figure 48. *Equity Chambers, building which retains traditional brick cladding and architectural details*

Figure 49. *Avoid covering windows with wood or other materials*

Figure 50. The store front in Figure 49 is Store enhanced

Figure 51. Storefront on Ouellette Avenue using traditional materials like wood/metal for signs

Figure 52. Locate signage in the traditional signage area

Figure 53. Wooden A-frame signs

Figure 54. Distinct doors

Figure 55. 3230-3232 Sandwich Street

Figure 56. 3230-3232 Sandwich Street

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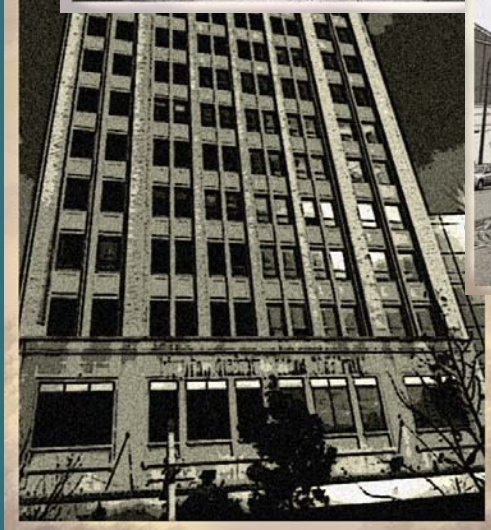
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## A black and white photograph of a two-story white house with dark shutters and a central entrance. The house has a gabled roof with two chimneys. The front facade features a central door with a small porch, flanked by windows with dark shutters. There are two rows of windows, each with dark shutters. The house is surrounded by trees and a lawn.





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### **94 1.0 THE WYANDOTTE TOWNE CENTRE BUSINESS IMPROVEMENT AREA (BIA)**

- 1.1 History
- 1.2 How does the BIA meet the criteria identified in Section 1.4 of the CIP?
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- 4.1 History
- 4.2 How does the BIA meet the criteria identified in Section 1.4 of the CIP?
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- 5.3 Olde Riverside Town Centre BIA
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### **148 6.0 THE ERIE STREET BUSINESS IMPROVEMENT AREA (BIA)**

- 6.1 History
- 6.2 How Does the BIA meet the criteria identified in Section 1.4 of the CIP?
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- 7.3 Ottawa Street BIA
- 7.4 The Municipal Heritage Register and Main Street type buildings
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- 7.6 Recommendations

## Schedule 'H'

### **169 8.0 OUELLETTE AVENUE : ERIE STREET TO TECUMSEH ROAD**

- 8.1 History
- 8.2 How does the BIA meet the criteria identified in Section 1.4 of the CIP?
- 8.3 Ottawa Street BIA
- 8.4 The Municipal Heritage Register and Main Street type buildings
- 8.5 Urban Design Analysis
- 8.6 Recommendations



## Schedule 'A'

### 1.0 The Wyandotte Towne Centre Business Improvement Area (BIA)

#### 1.1 History

The Wyandotte Towne Centre BIA (legal name in accordance with By-law 173-2008) was established through By-law 10095. It is difficult to determine the exact age of buildings within the BIA boundaries, but through the City's data base, fire insurance maps, architectural style and historical photos and records available we are able to obtain a general idea of the age of the built form within the area.

As a Main Street some buildings date back to as early as the late 1800s with the majority of building stock being from the early to mid 1900s. There are also several buildings built after the 1950s that flank the Wyandotte Towne Centre BIA.



Figure 67. Leatherdale Block located at 1380-1394 Wyandotte Street East (1960)



Figure 68. Leatherdale Block located at 1380-1394 Wyandotte Street East

## 1.2 How Does the BIA Meet the Criteria Identified in Section 1.4 of the CIP?

The properties identified along Wyandotte Street identified on Schedule 'A' should be amended to the City of Windsor Building Facade Improvement Program for Main Streets because the area meets the following criteria identified in Section 1.4 of the CIP, and the "Criteria For Designation" of a CIP Project Area as:

- The properties are within the Wyandotte Towne Centre BIA;
- The Buildings are along a Main Street as identified on Schedule G of the Official Plan;

The properties are also consistent with Section 11.8 Community Improvement in the City's Official Plan (Vol. 1: The Primary Plan) as it relates to the policies identified in Section 1.4, Part B of this CIP.



Figure 69. 1412 Wyandotte Street East



Figure 70. Pasadena Block located at 1424-1434 Wyandotte Street East



Figure 71. Holy Family Chaldean (Immaculate Conception) church located at 821 Wyandotte Street East





Figure 72. A panorama of buildings within the Wyandotte Towne Centre BIA, many would benefit from the City of Windsor Facade Improvement Program for Main Streets

### 1.3 Wyandotte Towne Centre BIA

In the summer of 2014 the Planning and Building Department met with the BIA coordinator and conducted a survey of the Wyandotte Towne Centre BIA to determine the condition of the building facades flanking Wyandotte Street East. The survey produced an aerial and photo inventory of all facades within the BIA. The survey also

identified cultural and heritage resources that are either on Windsor's Heritage Register (both designated and non-designated) and buildings/structures that may be considered for recommendation onto the Windsor Heritage Register in the future.

Buildings of a Main Street typology

have also been identified for their future retention.

Generally, the facades in the Wyandotte Towne Centre BIA are in poor to good condition. The information below provides additional detail and observations from professional staff site visit along the Main Street in 2014.



Figure 73. Langlois Street, Windsor



Figure 74. Wyandotte Street E, Windsor



Figure 75. Building with public art on Wyandotte Street E



### Condition of Existing Facades

- Many of the facades are in need of brick repair and cleaning;
- Some storefronts have been covered with materials such as stucco or EIFS eliminating the separation between the two different building facades and impacting the rhythm of the street facade;
- In many cases, the rear and side facades are in as poor condition as the front and in need of improvement;
- The original exterior material of some buildings have been substituted for a cheaper non-tradition cladding;
- Some buildings have additions that were not integrated well with the street's character; and
- In some cases, there are blank side walls that are visible from Wyandotte Street.

#### 1.3.1 The Storefront

- Illegal signage and missing and inconsistent address styles are found throughout the BIA;
- Storefront window displays are

cluttered with advertisements and in need of cleaning;

- Many storefronts have security bars that create a feeling that the area is unsafe;
- The north side of Wyandotte Street is not as intimate or small scale (quaint) as the south side;
- The north side includes a greater number of larger scale developments that are not of the traditional storefront or Main Street typology;
- Many storefronts have been filled in with a solid material eliminating the connection with the street; and
- Many storefronts have steps at the front entrance and do not meet accessibility standards.

#### 1.3.2 Overall Attractiveness of the Area

- Where buildings have been demolished or developments have been setback from the property line, there is a gap in the street facade and often illegal parking has taken hold in these areas.

#### 1.3.3 Vacancy Rates

Since 2012, the City has undertaken a Land Use Survey every two years to determine commercial vacancy on a City-wide level.

For the Wyandotte Towne Centre BIA, 174 commercial units were identified. Vacancy has increased from 20% in 2012 to 21.3% in 2016.

These somewhat high vacancy rates are consistent with the *"Criteria For Designation"* for a CIP Project Area.

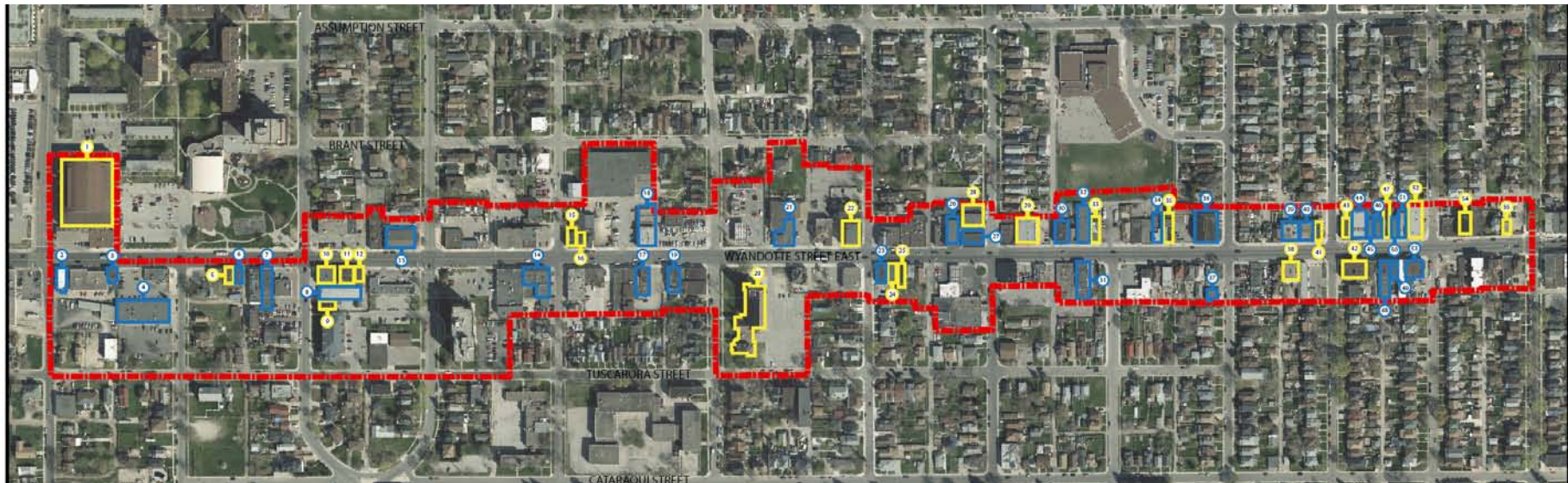
## 1.4 The Municipal Heritage Register and Main Street type buildings within the Wyandotte Towne

BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (WYANDOTTE)			
ADDRESS	LISTED	DESIGNATED	NOTES
572 McDougall Street (Windsor Arena, Border Cities Arena)	●		Constructed: 1925-27 Architect: W.A. Connor & Co
638 Glengarry Ave (Belvedere Apartments)	●		Constructed: Circa 1928 Additional: Buff brick & stone details
505-515 Wyandotte Street East (Meretsky Block)	●		Constructed: 1912 Architect: J.C. Pennington & Crane
821 Wyandotte Street East/ 686 Marentette Avenue (Immaculate Conception Church)	●		Constructed: 1904 Architect: Williams Bros.
892 Wyandotte Street East (Wyandotte Tavern)	●		Constructed: 1909
907-917 Wyandotte Street East	●		Constructed: Circa 1911-1914
919-923 Wyandotte Street East	●		Constructed: Circa 1911-1914

Table 5. Buildings identified on the Municipal Heritage Register in the Wyandotte Towne Centre BIA

## BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (WYANDOTTE)

ADDRESS	LISTED	DESIGNATED	NOTES
1290-1292 Wyandotte Street East	●		Constructed: 1910
1301-1327 Wyandotte Street East	●		Constructed: Circa 1913
1424-1432 Wyandotte Street East (Pasadena Block)	●		Constructed: 1915 Additional: Art Deco Elements



### WYANDOTTE TOWN CENTRE

— BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER

— MAINSTREET TYPE BUILDINGS

----- BIA Boundary



CITY OF WINDSOR  
PLANNING DEPARTMENT  
SEPTEMBER 2016

Map 1. Buildings on the Municipal Heritage Registry and other Main Street type buildings (Wyandotte Towne Centre)

## Urban Design and Contextual Analysis



Figure 76. Regulating lines and building proportions identify a pattern along the Wyandotte Towne Centre BIA Mainstreet on the south side from Louis to Marentette Avenue that can be used for infill development.

Evidence of a design order based on long established international design principles as suggested in Sections 4 and 5 of this plan can be seen along Wyandotte Street East in the BIA although much of the elements that created this order have been altered or covered up over time.

### Building Heights

Buildings are generally 1 to 2 stories, however there are a number of buildings that are above two stories to a maximum of 4 stories.

### Doors and Window locations

Doors and the main entrance of establishments generally open out towards the Main Street. However, there are many examples where windows and doors have been covered with brick or other material. It is important that doors and windows are reinstated and existing entrances and windows facing the main street are maintained as part of any building facade improvements to help create an “indoor/outdoor” relationship with the public realm.

### Proportion of the Façade and Regulating Lines

When making improvements to facades it is important to perform a contextual proportion analysis of the street facades in order to understand governing proportional systems such as regulating datum lines that occur from similar floor-to-floor relationships, and window spacing and heights (Studio g+G Inc., Architect, 2014). When applying this analysis to the Wyandotte Towne Centre Main Street along Wyandotte Street East there is generally a continuity





Figures 77. Buildings along Wyandotte Towne Centre BIA Mainstreet where most original architectural features, windows, and storefronts have been retained, creating good street presence



Figures 78. Buildings along Wyandotte Towne Centre BIA Mainstreet where large gaps exist along the street wall and windows that once opened toward the main street have been covered.

of building elevations and the use of materials used over time on the south side between the Hall to Moy Avenue Block.

Generally there is a discontinuity of building elevations and a hodge-podge of materials used along Wyandotte Street East throughout the rest of the Main Street within the Wyandotte Towne Centre BIA. There are large gaps along the street wall on both the North and South Side of

Wyandotte Street East where traditional Main Street Buildings were once located.

### Architectural Features

Key architectural elements that create interest throughout many of the building facades along the Main Street have been covered or lost over time, but through archival photographs and research it would be beneficial to restore or reinstate some of these key architectural elements.

## 1.5 Urban Design and Contextual Analysis

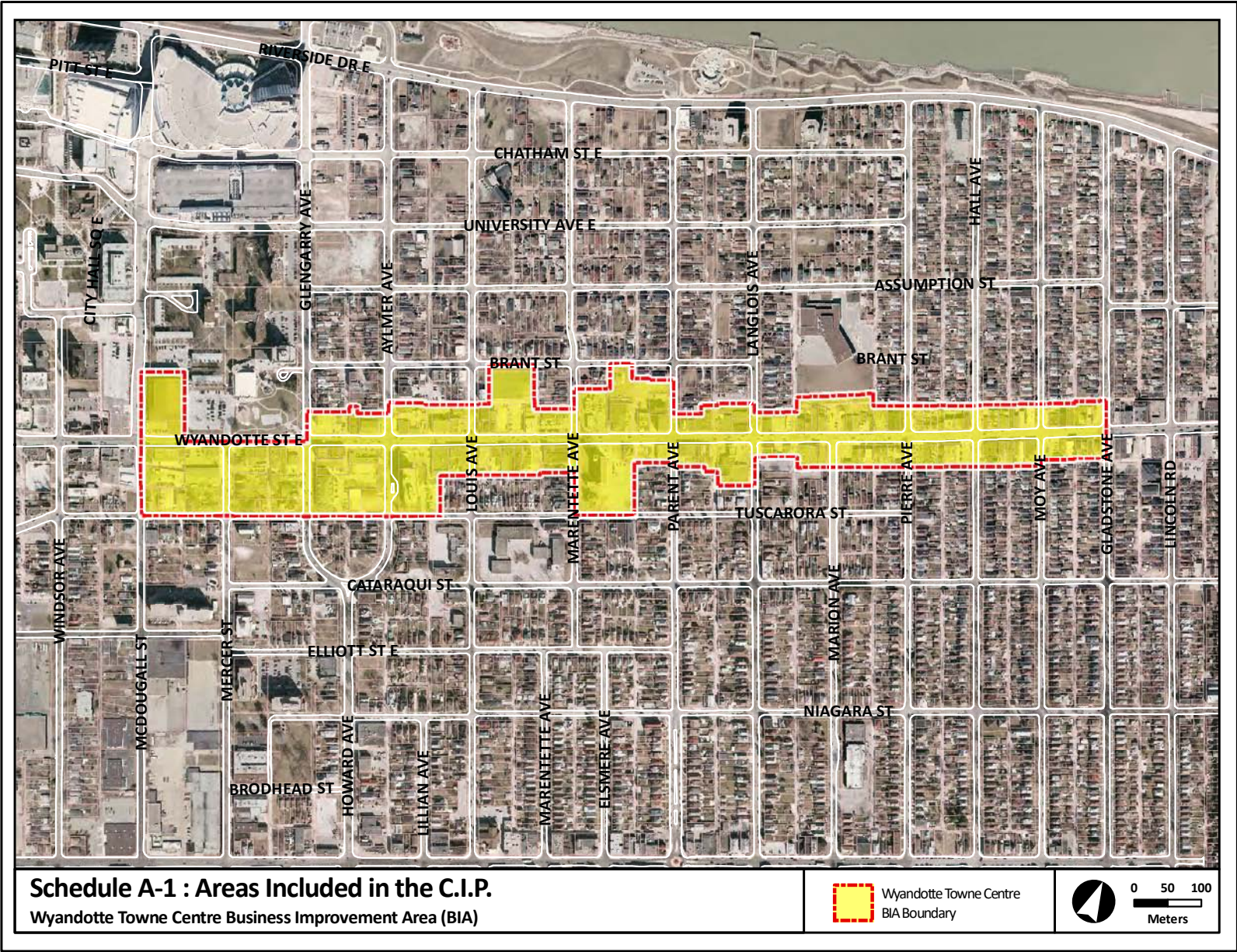
### 1.6 Recommendations

The findings of the Planning and Building Department Survey of the Wyandotte Towne Centre BIA reveal that the conditions of properties are consistent with *"Criteria for Designation"* for a CIP Project Area; specifically:

- Building facades are in need of maintenance, repair, restoration, rehabilitation or redevelopment;
- Generally, the commercial vacancy rate is high and the overall visual quality of the built environment, particularly the facades, and urban design is poor;
- There is a presence of cultural heritage resources; and
- The area has the potential to be a new employment area.

Through the analysis outlined for the Wyandotte Towne Centre BIA in Schedule A, it is recommended that the Wyandotte Towne Centre BIA be approved for the City of Windsor Building Facade Improvement Program and Urban Design Guidelines for Main Streets.





Map 2. Areas included in the CIP (Wyandotte Towne Centre)



## Schedule 'B'

### 2.0 The Walkerville Business Improvement Area (BIA)

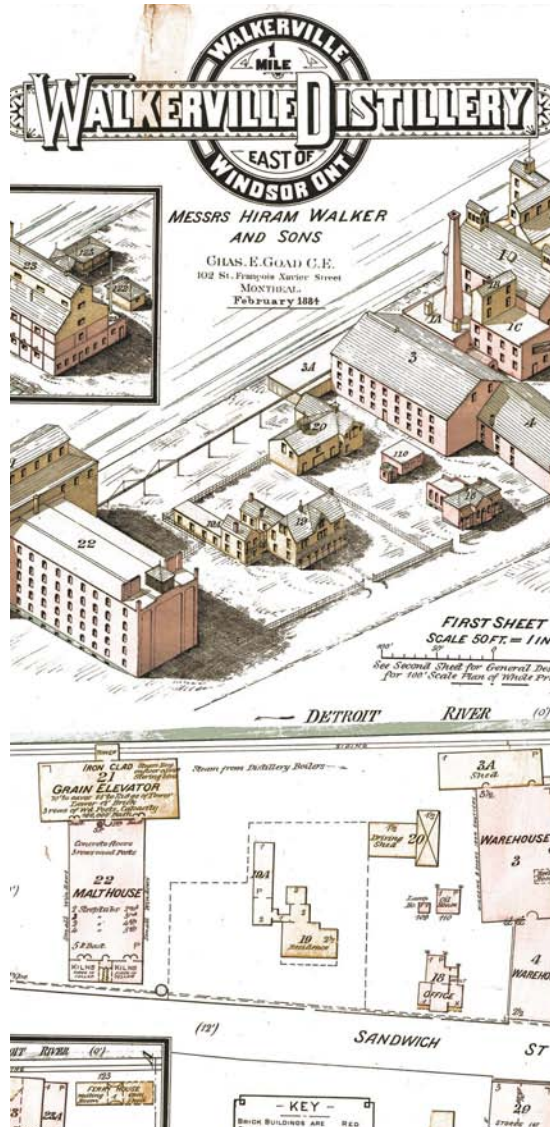


Figure 79. A fire insurance map from 1884 showing some of Walkerville's building at the time

#### 2.1 History

The Wyandotte Street East Improvement Area was established through By-law 8024. It is commonly known as the Walkerville BIA and established its legal name through By-law 8176. The Walkerville Main Street area forms the majority of the retail/commercial area formerly known as the Town of Walkerville, which was established in 1858 but did not become a town until 1890. The Edwardian company town was founded by Hiram Walker for a flour mill and distillery. Based on the "Garden City Movement" that was founded in Great Britain, Walker employed well known architects from the United States to develop the Town's Industrial

complex, housing for its workers and a commercial retail area to service the Town.

The Town was amalgamated with the City of Windsor in the 1930's. Fortunately, much of the important historical elements such as the buildings and established street wall, boulevards, sidewalks, alleys, street layout, tree canopy and general character remain. As a Main Street the majority of buildings date back to the early 1900s (1900 to 1930). Many buildings also date back to as early as the late 1800s. However, most of these are residential because the Walkerville BIA boundary includes residential properties along Chilver, Kildare, and Devonshire Roads. There are also buildings built after the 1950s that flank Wyandotte Street East in the Walkerville BIA.



Figure 80. Wyandotte Street looking West, historic Walkerville, Canada

## 2.2 How Does the BIA Meet the Criteria Identified in Section 1.4 of the CIP?

The properties identified along Wyandotte Street, Chilver, Kildare and Devonshire Roads within the Walkerville BIA identified on Schedule 'B' should be amended to the City of Windsor Building Facade Improvement Program for Main Streets because it meets the following criteria identified in Section 1.4 of the CIP and "*Criteria for Designation*" of a CIP Project Area:

- The properties are situated within a Heritage Area and on a Main Street as identified on Schedule G: Civic Image of the City of Windsor Official Plan (Vol. 1: The Primary Plan); and
- The properties are within the Walkerville BIA.

Offering an economic incentive to improve the facades of buildings within the Walkerville BIA is consistent with Section 11.8 Community Improvement in the City's Official Plan (Vol. 1: The Primary Plan), as it relates to the policies identified in Section 1.4, Part B of this CIP.



Figure 81. A view of building facades along the south side of Wyandotte Street East in the Walkerville BIA where architectural features, materials, and storefronts create street presence and indoor/outdoor connection with the public realm

### 2.1.1 Condition of Facades Along Wyandotte Street East, Chilver, Devonshire and Argyle Roads

In the summer of 2014, the Planning and Building Department met with the BIA coordinator and conducted a survey of the Walkerville BIA to determine the condition of the facades flanking Wyandotte Street East, Chilver, Devonshire, and Argyle Roads between Gladstone Avenue and Argyle Road. The survey produced an aerial and photo inventory of all facades within the BIA. The survey also identified cultural and heritage resources

that are either on Windsor's Municipal Heritage Register (both designated and non-designated) and buildings/structures that may be considered for recommendation for the Windsor Municipal Heritage Register in the future.

Buildings of a Main Street typology have also been identified for their future retention as well. Generally, the building facades in the Walkerville BIA are in fair to good condition. One of the concerns is that architectural features of these ornate facades may be removed or

covered over without some form of municipal incentive because storefront owners may not see the economic value in preserving these detailed elements of the facade. There is no other place in the Windsor area where one can view such a high concentration of such ornate turn of the century building facades. The information below provides additional detail and observations from professional staff site visit along the Main Street in 2014.



## Walkerville BIA

### 2.1.2 Condition of Existing Facades

- Many of the facades are in need of brick repair, cleaning, and paint removal;
- Some storefronts have been covered with materials such as stucco hindering scaling features and details of the facade;
- In many cases the rear and side facades are in as poor condition as the front and in need of improvement;
- In some cases there are blank side walls that are visible from Wyandotte;
- In some cases original exterior material of some buildings have been substituted for a cheaper non-traditional cladding; and
- In some cases detailed architectural features have been covered or are in need of restoration.

### 2.1.3 The Storefront

- Deteriorated and non-traditional signs have been found on some of the buildings in the BIA;
- In some areas storefront displays are cluttered with advertisements and in need of cleaning; some have security bars creating a feeling that the area is unsafe;
- Both the north and south sides of



Figure 82. Gap in the street facade along Wyandotte Street East, Windsor

Wyandotte Street have an intimate or small scale (quaint) character with the majority of buildings being of a Main Street typology; and

- Some storefronts have steps at the front entrance and do not meet accessibility standards, but given their heritage significance, there may not be an alternative solution without negatively impacting the facade.

### 2.1.4 Overall Attractiveness of the Area

- Where buildings have been demolished or developments have been setback from the property line there is a gap in the street facade and often illegal parking has taken

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Figure 83. Security bars on windows make the area feel unsafe

hold in these areas; and

- There are some uses such as automobile sales that are incompatible with the character of the area.

### 2.1.5 Vacancy Rates

Since 2012, the City has undertaken a Land Use survey every two years to determine commercial vacancy on a city wide level.

For the Walkerville BIA, 85 units were identified. Generally vacancy has decreased from 13.2% in 2012 to 7.1% in 2016. A Building Facade Improvement Program will further encourage the reuse of vacant storefronts.

## 2.2 The Municipal Heritage Register and Main Street type buildings in the Walkerville BIA

BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (WALKERVILLE)			
ADDRESS	LISTED	DESIGNATED	NOTES
1506-1512 Wyandotte Street East (Trotts Shoes)	●		Constructed: 1915 Style: Edwardian Commercial
1564 Wyandotte Street East (Tivoli Theatre)	●		Constructed: 1921-22 Architect: C. Howard Crane
1580-1598 Wyandotte Street East (Imperial Bank)	●		Constructed: 1927 Architect: Longley and Howland
1601 Wyandotte Street East (Toronto Dominion Bank)	●		Constructed: 1922
1687 Wyandotte Street East (Thomas A. McCormick House)	●		Constructed: 1905 Style: Queen Anne Revival
1701 Wyandotte Street East (Home Bank)	●		Constructed: 1907-08 Architect: Sproatt and Rolff
1719-1723 Wyandotte Street East	●		Constructed: 1910-11
1731-1737 Wyandotte Street East	●		Constructed: 1910
1739-1747 Wyandotte Street East	●		Constructed: 1908-09
1755-1767 Wyandotte Street East (Bates Building)	●		Constructed: 1914
1799 Wyandotte Street East (Bank of Montreal)		●	Constructed: 1912-1913 Style: Terra cotta Architect: Hogle and Davis, w/ Stahl and Kinsey
1880 Wyandotte Street East (Joseph Dale House/Kildare House Tavern)	●		Constructed: Circa 1890 Style: Queen Anne Revival

Table 6. Buildings identified on the Municipal Heritage Register in the Walkerville BIA

BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (WALKERVILLE)			
ADDRESS	LISTED	DESIGNATED	NOTES
1900-1942 Wyandotte Street East (Imperial Building)		●	Constructed: Circa 1922 Architect: J.C. Pennington
1958-1998 Wyandotte Street East (Strathcona Building)	●		Constructed: Circa 1907 Architect: Albert Kahn
1969 Wyandotte Street East (Dr. C.W. Hoare Residence)	●		Constructed: 1907 Architect: M.L. Smith
2090 Wyandotte Street East (Walkerville Hydro Electric Comm. Building)	●		Constructed: 1922 Architect: Harold McEvers
400 Chilver Road (Exchange Hotel/Victoria Tavern)	●		Constructed: Circa 1890
420 Kildare Road (Canadian Auto Painting)	●		Constructed: 1913-14 Architect: Leybourne and Whitney
423 Kildare Road (J.E. Dobie House)	●		Constructed: Circa 1900 Style: Vernacular
447 Kildare Road (William C White House)	●		Constructed: Circa 1890 Style: Vernacular
468 Kildare Road (Jos. Graveline House)	●		Constructed: Circa 1882 Style: Vernacular
477 Kildare Road (E. Stewart House)	●		Constructed: Circa 1892 Style: Vernacular
484 Kildare Road (Andrew Reid House)	●		Constructed: 1894 Architect: Mason and Rice
487 Kildare Road (Walter Chater House)	●		Constructed: Circa 1891 Style: Vernacular



## BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (WALKERVILLE)

ADDRESS	LISTED	DESIGNATED	NOTES
509 Kildare Road (Harry Morris House)	●		Constructed: Circa 1896 Style: Vernacular
510-536 Kildare Road (Quadruplex: 510 Thos. K Hall; 516 Thos. K Nevin; 534 Edwin Chater; 536 Walter F. Cole)	●	●	Constructed: Circa 1889 Architect: Mason and Rice 510, 516 Listed; 534, 536 Designated
537 Kildare Road (DeGurse-McEwen House)		●	Constructed: 1891 Style: Queen Anne; Vernacular
549 Kildare Road (L. Kendall House)	●		Constructed: Circa 1890 Style: Vernacular Homestead
325 Devonshire Road (Walker Power Building)	●		Constructed: 1911-1913 Architect: J.E. Kinsey
350 Devonshire Road (Walkerville Town Hall)		●	Constructed: 1904 (moved in 1995) Architect: Albert Kahn
378-396 Devonshire Road (Crown Inn)		●	Constructed: 1892-93 Architect: Mason And Rice
415 Devonshire Road (Bank of Commerce)	●		Constructed: 1906 Architect: Albert Khan
420 Devonshire Road (Walkerville Post Office)		●	Constructed: 1914 Architect: Federal Public Works
511-517 Devonshire Road (Thomas Reid House)		●	Constructed: 1892 Architect: Mason & Rice
514-518 Devonshire Road	●		Constructed: Circa 1890 Architect: Mason & Rice
546-550 Devonshire Road		●	Constructed: Circa 1890 Architect: Mason & Rice

BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (WALKERVILLE)			
ADDRESS	LISTED	DESIGNATED	NOTES
547 Devonshire Road (John Bott House)	●		Constructed: 1894 Architect: James G McLean
580 Devonshire Road	●		Constructed: 1892-93 Architect: Mason And Rice
606 Devonshire Road (Royal Bank of Canada)		●	Constructed: 1922 Architect: D.J. Cameron
525 Argyle Road (Hiram Walker Warehouse)	●		Constructed: Circa 1930s ***Adaptive reuse (Walkerville Brewery)



Map 3. Buildings on the Municipal Heritage Registry (Walkerville) and other Main Street type buildings



## 2.3 Urban Design and Contextual Analysis

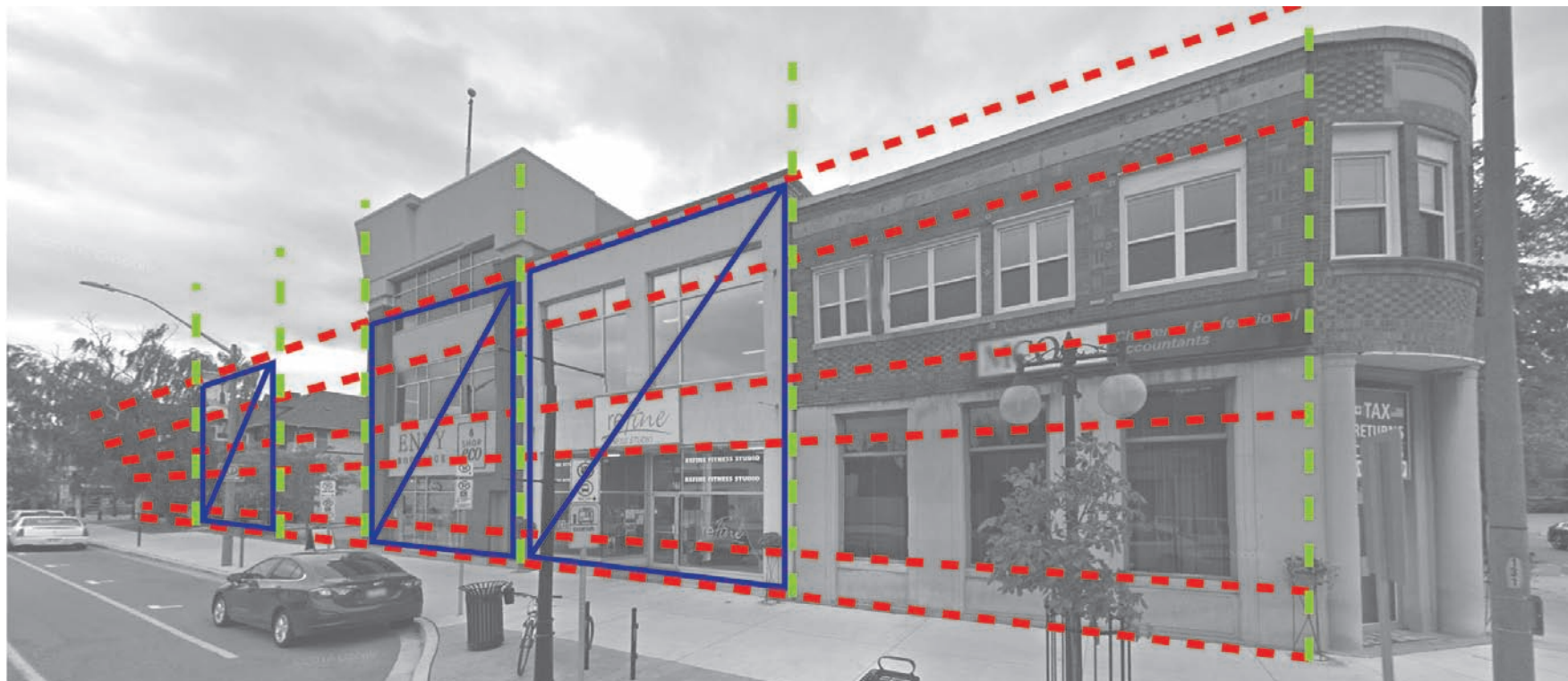


Figure 84. Regulating lines and building proportions identify a consistent pattern along the Walkerville BIA Mainstreet on the south side from Lincoln to Windermere Road.

Evidence of a design order based on long established international design principles as suggested in Sections 4 and 5 of this plan can be viewed throughout the Walkerville Main Street. The following urban design analysis describes elements of the historical context of the area:

### Building Heights

Buildings are generally 2 to 3 stories.

### Doors and Window locations

Doors and the main entrance of establishments open out towards the Main Street. Windows are clear vision glass facing the Main Street. It is important that these features remain and continue to create an “indoor/outdoor” relationship with the public realm.

### Proportion of the Façade and Regulating Lines

When making improvements to facades it is important to perform a contextual proportion analysis of the street facades in order to understand governing proportional systems such as regulating datum lines that occur from similar floor-to-floor relationships, and window spacing and heights (Studio g+G Inc., Architect, 2014).



Figure 85. Imperial Building in the Walkerville BIA with repeating rhythm patterns.

When applying this analysis to the Walkerville Main Street along Wyandotte Street East there is generally a continuity of building elevations and the use of materials used over time between the following blocks:

- The North side of Wyandotte Street East between Gladstone Avenue to Lincoln Road;
- The North side of Wyandotte Street East between Kildare to Devonshire Roads; and
- The South side of Wyandotte Street East between Chilver to Windermere Roads.

There is generally a discontinuity of building elevations and the use of materials used over time between the following blocks along Wyandotte Street East:



Figure 86. Wyandotte Street East between Gladstone Avenue and Lincoln Road.

- The North side of Wyandotte Street East between Lincoln to Windermere Roads;
- The South side of Wyandotte Street East between Gladstone Avenue to Windermere Road;
- The South side of Wyandotte Street East from Devonshire to Argyle Road; and
- The South side of Wyandotte Street East between Chilver to Kildare Streets.

There is an almost total loss of the traditional Main Street Façade in the following areas along Wyandotte Street East between the following blocks:

- The North side between Windermere to Chilver Roads; and
- The South side between Kildare to Monmouth Roads.



Figure 87. Wyandotte Street East between Lincoln Road and Windermere Road. Missing storefronts and inconsistent building heights and styles weaken the traditional main street.



Figure 88. Wyandotte Street East between Chilver Road and Kildare Road.



Figure 89. Wyandotte Street East between Kildare Road and Devonshire Road.

## Architectural Features

Key architectural elements that create interest throughout many of the building facades along the Main Street have been maintained but through archival photographs it is evident that in some cases these key elements have been lost. One of the goals of this the Building Façade Improvement Program is to encourage restoration of these key elements.



Figure 90. Exchange Hotel (Victoria Tavern) c. 1910.



Figure 91. Victoria Tavern in 2011.

## 2.4 Recommendations

The findings of the Planning and Building Department survey and analysis of the Walkerville BIA reveal that conditions of properties are consistent with the *“Criteria for Designation”* for a CIP Project Area particularly:

- Building facades particularly architectural elements are in need of maintenance, repair, restoration, and rehabilitation.
- There is a presence of cultural heritage resources that are unique to the City, Province, and in general, North America where key building facades are representative of a company town.
- The area has the potential to be a new employment area.

Through the survey and analysis outlined for the Walkerville BIA in Schedule B, it is recommended that the Walkerville BIA be approved for the City of Windsor Building Façade Improvement Program and Urban Design Guidelines for Main Streets.

As discussed in Section 1.0 of this CIP, Council has taken a progressive approach to protect and support its existing Main Streets. For example,

Council has passed Traditional Commercial Street Policies, a Demolition Control By-law for Windsor’s Main Streets, invested in streetscape and infrastructure projects, public art and ‘districting’ plans for some main street neighbourhoods such as Walkerville.

These strategies were implemented to encourage the retention of main street buildings, preserve the unique character and walkability of these areas, to prohibit the creation (and expansion) of surface parking areas abutting traditional commercial streets, and to encourage improvement on vacant and underutilized property within these Main Street areas.

On ??, 2021, the Walkerville Theming & Districting Plan was approved by Windsor City Council. The Plan proposes to further connect the neighbourhood and Main Street to the Riverfront Park through a pathway, animate streets and alleyways, repurpose vacant and underutilized property, create new parks and open spaces and create gateways into the Walkerville Main Street and neighbourhood.



## Devonshire / Assumption Mixed-Use Urban Square

The grants provided through the Main Streets CIP will encourage the redevelopment of vacant and underutilized former industrial and commercial property within the Walkerville Main Street area.



Figure 92. Bird's Eye View - Existing Condition



Figure 93. Devonshire / Assumption Mixed Use Urban Square: An example of the opportunity for infill development in the Walkerville Main Street areas as identified through the Walkerville Theming and Districting Plan





Figure 94. Bird's Eye View - Existing Condition

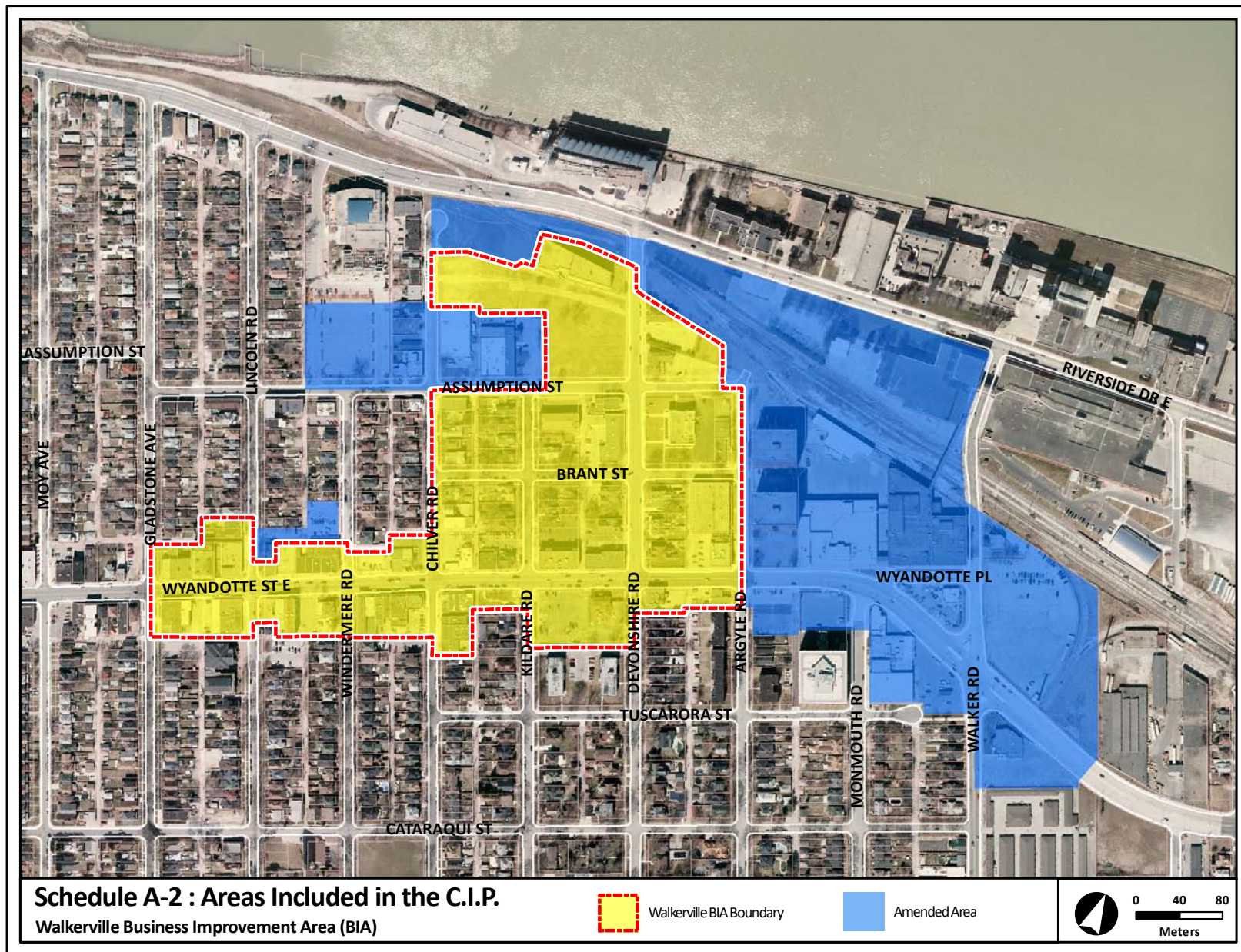
### Wyandotte East Gateway

Through the Walkerville Theming and Districting Plan, the intersection of Wyandotte Street and Walker Road will be reimagined as an attractive and vibrant urban gateway to Walkerville, improving the aesthetics and road-dominated focus of this important location. Grants will be available through the Main Streets CIP to encourage a similar development.



Figure 95. Wyandotte Street East and Walker Road Gateway: An example of the opportunity for infill development in the Walkerville Main Street area as identified through the Walkerville Theming and Districting Plan.





Map 4. Ammended areas included in the CIP (Walkerville) (Ammended through CR/\_\_\_)

## Schedule 'C'

### 3.0 The Ford City Business District Improvement Area (BIA)

#### 3.1 History

The Ford City Business District Improvement Area (commonly known as the Ford City BIA) was established through By-law 9571. The legal name was established through By-law 170-2008. The town was originally French Canadian farmland (Seigneurial lot system), with Drouillard Road sited on the portion of land donated by Francois Drouillard.

When the Ford Motor Company of Canada located its new manufacturing facility in the area the promise of job opportunities attracted new immigrants, particularly from Eastern Europe. The town had to build rapidly to accommodate the population growth. As a result, expansion was often haphazard and construction was unsupervised with little regard for planning .

The majority of the town's growth occurred between 1900 and 1935. Ford City was incorporated as a village in 1913



Figure 96. Drouillard Road at Whelpton Street, looking towards the Detroit River, 1924

and achieved town status by 1915. Most of the town's activity was centered around Drouillard Road, where residents would go for shopping, entertainment, and religious gatherings. The majority of buildings along Drouillard Road were constructed between 1910 and 1930. South of Ontario Street, most buildings were constructed after 1924. In 1928, the town was renamed East Windsor and in 1935 it amalgamated into Windsor proper. A few buildings scattered along the length of Drouillard Road were constructed in the 1930s, 1940s, and 1950s.



Figure 97. Drouillard Road in December 1950 (Windsor Star Files)



### 3.2 How Does the BIA Meet the Criteria Identified in Section 1.4 of the CIP?

The properties identified along Drouillard Road from Riverside Drive East to Seminole Street within the Ford City BIA identified on Schedule 'C' should be amended to the City of Windsor Building Facade Improvement Program for Main Streets because the properties meet the following criteria identified in Section 1.4 of the CIP and "Criteria for Designation" of a CIP Project Area:

- The properties are located along a Main Street as identified on Schedule G: Civic Image of the City of Windsor Official Plan (Vol. 1: The Primary Plan);
- The properties are within the Ford City BIA;

Offering an economic incentive to improve the facades of buildings within the Ford City BIA is consistent with Section 11.8 Community Improvement in the City's Official Plan (Vol. 1: The Primary Plan), as it relates to the policies identified in Section 1.4, Part B of this CIP.



Figure 98. Drouillard Road at Whelpton Street looking South



Figure 99. Mid-Drouillard Road



Figure 100. A building facade on the west side of Drouillard Road with original storefront windows and doors bricked in, eliminating the connection with the street

### 3.2.1 Condition of Facades Along Drouillard Road

In the autumn of 2017, the Planning and Building Department conducted a survey of the Ford City BIA to determine the condition of the facades flanking Drouillard Road between Riverside Drive East and Seminole Road. The survey produced a photo inventory of all facades within the BIA. The survey also identified cultural and heritage resources that are either on Windsor's Municipal Heritage Register (both

designated and non-designated) and buildings/structures that may be considered for recommendation for the Windsor Municipal Heritage Register in the future.

Buildings of a Main Street typology have also been identified for their future retention as well. Generally, the building facades in the Ford City BIA are in poor to fair condition. However, a few building facades are in good condition

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as brick, doors and windows appear to be well maintained.

One of the concerns is that many of the traditional Main Street buildings in this area have storefront windows and doors bricked in or covered with wood, such as in Figure 94.

The information below provides additional detail and observations from professional staff site visit along the Main Street in 2017.



### 3.3 Ford City BIA

#### 3.3.1 Condition of Existing Facades

- Many of the facades are in need of cleaning and brick repair;
- The original exterior material of some buildings have been substituted for a cheaper non-traditional cladding such as stucco, EIFS, or siding hindering scaling features and details of the facade;
- Some buildings have additions that were not integrated well with the streets character; in some cases there are blank side walls that are visible from Drouillard Road; and
- Many buildings display typical main street characteristics of the 1920's but some appear to be vacant, deteriorating, and possibly unsafe to occupy without structural improvements.

#### 3.3.2 The Storefront

- Deteriorated and non-traditional signs have been found on some of the buildings in the BIA;
- In some areas storefront displays are cluttered with advertisements and in need of cleaning; some have security bars creating a feeling that the area is unsafe;
- There is evidence that the BIA had



Figure 101. Gap in the street facade along Drouillard Road, Ford City, Windsor

set up a consistent address system for businesses and storefronts in the area; and

- In many cases the storefronts connection with the public realm has been lost; there is a lack of "eyes on the street" along Drouillard.

#### 3.3.3 Overall Attractiveness

- Where buildings have been demolished or developments have been setback from the property line there is a gap in the street facade and often illegal parking has taken hold in these areas;
- Boarded up or covered doors and windows create a sense of abandonment where visitors to the



Figure 102. Example of a building in Ford City where storefront doors and windows have been boarded up

area feel unsafe;

- There are some uses such as automobile sales that are incompatible with the character of the area; and
- Public art, signage, and colourful street furniture along Drouillard Road create a unique identity and branding for "Ford City". Residents attempt to bring art into the alleys through paint and graffiti to make them more welcoming places.

#### 3.3.4 Vacancy Rates

- Evidence of vacancies along Drouillard Road is provided through the existence of boarded up storefronts, windows, overgrown

- vegetation, and a general unkempt appearance

  - Since 2012, the City has undertaken a Land Use Survey every two years to determine commercial vacancy on a City-wide level.
- For the Ford City BIA, 64 commercial units were identified and generally vacancy has decreased from 52.5% in 2012 to 42.2% in 2016 which, although an improvement from 2012, is considered high and an
- indication of decline.

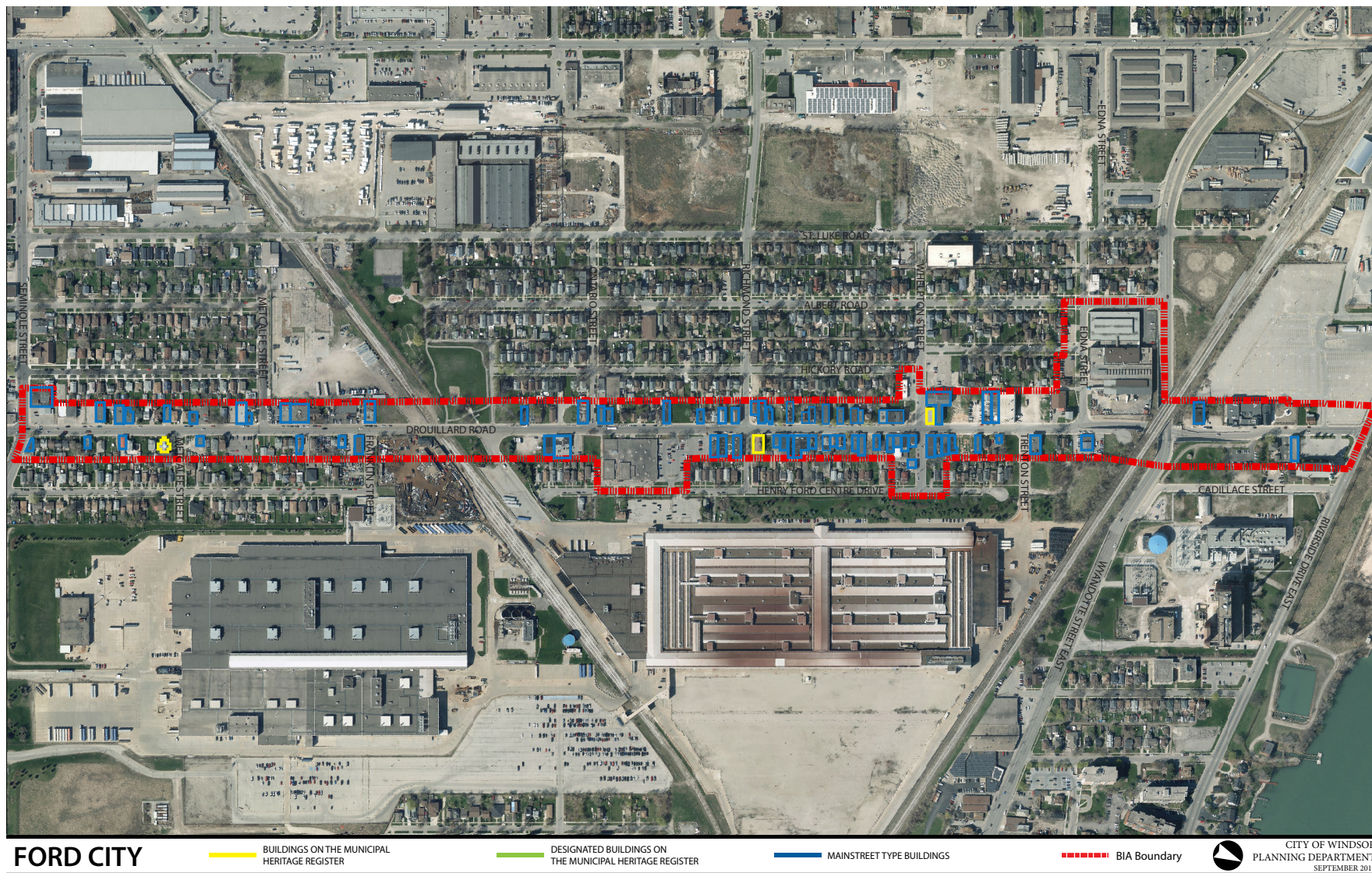
  - These high vacancy rates are consistent with the “Criteria For Designation” for a CIP Project Area.

3.4 The Municipal Heritage Register and Main Street type buildings in the Ford City BIA

BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (FORD CITY)			
ADDRESS	LISTED	DESIGNATED	NOTES
999 Drouillard Road Provincial Bank of Canada	●		Constructed: c1923 Architect: Gilbert J.P. Jacques
1094 Drouillard Road St. John the Divine Russian Orthodox Church	●		Constructed: 1949 Architect: John R. Boyle
1321 Drouillard Road	●		Constructed: 1949
1410 Drouillard Road Holy Trinity Russian Orthodox Church	●		Constructed: 1947 Architect: John R. Boyle
1457 Drouillard Road Ukrainian Labour Federation Temple	●		Constructed: 1927

Table 7. Buildings identified on the Municipal Heritage Register in the Ford City BIA





Map 5. Buildings on the Municipal Heritage Registry (Ford City) and other Main Street type buildings



### 3.5 Urban Design and Contextual Analysis

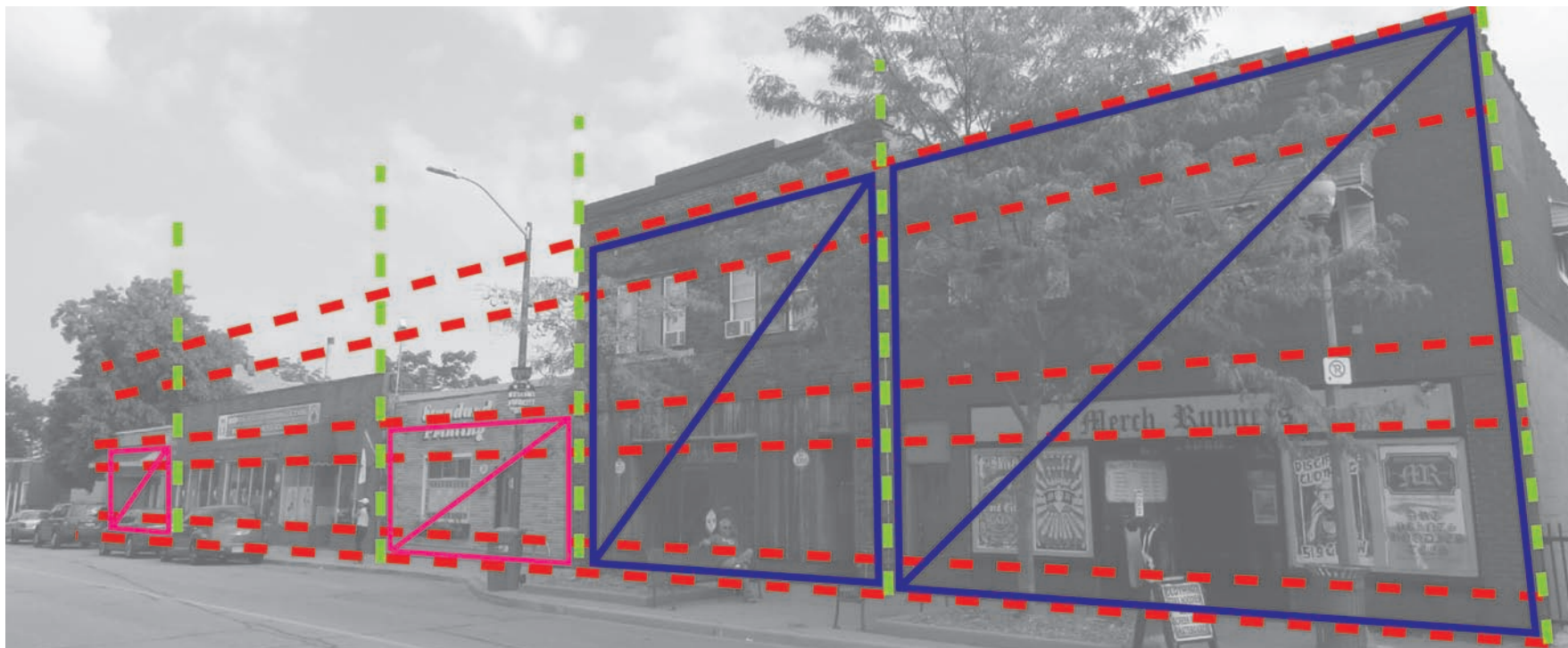


Figure 103. Regulating lines and building proportions identify a consistent pattern along the Ford City BIA Mainstreet on the east side of Drouillard Road from Whelpton Street to Richmond Street.

Evidence of a design order based on long established international design principles as suggested in Sections 4 and 5 of this plan can be viewed throughout the Ford City Main Street. The following urban design analysis describes elements of the historical context of the area:

#### Building Heights

Buildings are generally 1 to 2 stories.

#### Doors and Window locations

Doors and the main entrance of establishments generally open out towards the Main Street. However, there are many examples where windows and doors have been covered with brick or

other material. It is important that doors and windows are reinstated and existing entrances and windows facing the main street are maintained as part of any building facade improvements to help create an “indoor/outdoor” relationship with the public realm.



Figure 104. Example of varying setbacks from the sidewalk



Figure 105. Example of a traditional commercial building that has doors and windows bricked in and replaced



Figure 106. Example of a hodge-podge of building types and materials on the east side of Drouillard Road north of Metcalfe Street

### Proportion of the Façade and Regulating Lines

When making improvements to facades it is important to perform a contextual proportion analysis of the street facades in order to understand governing proportional systems such as regulating datum lines that occur from similar floor-to-floor relationships, and window spacing and heights (Studio g+G Inc., Architect, 2014).

Generally there is a discontinuity of building elevations and a hodge-podge of materials used along Drouillard Road throughout the Ford City BIA. There are large gaps along the street wall on both the East and West Sides of Drouillard Road where traditional Main Street Buildings were once located. This general discontinuity of building elevations and the use of materials used over time exists between the following block along Drouillard Road:

- The East and West sides of Drouillard Road between Edna Street and Richmond Street.

Mostly residential buildings with some commercial and automotive-use buildings exist along Drouillard Road between the following block:

- The East and West sides of Drouillard Road between Richmond Street and Seminole Street.

This hodge-podge of building types may be a result of the haphazard growth of the town.



Figure 107. Provincial Bank of Canada Building, 1924



Figure 108. The New Song Church, previously the Provincial Bank of Canada Building, in 2022

### Architectural Features

Key architectural elements that create interest throughout many of the building facades along the Main Street have been maintained but through archival photographs it is evident that in many cases these key elements have been lost or covered up. One of the goals of this the Building Façade Improvement Program is to encourage restoration of these key elements.

### 3.6 Recommendations

The findings of the Planning and Building Department survey and analysis of the Ford City BIA reveal that conditions of properties are consistent with the *“Criteria for Designation”* for a CIP Project Area particularly:

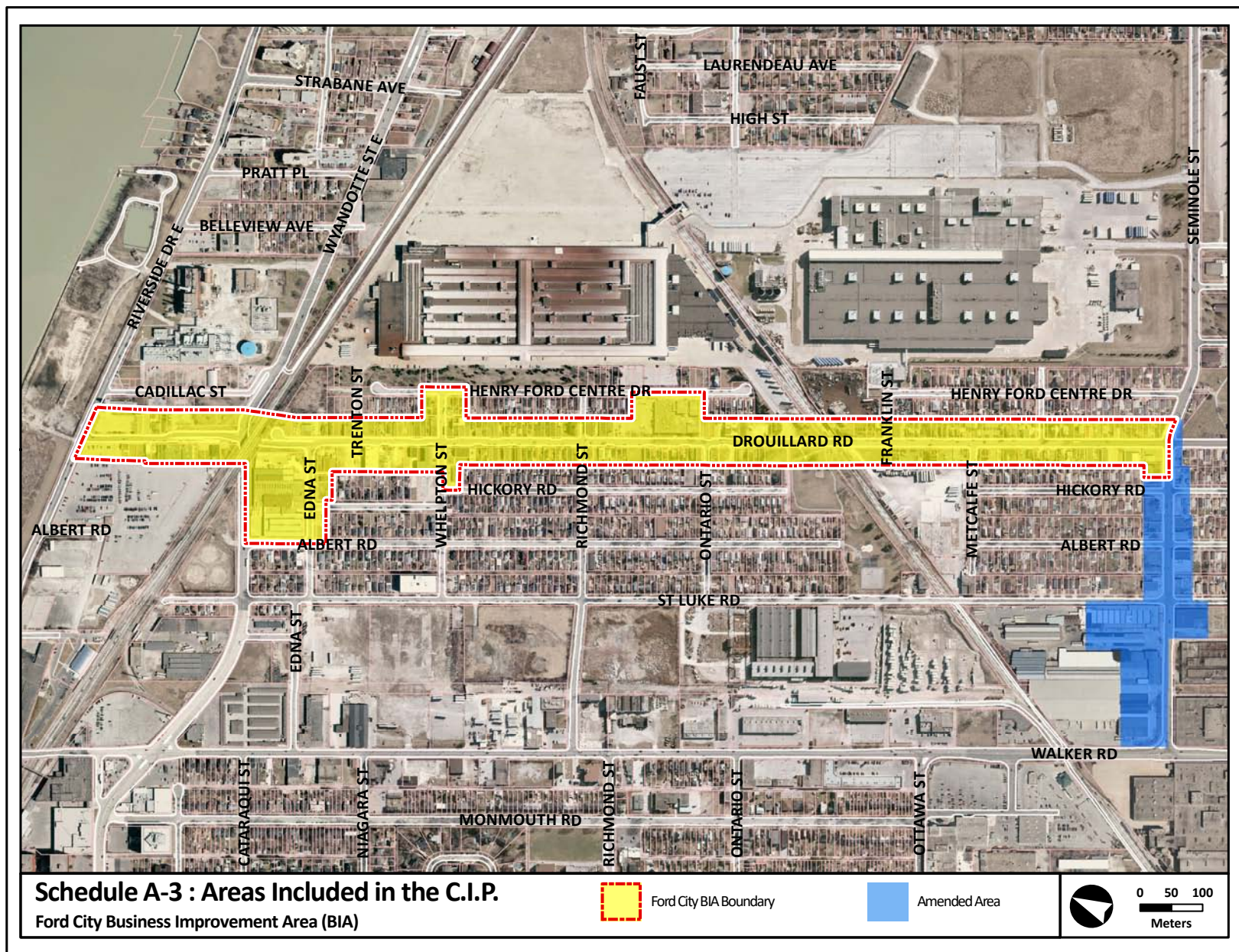
- Building facades particularly architectural elements are in need of maintenance, repair, restoration, and rehabilitation.
- There is a presence of cultural heritage resources that are unique to the City, Province, and in general, North America where key building facades are representative of a company town.

- The area has the potential to be a new employment area.
- Commercial vacancy rates are high and the overall visual quality of the built environment is in poor condition

Through the survey and analysis outlined for the Ford City BIA in Schedule C, it is recommended that the Ford City BIA be approved for the City of Windsor Building Façade Improvement Program and Urban Design Guidelines for Main Streets.

Section 1.0 of this CIP discusses actions City Council has taken to support Main Streets. Given the concepts and initiatives created through the Ford City CIP (adopted July 2019) Administration recommends expanding the area eligible for economic incentives under this CIP as identified on Map 6.





Map 6. Areas included in the CIP (Ford City)



## Schedule 'D'

### 4.0 The Pillette Village Business Improvement Area (BIA)

#### 4.1 History

The Pillette Village BIA (legal name established through By-law 172-2008) was established as an improvement area through By-law 10559. The Pillette Village Business Improvement Area (BIA) Main Street is within the former boundaries of East Windsor (also known as Ford City), which was annexed with the City of Windsor in 1935.

The Main Street started taking shape around the 1920s, according to 1924 Fire Insurance Maps. Some commercial type block buildings were constructed at the intersection of Pillette Road and Ottawa Avenue (present day Wyandotte Street East) around this time. During this period, like other areas along the Detroit River, large linear French farm lots (Seigneurial lot system) still remained north of Ottawa Avenue. South of Ottawa Avenue, land was beginning



Figure 109. Wyandotte Street East, looking west from Lawrence Road, December 1952 (Edwards and Weeks)

to be developed for a residential subdivision with single detached homes creating the neighbourhood that would support the Ottawa Avenue Main Street.

By 1937, Ottawa Avenue was renamed to Wyandotte Street East. More side streets south of the Main Street started to fill in with residential dwellings, while the Main Street started to fill in with commercial type buildings. According to the 1953 Fire Insurance Maps, the Main Street was built up to include a theatre, hotel, and bowling alley yet still contained some gaps between the buildings.

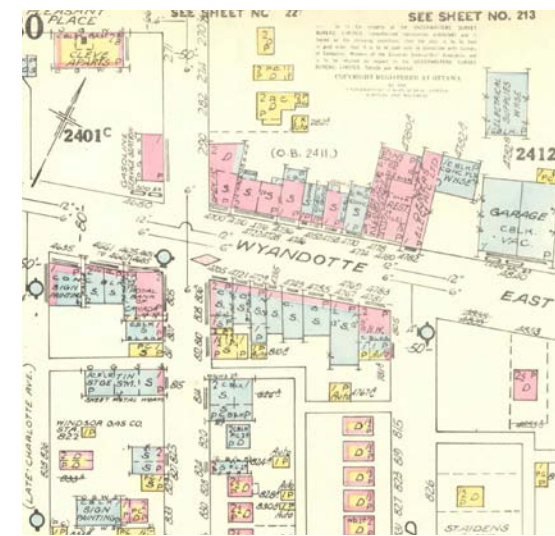


Figure 110. Fire insurance map from 1953 showing the intersection at Wyandotte Street East and Pillette Road

## 4.2 How Does the BIA Meet the Criteria Identified in Section 1.4 of the CIP?

The properties identified along Wyandotte Street East, just east of Jos Janisse Avenue and Raymo Road within the Pillette Village BIA identified on Schedule 'D' should be amended to the City of Windsor Building Facade Improvement Program for Main Streets because it meets the following criteria identified in Section 1.4 of the CIP and "Criteria for Designation" of a CIP Project Area:

- The properties are located along a Main Street as identified on Schedule G: Civic Image of the City of Windsor Official Plan (Vol. 1: The Primary Plan);
- The properties are within the Pillette Village BIA;

Offering an economic incentive to improve the facades of buildings within the Pillette Village BIA is consistent with Section 11.8 Community Improvement in the City's Official Plan (Vol. 1: The Primary Plan), as it relates to the policies identified in Section 1.4, Part B of this CIP.



Figure 111. Awnings, landscaping, and patio space animate the sidewalk and storefronts



Figure 112. Signage and branding create a sense of identity within the BIA



Figure 113. Building facades along the south side of Wyandotte Street East in the Pillette Village BIA, where aluminum siding covering the original brick

#### 4.2.1 Condition of Facades Along Wyandotte Street East and Pillette Road

In the autumn of 2017, the Planning and Building Department conducted a survey of the Pillette Village BIA to determine the condition of the facades flanking Wyandotte Street East between Jos Janisse Avenue and Raymo Road. The survey produced a photo inventory of all facades within the BIA. The survey also identified cultural and heritage resources that are either on Windsor's Municipal Heritage Register

(both designated and non-designated) and buildings/structures that may be considered for recommendation for the Windsor Municipal Heritage Register in the future.

Buildings of a Main Street typology have also been identified for their future retention as well. Generally, the building facades in the Pillette Village BIA are in fair to good condition. However, some building facades are in very good condition as brick, doors and windows

appear to be well maintained. One of the concerns is that architectural features of these historical facades may be removed or covered over without some form of municipal incentive because storefront owners may not see the economic value in preserving these detailed elements of the facade.

The information below provides additional detail and observations from professional staff site visit along the Main Street in 2017.



### 4.3 Pillette Village BIA

#### 4.3.1 Condition of Existing Facades

- Many of the facades are in need of brick repair and cleaning; and
- The original exterior material of some buildings have been substituted for a cheaper non-traditional cladding where storefronts have been covered with materials such as stucco, EIFS, or siding hindering scaling features and details of the facade.

#### 4.3.2 The Storefront

- A few buildings in the BIA have deteriorated or non-traditional signs;
- Some storefront displays are cluttered with advertisements and in need of cleaning; some have security bars creating a feeling that the area is unsafe;
- The far eastern and western sides of the Wyandotte Street/Pillette Road intersection include a greater number of larger scale developments that are not of the traditional storefront or Main Street typology;
- Most storefronts have main doors that are level with the sidewalk and meet accessibility standards; and



Figure 114. Gap in the street facade along Wyandotte Street East, Windsor

- Some storefronts have been filled in with posters, newspapers, or closed blinds eliminating the connection with the street.

#### 4.3.3 Overall Attractiveness of the Area

- There are some non-traditional developments that are setback from the property line, creating a gap in the street facade and providing space for surface parking;
- Branding is achieved through signage and street furniture that are consistent in colour and design; and
- Large sidewalks allow for decorative planter pots, garden beds, and medians, providing greenery and a welcoming gateway effect.



Figure 115. Example of a building where original brick has been covered

#### 4.3.4 Vacancy Rates

- Since 2012, the City has undertaken a Land Use Survey every two years to determine commercial vacancy on a City-wide level.
- For the Pillette Village BIA, 52 commercial units were identified and generally vacancy has increased from 17% in 2012 to 34% in 2014 and back down to 23.1% in 2016. With such a small sample size it is understandable how the vacancy rate can fluctuate so much between survey years.
- The increase in the vacancy rate is consistent with the "Criteria For Designation" for a CIP Project Area where this is an opportune time for the City to provide an incentive that encourage improvements to existing storefronts which will attract new businesses and customers to the area.

#### 4.4 The Municipal Heritage Register and Main Street type buildings in the Pillette Village BIA

BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (PILLETTE VILLAGE)			
ADDRESS	LISTED	DESIGNATED	NOTES
270 Pillette Road Joseph Reaume House	●		Constructed: c1870
271 Pillette Road Cleve Apartments	●		Constructed: c1925
274 Pillette Road Reaume Summer Kitchen House	●		Constructed: c1900
4700-10 Wyandotte Street East Haynes Drug Store	●		Constructed: c1921
4739-49 Wyandotte Street East Des Ramaux Tailors	●		Constructed: c1946 Additional: Simple Art Deco Commercial
4774-80 Wyandotte Street East De Mers Block	●		Constructed: c1929

Table 8. Buildings identified on the Municipal Heritage Register in the Pillette Village BIA






**PILLETTE**

 BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER

 DESIGNATED BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER

 MAINSTREET TYPE BUILDINGS

 BIA Boundary

 CITY OF WINDSOR  
PLANNING DEPARTMENT  
SEPTEMBER 2017

Map 7. Buildings on the Municipal Heritage Registry (Pillette Village) and other Main Street type buildings

## 4.5 Urban Design and Contextual Analysis

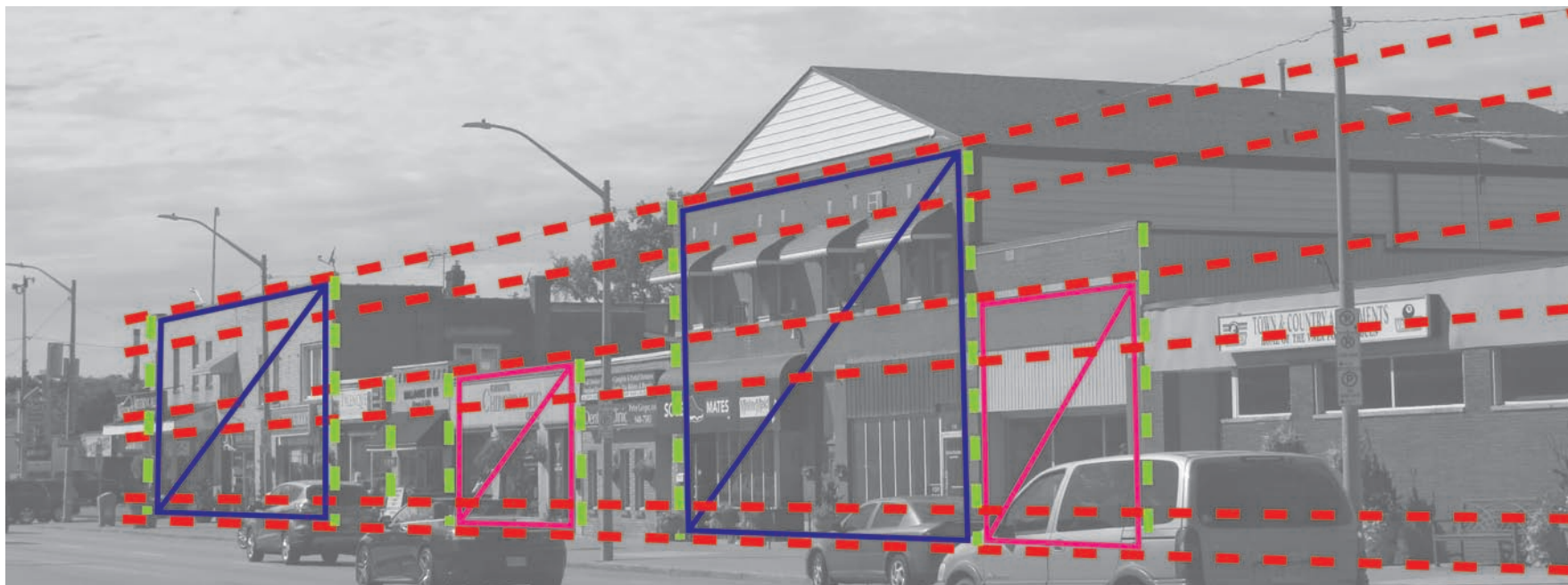


Figure 116. Regulating lines and building proportions identify a consistent pattern along the Pillette Village BIA Mainstreet on the north side of Wyndotte Street East from Pillette Road to Lawrence Road.

Evidence of a design order based on long established international design principles as suggested in Sections 4 and 5 of this plan can be viewed throughout the Pillette Village Main Street. The following urban design analysis describes elements of the historical context of the area:

### Building Heights

Buildings are generally 1 to 2 stories.

### Doors and Window locations

Doors and the main entrance of establishments open out towards the Main Street. Windows are clear vision glass facing the Main Street. It is important that these features remain and continue to create an “indoor/outdoor” relationship with the public realm.

### Proportion of the Façade and Regulating Lines

When making improvements to facades it is important to perform a contextual proportion analysis of the street facades in order to understand governing proportional systems such as regulating datum lines that occur from similar floor-to-floor relationships, and window spacing and heights (Studio g+G Inc., Architect, 2014).





Figure 117. Bars and merchandise covering the windows impact the “indoor/outdoor” relationship with the street. Security bars give the impression that the area is unsafe



Figure 118. Example of where original building materials have been covered up



Figure 119. A traditional storefront has been covered with non-traditional material and windows have been covered

When applying this analysis to the Pillette Village Main Street along Wyandotte Street East there is generally a continuity of building elevations and the use of materials used over time between the following blocks:

- The South side of Wyandotte Street East between Arthur Road and Pillette Road;
- The South side of Wyandotte Street East between Pillette Road and Lawrence Road; and

- The North side of Wyandotte Street East between Pillette Road and Lawrence Road.

There is an almost total lack of the traditional Main Street Façade in the following areas along Wyandotte Street East between the following blocks:

- The South side of Wyandotte Street East between Jos Janisse Avenue and Arthur Road;
- The North side of Wyandotte Street East between Jos Janisse Avenue

and Pillette Road;

- The South side of Wyandotte Street East between Lawrence Road and Raymo Road; and
- The North side of Wyandotte Street East between Lawrence Road and Raymo Road.



Figure 120. East Windsor Hardware, at 815 Pillette Road in June 1964 (Edwards and Weeks)

### Architectural Features

Key architectural elements that create interest throughout many of the building facades along the Main Street have been maintained but through archival photographs it is evident that in some cases these key elements have been lost. One of the goals of this the Building Façade Improvement Program is to encourage restoration of these key elements.



Figure 121. Windows have been removed and non-traditional materials fill in the original traditional Main Street storefront at 815 Pillette Road

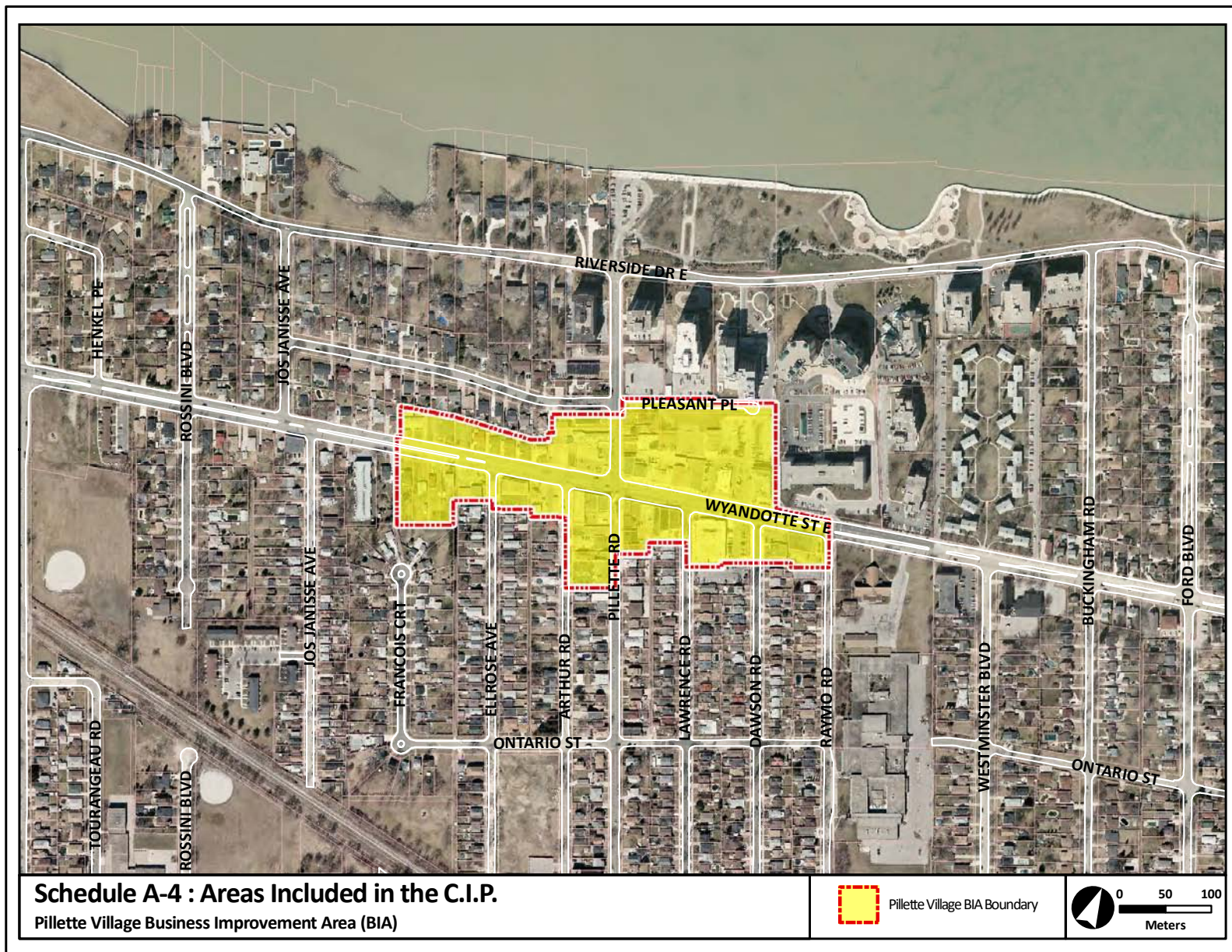
### 4.6 Recommendations

The findings of the Planning and Building Department survey and analysis of the Pillette Village BIA reveal that conditions of properties are consistent with the “*Criteria for Designation*” for a CIP Project Area particularly:

- Building facades particularly architectural elements are in need of maintenance, repair, restoration, and rehabilitation.
- There is a presence of cultural heritage resources.
- The area has the potential to be a new employment area.
- Generally vacancy rates are high.

Through the survey and analysis outlined for the Pillette Village BIA in Schedule D, it is recommended that the Pillette Village BIA be approved for the City of Windsor Building Façade Improvement Program and Urban Design Guidelines for Main Streets.





Map 8. Areas included in the CIP (Pillette Village)



Figure 122. The Essex Scottish march along Wyandotte Street East in Olde Riverside after a Remembrance Day ceremony c.1950 (Fullerton)



Figure 123 Traditional Main Street facades along Wyandotte Street East by St. Louis Avenue, date unknown (Fullerton)

## Schedule 'E'

### 5.0 The Olde Riverside Town Centre Business Improvement Area (BIA)

#### 5.1 History

The Olde Riverside Town Centre BIA (legal name established through By-law 171-2008) is commonly known as "Olde Riverside" or "Olde Riverside Town Centre". It was established as an improvement area through By-law 10362.

The beginning of the Olde Riverside Business Improvement Area (BIA) Main Street dates back to the Town of Riverside's incorporation. The Main Street was the downtown for the Town of Riverside, incorporated in 1921 and annexed by the City of Windsor in 1966. Historical information on the Town and Main Street is limited and based on historical information from the University of Windsor website and Fire Insurance Plans. From what information was available, the area is described in the 1920s and 1930s (during prohibition) as being notorious for the

production and consumption of alcohol and the place for illicit activities. Many of the streets still bare the names of the original French families who owned the large linear farm lots (Seigneurial lot system) that lined the Detroit River.

The 1924 Fire Insurance Maps identify the French Seigneurial Lots that once lined most of the Detroit River when the first French settlers first came to this region. By 1937, additional housing developed north of Ottawa Street (present day Wyandotte Street East) and there were a few commercial buildings at intersections but development was sparse. By 1953 as the long linear farm lots were redeveloped, additional residential side streets lots were being filled in with new residential homes. However, there were still very few commercial buildings by this time.



## 5.2 How Does the BIA Meet the Criteria Identified in Section 1.4 of the CIP?

The properties identified along Wyandotte Street East, from Thompson Boulevard to Gliddon Avenue within the Olde Riverside BIA identified on Schedule 'E' should be amended to the City of Windsor Building Facade Improvement Program for Main Streets because it meets the following criteria identified in Section 1.4 of the CIP and "Criteria for Designation" of a CIP Project Area:

- The properties are located along a Main Street as identified on Schedule G: Civic Image of the City of Windsor Official Plan (Vol. 1: The Primary Plan);
- The Prado Place Heritage Conservation District intersects the Main Street; and
- The properties are within the Olde Riverside Town Centre BIA.

Offering an economic incentive to improve the facades of buildings within the Olde Riverside Town Centre BIA is consistent with Section 11.8 Community Improvement in the City's Official Plan (Vol. 1: The Primary Plan), as it relates to the policies identified in Section 1.4, Part B of this CIP.



Figure 124. Variety in storefronts add visual interest to the streetscape



Figure 125. Building facades along the north side of Wyandotte Street East in the Olde Riverside Town Centre BIA

### 5.2.1 Condition of Facades Along Wyandotte Street East

In the autumn of 2017, the Planning and Building Department conducted a survey of the Olde Riverside Town Centre BIA to determine the condition of the facades flanking Wyandotte Street East between Thompson Boulevard and Gliddon Avenue. The survey produced a photo inventory of all facades within the BIA. The survey also identified cultural and heritage resources that are either on Windsor's Municipal Heritage Register

(both designated and non-designated) and buildings/structures that may be considered for recommendation for the Windsor Municipal Heritage Register in the future.

Buildings of a Main Street typology have also been identified for their future retention as well. Generally, the building facades in the Olde Riverside Town Centre BIA are in good condition. However, some building facades are in very good condition as brick, doors and

windows appear to be well maintained. One of the concerns is that architectural features of these historical facades may be removed or covered over without some form of municipal incentive because storefront owners may not see the economic value in preserving these detailed elements of the facade.

The information below provides additional detail and observations from professional staff site visit along the Main Street in 2017.



### 5.3 Olde Riverside Town Centre BIA

#### 5.3.1 Condition of Existing Facades

- Many of the facades are in need of brick repair and cleaning; and
- The original exterior material of some buildings have been substituted for a cheaper non-traditional cladding where storefronts have been covered with materials such as stucco, EIFS, or siding hindering scaling features and details of the facade.



Figure 126. Gap in the street facade along Wyandotte Street East, Windsor

#### 5.3.2 The Storefront

- Some buildings in the BIA have deteriorated or non-traditional signs;
- Some storefront displays are cluttered with advertisements (posters and signs) and in need of cleaning; some have security bars creating a feeling that the area is unsafe, compromising the connection with the public realm;
- Storefronts on the south side of Wyandotte Street East include a greater number of large scale commercial developments that are not of the traditional storefront or Main Street typology; and
- Some storefronts have steps at the front entrance and do not meet accessibility standards.

#### 5.3.3 Overall Attractiveness of the Area

- There are many gaps in the street wall as a result auto oriented commercial development that have replaced traditional commercial main street buildings over time or residential homes. Developments are set back from the property line and provide space for surface parking;
- Sidewalks are wide enough to allow for decorative street furniture such as planter pots and additional benches, or in some areas sidewalk cafes; and
- Branding is achieved through nautical themed banners, gateway



Figure 127. Windows are barred over and cluttered with merchandise and signage. Non-traditional cladding is used on the facade.

sculptures, public art, and street furniture. Side streets are marked at intersection corners using landscaping and signage.

#### 5.3.4 Vacancy Rates

Since 2012, the City has undertaken a Land Use survey every two years to determine commercial vacancy on a city wide level.

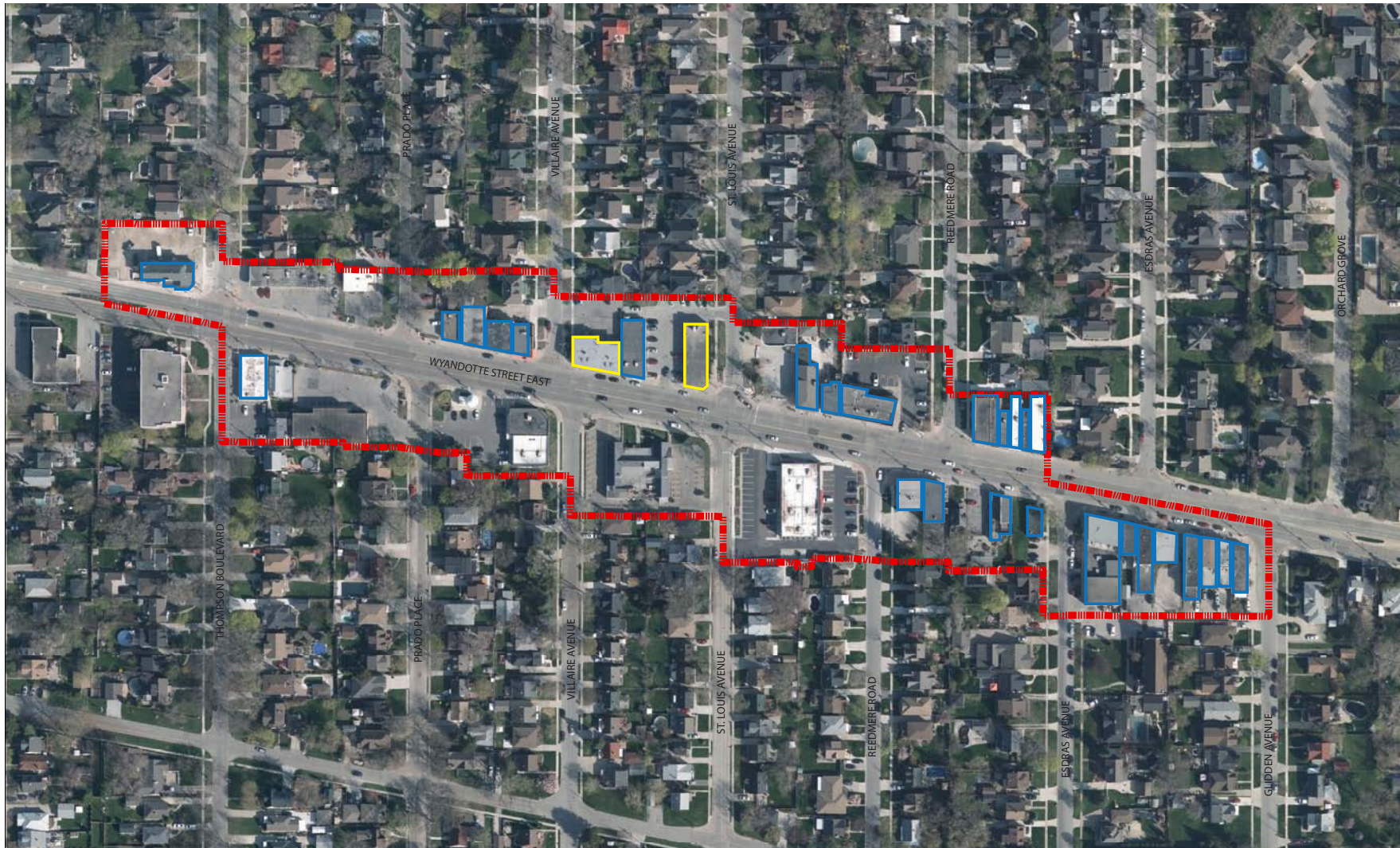
For the Olde Riverside Town Centre BIA, 52 units were identified. Generally vacancy has decreased from 16.0% in 2012 to 5.8% in 2016. A Building Facade Improvement Program will further encourage the reuse of vacant storefronts.

## 5.4 The Municipal Heritage Register and Main Street type buildings in the Olde Riverside Town Centre BIA

BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (OLDE RIVERSIDE BIA)			
ADDRESS	LISTED	DESIGNATED	NOTES
5604-30 Wyandotte Street East Goodbrand/Lever Drug Store	●		Constructed: c1927
5690 Wyandotte Street East Imperial Bank of Canada	●		Constructed: 1950 Architect: J. P. Thomson

Table 9. Buildings identified on the Municipal Heritage Register in the Olde Riverside Town Centre BIA





Map 9. Buildings on the Municipal Heritage Registry (Olde Riverside Town Centre) and other Main Street type buildings



## 5.5 Urban Design and Contextual Analysis

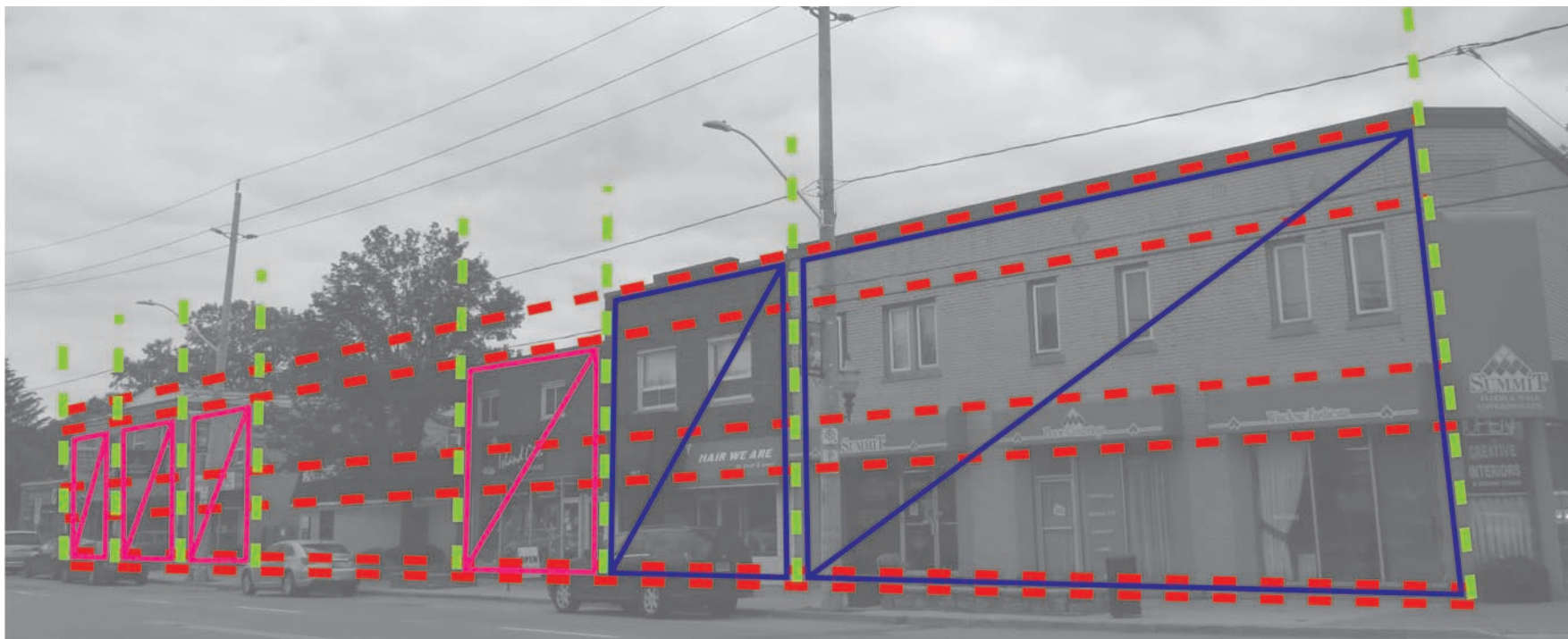


Figure 128. Regulating lines and building proportions identify a consistent pattern along the Olde Riverside Town Centre BIA Mainstreet on the south side of Wyandotte Street East from Esdras Place to Glidden Avenue.

Evidence of a design order based on long established international design principles as suggested in Sections 4 and 5 of this plan can be viewed throughout the Olde Riverside Town Centre Main Street. The following urban design analysis describes elements of the historical context of the area:

### Building Heights

Buildings are generally 1 to 2 stories.

### Doors and Window locations

Doors and the main entrance of establishments open out towards the Main Street. Windows are clear vision glass facing the Main Street. It is important that these features remain and continue to create an “indoor/outdoor” relationship with the public realm.

### Proportion of the Façade and Regulating Lines

When making improvements to facades it is important to perform a contextual proportion analysis of the street facades in order to understand governing proportional systems such as regulating datum lines that occur from similar floor-to-floor relationships, and window spacing and heights (Studio g+G Inc., Architect, 2014).

When applying this analysis to the Olde Riverside Town Centre Main Street along Wyandotte Street East there is generally a continuity of building elevations and the use of materials used over time between the following blocks:

- The North side of Wyandotte Street East between Reedmere Road and Esdras Place; and
- The South side of Wyandotte Street East between Esdras Place and Glidden Avenue

There is generally a discontinuity of building elevations and the use of materials used over time between the following blocks along Wyandotte Street East:

- The North side of Wyandotte Street East between Prado Place and Reedmere Road; and
- The South side of Wyandotte Street East between Reedmere Road and Esdras Place

There is an almost total loss of the traditional Main Street Façade in the following areas along Wyandotte Street East between the following blocks:

- The North side of Wyandotte Street East between Thompson Boulevard and Prado Place; and
- The South side of Wyandotte Street East between Thompson Boulevard and Reedmere Road.



Figure 129. Original brick material has been painted over



Figure 130. Non-traditional commercial built form, with parking at the intersection corner and an over-use of signage



Figure 131. Original brick has been painted over, and non-traditional building materials have been added on top



Figure 132. Imperial Bank of Canada, 1950-51 (CIBC Archives)

### Architectural Features

Key architectural elements that create interest throughout many of the building facades along the Main Street have been maintained but through archival photographs it is evident that in some cases these key elements have been lost. One of the goals of this the Building Façade Improvement Program is to encourage restoration of these key elements.



Figure 133. CIBC Banking Centre, previously the Imperial Bank of Canada

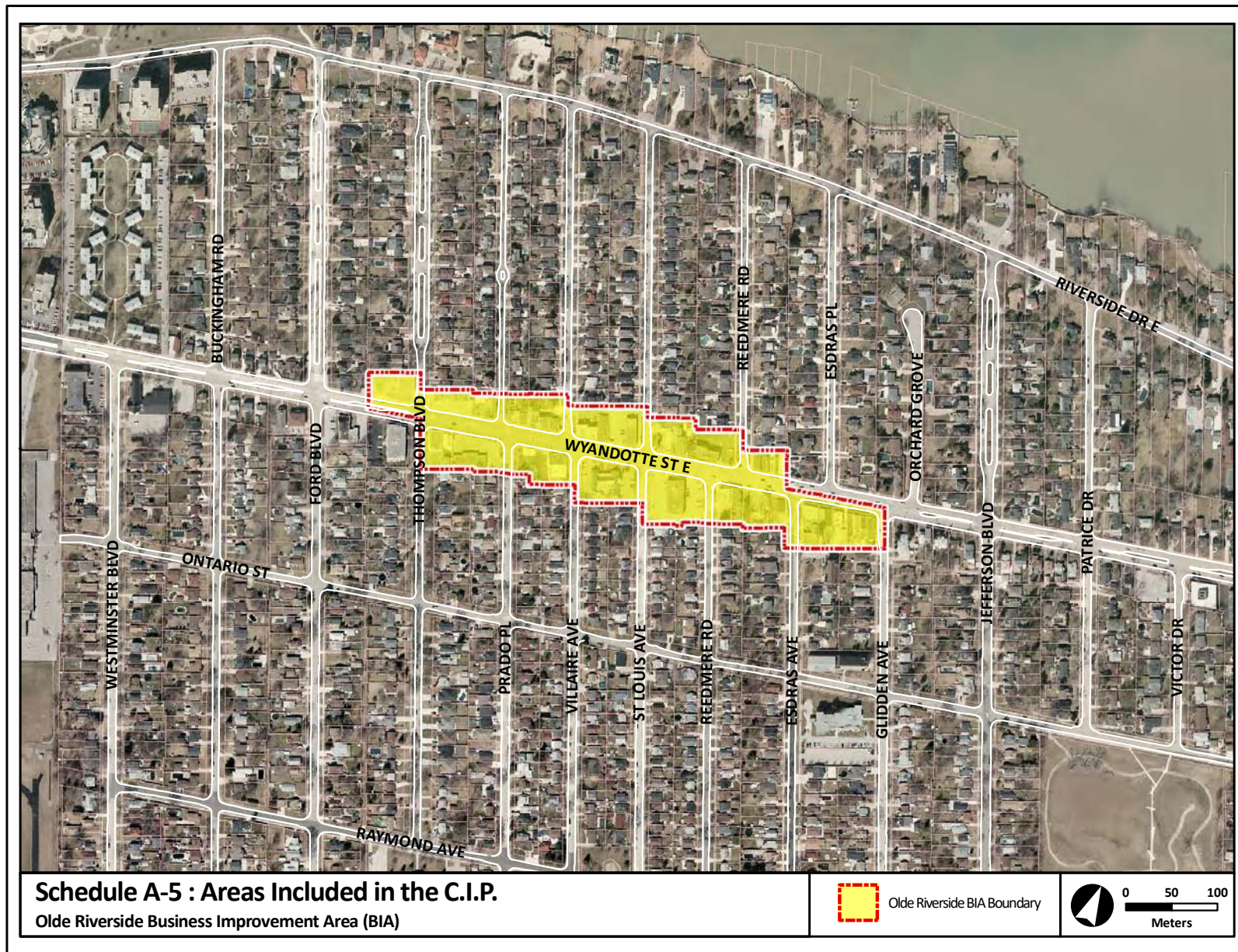
### 5.6 Recommendations

The findings of the Planning and Building Department survey and analysis of the Olde Riverside Town Centre BIA reveal that conditions of properties are consistent with the *"Criteria for Designation"* for a CIP Project Area particularly:

- Building facades particularly architectural elements are in need of maintenance, repair, restoration, and rehabilitation.
- There is a presence of cultural heritage resources that are unique to the area.
- The area has the potential to be a new employment area.

Through the survey and analysis outlined for the Olde Riverside Town Centre BIA in Schedule E, it is recommended that the Olde Riverside Town Centre BIA be approved for the City of Windsor Building Façade Improvement Program and Urban Design Guidelines for Main Streets.





Map 10. Areas included in the CIP (Olde Riverside Town Centre)



## Schedule 'F'

### 6.0 The Erie Street Business Improvement Area (BIA)

#### 6.1 History

The Erie Street BIA (legal name "Erie Street East Improvement Area" established through By-law 8194) is commonly known as Via Italia or Windsor's Little Italy. It was established as an improvement area through By-law 8185.

In 1900, Erie Street was a main link between east and west, and what was known as mid-south Windsor. Col. Ernest Wigle, Windsor's Mayor (1905-1909 and 1936-1937), wanted to attract investment outside of the downtown core and creating interest in the Erie Street neighbourhood was the main reason for Wigle Park (which bears the Mayor's name) located at the corner of McDougall and Erie Streets.

Italian immigrants started to come into the area in the 1900s with 429 Italian Canadians living in the Erie Street area by 1921. By 1931 there were 2,000 residents with Italian heritage in the area

and many of them began to develop the businesses located along Erie Street.

Today, Erie Street features Italian-inspired restaurants, cafes, exclusive clothing stores and gift shops that are centered around St. Angela Merici Church, located at the corner of Erie Street East and Louis Avenue. However, despite the Italian influence today, many of the residents and business people from the 1940s and 1950s were still the kind of mixture of cultural backgrounds which characterized the rest of the Windsor community. There were numerous shops and residences which were almost entirely occupied by people with distinctly non-Italian names.

Based on this information the transformation of the "Little Italy" Main Street as we know it today was a gradual evolution dating back to 1900.

(Source: Windsor-Communities)



Figure 134. Erie Street East looking west from Gladstone Avenue, October 1951



Figure 135. Erie Street East during the Bike Race c.1973 (Aldo Sfalcin)





Figure 136. Erie Street East looking east from Louis Avenue

## 6.2 How Does the BIA Meet the Criteria Identified in Section 1.4 of the CIP?

The properties identified along Erie Street East, from Mercer Street to Lincoln Road within the Erie Street BIA identified on Schedule 'F' should be amended to the City of Windsor Building Facade Improvement Program for Main Streets because it meets the following criteria identified in Section 1.4 of the CIP and "Criteria for Designation" of a CIP Project Area:

- The properties are located along a Main Street as identified on Schedule G: Civic Image of the City of Windsor Official Plan (Vol. 1: The Primary Plan); and
- The properties are within the Erie Street BIA.

Offering an economic incentive to improve the facades of buildings within the Erie Street BIA is consistent with Section 11.8 Community Improvement in the City's Official Plan (Vol. 1: The Primary Plan), as it relates to the policies identified in Section 1.4, Part B of this CIP.



Figure 137. Building facades along the North side of Erie Street East between Howard Avenue and Lillian Avenue

### 6.3.5 Condition of Facades Along Erie Street

In the autumn of 2017, the Planning and Building Department conducted a survey of the Erie Street BIA to determine the condition of the facades flanking Erie Street East between Mercer Street and Lincoln Road. The survey produced a photo inventory of all facades within the BIA. The survey also identified cultural and heritage resources that are either on Windsor's Municipal Heritage Register (both designated and non-designated) and buildings/structures that may be considered for recommendation for the Windsor Municipal Heritage Register in the future.

Buildings of a Main Street typology have

also been identified for their future retention as well. Generally, the building facades in the Erie Street BIA are in good condition. However, some building facades are in very good condition as brick, doors and windows appear to be well maintained.

One of the concerns is that architectural features of these historical facades may be removed or covered over without some form of municipal incentive because storefront owners may not see the economic value in preserving these detailed elements of the facade.

The information below provides additional detail and observations from professional staff site visit along the Main Street in 2017.

## 6.3 Erie Street BIA

### 6.3.1 Condition of Existing Facades

- In some cases there are blank side walls that are visible from Erie Street East;
- In some cases original exterior material of some buildings have been substituted for a cheaper non-traditional cladding such as stucco or EIFS, impacting the rhythm and articulation of the street facade;
- In some cases detailed architectural features have been covered or are in need of restoration; and
- Some buildings have additions that were not integrated well with the streets character.

### 6.3.2 The Storefront

- Illegal signage and inconsistent address styles are found throughout the BIA;
- Some storefront window displays are cluttered with advertisements and in need of cleaning;
- Some storefronts have security bars that create a feeling that the area is unsafe;
- Some storefronts provide awnings which appear to be in good condition as facade beautification or for weather protection; and,
- Some storefronts have clean, clear and large windows where potential customers can see the activity inside creating a connection with the public realm.

### 6.3.3 Overall Attractiveness of the Area

- Where buildings have been demolished or developments have been setback from the property line, there is a gap in the street facade and often illegal parking has taken hold in these areas;



Figure 138. A blank side wall visible from Erie Street East, as a result of a gap in the building facade where a building has been demolished

- Pole banners and lamp pole decorations along Erie Street East create a unique identity and branding;
- Large sidewalks allow for planter pots, garden beds, and patios, providing greenery and a welcoming atmosphere; and
- A new obelisk feature located in the centre of the roundabout provides a gateway on to the Main Street and neighbourhood



Figure 139. This traditional Main Street building has been covered with non-traditional materials

### 6.3.4 Vacancy Rates

Since 2012, the City has undertaken a Land Use survey every two years to determine commercial vacancy on a city wide level.

For the Erie Street BIA, 128 units were identified. From 2012 to 2014 vacancy decreased from 20.9% to 18.8%, but increased between 2014 and a 2016 from 18.8% to 22.7%. This represents approximately commercial businesses closing over the last 2 years. A building façade improvement program will further encourage the re-use of vacant storefronts.

## 6.4 The Municipal Heritage Register and Main Street type buildings in the Erie Street BIA

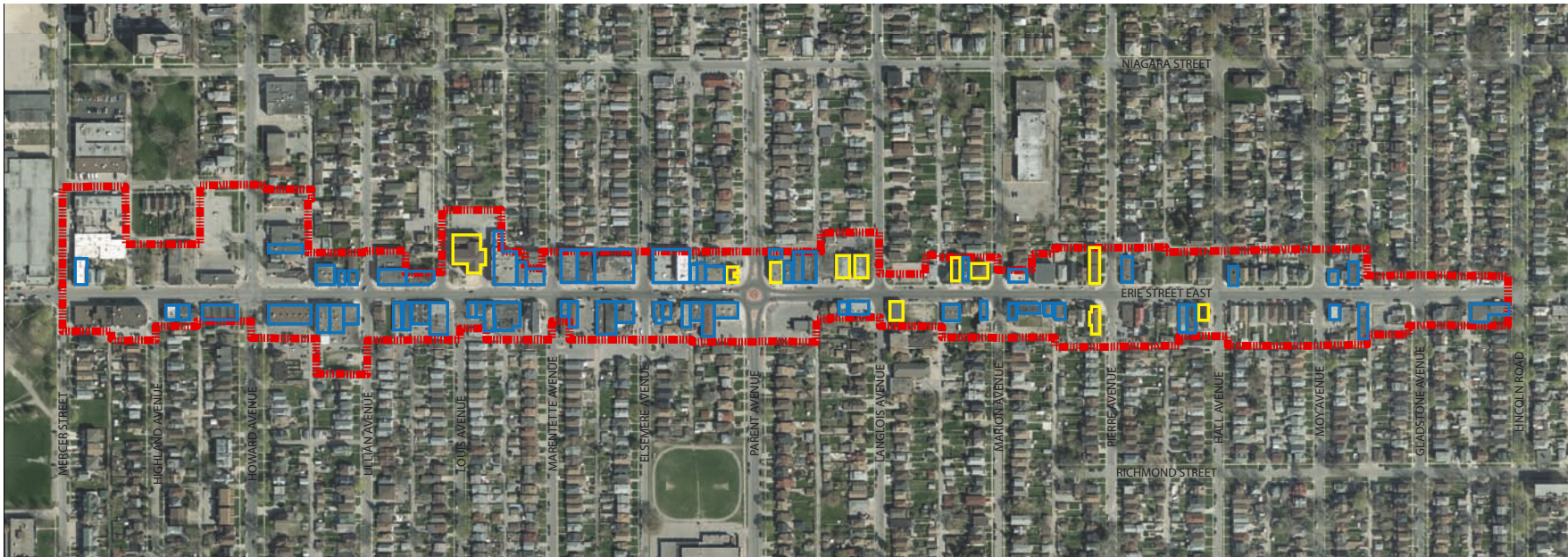
BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (ERIE STREET)			
ADDRESS	LISTED	DESIGNATED	NOTES
708 Erie Street East / 980 Louis Avenue Sant'Angela Merici Church	●		Constructed: 1939 Architect: John Boyde Additional: Romanesque Revival
894-96 Erie Street East / 997 Parent Avenue Commercial Building	●		Constructed: c1925 Additional: Mediterranean Revival details
900-12 Erie Street East Gubb's Pharmacy	●		Constructed: 1935
972 Erie Street East Inverness Apartments	●		Constructed: c1926
990 Erie Street East Killarney Apartments	●		Constructed: c1926
1001-15 Erie Street East P. Garam Building	●		Constructed: 1922
1064-68 Erie Street East Dupuis Building / Erie Cycle	●		Constructed: c1929
1090 Erie Street East Apartments	●		Constructed: c1927

Table 10. Buildings identified on the Municipal Heritage Register in the Erie Street BIA



## BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (ERIE STREET)

ADDRESS	LISTED	DESIGNATED	NOTES
983-987 Pierre Avenue Keith and Lillian Apartments	●		Constructed: c1924
1015-17 Pierre Avenue / 1187-97 Erie Street East Apartments	●		Constructed: c1920-21
1291-99 Erie Street East Duchess Beauty Salon	●		Constructed: 1927



Map 11. Buildings on the Municipal Heritage Registry (Erie Street) and other Main Street type buildings



## 6.5 Urban Design and Contextual Analysis

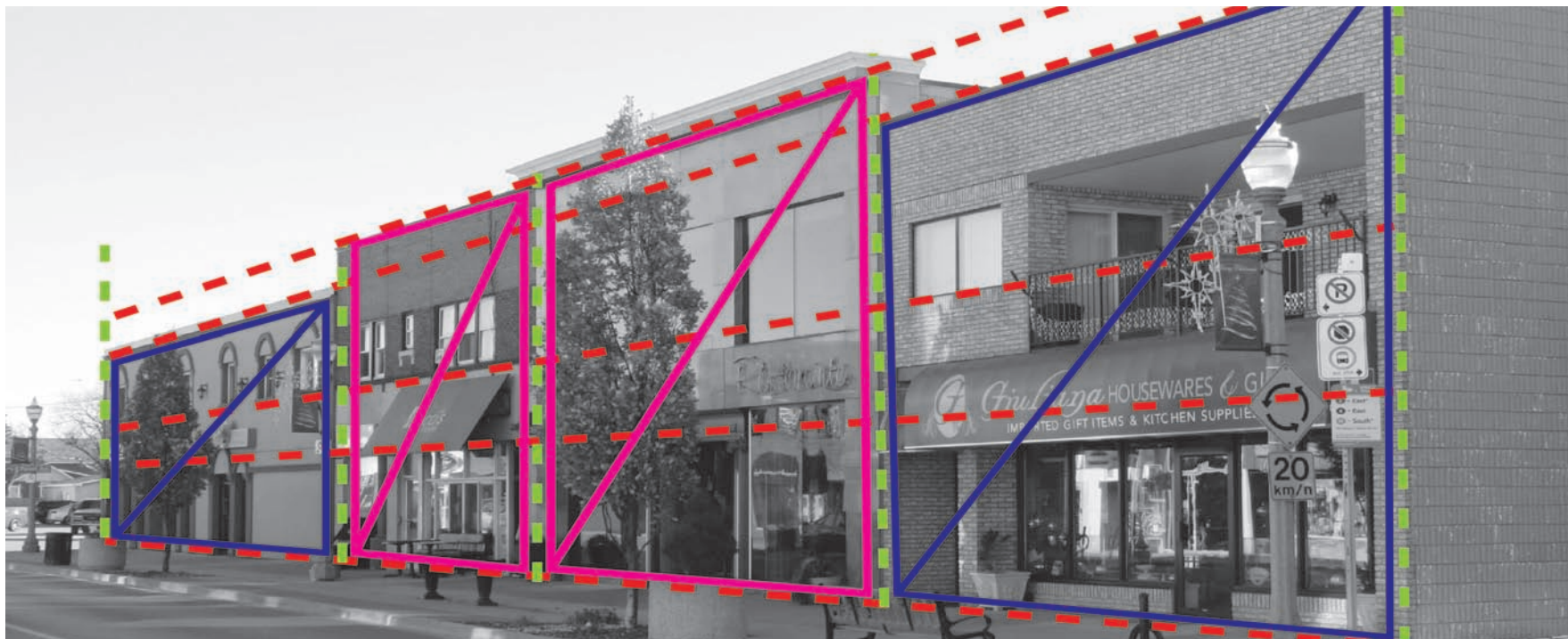


Figure 140. Regulating lines and building proportions identify a consistent pattern along the Erie Street BIA Mainstreet on the south side of Erie Street East from Elsemere Avenue to Parent Avenue.

Evidence of a design order based on long established international design principles as suggested in Sections 4 and 5 of this plan can be viewed throughout the Erie Street East Main Street. The following urban design analysis describes elements of the historical context of the area:

### Building Heights

Buildings are generally 1 to 3 stories.

### Doors and Window locations

Doors and the main entrance of establishments open out towards the Main Street. Some windows are clear vision glass and some are reflective glass facing the Main Street. It is important that these features remain and continue to create an “indoor/outdoor” relationship with the public realm.

### Proportion of the Façade and Regulating Lines

When making improvements to facades it is important to perform a contextual proportion analysis of the street facades in order to understand governing proportional systems such as regulating datum lines that occur from similar floor-to-floor relationships, and window spacing and heights (Studio g+G Inc., Architect, 2014).

When applying this analysis to the Main Street along Erie Street East there is generally a continuity of building elevations and the use of materials used over time between the following blocks:

- The North and South sides of Erie Street East between Lillian Avenue and Parent Avenue

There is generally a discontinuity of building elevations and the use of materials used over time between the following blocks along Erie Street East:

- The North side of Erie Street East between Howard Avenue and Lillian Avenue;
- The South side of Erie Street East between Mercer Street and Lillian Avenue; and,
- The North and South sides of Erie Street East between Parent Avenue and Langlois Avenue

There is an almost total lack of a traditional Main Street Façade in the following areas along Erie Street East between the following blocks:

- The North side of Erie Street East between Mercer Street and Howard Avenue

A continuous building facade does not exist in the following blocks, due to a mixture of residential buildings and commercial buildings fronting Erie Street East:

- The North and South sides of Erie Street East between Langlois Avenue and Lincoln Road

### Architectural Features

Key architectural elements that create interest throughout many of the building facades along the Main Street have been maintained but through archival photographs it is evident that in some cases these key elements have been lost. One of the goals of this the Building Façade Improvement Program is to encourage restoration of these key elements.



Figure 141. A variety of storefronts along a continuous building facade that generally follows consistent building regulation lines



Figure 142. A residential dwelling nestled between two Main Street type buildings



Figure 143. Residential buildings fronting onto Erie Street East, at Pierre Avenue intersection



Figure 144. Pop's Confectionery, 1406 Erie Street East, June 1958. Example of a quaint Mom & Pop store that is unique to traditional Main Street areas.

## 6.6 Recommendations

The findings of the Planning and Building Department survey and analysis of the Erie Street BIA reveal that conditions of properties are consistent with the *"Criteria for Designation"* for a CIP Project Area particularly:

- Building facades particularly architectural elements are in need of maintenance, repair, restoration, and rehabilitation.
- There is a presence of cultural heritage resources that are unique to the City somewhat that relate to the

Italian-Canadians that represent the Main Street name sake; and

- The area has the potential to be a new employment area.

Through the survey and analysis outlined for the Erie Street BIA in Schedule F, it is recommended that the Erie Street BIA be approved for the City of Windsor Building Facade Improvement Program and Urban Design Guidelines for Main Streets.

Section 1.0 of this CIP discusses actions City Council has taken to support Main Streets. It appears appropriate to expand the area eligible for economic incentives through this CIP further west to the intersection of Erie Street East and Ouellette Avenue to include other Main Street type buildings and properties that are listed on the Municipal Heritage Register and may benefit from these programs.

Administration recommends expanding the area eligible for economic incentives under this CIP as identified on Map 6.

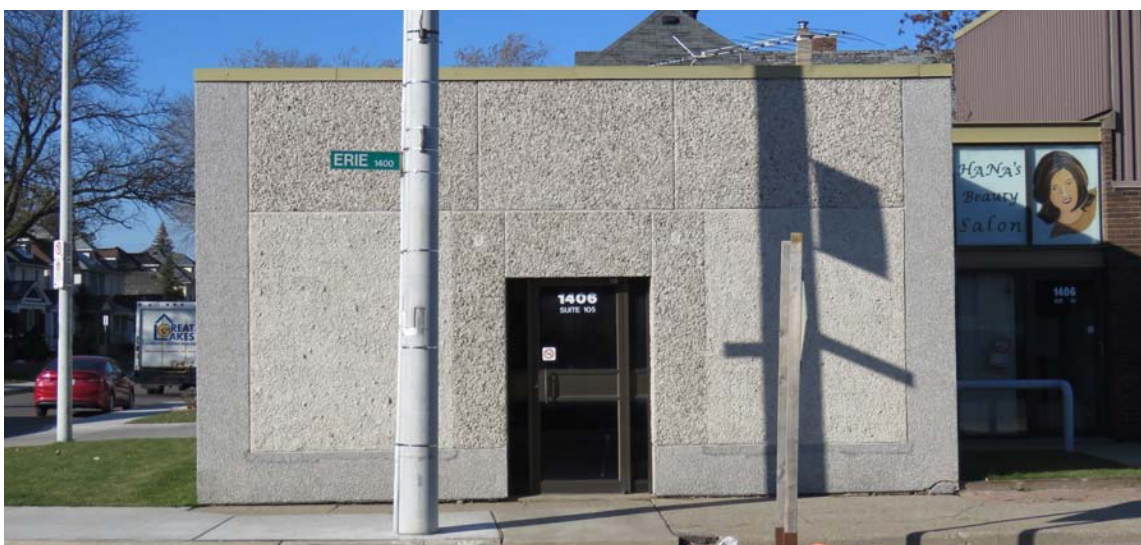
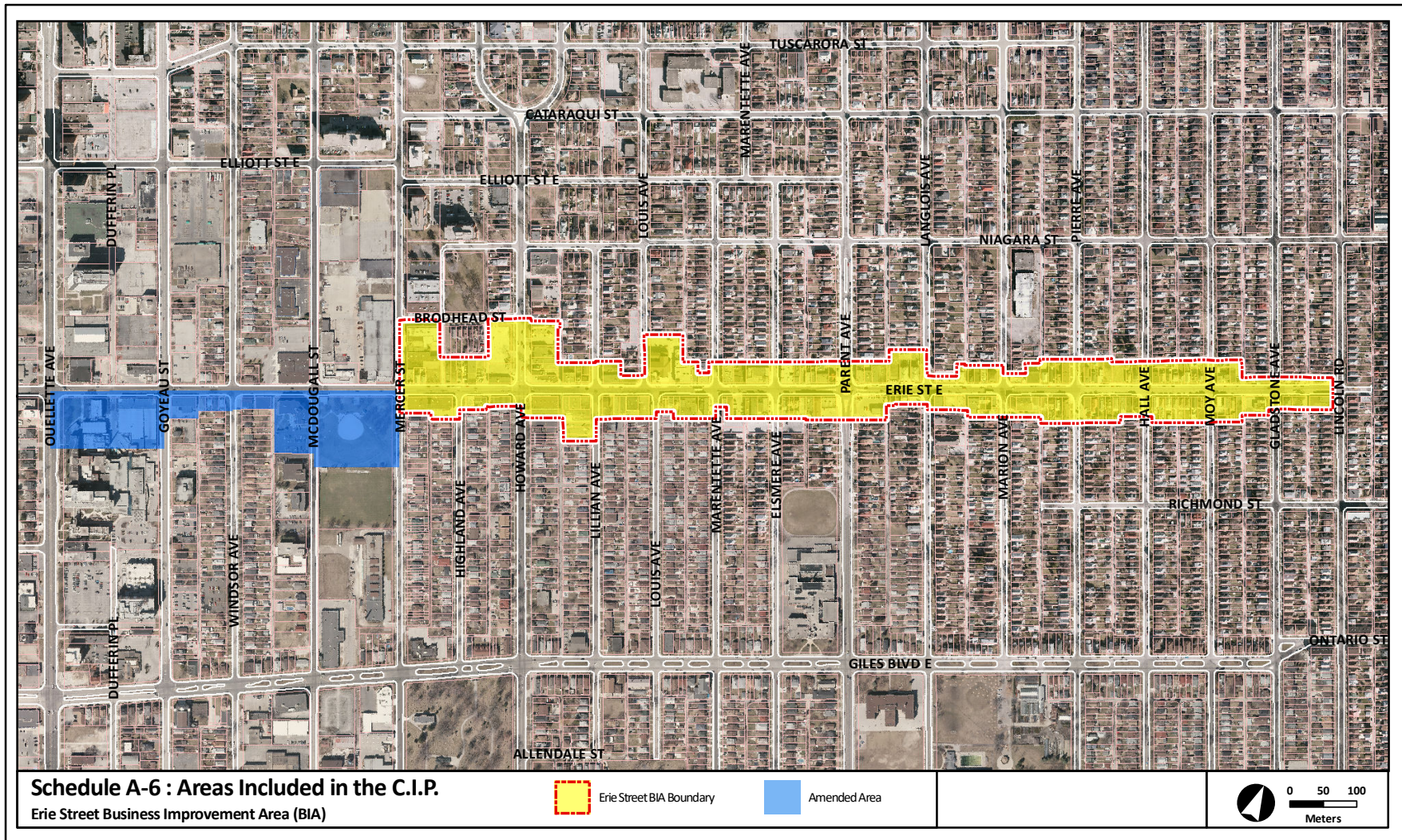


Figure 145. Former Pop's Confectionery, 1406 Erie Street East, November 2017. Storefront windows and original materials have been covered.





Map 12. Areas included in the CIP (Erie Street)



## Schedule 'G'

### 7.0 The Ottawa Street Business Improvement Area (BIA)

#### 7.1 History

The Ottawa Street BIA was established as an improvement area through By-law 5835.

The residential neighbourhood around the Ottawa Main Street area was first settled in the 1910s and 1920s as the City of Windsor developed to the south, extending a couple of blocks in the Town of Walkerville. An analysis of Fire Insurance Maps reveal that in 1924, Ottawa Street was still mostly undeveloped, with the exception of a few commercial block buildings and single family dwellings scattered along its length. By 1937, the vacant properties began to fill with both traditional Main Street type buildings and apartment blocks in the 1920's architectural style. By 1952, the continuous building facade along Ottawa Street that exists today was fully formed.



Figure 146. Intersection of Ottawa Street and Pierre Avenue looking east, June 1960

Over the years, the Ottawa Street area has grown into its own distinctive neighbourhood. Now its diverse population includes residents of Ukrainian, Russian, Polish, and other Eastern European descent, however the majority are French and Irish. Today Ottawa Street has several specialty shops, and has traffic calming measures to keep traffic to 40–50 km/h (25–30

mph). It boasts being one of Windsor's oldest shopping districts since its formation in the 1920s.

(Source: Tourism Windsor Essex; Wikipedia)





Figure 147. Blank walls and unarticulated storefronts detract from the indoor/outdoor relationship of traditional Main Streets

## 7.2 How Does the BIA Meet the Criteria Identified in Section 1.4 of the CIP?

The properties identified along Ottawa Street, from Marentette Avenue to Windermere Road within the Ottawa Street BIA identified on Schedule 'G' should be amended to the City of Windsor Building Facade Improvement Program for Main Streets because it meets the following criteria identified in Section 1.4 of the CIP and *"Criteria for Designation"* of a CIP Project Area:

- The properties are located along a Main Street as identified on Schedule G: Civic Image of the City of Windsor Official Plan (Vol. 1: The Primary Plan);
- The properties are within the Ottawa Street BIA;

Offering an economic incentive to improve the facades of buildings within the Ottawa Street BIA is consistent with Section 11.8 Community Improvement in the City's Official Plan (Vol. 1: The

Primary Plan), as it relates to the policies identified in Section 1.4, Part B of this CIP.



Figure 148. Building facades on Ottawa Street between Hall Avenue and Moy Avenue

### 7.2.1 Condition of Facades Along Ottawa Street

In the autumn of 2017, the Planning and Building Department conducted a survey of the Ottawa Street BIA to determine the condition of the facades flanking Ottawa Street between Marentette Avenue and Windermere Road. The survey produced a photo inventory of all facades within the BIA. The survey also identified cultural and heritage resources that are either on Windsor's Municipal Heritage Register (both designated and non-designated) and buildings/structures that may be

considered for recommendation for the Windsor Municipal Heritage Register in the future.

Buildings of a Main Street typology have also been identified for their future retention as well. Generally, the building facades in the Ottawa Street BIA are in good condition. However, some building facades are in very good condition as brick, doors and windows appear to be well maintained.

One of the concerns is that architectural features of these facades may be

removed or covered over without some form of municipal incentive because storefront owners may not see the economic value in preserving these detailed elements of the facade.

The information below provides additional detail and observations from professional staff site visit along the Main Street in 2017.

### 7.3 Ottawa Street BIA

#### 7.3.1 Condition of Existing Facades

- Some of the facades are in need of brick repair and cleaning;
- In some cases there are blank side walls that are visible from Ottawa Street;
- In some cases original exterior material of some buildings have been substituted for a cheaper non-traditional cladding such as stucco or EIFS; and
- In some cases detailed architectural features have been covered or are in need of restoration.

#### 7.3.2 The Storefront

- Both north and south sides of Ottawa Street have an intimate or small scale (quaint) character with the majority of buildings being of a Main Street typology;
- Illegal signage and missing and inconsistent address styles are found throughout the BIA;
- Some storefront window displays are cluttered with advertisements and in need of cleaning;
- Some storefronts have security bars that create a feeling that the area is unsafe; and



Figure 149. A traditional Main Street building facade that is covered with non-traditional materials and is missing signage

- Some storefronts have clean, clear and large windows where potential customers can see the activity inside creating a connection with the public realm.

#### 7.3.3 Overall Attractiveness of the Area

- There are some uses such as convenience stores, automotive shops, and gas stations that are incompatible with the character of the area;
- Where buildings have been demolished or developments have been setback from the property line, there is a gap in the street facade and often illegal parking has taken hold in these areas; and



Figure 150. Windows are barred and non-traditional material covers the facade

- Signage, gateway markers, and colourful street furniture along Ottawa Street create a unique identity and branding.

#### 7.3.4 Vacancy Rates

Since 2012, the City has undertaken a Land Use survey every two years to determine commercial vacancy on a city wide level.

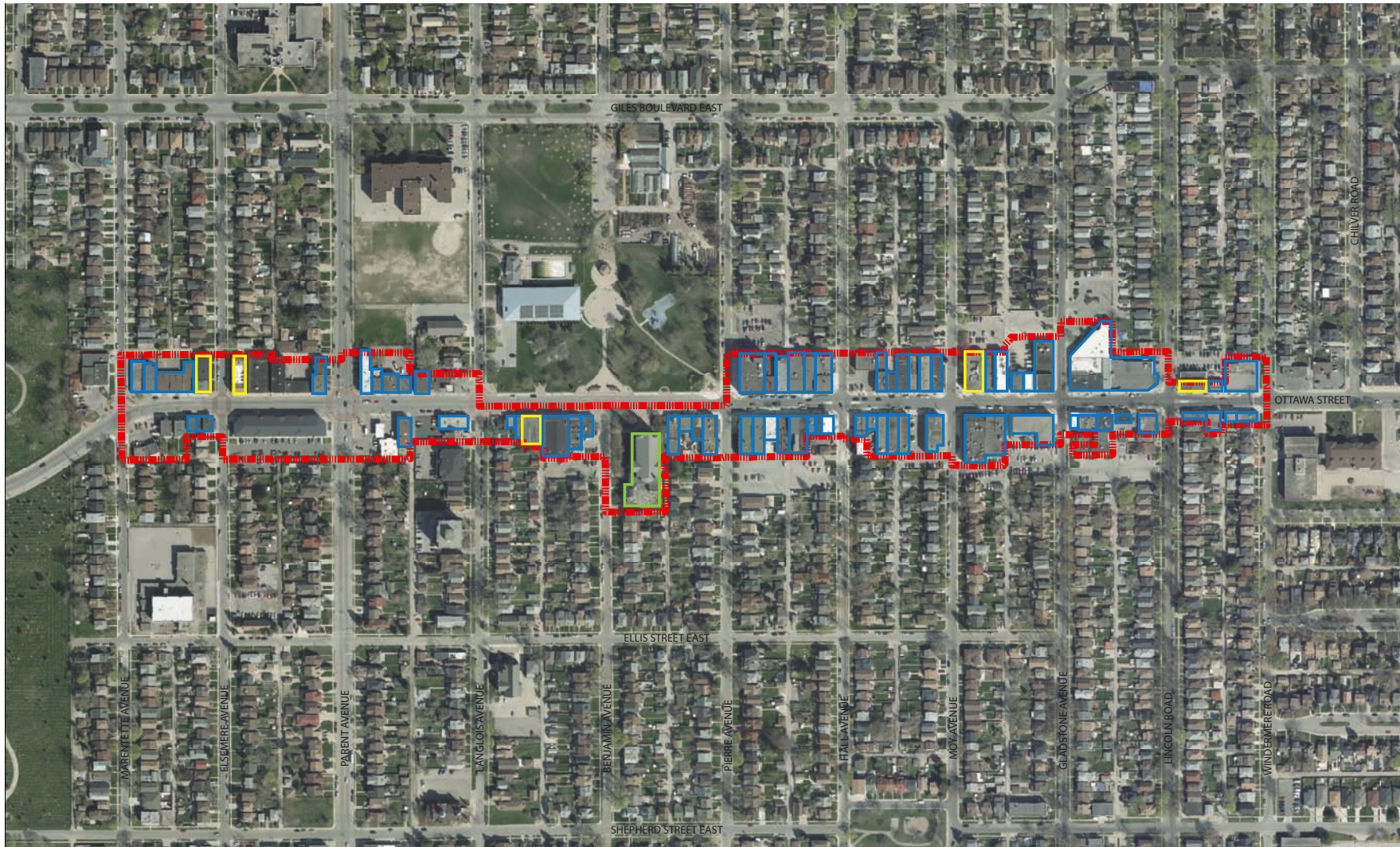
For the Ottawa Street BIA, 119 units were identified. From 2012 to 2016 vacancy rates have decreased from 26.5% in 2012 to 13.4% in 2016. A building façade improvement program will further encourage the re-use of any vacant storefronts.

## 7.4 The Municipal Heritage Register and Main Street type buildings in the Ottawa Street BIA

BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (OTTAWA STREET)			
ADDRESS	LISTED	DESIGNATED	NOTES
854 Ottawa Street / 1286 Elsmere Avenue Elsmere Apartments	●		Constructed: 1927
1285-91 Elsmere Avenue / 832-34 Ottawa Street Marwood Apartments	●		Constructed: 1928
1033-41 Ottawa Street Ukrainian National Home	●		Constructed: 1938
1334 Benjamin Avenue / Ottawa Street Sacred Heart Rectory (attached to Church)		●	Constructed: 1927 Architect: Pennington & Boyde
1125 Ottawa Street / Benjamin Avenue Sacred Heart Church Now St. Mary/Moses Coptic Orthodox		●	Constructed: 1927-28 Architect: Pennington & Boyde
1408 Ottawa Street F.W. Woolworth Store	●		Constructed: c1941
1600-26 Ottawa Street Adams Drug Co. Ltd.	●		Constructed: c1927

Table 11. Buildings identified on the Municipal Heritage Register in the Ottawa Street BIA





Map 13. Buildings on the Municipal Heritage Registry (Ottawa Street) and other Main Street type buildings



## 7.5 Urban Design and Contextual Analysis

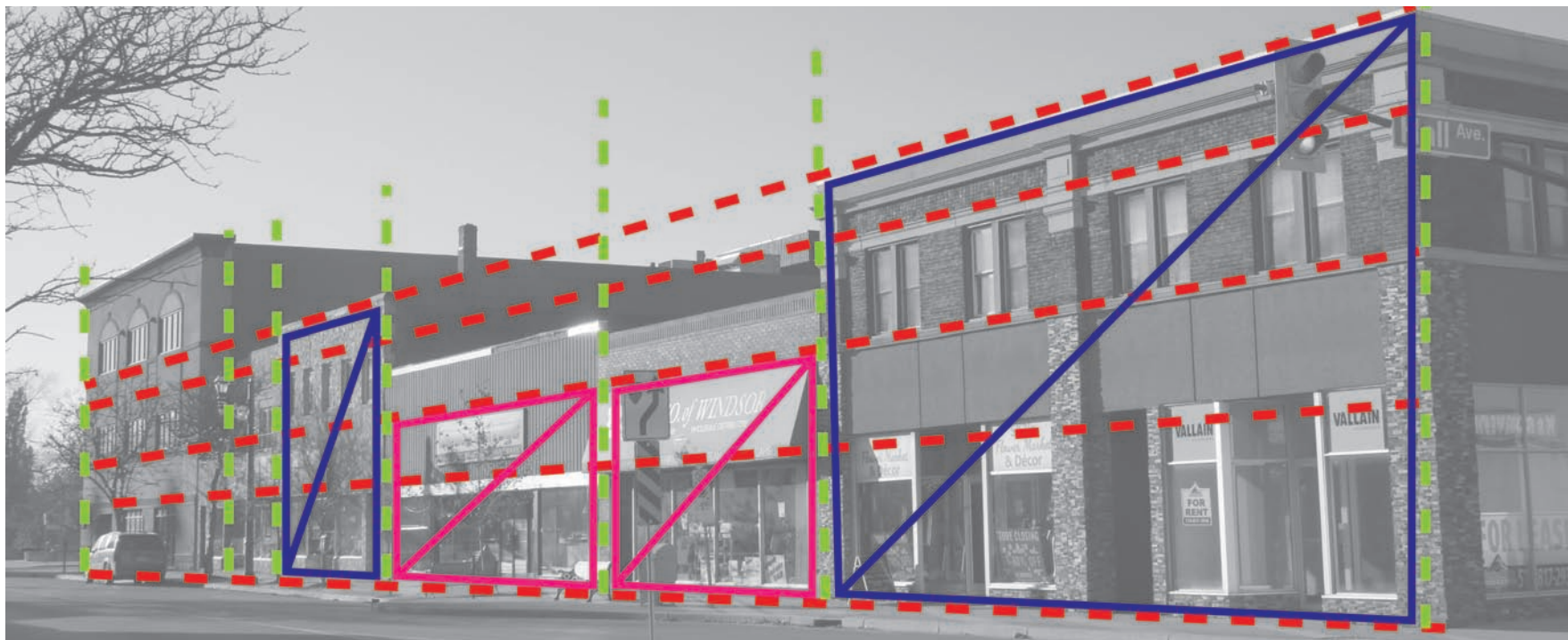


Figure 151. Regulating lines and building proportions identify a consistent pattern along the Ottawa Street BIA Mainstreet on the north side of Ottawa Street from Pierre Avenue to Hall Avenue.

Evidence of a design order based on long established international design principles as suggested in Sections 4 and 5 of this plan can be viewed throughout the Ottawa Street Main Street. The following urban design analysis describes elements of the historical context of the area:

### Building Heights

Buildings are generally 1 to 2 stories.

### Doors and Window locations

Doors and the main entrance of establishments open out towards the Main Street. Windows are clear vision glass facing the Main Street. It is important that these features remain and continue to create an “indoor/outdoor” relationship with the public realm.

### Proportion of the Façade and Regulating Lines

When making improvements to facades it is important to perform a contextual proportion analysis of the street facades in order to understand governing proportional systems such as regulating datum lines that occur from similar floor-to-floor relationships, and window spacing and heights (Studio g+G Inc., Architect, 2014).



Figure 152. Continuous first storey facades at Ottawa Street and Parent Avenue intersection



Figure 153. A variety of building materials and facade styles on Ottawa Street between Pierre Avenue and Hall Avenue

When applying this analysis to the Ottawa Street Main Street there is generally a continuity of building elevations but a hodge-podge of materials used over time between the following blocks:

- The North and South sides of Ottawa Street between Pierre Avenue and Windermere Road

There is generally a discontinuity of building elevations and the use of materials used over time between the following blocks along Ottawa Street:

- The North side of Ottawa Street between Marentette Avenue and Langlois Avenue;

- The South side of Ottawa Street between Marentette Avenue and Parent Avenue; and
- The South side of Ottawa Street between Langlois Avenue and Pierre Avenue

There is an almost total loss of the traditional Main Street Façade in the following areas along Ottawa Street between the following blocks:

- The South side of Ottawa Street between Parent Avenue and Langlois Avenue



Figure 154. A gas station located beside a traditional Main Street building



Figure 155. Traditional Main Street storefront on the north side of Ottawa Street in 1951

### Architectural Features

Key architectural elements that create interest throughout many of the building facades along the Main Street have been maintained but through archival photographs it is evident that in some cases these key elements have been lost. One of the goals of this the Building Façade Improvement Program is to encourage restoration of these key elements.



Figure 156. The same storefront on Ottawa Street in November, 2017. Many of the architectural details of the building have been covered over time.

### 7.6 Recommendations

The findings of the Planning and Building Department survey and analysis of the Ottawa Street BIA reveal that conditions of properties are consistent with the *“Criteria for Designation”* for a CIP Project Area particularly:

- Building facades particularly architectural elements are in need of maintenance, repair, restoration, and rehabilitation.
- There is a presence of cultural heritage resources that are unique to the City
- The area has the potential to be a new employment area.

Through the survey and analysis outlined for the Ottawa Street BIA in Schedule G, it is recommended that the Ottawa Street BIA be approved for the City of Windsor Building Façade Improvement Program and Urban Design Guidelines for Main Streets.





Figure 157. Conceptual drawing of an infill opportunity of a vacant/underutilized site creating a gateway into Ottawa Street (Colin Funk)

Section 1.0 of this CIP discusses actions City Council has taken to support Main Streets. Given the concept to connect, the Ottawa Street Area with Seminole

Street created through the Ford City CIP (adopted July 2019) and the opportunity to encourage the redevelopment of vacant or underutilized property in

the area Administration recommends expanding the area eligible for economic incentives under this CIP as identified on Map 14.





Map 14. Areas included in the CIP (Ottawa Street)



## Schedule 'H'

### 8.0 Ouellette Avenue: Erie Street to Tecumseh Road

#### 8.1 History

This stretch of Ouellette Avenue is just south of the Downtown CIP area. The portion of Ouellette Avenue from Erie Street to just past Giles Boulevard is included within the Downtown Business Improvement Area (BIA), which was established through By-law 5651. The legal name was established through By-law 130-2010.



Figure 158. Ouellette Avenue facing north from Hanna Street, 1960

Based on the City's Fire Insurance maps from 1924, 1937, and 1952 the stretch of Ouellette Avenue from Erie Street towards Tecumseh Road has evolved from largely single family dwellings considered mansions (constructed approx. 1900 to 1930) for the time

to a mix of uses including low to medium profile apartment buildings, institutional uses (i.e. health care uses), and commercial/offices uses. Many buildings along this area of Ouellette Avenue are listed on the City's Municipal Heritage Register while others could be

considered based on the Architecture and historical information. There is an eclectic mix of architectural styles including Craftsmen, Colonial/Tudor revival, Beaux Arts, Spanish Colonial Revival, Classical Revival, Art Deco, Prairie School, and Mid-Century

Modern.

### How Does the BIA Meet the Criteria Identified in Section 1.4 of the CIP?

The properties identified along this Stretch of Ouellette Avenue from Erie Street heading south to Tecumseh Road identified on Schedule 'H' should be amended to the Main Streets CIP because the properties meet the following criteria identified in Section 1.4 of the CIP and "Criteria for Designation" of a CIP Project Area:

- The properties are located along a Main Street as identified on Schedule G: Civic Image of the City of Windsor Official Plan (Vol. 1: The Primary Plan);
- The area is adjacent or in the vicinity of a Main Street where economic incentive can encourage the redevelopment of vacant land and buildings or the physical improvements to existing buildings.



Figure 159.

Offering an economic incentive to improve the facades of buildings and encourage the redevelopment of vacant or underutilized property along this stretch of Ouellette Avenue is consistent with Section 11.8 Community Improvement in the City's Official Plan (Vol. 1: The Primary Plan), as it relates to the policies identified in Section 1.4, Part B of this CIP.

### Condition of Facades/property along Ouellette Avenue (Erie Street to Tecumseh Road)

In 2022, the Planning and Building Department conducted a survey to determine the general condition of property along the stretch of Ouellette Avenue from Erie Street heading south towards Tecumseh Road.

Generally, the building facades in this area are in good to fair condition. However, a few building facades are in poor condition and appear to be vacant and are not being maintained. There are also vacant/underutilized properties along this stretch of Ouellette Avenue where there are opportunities for redevelopment.

## 8.2 The Municipal Heritage Register and Main Street type buildings on Ouellette Avenue


























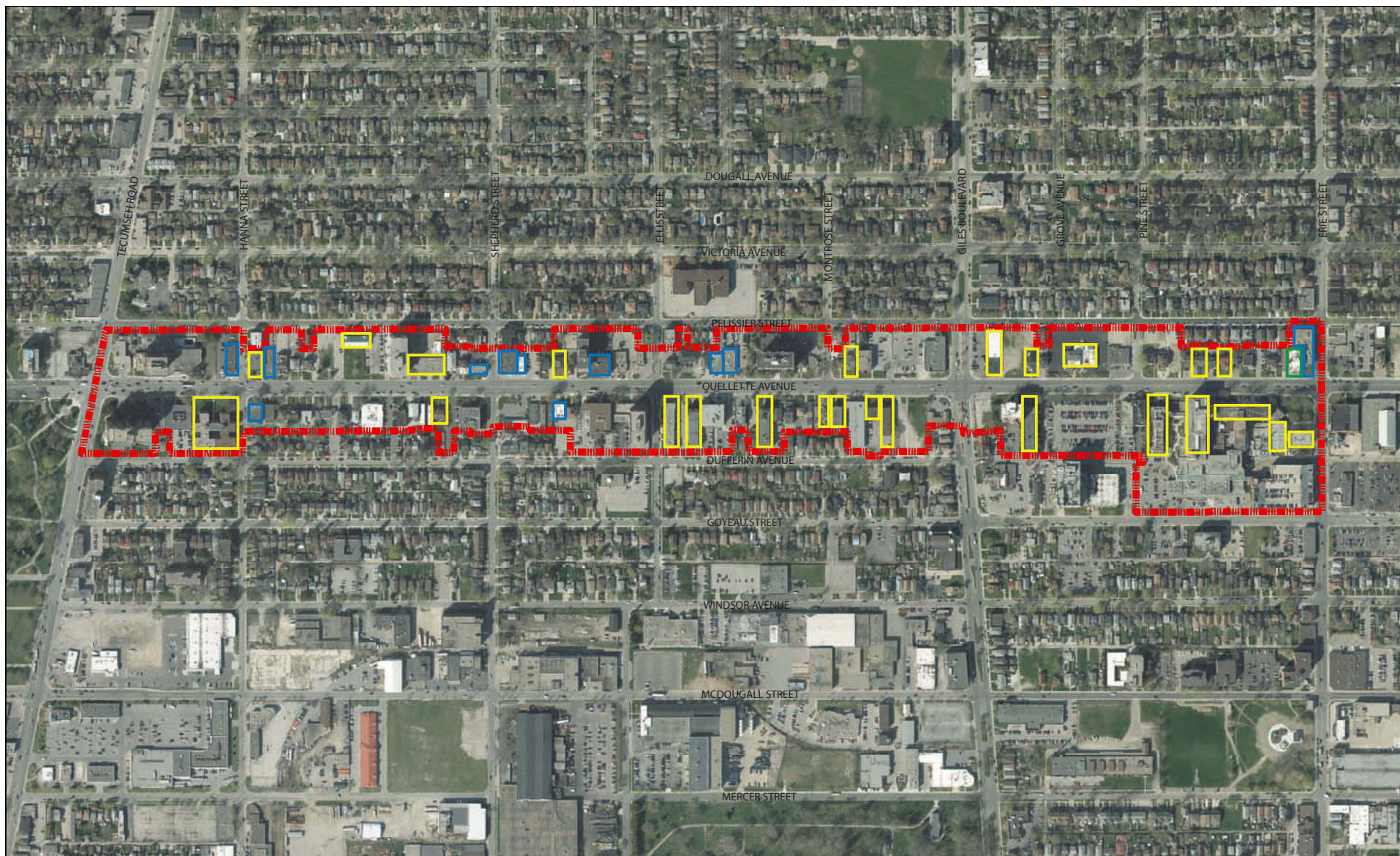
BUILDINGS ON THE MUNICIPAL HERITAGE REGISTER (OUELLETTE)			
ADDRESS	LISTED	DESIGNATED	NOTES
1004 Ouellette Avenue, 37 Erie Street East (Hotel Dieu Hospitallers Residence)			
1004 Ouellette Avenue (Hotel Dieu Chapel)			
1004 Ouellette Avenue (Hotel Dieu Hospital Wing)			
1004 Ouellette Avenue (Hotel Dieu Hospital Wing)			
1004 Ouellette Avenue (Jean Mance Residence)			
1011 Ouellette Avenue (Medical Arts Building)			
1049 Ouellette Avenue (House)			

Table 11. Buildings identified on the Municipal Heritage Register in the Ouellette Avenue area

ADDRESS	LISTED	DESIGNATED	NOTES
1061 Ouellette Avenue (Hotel Dieu Hospitallers Residence)			
1139 Ouellette Avenue (Janisse Bros. Funeral Home/Leo Page House)			
1164 Ouellette Avenue (Kensington Manor Apartments)			
1165 Ouellette Avenue (House)			
1197 Ouellette Avenue (Firestone Tire Store)			
1250-1260 Ouellette Avenue (Paramount Apartments)			
1279 Ouellette Avenue (House)			
1290 Ouellette Avenue (Maple Apartments)			
1304 Ouellette Avenue (House)			

ADDRESS	LISTED	DESIGNATED	NOTES
1338 Ouellette Avenue (Casa del Mara Apartments)			
1382 Ouellette Avenue (Ambassador Apartments)			
1398 Ouellette Avenue, 16-30 Ellis Street East (Royal Apartments)			
1461 Ouellette Avenue (Duplex)			
1519 Ouellette Avenue (Commercial Building)			
1520 Ouellette Avenue (Curtain House)			
1561 Ouellette Avenue (St. Paul's Anglican Church)			
36 Hanna Street West (Eldorado Apartments)			
1616 Ouellette Avenue (Windsor Court Apartments)			





Map 15. Buildings on the Municipal Heritage Registry (Ouellette Avenue) and other Main Street type buildings



### 8.3 Urban Design and Contextual Analysis



Figure 160. Inconsistent setbacks and building heights exist along Ouellette Avenue

#### Building Heights

Building Heights range from 2 to 3 storeys when considering the existing single family homes (1900 to 1930s mansions) along this stretch of Ouellette Avenue. However, when considering Apartment Buildings, Institutional Buildings such as the hospital, and other combined use buildings (i.e. commercial with residential above) building heights range from approximately 6 storeys (medium profile) to no greater than 14 storeys (high profile).

#### Doors and Window Locations

Doors and the main entrance of establishments generally open out towards the Main Street. However, there are opportunities through the Facade Improvement Program where more of an “indoor/outdoor” relationship with the public realm can be created.

#### Proportion of the Façade and Regulating Lines

When making improvements to facades it is important to perform a contextual proportion analysis of the street facades in order to understand governing proportional systems such as regulating datum lines that occur from similar floor-to-floor relationships, and window spacing and heights (Studio g+G Inc., Architect, 2014). Although this portion of Ouellette is considered a Main Street there are few

traditional Main Street type buildings because going back to the 1900s the build form was largely 2 to 3 storey single family homes as identified above. Throughout the Twentieth Century new development is of a higher profile with an eclectic style of architecture (ranging from traditional to modern) with varying building set backs. Given the various periods of Development, varying building heights and set backs it would not be appropriate to complete a contextual proportion analysis along this portion of Ouellette Avenue similar to what has been completed for other main street areas included in this document.

### Architectural Features

Key architectural elements that create interest throughout many of the building facades along the Main Street have been maintained but through archival photographs it is evident that in some cases these key elements have been lost. One of the goals of this the Building Façade Improvement Program is to encourage restoration of these key elements.

### Recommendations

The findings of the Planning and Building Department survey and analysis of the stretch of Ouellette Avenue from Erie Street to Tecumseh Road reveal that conditions of properties are consistent with the “Criteria for Designation” for a CIP Project Area particularly:

Building facades particularly architectural elements are in need of maintenance, repair, restoration, and rehabilitation. There is a presence of cultural heritage resources that are unique to the area. The area has the potential to be a new employment area.

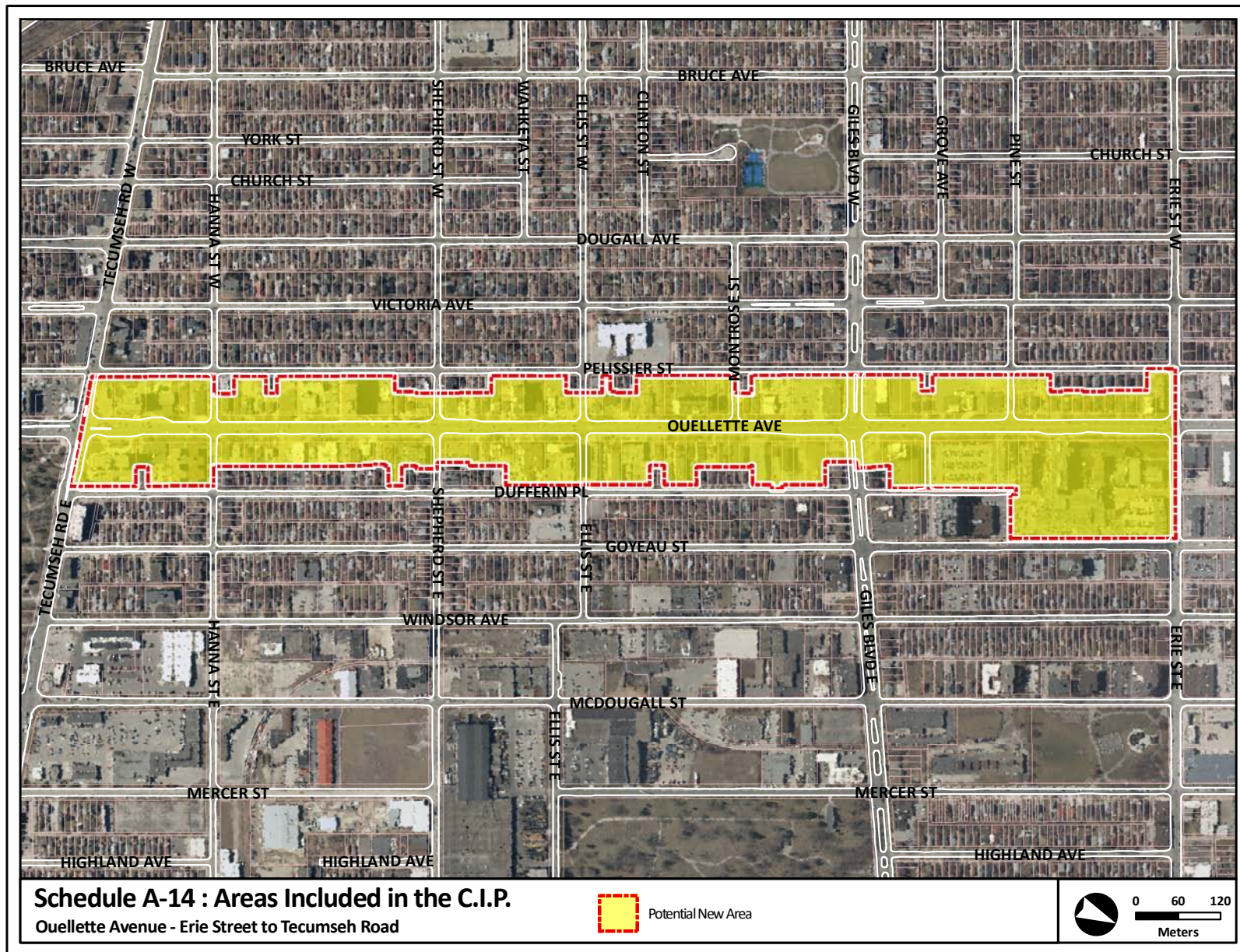


Figure 161.



Figure 162.



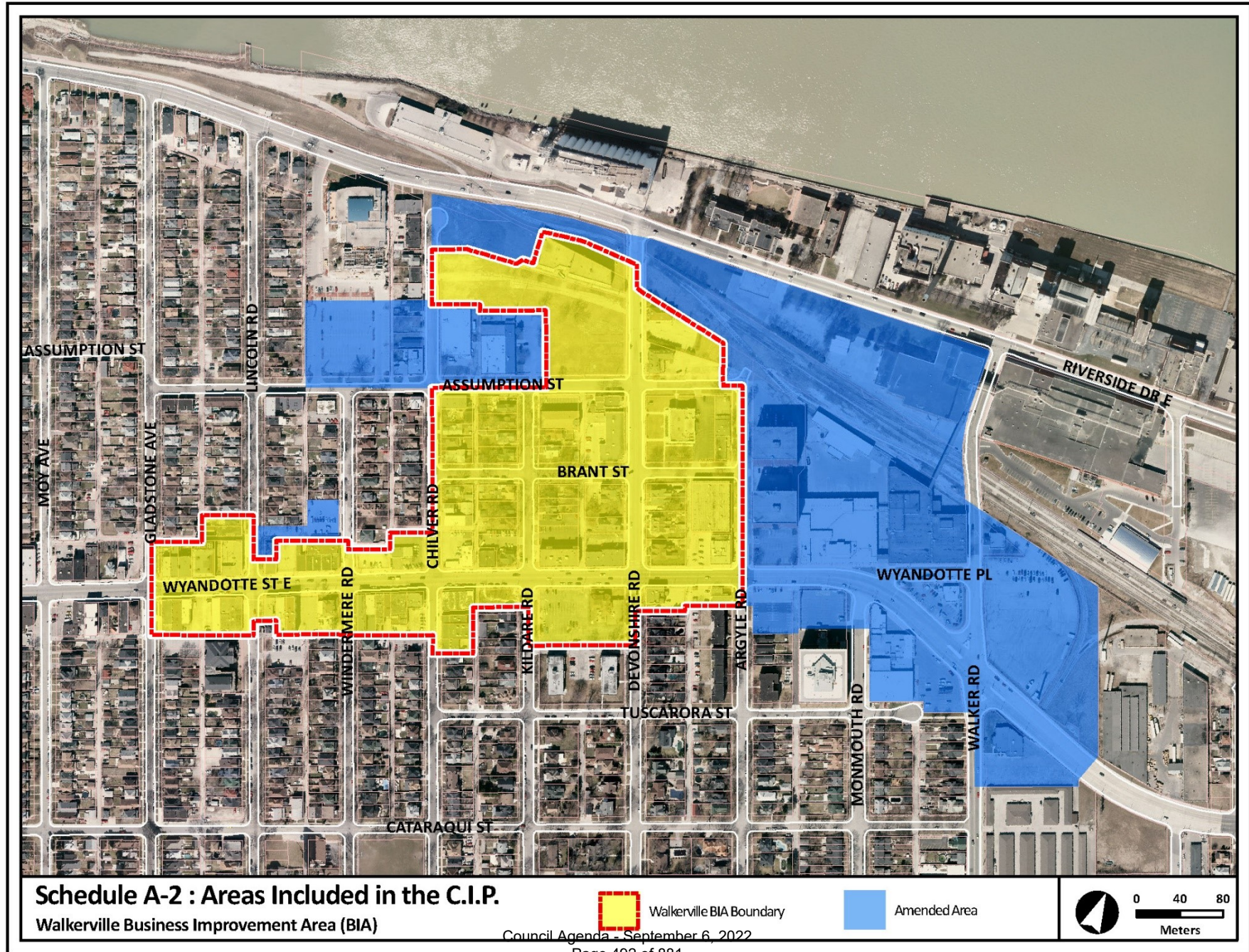


Map 15. Areas included in the CIP (Ouellette Avenue)





# APPENDIX 'B'





# APPENDIX 'B'

## Schedule A-3 : Areas Included in the C.I.P. Ford City Business Improvement Area (BIA)



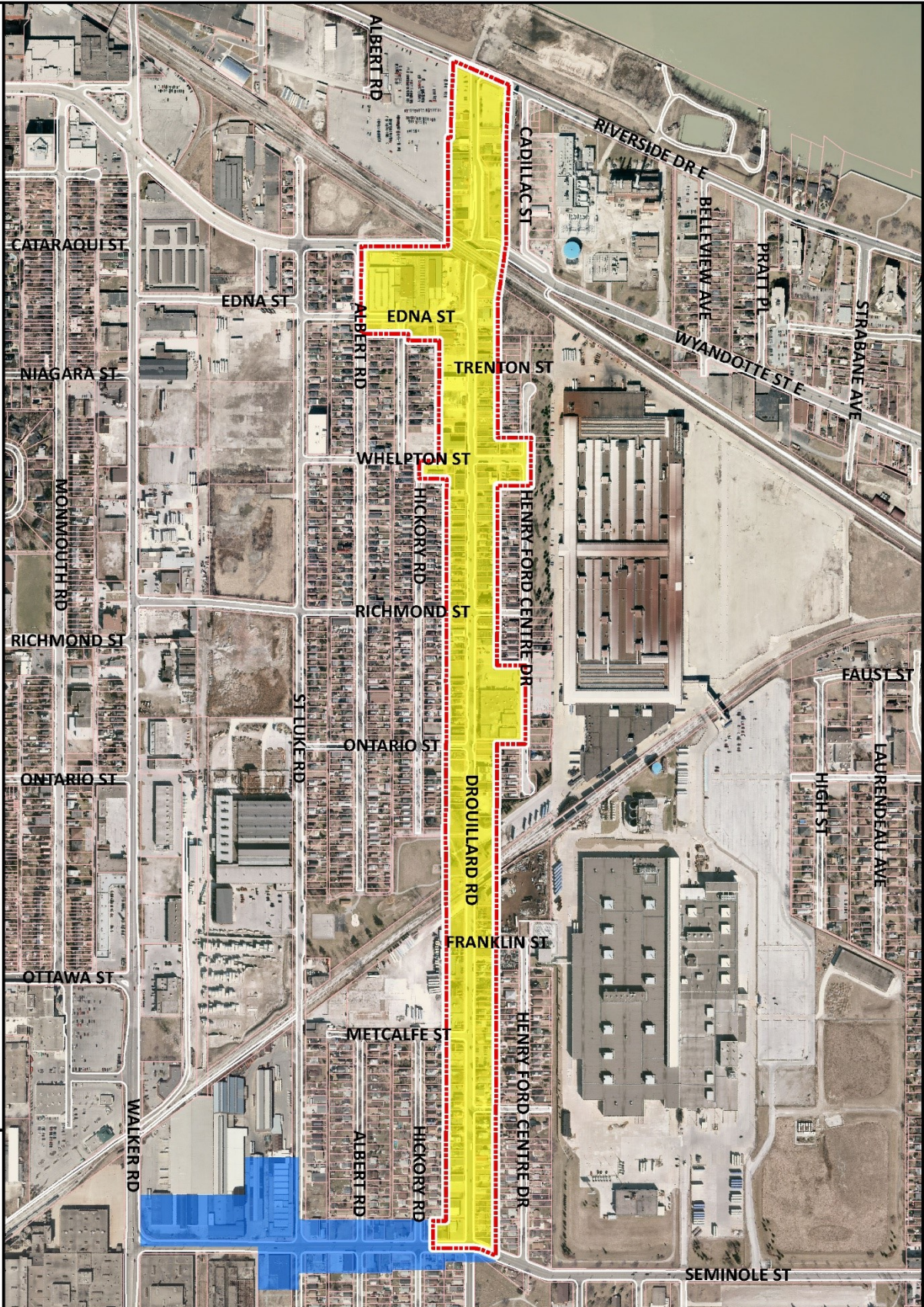
Ford City BIA Boundary



Amended Area

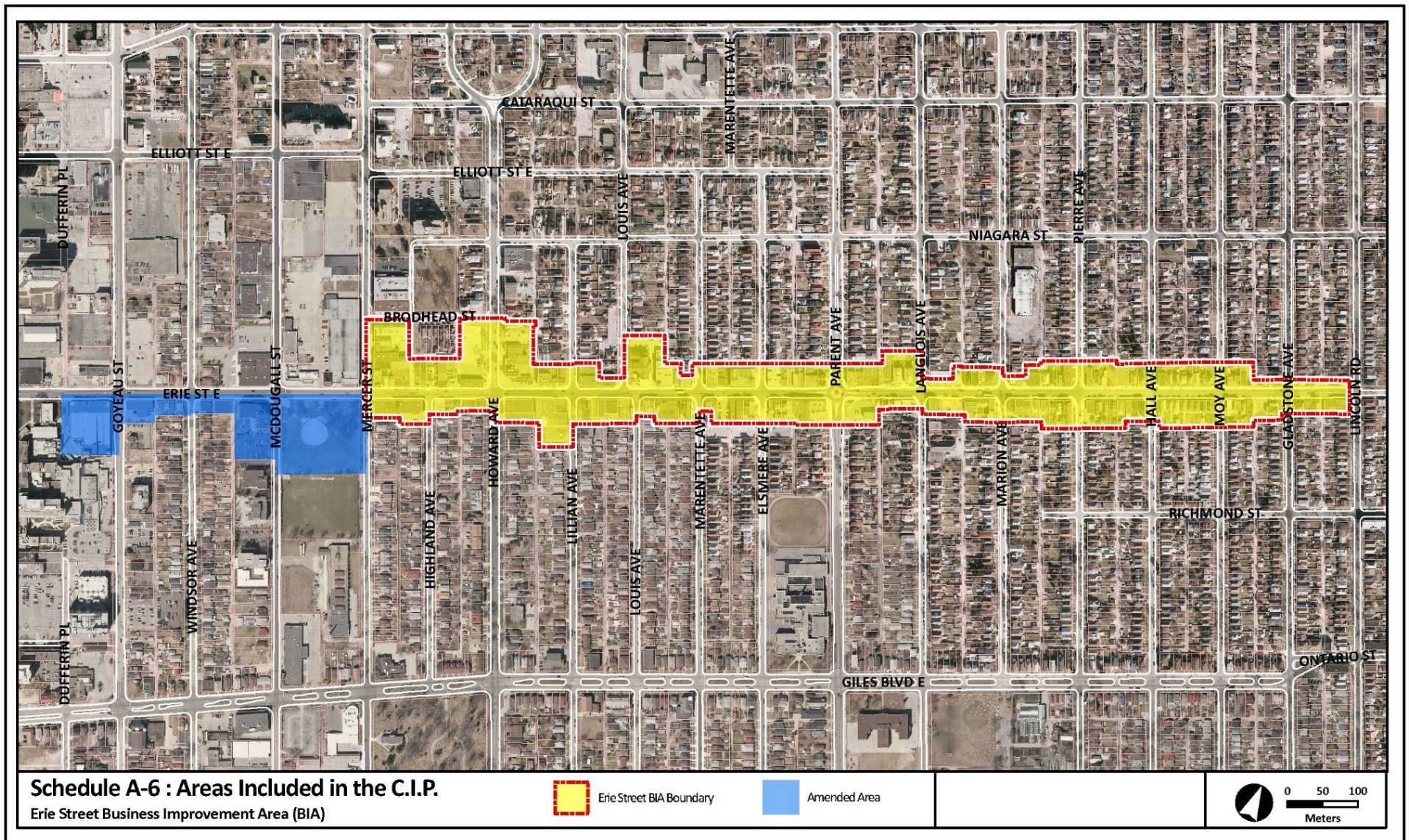


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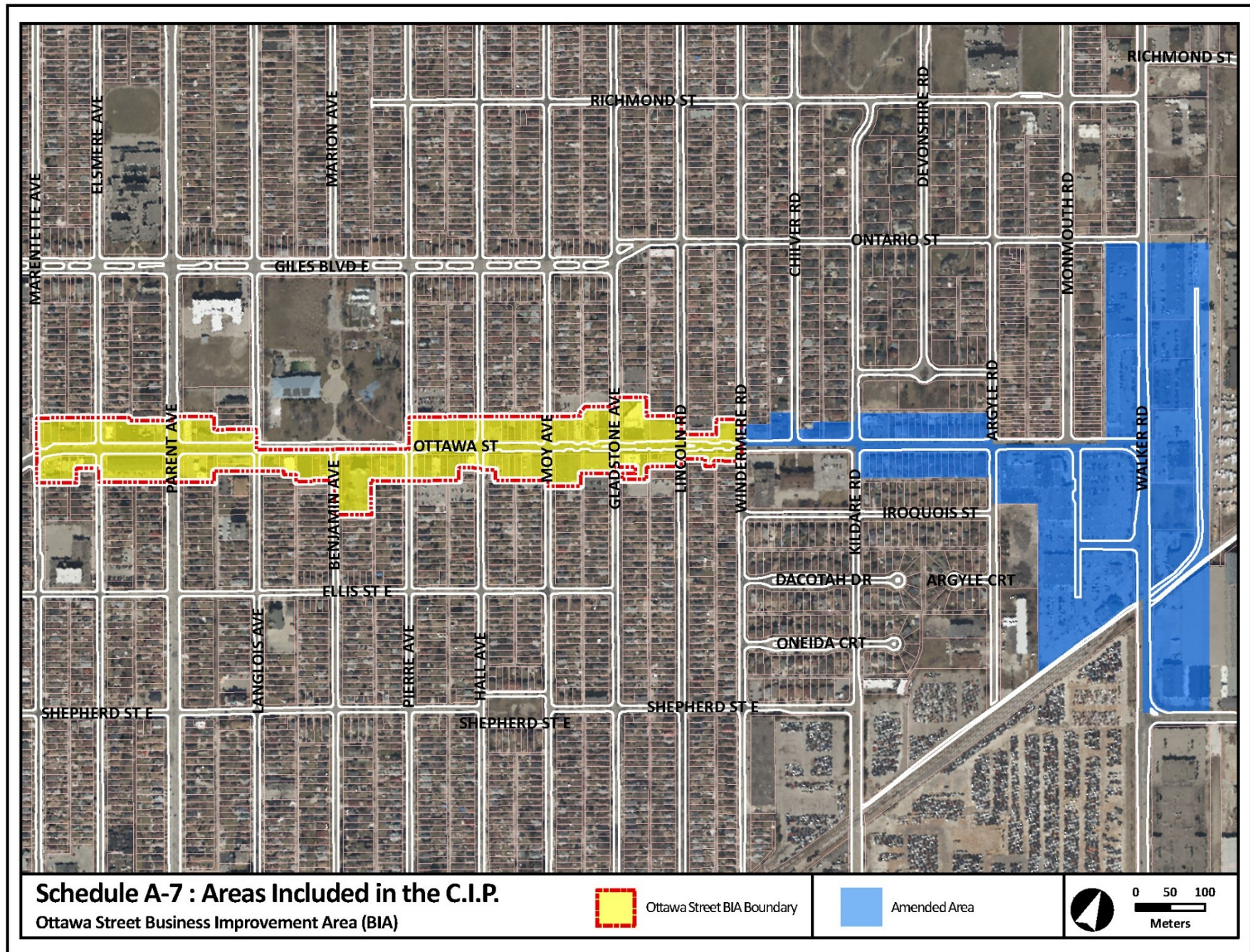


# APPENDIX 'B'



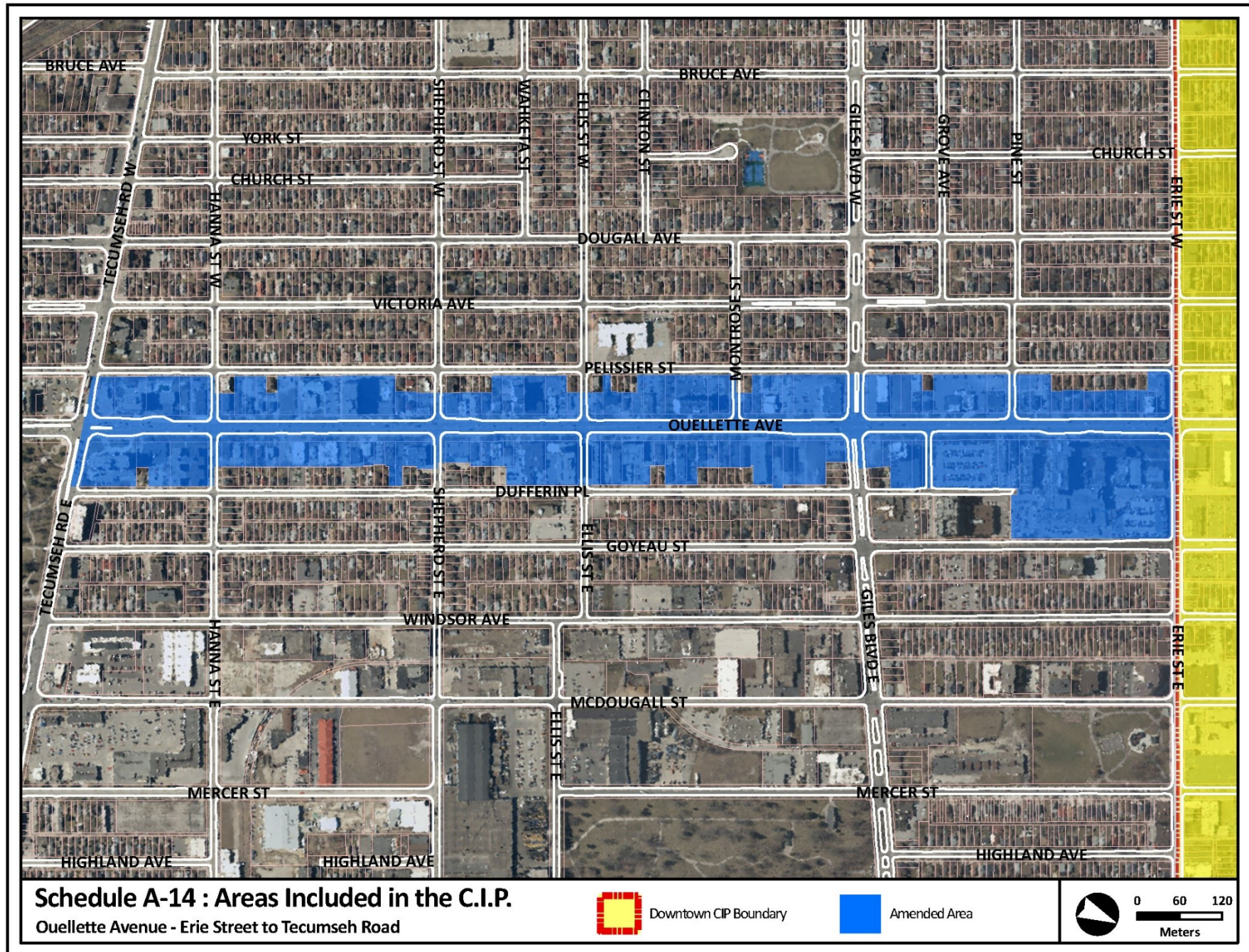


# APPENDIX 'B'





# APPENDIX 'B'





B Y - L A W   N U M B E R   XXX-2022

A BY-LAW TO AMEND BY-LAW NUMBER 25-2018 BEING A BY-LAW TO DESIGNATE THE LEGAL BOUNDARIES OF THE CITY OF WINDSOR AS A COMMUNITY IMPROVEMENT PROJECT AREA

Passed the XXth day of XX2022.

**WHEREAS** By-law Number 25-2018, being a by-law to Designate the Legal Boundaries of the City of Windsor as a Improvement Project Area for the creation of a Building Facade Improvement Program and Urban Design Guidelines for Main Streets, was passed the 5<sup>th</sup> of February, 2018;

**AND WHEREAS** it deemed expedient to amend By-law Number 25-2018;

**THEREFORE** the Council of The Corporation of the City of Windsor enacts as follows:

1. That By-law Number 25-2018 be amended by deleting all reference to “Building Facade Improvement Program and Urban Design Guidelines for Main Streets” and replacing it with “Main Streets”.
2. That By-law Number 25-2018 be further amended by deleting section 1 and replacing it with the following:  
  
“1. That the lands shown delineated by a heavy black line on Schedules “A” to “H” inclusive, attached hereto and forming part of this by-law, are designated the Main Streets Community Improvement Project Area.”
3. This by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

ACTING CLERK

First Reading        -    August XX, 2022  
Second Reading    -    August XX, 2022  
Third Reading       -    August XX, 2022

BY - LAW NUMBER -2022

A BY-LAW TO AMEND BY-LAW NUMBER 26-2018  
BEING A BY-LAW TO ADOPT A COMMUNITY  
IMPROVEMENT PLAN FOR THE CITY OF WINDSOR  
BUILDING FACADE IMPROVEMENT PROGRAM  
AND URBAN DESIGN GUIDELINES FOR MAIN  
STREETS COMMUNITY IMPROVEMENT PROJECT  
AREA

Passed the            day of XX 2022.

**WHEREAS** By-law Number 26-2018, being a by-law to Adopt a Community Improvement Plan for the City of Windsor Building Facade Improvement Program and Urban Design Guidelines for Main Streets, was passed the 5<sup>th</sup> of February, 2018;

**AND WHEREAS** it is deemed expedient to amend By-law number 26-2018;

**THEREFORE** the Council of The Corporation of the City of Windsor enacts as follows:

1. That By-law Number 26-2018 be amended by deleting all reference to “Building Facade Improvement Program and Urban Design Guidelines for Main Streets” and replacing it with “Main Streets”.
2. That By-law Number 26-2018 be further amended by deleting Schedule “A” attached thereto and substituting Schedule “A” attached hereto.

DREW DILKENS, MAYOR

CLERK

First Reading        -    August , 2022  
Second Reading    -    August , 2022  
Third Reading      -    August , 2022

**SCHEDULE ‘A’ TO BY-LAW XX-2022 (ATTACHED)**



Committee Matters: SCM 229/2022

**Subject: Sandwich Town CIP Application, 3321-3327, 3331-3337, 3341-3347 Bloomfield Road; Agent Jay Shanmugam (Windsor Essex Community Housing Corporation) (Ward 2))**

Moved by: Councillor Sleiman

Seconded by: Councillor Gill

Decision Number: **DHSC 418**

- I. THAT the request for incentives under the Sandwich Incentive Program made by Windsor Essex Community Housing Corporation, owners of the property located at 3321-3327, 3331-3337, 3341-3347 Bloomfield Road, **BE APPROVED** for the following programs when all work is complete:
  - i. *Revitalization Grant Program* for 70% of the municipal portion of the tax increment for up to 10 years (+/- **\$23,319** per year); and,
  - ii. *Development and Building Fees Grant* for 100% of the Development and Building Fees identified in the Sandwich CIP to a Maximum amount of (+/- **\$66,371.89**);
- II. THAT the CFO/City Treasurer **BE DELEGATED** the authority to adjust the amounts granted to the upset costs of this Council Decision, on the basis that the total amount of all grants and funding received by Windsor Essex Community Housing Corporation by all levels of government, cannot exceed the approved eligible costs for the project;
- III. THAT Administration **BE AUTHORIZED** to prepare the Sandwich Incentive Program Agreement for the *Revitalization Grant* in accordance with all applicable policies, requirements, and provisions contained within the Olde Sandwich Towne Community Improvement Plan to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implication;
- IV. THAT the CAO and City Clerk **BE AUTHORIZED** to sign the agreement between the City and Windsor Essex Community Housing Corporation to implement the *Building/Property Improvement Tax Increment Grant Program* in accordance with all applicable policies, requirements to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implications;
- V. THAT funds in the maximum amount of +/- **\$66,371.89** under the *Development Building Fees Grant Program* **BE TRANSFERRED** from the CIP Reserve Fund

226 to the *Sandwich Community Development Plan Fund* (Account 7076176) when the work is complete;

- VI. THAT, subject to Recommendation II, grants **BE PAID** to Windsor Essex Community Housing Corporation upon completion of three (3) buildings with a total of twelve (12) units, each building consisting of a two (2) storey, four (4) unit multiple dwelling from the *Sandwich Community Development Plan Fund* (Account 7076176) to the satisfaction of the City Planner and Chief Building Official; and,
- VII. THAT grants approved **SHALL LAPSE** if the applicant has not completed the work and fulfilled the conditions within 2 years of the approval date. Extensions **SHALL BE** given at the discretion of the City Planner.

Carried.

Report Number: S 89/2022  
Clerk's File: SPL2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 11.4. from the Development & Heritage Standing Committee Meeting held August 2, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7350>



**Subject: Sandwich Town CIP Application, 3321-3327, 3331-3337, 3341-3347 Bloomfield Road; Agent Jay Shanmugam (Windsor Essex Community Housing Corporation) (Ward 2)**

**Reference:**

Date to Council: August 2, 2022  
Author: Kevin Alexander, MCIP RPP  
Senior Planner Special Projects  
519-255-6543 x6732  
kalexander@citywindsor.ca  
Planning & Building Services  
Report Date: July 13, 2022  
Clerk's File #: SPL2022

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

**Recommendation:**

- I. **THAT** the request for incentives under the Sandwich Incentive Program made by Windsor Essex Community Housing Corporation, owners of the property located at 3321-3327, 3331-3337, 3341-3347 Bloomfield Road, **BE APPROVED** for the following programs when all work is complete:
  - i. *Revitalization Grant Program* for 70% of the municipal portion of the tax increment for up to 10 years (+/- **\$23,319** per year); and
  - ii. *Development and Building Fees Grant* for 100% of the Development and Building Fees identified in the Sandwich CIP to a Maximum amount of (+/- **\$66,371.89**);
- II. **THAT** the CFO/City Treasurer **BE DELEGATED** the authority to adjust the amounts granted to the upset costs of this Council Decision, on the basis that the total amount of all grants and funding received by Windsor Essex Community Housing Corporation by all levels of government, cannot exceed the approved eligible costs for the project.
- III. **THAT** Administration **BE AUTHORIZED** to prepare the Sandwich Incentive Program Agreement for the *Revitalization Grant* in accordance with all applicable policies, requirements, and provisions contained within the Olde Sandwich Towne Community Improvement Plan to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implication;

- IV. **THAT** the CAO and City Clerk **BE AUTHORIZED** to sign the agreement between the City and Windsor Essex Community Housing Corporation to implement the *Building/Property Improvement Tax Increment Grant Program* in accordance with all applicable policies, requirements to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implications;
- V. **THAT** funds in the maximum amount of +/- **\$66,371.89** under the *Development Building Fees Grant Program* **BE TRANSFERRED** from the CIP Reserve Fund 226 to the *Sandwich Community Development Plan Fund* (Account 7076176) when the work is complete;
- VI. **THAT**, subject to Recommendation II, grants **BE PAID** to Windsor Essex Community Housing Corporation upon completion of three (3) buildings with a total of twelve (12) units, each building consisting of a two (2) storey, four (4) unit multiple dwelling from the *Sandwich Community Development Plan Fund* (Account 7076176) to the satisfaction of the City Planner and Chief Building Official; and,
- VII. **THAT** grants approved **SHALL LAPSE** if the applicant has not completed the work and fulfilled the conditions within 2 years of the approval date. Extensions **SHALL BE** given at the discretion of the City Planner

### **Executive Summary:**

N/A

### **Background:**

On January 26, 2009, City Council passed by-laws to establish the Sandwich Heritage Conservation District Plan (By-law 22-2009), Olde Sandwich Towne Community Improvement Plan (By-law 27-2009), and Supplemental Development and Urban Design Guidelines (By-law 28-2009). These By-laws came into effect on October 18, 2012. One of the key recommendations of the Olde Sandwich Towne Community Improvement Plan (Sandwich CIP) is the implementation of the Incentive Program(s).

On June 17, 2013 through M265-2013 Council activated the following Incentive Programs from the Sandwich Incentive Program(s) "toolkit" (See):

- a) Commercial/Mixed Use Building Facade Grant Program
- b) Revitalization Grant Program
- c) Commercial Core Feasibility Grant Program
- d) Development Charge Grant Program
- e) Development and Building fees Grant Program
- f) Neighbourhood Residential Rehabilitation Grant Program.

On June 17, 2013 Council also received the Development Review Process for development applications within the Sandwich Heritage Conservation District (HCD) area, and within the Sandwich Community Improvement Plan (CIP) Area (outside of the Sandwich HCD Area) (M264-2013). On April 28, 2014 Council also activated the *Commercial/Mixed Use Building Improvement Loan Program* from the Sandwich Incentive Program(s) “toolkit”.

## **Discussion:**

The City of Windsor has a dual role with respect to the Windsor Essex Community Housing Corporation:

- The Corporation of the City of Windsor is the CMSM for the delivery of housing and homelessness programs in Windsor and Essex County. As Service Manager, the Housing Services department allocates Municipal, Federal, and Provincial subsidies to social and affordable housing providers, including CHC, in accordance with legislation and the guidelines of the Housing Services Act. Housing is funded primarily through the municipal tax base.
- The Corporation of the City of Windsor is also the sole legal and beneficial shareholder of CHC and is required to consent to any proposed development, property disposals, and also consent to the issuance of debt as necessary whether by way of a mortgage, loan or other sector related financing.

As part of the organization’s new affordable housing strategy, CHC is seeking to build affordable housing developments in Windsor and Essex County by utilizing capital funding from Provincial and Federal funding streams to cover the costs of acquiring the land and/or buildings, completing renovations, and/or building new affordable units.

This development received approval for funding through Canada Mortgage and Housing Corporation (CMHC) Rapid Housing Initiative.

On March 24<sup>th</sup>, 2022, Windsor Essex Community Housing Corporation (agent Jay Shanmugam) applied for grants through the Sandwich Town CIP Incentive program for the purpose of developing three (3) two (2) storey, four-unit multiple dwellings located at 3321-3327, 3331-3337, 3341-3347 Bloomfield Road (See Appendix A for location map and existing condition).

The property is located within the Olde Sandwich Towne Community Improvement Plan (Sandwich CIP) area. In keeping with the development review process put in place for all development applications in Sandwich Town the applicant was required to submit a Heritage Permit for Demolition, before a Building Permit can be issued for the new proposal, to ensure that the development is compatible in its surroundings.

One of the general requirements of Section 10.3 q) of the Sandwich CIP requires that approval of any application for the financial incentive program is based on the compatibility of the proposed use with the vision and goals of the CIP, the Sandwich Community Planning Study (CPS), and the Olde Sandwich Towne Supplemental Development and Urban Design Guidelines (Sandwich Urban Design Guidelines) and

any other guidelines applicable to the CIP area. The following identifies how this particular development addresses section 10.3 (q) of the City's Official Plan.

### **Sandwich CIP Urban Design Guidelines**

The Planning and Building Department (Urban Design) reviewed the plans for the proposed improvements (See Appendix 'B') to ensure the design reflects the intent of the Sandwich CIP Urban Design Guidelines.

The proposed design of the new multiple dwelling buildings addresses the vision, goals, and policies identified in the urban design guidelines in the Sandwich Town CIP.

### **Sandwich Incentive Program(s)**

The proposal is located within Target Area 3 of the Sandwich CIP Area and eligible for the following Incentive programs. The eligible costs for each incentive program are based on the costs estimates provided by the applicant, as the project is implemented these costs could fluctuate slightly which could have a minor impact on the eligible costs for each incentive program. The application is consistent with the general program requirements identified in Section 10.3 of the CIP, with the following program specific requirements:

#### **1. *Development and Building fees Grant Program***

The purpose of the program is to provide an additional incentive to augment the other incentive programs and to facilitate and spur adaptive re-use, redevelopment and new construction. The program provides a grant equal to 100% of the fees paid for the eligible types of development applications and building permits. The applicant is required to apply for the following applications, which are eligible under this program. The table below includes the fees for three (3) two (2) storey, four-unit multiple dwellings.

• Site Plan Review Application	+/- \$8,743.09
• Residential Building Permit (\$12,612.60 x 3)	+/- \$37,837.80
• Mechanical Fee (\$1860 x 3)	+/- \$5,580.00
• Temporary Water Service (\$180 x 3)	+/- \$540.00
• Plumbing Fee (\$957 x 3)	+/- \$2,871.00
• Parks Fee (\$3600 x 3)	+/- \$10,800.00
<b>Total:</b>	<b>+/- \$66,371.89</b>

To the extent that these costs are not covered by Federal funding, the grant will be approved.

#### **2. *Revitalization Grant Program***

The purpose of this program is to use the tax increase that can result when a property is rehabilitated, redeveloped or developed to provide assistance in securing the project financing and offset some of the costs associated with the rehabilitation. The program will provide an annual grant equal to 70% of the increase in City property taxes for 10 years after project completion as long as the project results in an increase in assessment and therefore an increase in property taxes.

The confirmed current value assessment of the property located 3321-3327, 3331-3337, 3341-3347 Bloomfield Road is \$3,886,000. The owner currently pays total property taxes of \$135,401.00 (municipal & education portions based on 2021 tax levies). The estimated Post-Project Value of Land and Buildings based on the cost of construction is \$4,866,000. However, some of the proposed costs incurred, although eligible for purposes of the application, may not result in a direct increase in assessment value. In other words, the grant is calculated and paid, not on the post-project value or projections made in this report, but on the actual post-development value, as determined by MPAC after completion.

For illustrative purposes, the table below identifies the 70% of the municipal portion per year (paid over a 10-year period) that the applicant would be eligible for based on the Current Value Assessment and the Estimated Post Project Assessment Value. The estimated post project assessment value of \$4,886,000 was completed by Administration based upon the construction and permit drawings provided by the applicant. However, the actual amount of the new assessment will be dependent upon a full review of the building after completion of renovations as determined by the Municipal Property Assessment Corporation (MPAC).

<b>Estimated Revitalization Grant for 3321-3327, 3331-3337, 3341-3347 Bloomfield Road</b>		
<b>Annual Pre Development Municipal Taxes</b>	<b>Annual Estimate Post Development Municipal Taxes</b>	<b>Annual Estimate Value of Grant (at 70%)</b>
\$ 129,455.72	\$ 162,769.08  Total net change \$33,313.36	\$ 23,319

#### **Assumptions**

Current Property Value Assessment (2021 – Residential)	\$3,886,000
Estimate Total Post Development Assessment	\$4,886,000

The City will retain 30% of the increment, this results in the City collecting \$139,450.08 in annual municipal property taxes, which is \$9,994.36 more than the predevelopment amount of \$129,456. After 10 years, the City will collect the full amount of actual property tax (estimated to be \$162,769.08).



Operational funding is expected to come from subsidies administered through the City's Housing Services department. Council approved in the 2022 operating budget operating funding for CHC for this development as per the requirements of the Rapid Housing Program. To the extent that property taxes are covered through the CIP financial incentive, this will serve to benefit the total housing expenditure requirement in the first 10 years of this development.

### **Risk Analysis:**

The Planning & Building Department received and conducted a review of the building plans to confirm compliance with the Ontario Building Code, the Heritage Permit and applicable law (e.g. zoning by-law and the Ontario Heritage Act). The drawings will continue to be reviewed to ensure that the City's incentives are being used appropriately and the City is receiving good value for the public investment allocated through the Sandwich Incentive Program(s). As a requirement of Section 28 (7.3) of the Planning Act Administration has confirmed that, the Grant amount does not exceed the total cost of the project.

The following grants will not be disbursed until an agreement for the Sandwich Incentive Program have been registered on title between the owner and the City of Windsor and not until all work is completed and inspected by Administration as per the approved drawings and Building Permit:

- *Revitalization Grant Program*
- *Development and Building Fees Grant Program*

There is little risk associated with approval of a tax increment-based grant such as the *Revitalization Grant Program* as the payments commence after the eligible work has been completed and the property reassessed by MPAC, and will only continue if the development remains eligible in accordance with the Sandwich CIP. Should the development fail to meet its requirements under the CIP, grant payments would cease.

### **Climate Change Risks**

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

Additional materials (i.e. brick and lumber) will be required for the construction of the new buildings, which will have an indirect impact on Carbon dioxide emissions (CO2).

The redevelopment of the site contributes to the revitalization of the Sandwich Town Neighbourhood through increasing the density and promoting walking and other alternative modes of transportation, thereby contributing to a complete community. The construction of the new building will utilize modern building methods, which will conform to the Ontario Building Code concerning safety and energy efficiency. New doors and windows are also proposed that will be more energy efficient than what is existing.

Utilizing a property in an existing built-up area of the City also promotes efficiency on the existing infrastructure network by not promoting development on Greenfield land.

### Climate Change Adaptation:

As temperatures increase and when considering the Urban Heat Island effect for the City of Windsor, the property does not appear to be located within a Heat Vulnerability area. However, the redevelopment of the site will utilize modern building methods which will conform to the Ontario Building Code concerning energy efficiency. New doors and windows are also proposed that will be more energy efficient than what is existing.

### Financial Matters:

On February 22, 2021, Council approved the 2021 budget, which included a new reserve fund for all active CIPs in the City. As CIP grant applications are approved, the approved grant amount will be transferred to the capital project account to be kept as committed funds, until the grant is ready to be paid out. The current uncommitted balance of the CIP reserve fund is \$1,198,602.76. However, this balance does not account for other CIP grant requests that are currently being considered by the Development & Heritage Standing Committee/City Council standing committee or have been endorsed by the standing committee and are not yet approved by City Council.

If approved, funds will be transferred from the CIP Reserve Fund 226 to the *Sandwich Community Development Plan Fund* (project 7076176) to disperse the amount of +/- \$67,650.00 for the *Development and Building Fees Grant Program* identified in this report when work is complete.

The *Revitalization Grant* will be based upon the municipal tax increase and will be calculated by the Finance Department when all work is complete.

Eligible Incentive Programs	Grant
<i>Development and Building Fees Grant</i>	<b>+/- \$66,371.89</b>
<i>Note: Development and Building Fees are paid upfront by the applicant and these fees are approximate and can change at the time of Building Permit</i>	
<i>Revitalization Grant</i>	<b>\$233,190.00</b>
<i>*( \$23,319 per year between years 1 to 10)</i>	
<b>Total</b>	<b>\$299,561.89</b>

Except for the *Revitalization Grant*, the owner will be reimbursed through the project *Sandwich Community Development Plan Fund* (project 7076176) when all work is complete. The *Revitalization Grant* is funded through the municipal portion of the annual tax levy.

Recommendation II includes a clause that will give the CFO/City Treasurer the flexibility to adjust the amounts of the grant (to upset amount approved by Council) depending on the amounts received by the applicant from all other levels of government, and

discretion based on potential expanded scope/cost of facade work such as in the matter of windows and restoration of cast iron grills and signage improvement. This will encourage high quality facade improvements/heritage conservation work while ensuring that no amounts will exceed the eligible cost of the project as identified in the Downtown CIP and Section 28 (7.3) of the Ontario Planning Act.

### **Consultations:**

The Planning and Building Department has consulted with the owner and architect of 3321-3327, 3331-3337, 3341-3347 Bloomfield Road through the Sandwich Incentive(s) Program application and Site Plan Review Process.

For the purpose of determining the approximate dollar value of grants Carolyn Nelson, Manager of Property Assessment Taxation & Financial Projects was consulted regarding annual Tax Assessment information and the Estimated Post-Redevelopment Property Value Assessment. Josie Gualtieri, Financial Administrator from Financial Planning was consulted regarding funding through Account 7076176-Sandwich Community Development Plan.

The Development and Building fees Grant was determined through consultation with the Building Division. Given that the property is within an area of High Archeological Potential, the Heritage Planner was consulted regarding the requirements Archeological Assessment Reports that was addressed as part of the Site Plan Review process.

### **Conclusion:**

The proposed residential redevelopment located at 3321-3327, 3331-3337, 3341-3347 Bloomfield Road will provide an opportunity to improve the appearance of the area and create new housing units in the Sandwich CIP area. This development addresses the Sandwich CIP Urban Design Guidelines.

The incentive program application meets all of the eligibility criteria as identified in the Discussion section of this report. There are sufficient funds in the Sandwich Community Development Plan Fund to provide the Development & Building Fees grant amount, which has been applied for by the applicant for this project with the Revitalization Grant portion funded through the municipal portion of the annual tax levy. Administration recommends that the application request by the owner of 3321-3327, 3331-3337, 3341-3347 Bloomfield Road for incentives under the Sandwich Incentive Program be approved.

### **Planning Act Matters:**

N/A

### **Approvals:**

Name	Title
Kevin Alexander	Planner III – Special Projects
Josie Gualtieri	Financial Planning Administrator

Neil Robertson	Manager of Urban Design / Deputy City Planner
John Revell	Chief Building Official
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Janice Guthrie	Deputy Treasurer, Taxation & Financial Projects
Joe Mancina	Commissioner, Corporate Services Chief Financial Officer / City Treasurer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

Name	Address	Email
Jay Shanmugam		jshanmugam@wechc.com

**Appendices:**

Appendix 'A' Location Map

Appendix 'B' Proposed Development



## APPENDIX 'A'

### LOCATION MAP



### LOCATION MAP



SUBJECT PROPERTY : 3321-3327, 3331-3337, 3341-3347 BLOOMFIELD ROAD

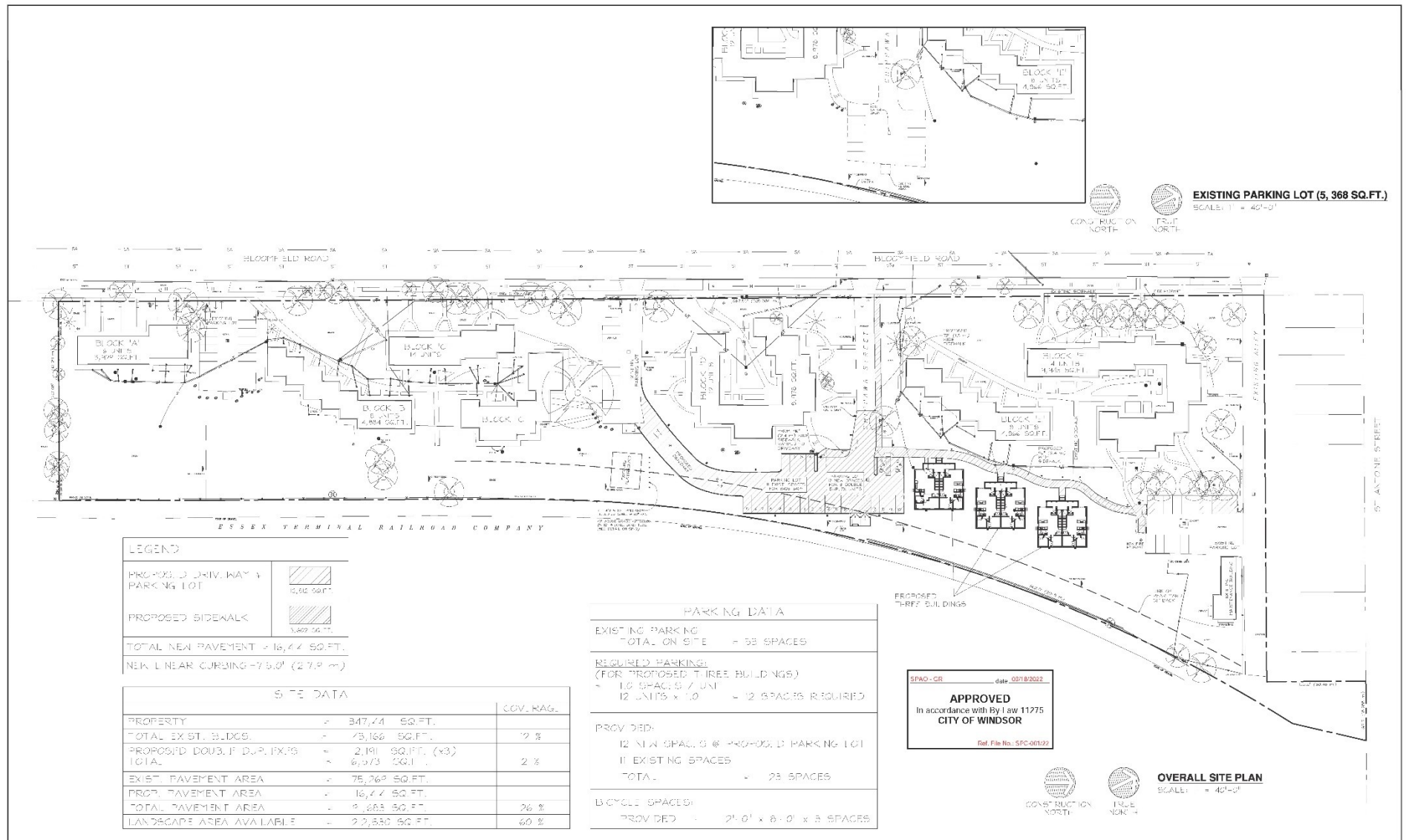



AREA OF DEVELOPMENT



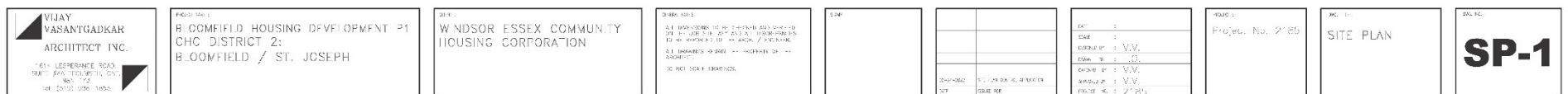


## PROPOSED DEVELOPMENT

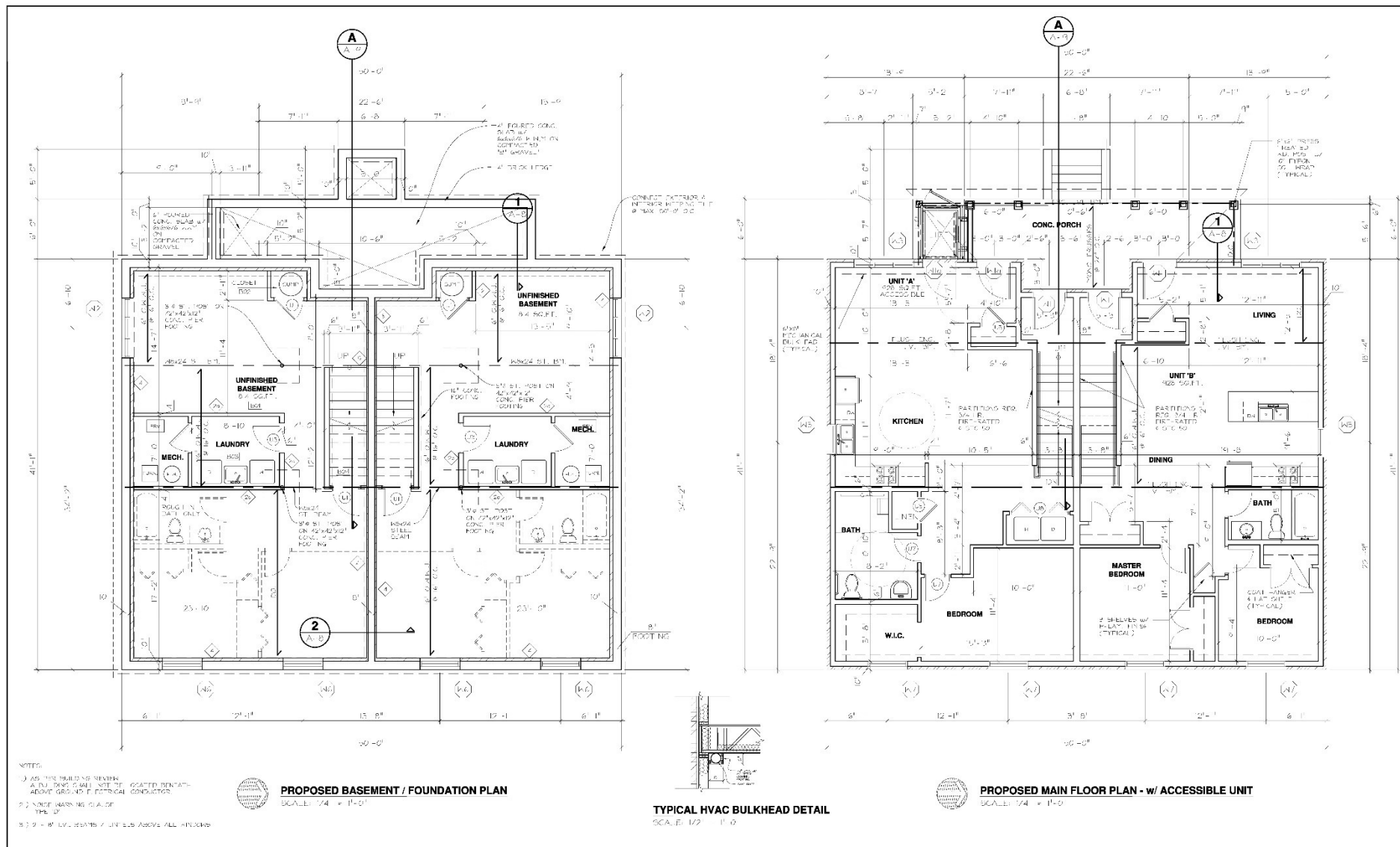




 <p><b>VIJAY VASANTGADKAR</b> <b>ARCHITECT INC.</b></p> <p>10161 - 101ST AVE. #200 SUITE - 200, RICHMOND, BC V6V 1K2 Tel: (604) 260-1058</p>	<p>PROJECT NO. : <b>BLOOMFIELD HOUSING DEVELOPMENT P1 CHC DISTRICT 2: BLOOMFIELD / ST. JOSEPH</b></p>	<p>OWNER : <b>WINDSOR ESSEX COMMUNITY HOUSING CORPORATION</b></p>	<p>DESIGN TITLE S11: BUCHHEIMER TO 44-45-46-47-48-49-50-51-52-53-54-55-56-57-58-59-60-61-62-63-64-65-66-67-68-69-70-71-72-73-74-75-76-77-78-79-80-81-82-83-84-85-86-87-88-89-90-91-92-93-94-95-96-97-98-99-100-101-102-103-104-105-106-107-108-109-110-111-112-113-114-115-116-117-118-119-120-121-122-123-124-125-126-127-128-129-130-131-132-133-134-135-136-137-138-139-140-141-142-143-144-145-146-147-148-149-150-151-152-153-154-155-156-157-158-159-160-161-162-163-164-165-166-167-168-169-170-171-172-173-174-175-176-177-178-179-180-181-182-183-184-185-186-187-188-189-190-191-192-193-194-195-196-197-198-199-200-201-202-203-204-205-206-207-208-209-210-211-212-213-214-215-216-217-218-219-220-221-222-223-224-225-226-227-228-229-230-231-232-233-234-235-236-237-238-239-240-241-242-243-244-245-246-247-248-249-250-251-252-253-254-255-256-257-258-259-260-261-262-263-264-265-266-267-268-269-270-271-272-273-274-275-276-277-278-279-280-281-282-283-284-285-286-287-288-289-290-291-292-293-294-295-296-297-298-299-300-301-302-303-304-305-306-307-308-309-310-311-312-313-314-315-316-317-318-319-320-321-322-323-324-325-326-327-328-329-330-331-332-333-334-335-336-337-338-339-340-341-342-343-344-345-346-347-348-349-350-351-352-353-354-355-356-357-358-359-360-361-362-363-364-365-366-367-368-369-370-371-372-373-374-375-376-377-378-379-380-381-382-383-384-385-386-387-388-389-390-391-392-393-394-395-396-397-398-399-400-401-402-403-404-405-406-407-408-409-410-411-412-413-414-415-416-417-418-419-420-421-422-423-424-425-426-427-428-429-430-431-432-433-434-435-436-437-438-439-440-441-442-443-444-445-446-447-448-449-450-451-452-453-454-455-456-457-458-459-460-461-462-463-464-465-466-467-468-469-470-471-472-473-474-475-476-477-478-479-480-481-482-483-484-485-486-487-488-489-490-491-492-493-494-495-496-497-498-499-500-501-502-503-504-505-506-507-508-509-510-511-512-513-514-515-516-517-518-519-520-521-522-523-524-525-526-527-528-529-530-531-532-533-534-535-536-537-538-539-540-541-542-543-544-545-546-547-548-549-550-551-552-553-554-555-556-557-558-559-560-561-562-563-564-565-566-567-568-569-570-571-572-573-574-575-576-577-578-579-580-581-582-583-584-585-586-587-588-589-590-591-592-593-594-595-596-597-598-599-600-601-602-603-604-605-606-607-608-609-610-611-612-613-614-615-616-617-618-619-620-621-622-623-624-625-626-627-628-629-630-631-632-633-634-635-636-637-638-639-640-641-642-643-644-645-646-647-648-649-650-651-652-653-654-655-656-657-658-659-660-661-662-663-664-665-666-667-668-669-670-671-672-673-674-675-676-677-678-679-680-681-682-683-684-685-686-687-688-689-690-691-692-693-694-695-696-697-698-699-700-701-702-703-704-705-706-707-708-709-710-711-712-713-714-715-716-717-718-719-720-721-722-723-724-725-726-727-728-729-730-731-732-733-734-735-736-737-738-739-740-741-742-743-744-745-746-747-748-749-750-751-752-753-754-755-756-757-758-759-760-761-762-763-764-765-766-767-768-769-770-771-772-773-774-775-776-777-778-779-780-781-782-783-784-785-786-787-788-789-790-791-792-793-794-795-796-797-798-799-800-801-802-803-804-805-806-807-808-809-810-811-812-813-814-815-816-817-818-819-820-821-822-823-824-825-826-827-828-829-830-831-832-833-834-835-836-837-838-839-840-841-842-843-844-845-846-847-848-849-850-851-852-853-854-855-856-857-858-859-860-861-862-863-864-865-866-867-868-869-870-871-872-873-874-875-876-877-878-879-880-881-882-883-884-885-886-887-888-889-890-891-892-893-894-895-896-897-898-899-900-901-902-903-904-905-906-907-908-909-910-911-912-913-914-915-916-917-918-919-920-921-922-923-924-925-926-927-928-929-930-931-932-933-934-935-936-937-938-939-940-941-942-943-944-945-946-947-948-949-950-951-952-953-954-955-956-957-958-959-960-961-962-963-964-965-966-967-968-969-970-971-972-973-974-975-976-977-978-979-980-981-982-983-984-985-986-987-988-989-990-991-992-993-994-995-996-997-998-99</p>
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### PROPOSED DEVELOPMENT

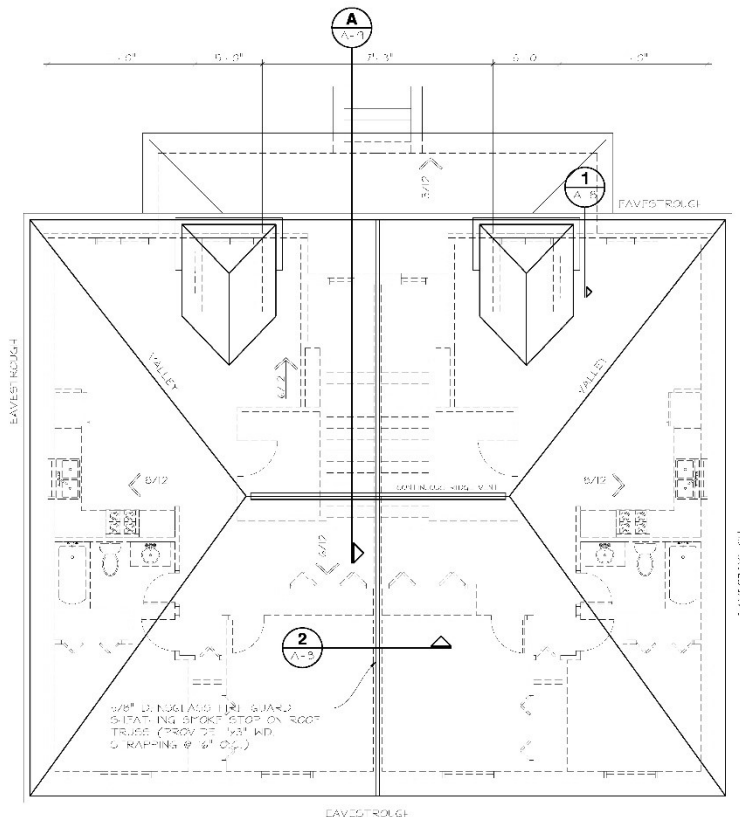


## PROPOSED DEVELOPMENT



 <p><b>VIJAY VASANTGADKAR</b> ARCHITECT INC.</p> <p>101-110 PANDHARAV ROAD, BAM - 400, TELUGU-14, CH, MUM - 400 TEL. (022) 288-1088</p> 	<p>PROJECT NO. : B.COMFIELD HOUSING DEVELOPMENT P1 CHC DISTRICT 2: B.COMFIELD / ST. JOSEPH</p>	<p>OWNER : WINDSOR ESSEX COMMUNITY HOUSING CORPORATION</p>	<p>DATE: 10/12/2012 ALL WORKS SHOWN ON THIS DRAWING SHALL BE IN ACCORDANCE WITH THE CITY OF WINDSOR, ONTARIO, CANADA, AND THE NATIONAL BUILDING CODE OF CANADA, 1995, AS AMENDED TO DATE 10/12/2012. ALL DIMENSIONS SHOWN ARE IN METERS UNLESS OTHERWISE NOTED.</p>	<p>DATE: 10/12/2012</p>	<p>BY: 10/12/2012 ALL WORKS SHOWN ON THIS DRAWING SHALL BE IN ACCORDANCE WITH THE CITY OF WINDSOR, ONTARIO, CANADA, AND THE NATIONAL BUILDING CODE OF CANADA, 1995, AS AMENDED TO DATE 10/12/2012. ALL DIMENSIONS SHOWN ARE IN METERS UNLESS OTHERWISE NOTED.</p>	<p>PROJECT NO. : Preproj. No. 2185</p>	<p>DATE: 10/12/2012 FLOOR PLANS</p>	<p>DATE: 10/12/2012 <b>A-1a</b></p>
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## PROPOSED DEVELOPMENT



**A-2a**

### PROPOSED DEVELOPMENT



## EEDS PRESCRIPTIVE METHOD A.6.1

TOTAL KILLS	3,267 SQ. FT.
TOTAL CLASS	10/ SQ. FT.
N. S. C.	10 %

**VIJAY  
VASANTGADKAR**  
ARCHITECT INC.  
1614 LESTER AVE. RD.,  
DARTMOUTH, ONT.  
L6H 4K2  
Tel: (519) 688-1888

2013-2014	100%
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DATE	ISSUED TO
	A. DETAIL NO. B. LOCATION SHEET C. DETAILED OR

- ALL PERSONS ARE TO BE C. COATED AND
- WORN ON A C. SITE
- ANY AND ALL PERSONS ARE TO BE C. COATED
- TO THE A. C. / L. A. C. / L. A. C. / L. A. C.
- ALL PERSONS ARE TO BE C. COATED
- TO THE A. C. / L. A. C. / L. A. C. / L. A. C.
- DO NOT C. COATED

BLOOMFIELD HOUSING  
DEVELOPMENT P  
CHC DISTRICT 2:  
BLOOMFIELD /  
ST. JOSEPH

WINDSOR ESSEX  
COMMUNITY  
HOUSING  
CORPORATION

## STRATEGIC ELEVATIONS

100

FIGURE NUMBER	2186
SCALE	
BY :	

DRAWN BY	F.O.
C-CHECKED BY	V.V.

## A-3a

SPAC - GR \_\_\_\_\_ date 03/18/2020

**APPROVED**

In accordance with By-Law 112/

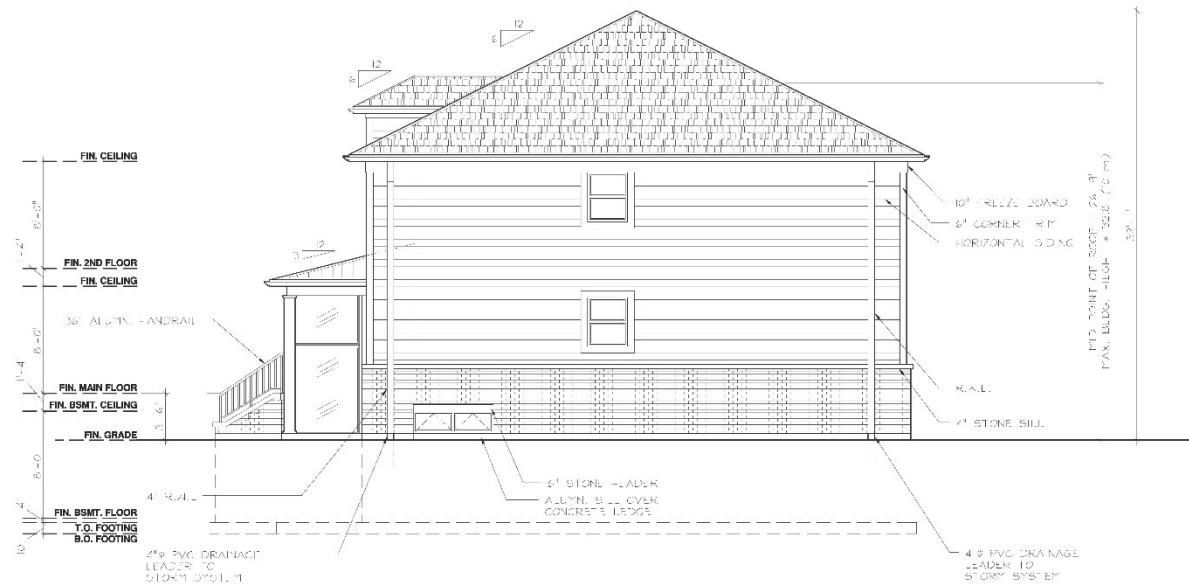
**CITY OF WINDSOR**

Dist. File No. - SPAC/00



# APPENDIX 'B'

## PROPOSED DEVELOPMENT



**PROPOSED SOUTH ELEVATION**  
SCALE: 1/4" = 1'-0"

VIJAY  
VASANTGADKAR  
ARCHITECT INC.  
1614 LESBRIDGE RD.  
UNIT #200 WINDSOR, ONT  
L9A 1Y2  
TEL: (519) 839-1955

DATE: 05-03-2022  
BY: VJG  
A. DETAIL NO.  
B. LOCATION SHEET  
C. DETAIL ON

ALL DIMENSIONS TO FACE UNLESS NOTED OTHERWISE  
ALL FINISHES TO BE ACCORDING TO 2020 CPD  
ALL MATERIALS TO BE USED TO BE APPROVED  
ALL WORK TO BE DONE IN ACCORDANCE WITH THE  
CITY OF WINDSOR STANDARDS

PROJECT NO: 2018-00000  
BLOOMFIELD HOUSING  
DEVELOPMENT P-1  
CHC DISTRICT 2:  
BLOOMFIELD /  
ST. JOSEPH

CLIENT:  
WINDSOR ESSEX  
COMMUNITY  
HOUSING  
CORPORATION

WORK:  
ELEVATIONS

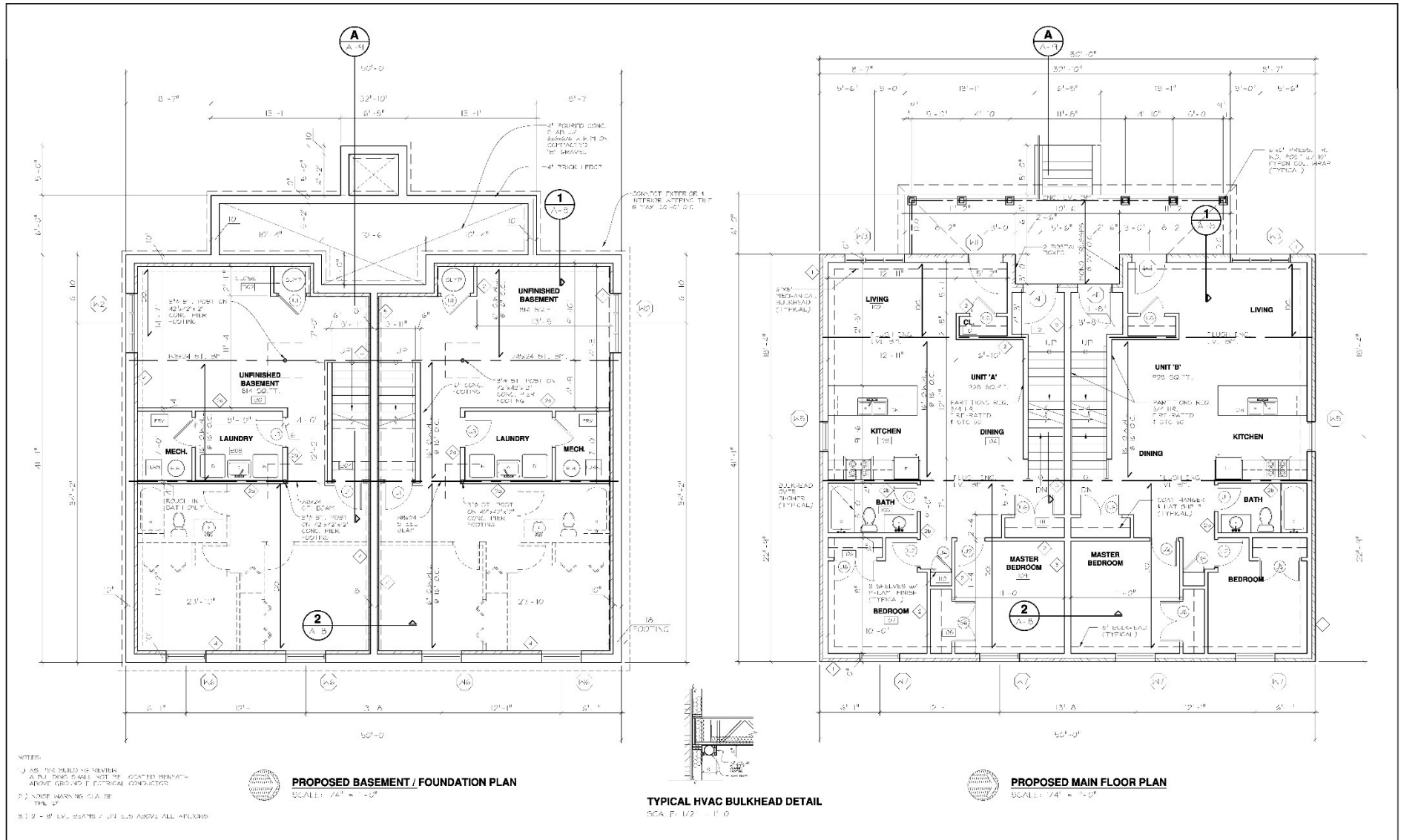
1. CHECKED  
2. DATE:  
3. SCALE:  
4. DATE:  
5. DRAWN BY:  
6. CHECKED BY:  
7. DATE:

**A-4a**

SPAD: GR  
date: 06/18/2022  
**APPROVED**  
In accordance with By-Law 11275  
CITY OF WINDSOR  
Sd. File No.: SPC 00122

# APPENDIX 'B'

## PROPOSED DEVELOPMENT



**VIJAY VASANTGADKAR ARCHITECT INC.**  
1111 PETERSON ROAD  
SUITE 100, BILLYMORA, ONT.  
M1H 1T1  
TEL: (416) 888-1885

**PROJECT:**  
BLOOMFIELD HOUSING DEVELOPMENT P1  
CHIC DISTRICT 2;  
BLOOMFIELD / ST. JOSEPH

**CLIENT:**  
WINDSOR ESSEX COMMUNITY  
HOUSING CORPORATION

**DESIGN NOTES:**  
ALL WORK SHOWN TO BE IN ACCORDANCE WITH THE  
2011 CANADIAN NATIONAL BUILDING CODE / 2011  
ALL UNFINISHED AREAS TO BE FINISHED BY THE  
OWNER.

**DATE:**

**REVISIONS:**

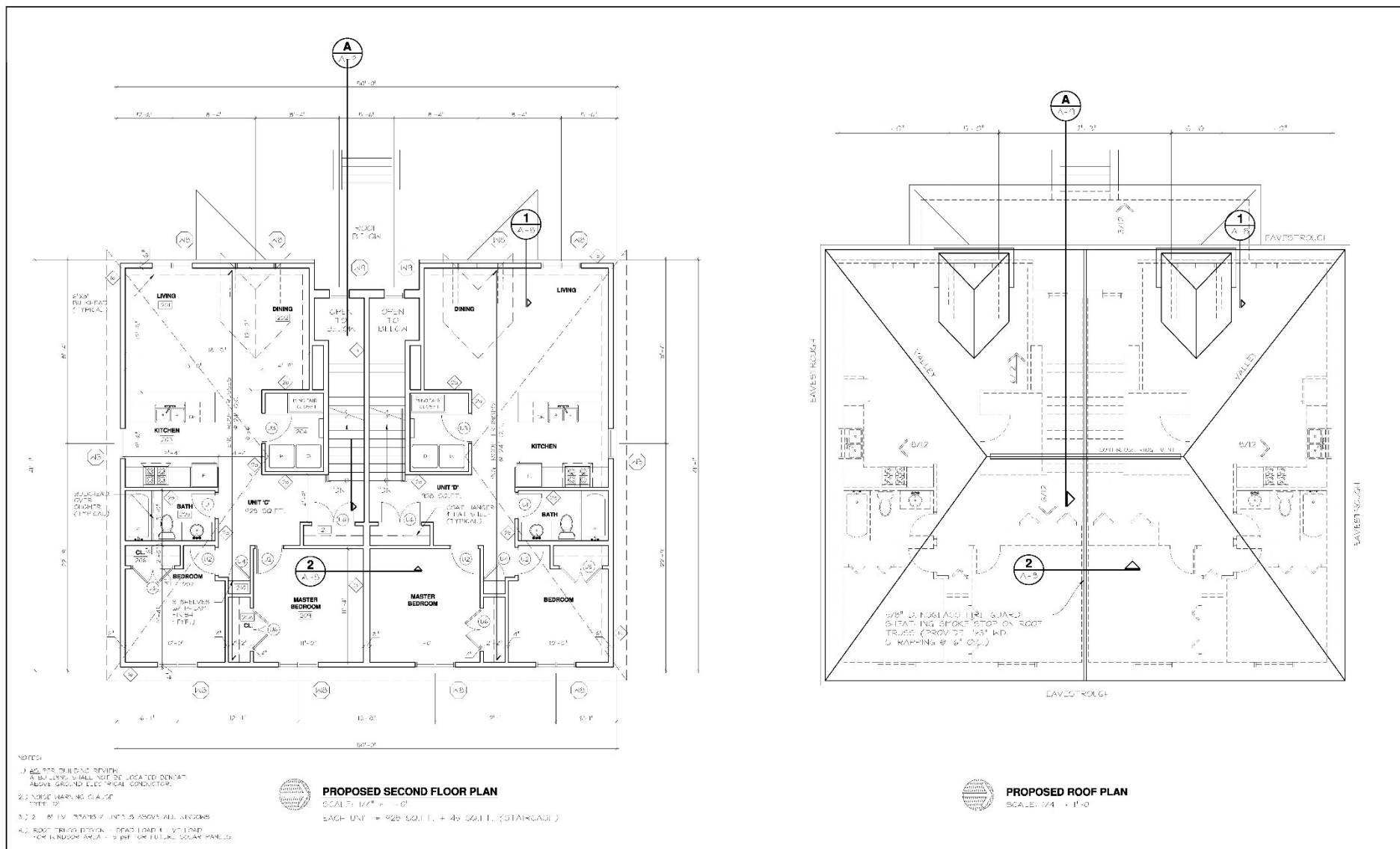
**REVISIONS:**

**PROJECT NO. 2125**

**FLOOR PLANS**

**A-1b**

## PROPOSED DEVELOPMENT

[illegible]

## PROPOSED DEVELOPMENT



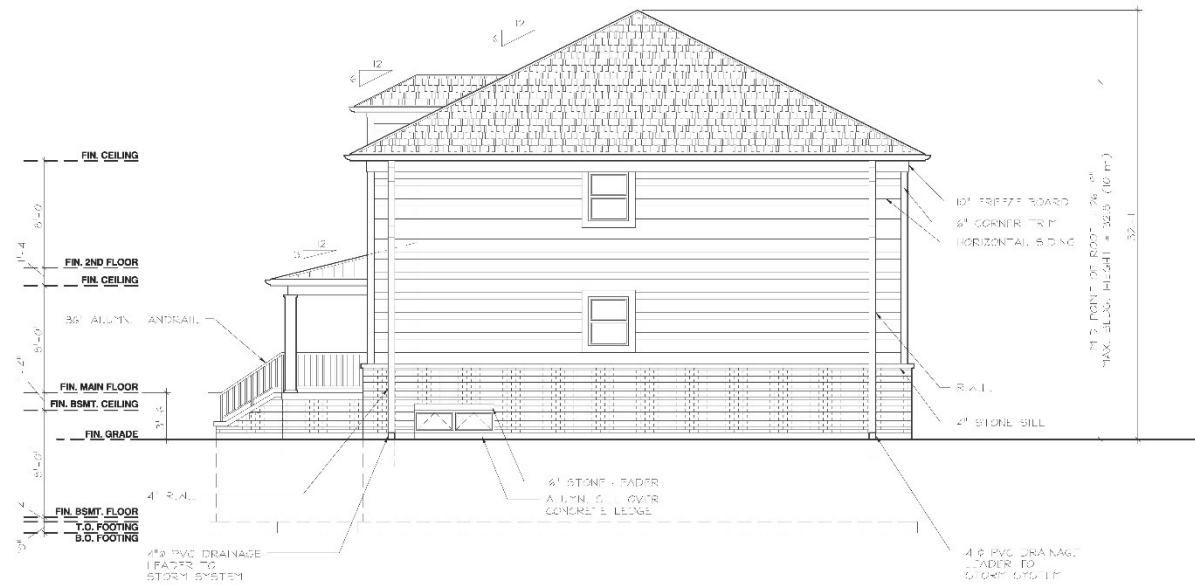
TOTAL WALLS	3,967 SQ. FT.
TOTAL CLASS	104 SQ. FT.
W. S. & C.	10%

PROJECT NUMBER	2185
SCALE	
DATE	
DRAWN BY	F.O.
CHECKED BY	V.V.
EXAMINED BY	

**A-3b**

# APPENDIX 'B'

## PROPOSED REDEVELOPMENT



**PROPOSED SOUTH ELEVATION**  
SCALE: 1/4" = 1'-0"

**VIJAY VASANTGADKAR**  
ARCHITECT INC.

1614 LESPERANCE RD.  
UNIT #200, WINDSOR, ONT.  
N9B 1Y2  
TEL: (519) 888-1855

DATE: 08/18/2022  
BY: [Signature]

A. DETAIL NO.  
B. LOCATION SHEET  
C. DETAIL OR

ALL DIMENSIONS TO FACE UNLESS NOTED OTHERWISE.  
ALL WORK SHALL BE IN ACCORDANCE WITH THE CITY OF WINDSOR BY-LAW 112/5.  
ALL DIMENSIONS SHALL BE IN METERS.  
DO NOT SCALE DRAWING.

BLOOMFIELD HOUSING DEVELOPMENT PHASE 2: BLOOMFIELD / ST. JOSEPH

WINDSOR ESSEX COMMUNITY HOUSING CORPORATION

ELEVATIONS

PROJECT: MAY 2022  
SCALE: 1/4" = 1'-0"  
DRAWN BY: T.O.  
CHECKED BY: V.V.

**A-4b**

SP40 - GRH  
date: 08/18/2022

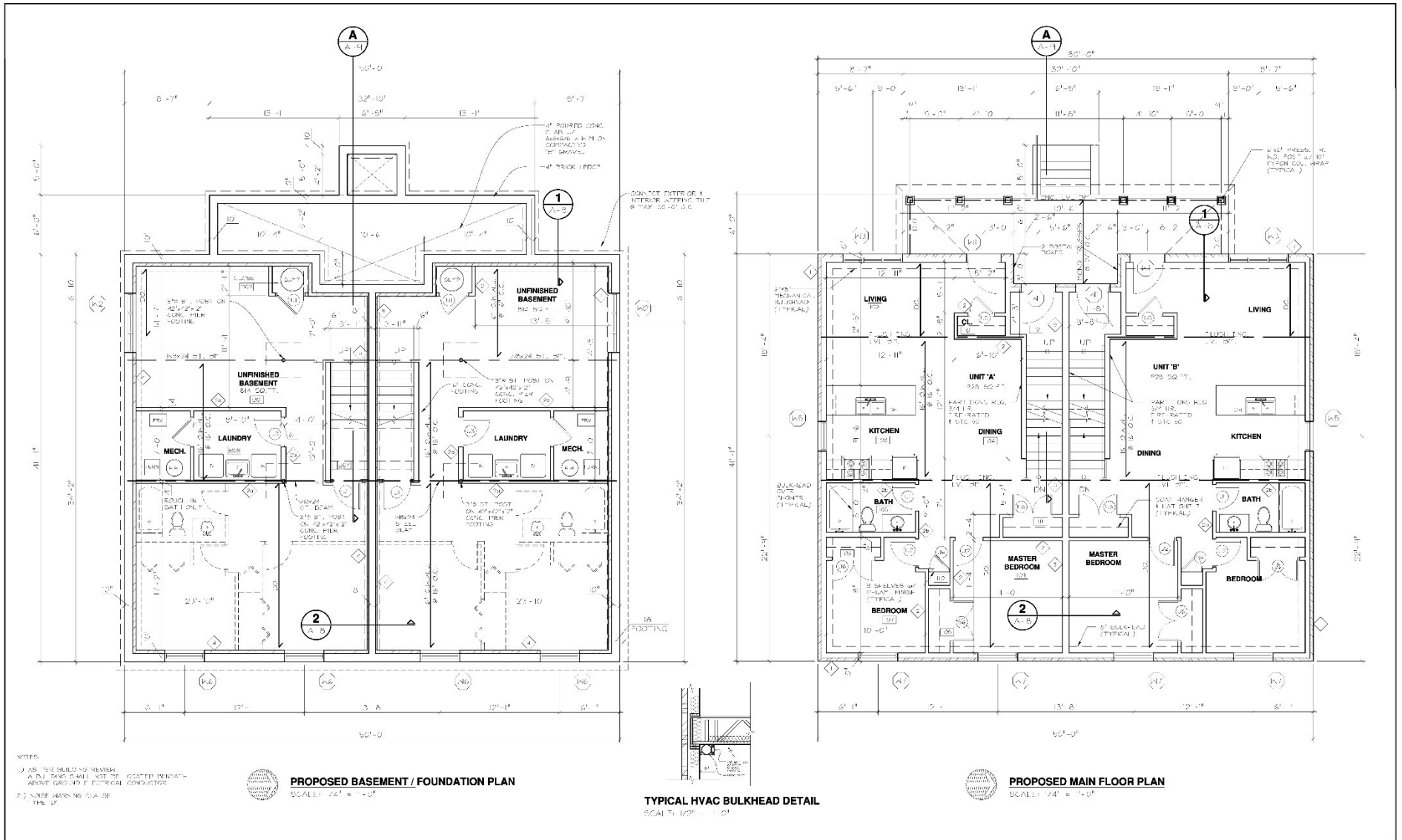
**APPROVED**  
In accordance with By-Law 112/5  
CITY OF WINDSOR

REF: H/W No. SPC-001022



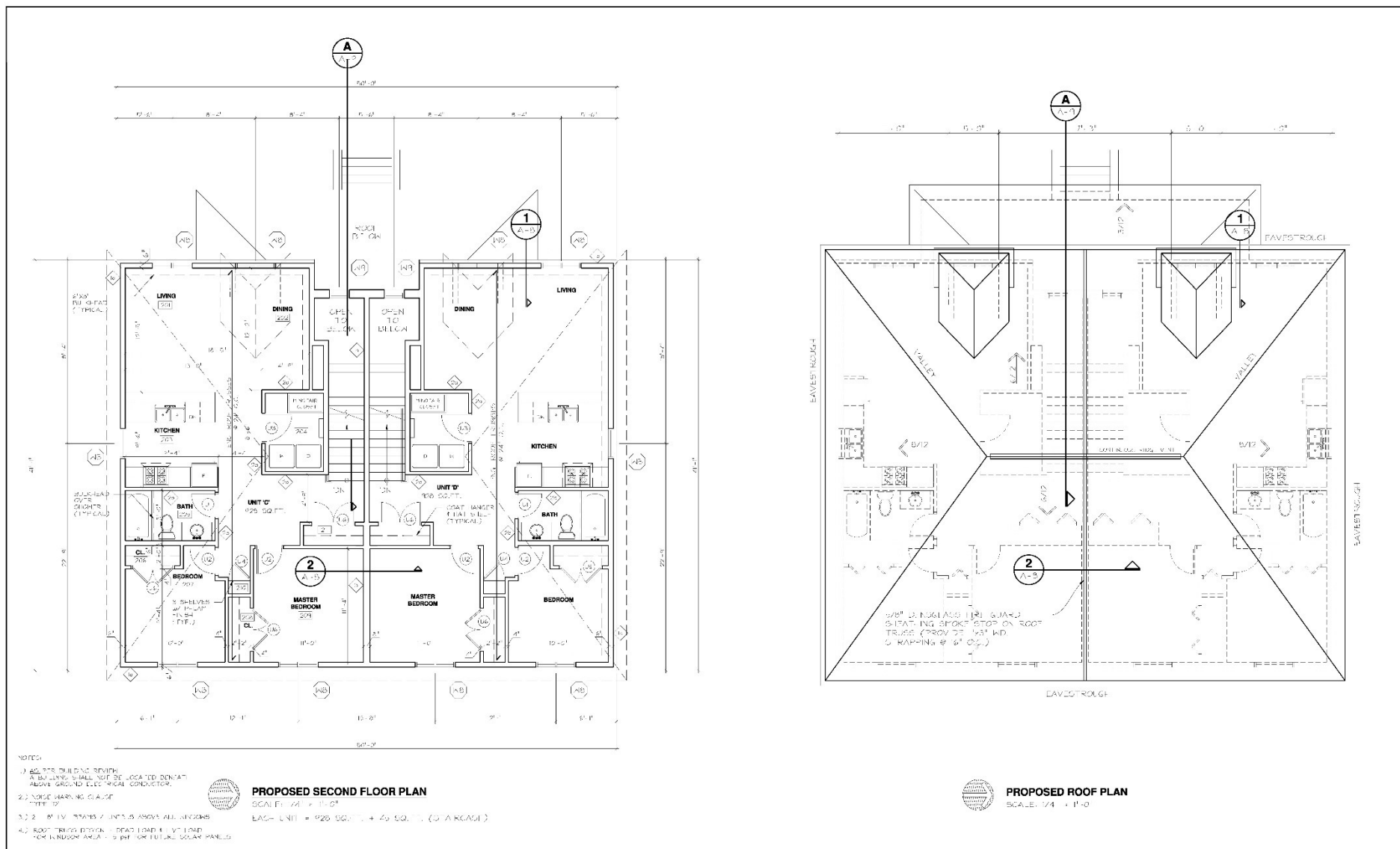
# APPENDIX 'B'

## PROPOSED DEVELOPMENT



<b>VIJAY VASANTGADKAR ARCHITECT INC.</b> 1011 SPRINGFIELD ROAD SUITE 100, BLOOMFIELD, CT 06106 TEL: (203) 886-1885	<b>PROJECT:</b> BLOOMFIELD HOUSING DEVELOPMENT PHASE 2 CHC DISTRICT 2: BLOOMFIELD / ST. JOSEPH	<b>CLIENT:</b> WINDSOR ESSEX COMMUNITY HOUSING CORPORATION	<b>DESIGNER:</b> ALL WORKING DRAWINGS SHALL BE CHECKED AND APPROVED BY THE ARCHITECT AND ALL DIMENSIONS SHALL BE GIVEN IN FEET AND INCHES.	<b>DATE:</b> 09/24/2022	<b>BY:</b> SCALE: 1/4" = 1'-0" DRAWN BY: V.V. CHECKED BY: V.V. APPROVED BY: V.V. PROJECT NO: 2025	<b>PROJECT:</b> Project No: 2025	<b>FLOOR PLANS</b>	<b>A-1c</b>
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## PROPOSED DEVELOPMENT

[illegible]

# APPENDIX 'B'

## PROPOSED DEVELOPMENT



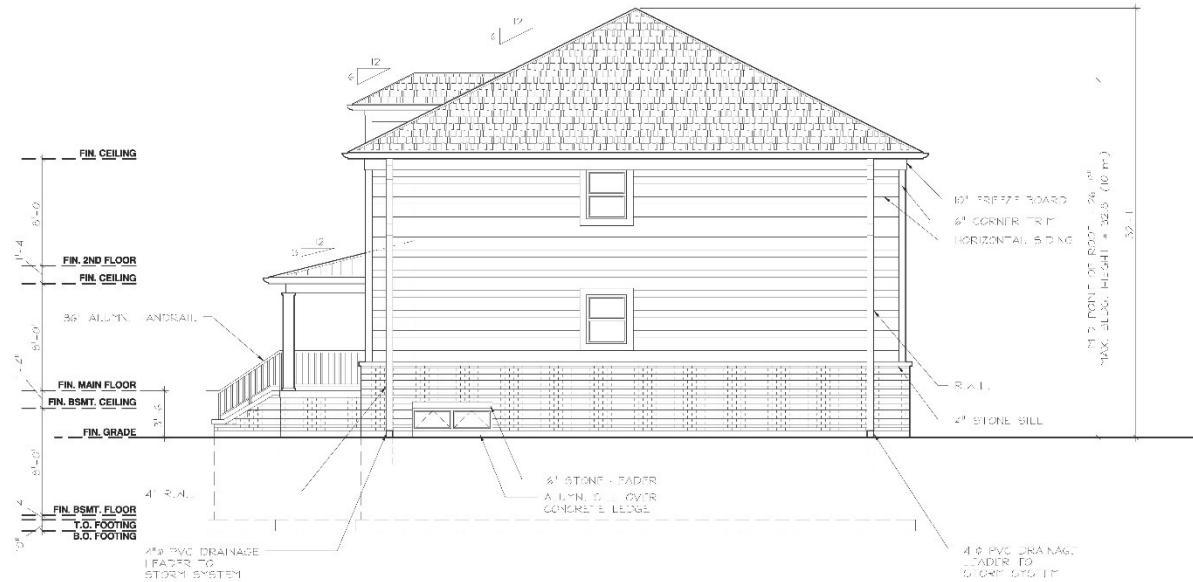
### EEDS PRESCRIPTIVE METHOD A.6.1

TOTAL WALLS	3,362 SQ. FT.
TOTAL GLASS	104 SQ. FT.
W. S. E. C.	19 %

SFAD - CR	date: 03/16/2022
<b>APPROVED</b> In accordance with By Law 11275 CITY OF WINDSOR	
Ref. File No.: SPC-001027	

<b>VIJAY VASANTGADKAR</b> ARCHITECT INC. 1614 LESPERANCE RD. UNIT #200, WINDSOR, ONT. N6A 1Y2 TEL: (519) 888-1844	
(SHEET NO.) 2185	(PROJECT NO.) 2185
(SCALE) 1/4" = 1'-0"	(DATE) 03/16/2022
BLOOMFIELD HOUSING DEVELOPMENT P1 CHC DISTRICT 2: BLOOMFIELD / ST. JOSEPH	
WINDSOR ESSEX COMMUNITY HOUSING CORPORATION	
ELEVATIONS	
1/16/21 2185	
SCALE:	
1/4" = 1'-0"	
1/4" = 1'-0"	
<b>A-3c</b>	

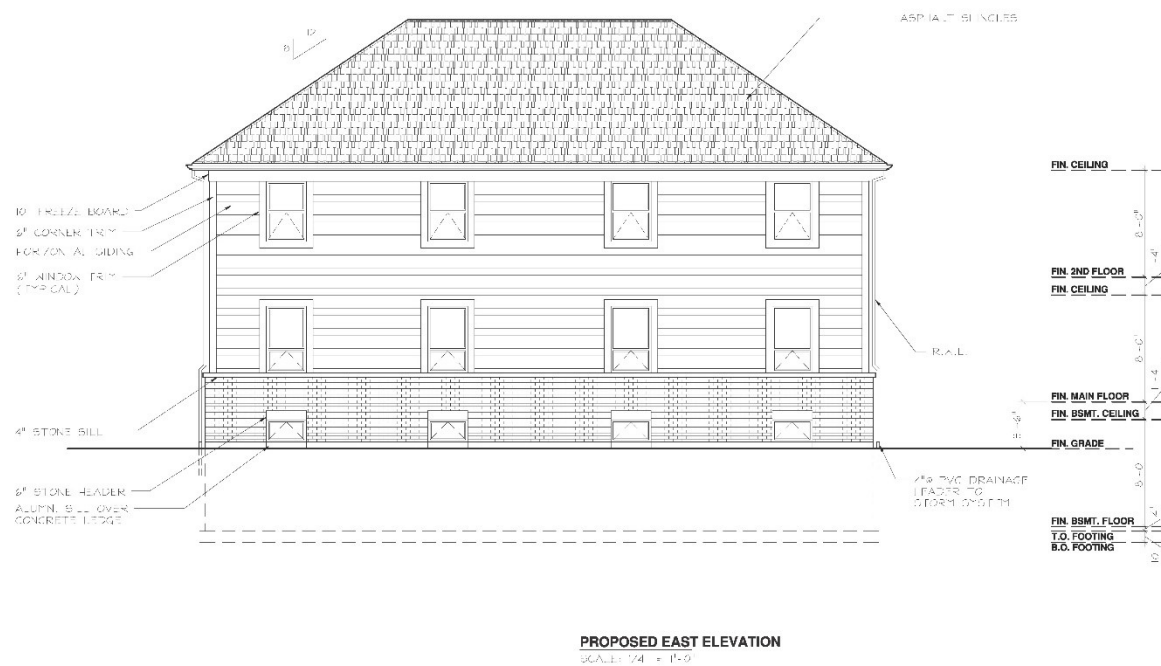
## PROPOSED DEVELOPMENT



**PROPOSED SOUTH ELEVATION**  
SCALE: 1/4" = 1'-0"

<b>VJAY VASANTGADKAR ARCHITECT INC.</b> 1014 LES BRANCE RD., SUITE 800, BURNABY, BC V5C 1Y2 TEL: 604-669-1866	
<div style="display: flex; justify-content: space-between;"> <div>           PROJECT NO.:            SHEET NO.:            DATE:         </div> <div>           DRAWN BY:            CHECKED BY:         </div> </div>	
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<div style="display: flex; justify-content: space-between;"> <div>           PROJECT NAME:            LOCATION:         </div> <div>           CLIENT:         </div> </div>	

### PROPOSED DEVELOPMENT



**VIJAY  
VASANTGADKAR**  
ARCHITECT INC.  
1614 LESPERANCE RD.,  
JAY GYM Wing, 2ND,  
Apt. 102  
Tel: (416) 666-1888

DATE	REVISION
	A. DETAIL NO. B. LOCATION SHEET C. DETAILED ON

- ALL DIMENSIONS TO BE CHECKED AND VERIFIED ON THE JOB SITE
- ANY AND ALL DISCREPANCIES TO BE REPORTED TO THE ARCHT. / ENGINEER
- ALL DIMENSIONS REMAIN THE PROPERTY OF THE ARCHT. ENGINEER
- DO NOT SCALE DIMENSIONS

BLOOMFIELD HOUSING  
DEVELOPMENT P  
CHC DISTRICT 2:  
BLOOMFIELD /  
ST. JOSEPH

WINDSOR ESSEX  
COMMUNITY  
HOUSING  
CORPORATION

## ELEVATIONS

PROJECT NUMBER	2188
SCALE	
IN :	
DRAWN BY	F.O.
C-CHECKED BY	V.V.

SPAC - GR \_\_\_\_\_ date 03/16/2022

**APPROVED**  
In accordance with By-Law 11275  
**CITY OF WINDSOR**

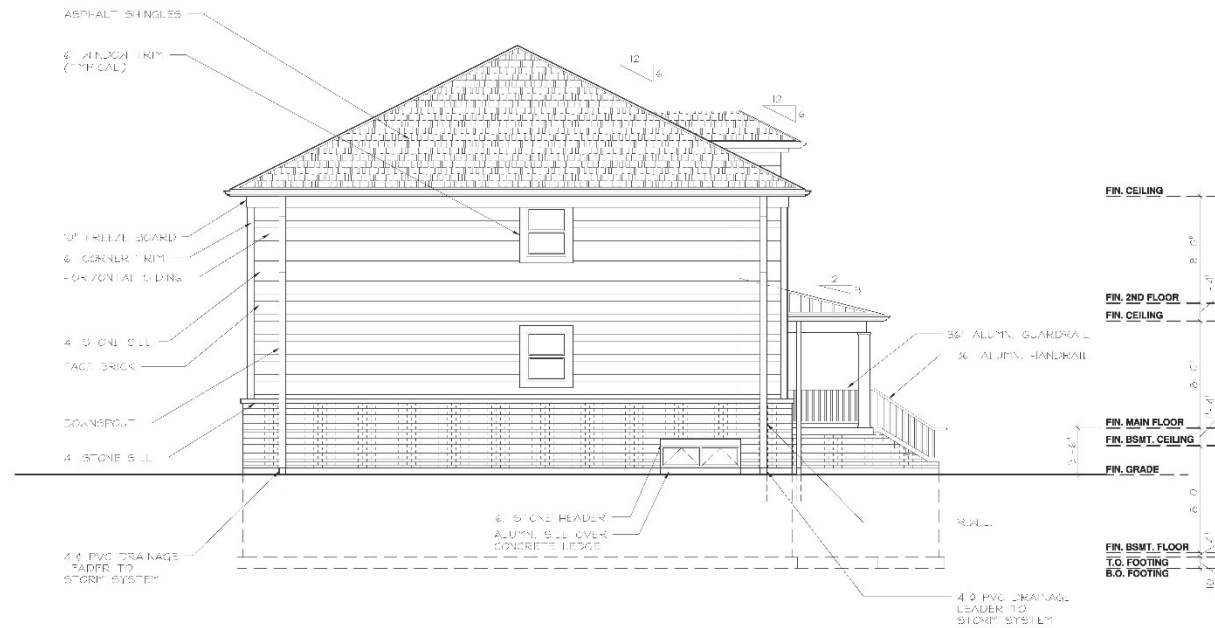
Ref. File No.: SPC-001/22

A-5



# APPENDIX 'B'

## PROPOSED DEVELOPMENT



**PROPOSED NORTH ELEVATION**  
SCALE: 1/4" = 1'-0"

SPAD - GR: \_\_\_\_\_ date: 09/18/2022

**APPROVED**  
In accordance with By Law 11275  
CITY OF WINDSOR

Ref. File No.: SPC 001022

**VIJAY VASANTGADKAR**  
ARCHITECT INC.

1414 LES BRANCE RD.  
UNIT 205 WINDSOR, ONT  
N9B 1Y2  
TEL: 519.836.1848

DATE	REVISION

PROJECT NO.: 210000  
BLOOMFIELD HOUSING DEVELOPMENT P1  
CHC DISTRICT 2:  
BLOOMFIELD / ST. JOSEPH

CLIENT:  
WINDSOR ESSEX COMMUNITY HOUSING CORPORATION

DATE: 21/09/2022  
SCALE: 1/4" = 1'-0"  
DRAWN BY: V.V.  
CHECKED BY: V.V.

**A-6**

## PROPOSED DEVELOPMENT

SCALE:  $\forall \delta^3 = 1 - C$ SCALE:  $B/6^4 = 1-C$ Reg. File No.: SPC-001





Committee Matters: SCM 230/2022

**Subject: Closure n/s alley between Gratiot St and Nichols St, together with pt of w half of e/w alley between said alley and Second St**

Moved by: Councillor Morrison

Seconded by: Councillor Sleiman

Decision Number: **DHSC 415**

- I. THAT the 4.6 metre wide north/south alley located between Gratiot Street and Nichols Street, and shown on Drawing No. CC-1795 *attached* hereto as Appendix "A", **BE ASSUMED** for subsequent closure;
- II. THAT the 19.8 metre portion of the 4.6 metre wide east/west alley located on the east side of the said north/south alley, and shown on Drawing No. CC-1795 *attached* hereto as Appendix "A", **BE ASSUMED** for subsequent closure;
- III. THAT the 4.6 metre wide north/south alley located between Gratiot Street and Nichols Street, and shown on Drawing No. CC-1795 *attached* hereto as Appendix "A", **BE CLOSED**;
- IV. THAT the 19.8 metre portion of the 4.6 metre wide east/west alley located on the east side of the said north/south alley, and shown on Drawing No. CC-1795 *attached* hereto as Appendix "A", **BE CLOSED**;
- V. THAT the 4.6 metre wide north/south alley located between Gratiot Street and Nichols Street, and shown on Drawing No. CC-1795 *attached* hereto as Appendix "A", **BE CONVEYED** to the abutting property owner at 5321 Malden Road 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 infrastructure; and
    - EnWin to accommodate existing distribution pole and down guy wire.
- VI. THAT the 19.8 metre portion of the 4.6 metre wide east/west alley located on the east side of the said north/south alley, and shown on Drawing No. CC-1795 *attached* hereto as Appendix "A", **BE CONVEYED** to the abutting property owner at 0 Gratiot Street (Roll No. 080-790-07800) 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 infrastructure.

VII. THAT Conveyance Cost **BE SET** as follows:

- a. For alley conveyed to abutting lands zoned DRD1.1: \$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.
- 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.

VIII. THAT The City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1795, *attached* hereto as Appendix "A".

IX. THAT The City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).

X. 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.

XI. THAT the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003.Carried.

Report Number: S 80/2022

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 August 2, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7350>



**Subject: Closure of the north/south alley between Gratiot Street and Nichols Street, together with part of the westerly half of the east/west alley between the said alley and Second Street (Ward 1)**

**Applicant/Owner: Mary Lange**

**File No.: SAA-6511**

**Ward: 1**

**Reference:**

Date to Council: August 2, 2022

Author: Brian Nagata

Planner II - Development Review

(519) 255-6543 ext. 6181

Planning & Building Services

Report Date: June 16, 2022

Clerk's File #: SAA2022

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

**Recommendation:**

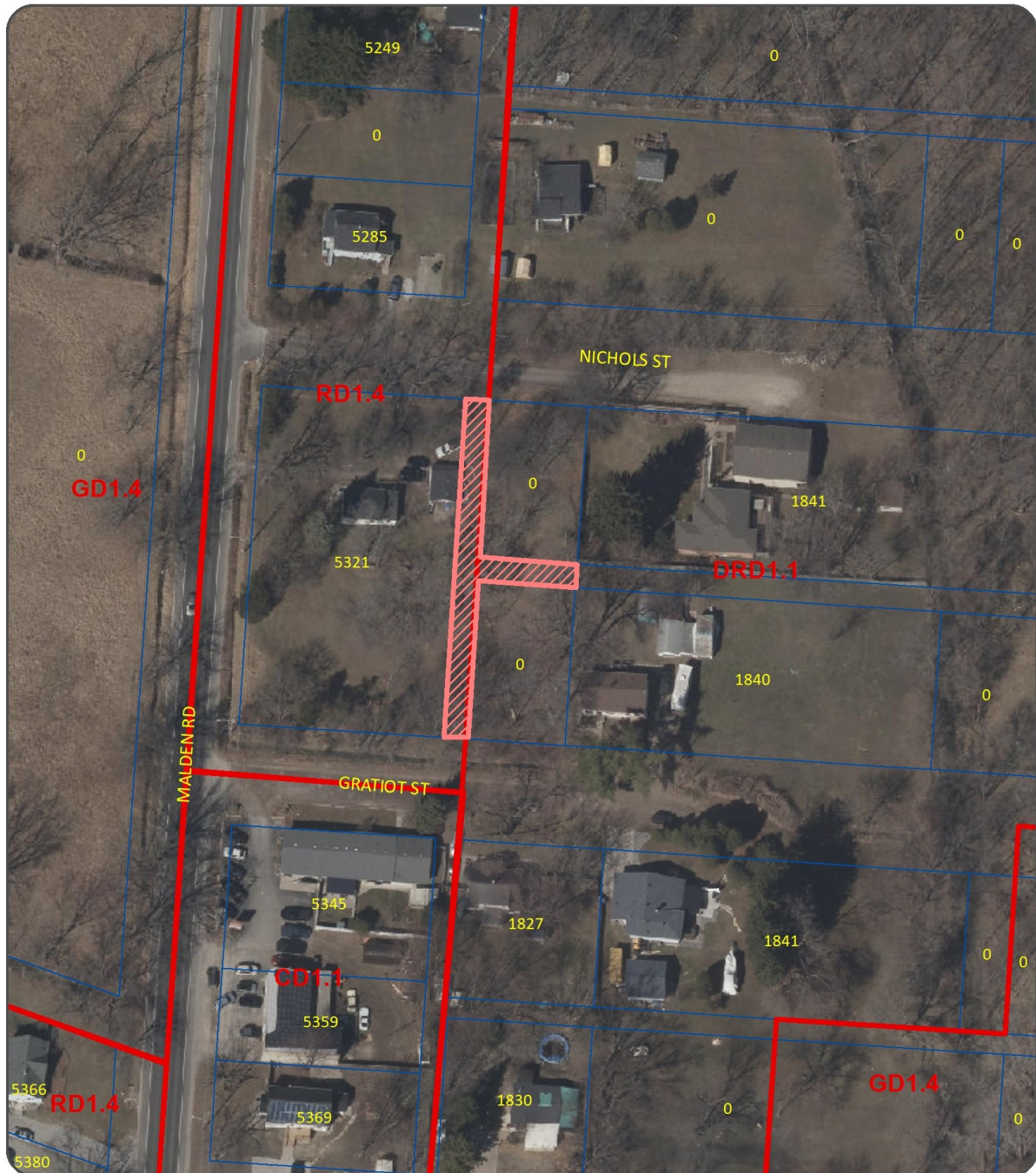
- I. THAT the 4.6 metre wide north/south alley located between Gratiot Street and Nichols Street, and shown on Drawing No. CC-1795 **attached** hereto as **Appendix "A", BE ASSUMED** for subsequent closure;
- II. THAT the 19.8 metre portion of the 4.6 metre wide east/west alley located on the east side of the said north/south alley, and shown on Drawing No. CC-1795 **attached** hereto as **Appendix "A", BE ASSUMED** for subsequent closure;
- III. THAT the 4.6 metre wide north/south alley located between Gratiot Street and Nichols Street, and shown on Drawing No. CC-1795 **attached** hereto as **Appendix "A", BE CLOSED**;
- IV. THAT the 19.8 metre portion of the 4.6 metre wide east/west alley located on the east side of the said north/south alley, and shown on Drawing No. CC-1795 **attached** hereto as **Appendix "A", BE CLOSED**;
- V. THAT the 4.6 metre wide north/south alley located between Gratiot Street and Nichols Street, and shown on Drawing No. CC-1795 **attached** hereto as **Appendix "A", BE CONVEYED** to the abutting property owner at 5321 Malden Road 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 infrastructure; and
  - EnWin to accommodate existing distribution pole and down guy wire.
- VI. THAT the 19.8 metre portion of the 4.6 metre wide east/west alley located on the east side of the said north/south alley, and shown on Drawing No. CC-1795 **attached** hereto as **Appendix "A"**, **BE CONVEYED** to the abutting property owner at 0 Gratiot Street (Roll No. 080-790-07800) 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 infrastructure.
- VII. THAT Conveyance Cost **BE SET** as follows:
- a. For alley conveyed to abutting lands zoned DRD1.1: \$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.
- 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.
- VIII. THAT The City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1795, **attached** hereto as **Appendix "A"**.
- IX. THAT The City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).
- X. 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

Figure 1: Key Map



## STREET & ALLEY CLOSING (SAA/6511)

1:1,000

APPLICANT : MARY LANGE

 SUBJECT LANDS

PLANNING DEPARTMENT - DEVELOPMENT DIVISION

DATE: JULY, 2021



## Background:

The applicant, Mary Lange, owner of the properties known municipally as 0 Gratiot Street (Roll No. 080-790-07800), 0 Nichols Street (Roll No. 080-790-07600) and 5321 Malden Road applied to close the 4.6 metre wide north/south alley located between Gratiot Street and Nichols Street, together with part of the westerly half of the east/west alley between the said alley and Second Street, and shown on Drawing No. CC-1795 **attached** hereto as **Appendix “A”**, and shown on the aerial photo **attached** hereto as **Appendix “B”**.

The subject alleys (the alley) are unmaintained and composed of a mixture of vegetation in a natural state. The vegetation, which also encompasses the aforesaid properties, **may provide habitat for species at risk** as defined under the *Endangered Species Act, 2007*, S. O. c.6 (the Act) (See Site Photos **attached** hereto as **Appendix “D”**). This subsequently **may require a permit** or other **authorization** from the Ministry of the Environment, Conservation and Parks (MECP), **prior to** a party conducting an activity on the said lands that could impact an endangered or threatened plant or animal or its habitat (e.g. construction, demolition, excavation, grading, grass cutting, recreation, removal of vegetation, etc.). The party who is to conduct such activity is **solely responsible** to obtain any **required permit** or **authorization** from the MECP, and **comply** with the provisions of **the Act**. **Consultation** by the party with the MECP **prior to** undertaking an activity is **strongly advised** (SAROntario@ontario.ca). Additional information can be found at the following MECP webpage:

Development and infrastructure projects and endangered or threatened species.

The applicant wishes to close the alley for the purpose of consolidating the aforesaid properties into one parcel to be listed for sale. The applicant acquired the properties through inheritance and does not have any use for them. The alley closure will allow for the sale of the inherited properties as one parcel versus three separate parcels, thus making for a less cumbersome sale process.

## Discussion:

The decision to recommend closure of an alley is derived from the City's *Classification of Alleys and Suitability for Closure* guideline document (the document), **attached** hereto as **Appendix “E”**. The document details four classifications of alleys based on their usefulness, and provides corresponding criteria for determining suitability for closure.

## **Classification of Public Right-of-Ways**

The initial step is to determine if the alley is indispensable. This is achieved through the evaluation of the following criteria set forth in Section 1 of the document.

### **Alley:**

1. *Does the alley serve commercial properties?*
  - a. The alley does not serve any commercial properties.
2. *Does the alley serve properties fronting on heavily traveled streets i.e. major arterial routes?*
  - a. The alley does not serve properties fronting on heavily travelled streets.
3. *Does the 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. The alley does not contain any fire department connections.

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.

### **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 DRD1.1 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.

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”**.

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 and part of the east/west alley shown on attached Appendix “A”.

The closed alleys are to be conveyed to the abutting property owners, as in Recommendations V & VI of this report.

**Planning Act Matters:** N/A

## **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	Chief Administration Officer

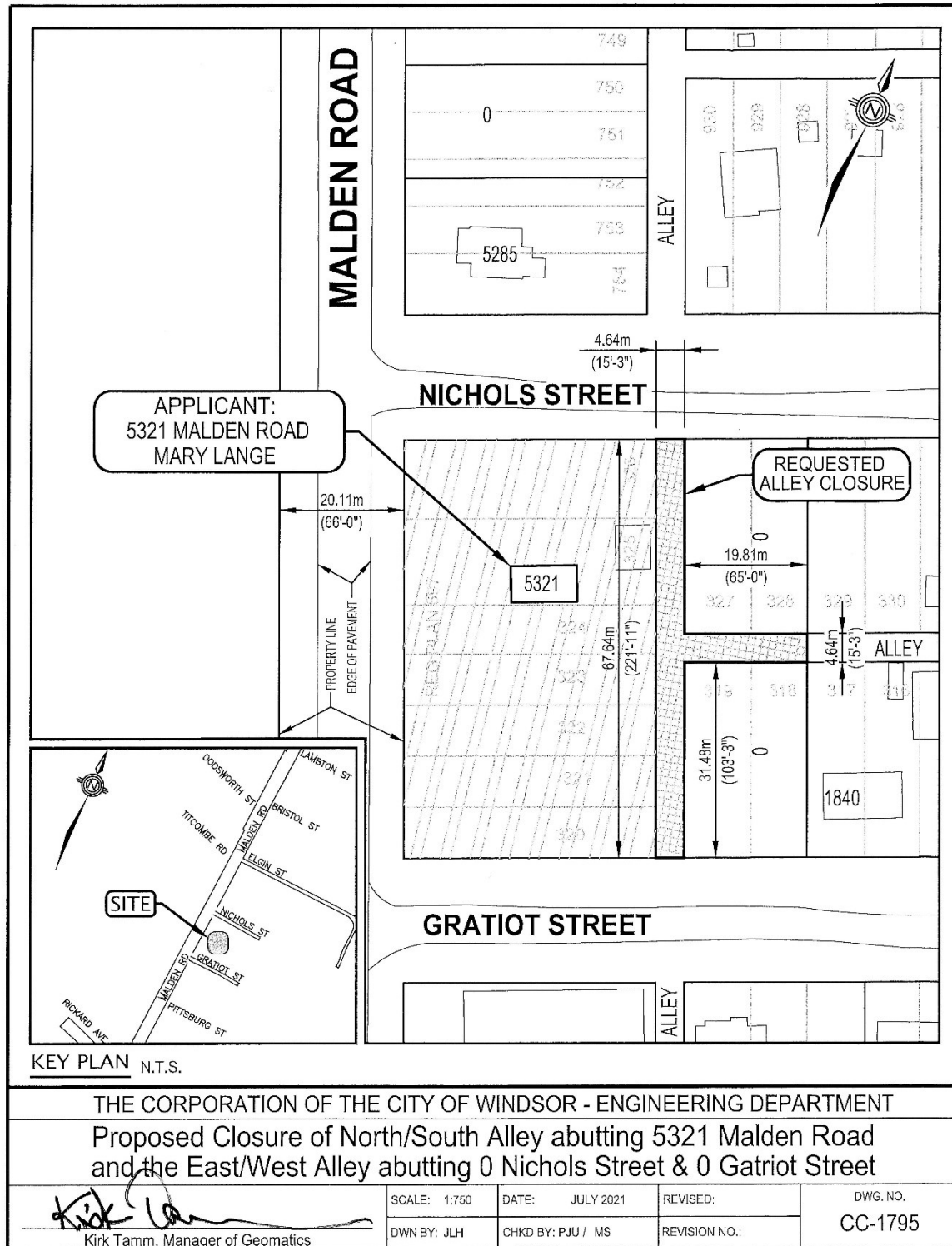
**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Councillor Fred Francis	350 City Hall Square West, Suite 220 Windsor, ON N9A 6S1	ffrancis@citywindsor.ca

**Appendices:**

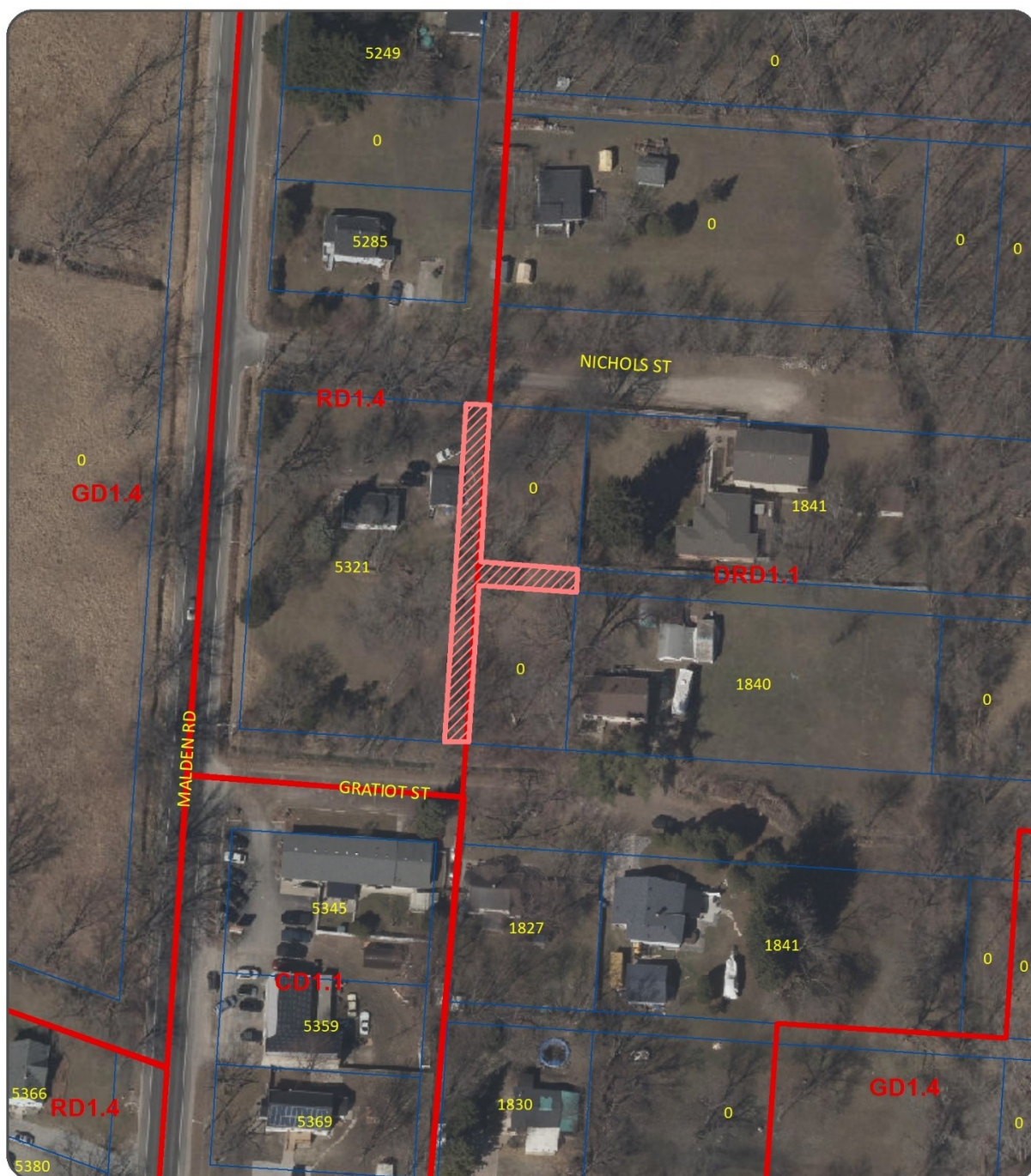
- 1 Appendix A - Drawing No. CC-1786
- 2 Appendix B - EIS Drawing - Aerial Photo
- 3 Appendix C - Consultations with Municipal Departments and Utility Companies
- 4 Appendix D - Site Photos
- 5 Appendix E - Classification of Alleys and Suitability for Closure

# **APPENDIX "A"** **Drawing No. CC-1795**



## APPENDIX “B”

### EIS Drawing - Aerial Photo



## STREET & ALLEY CLOSING (SAA/6511)

1:1,000

APPLICANT : MARY LANGE



## SUBJECT LANDS

PLANNING DEPARTMENT - DEVELOPMENT DIVISION

DATE: JULY, 2021



**APPENDIX “C”****Consultations with Municipal Departments and Utility Companies****BELL CANADA WSP**

Bell Canada requests easement protection over the entire closure area.

**[Charleyne Hall, Bell Canada External Liaison]**

**CANADA POST**

No comments provided

**COGECO CABLE SYSTEMS INC.**

No comments provided

**ENVIRONMENTAL SERVICES**

No comments provided

**ENWIN UTILITIES - HYDRO**

No Objection, however, upon closing, an easement named to ENWIN Utilities Ltd. is required for the entire south limit of the site to accommodate the existing down guy wires.

**[Steve Zambito, Hydro Engineering Technologist]**

**ENWIN UTILITIES - WATER**

Water Engineering has no objections.

**[Bruce Ogg, Water Project Review Officer]**

**LEGAL DEPARTMENT**

For lands abutting RD1.4 and DRD1.1, \$1.00 plus deed preparation fee and proportionate share of the survey cost as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor.

**[Chris Carpenter, Coordinator of Real Estate Services]**

**MNSi**

MNSi does not require an easement through this area.

**[Dave Hartleib, Outside Plant Manager]**



**PARKS & FACILITIES**

No comments / objection from Parks; pending further review by City Planning LA (Stefan) copied on this e-mail.

**[Wadah Al-Yassiri, Manager, Parks Development]**

**PLANNING DEPARTMENT**

No comments provided

**PLANNING DEPARTMENT - LANDSCAPE ARCHITECT**

No objections from a landscape architectural or Parks Perspective.

**[Stefan Fediuk - Landscape Architect]**

**PUBLIC WORKS - ENGINEERING**

The subject alley closure is approximately 4.57m (15ft) wide, and is composed of grass and trees. There are no sewers, manholes, catch basins, hydro poles, guy-wires, or overhead wires located in the alley closure. This alley appears to serve no useful purpose by CR146/2005; therefore, we have no objections to the closure of this alley.

**[Adam Pillon, Development Engineer]**

**PUBLIC WORKS - TRANSPORTATION/TRAFFIC**

Alley is currently overgrown and not accessible by vehicles or pedestrians. The alley does not service and garages or rear yard parking. No concerns with closing the alley as proposed.

**[Mike Spagnuolo, Signal Systems Analyst]**

**ROGERS COMMUNICATIONS**

No comments provided

**TELUS COMMUNICATIONS**

TELUS has no underground infrastructure in the area of your proposed work. Permit expires six (6) months from approval date.

**[Indira Sharma, Project Support]**

**TRANSIT WINDSOR**

No comments provided

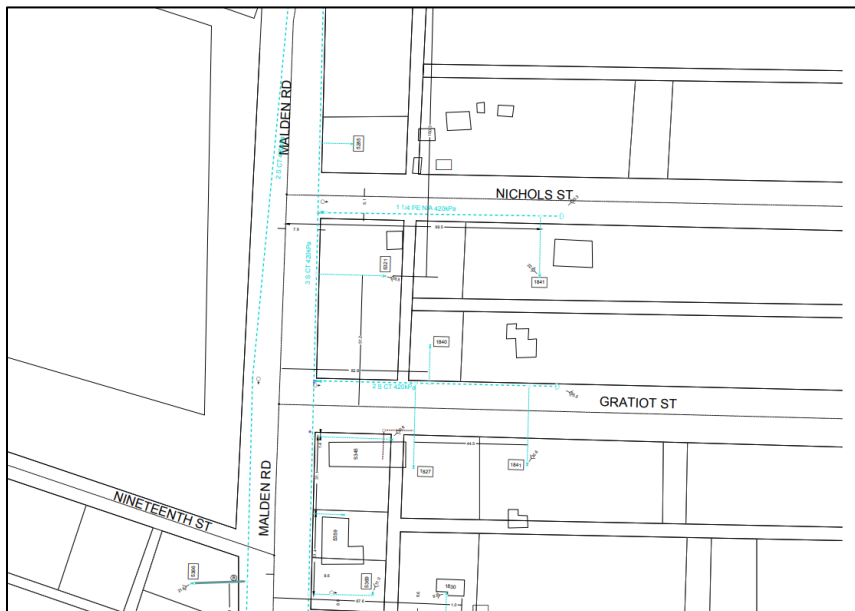
**UNION GAS**

After reviewing the provided drawing at the alley behind 5321 Malden Rd. and consulting our mapping system, please note that Enbridge Gas has no active infrastructure in the proposed area. A PDF drawing has been attached for reference.

Also, please note the following should you find any abandoned infrastructure in the area:

- Any pipe that is excavated, please assume that it is live
- If during the course of any job, any pipe is found that is not on the locate sheet and is in conflict with your work, please call our emergency number (1-877-969-0999), and one of our Union Gas representatives will respond to determine if that plant is in fact live or dead
- Please note that our Enbridge Gas representative will respond to the live or dead call within 1-4 hours, so please plan your work accordingly

**[Gord Joynson, Drafter Estimator]**

**WINDSOR FIRE**

No comments provided

**WINDSOR POLICE**

The Windsor Police Service has no concerns or objections with this application. The outcome from this closure will not impair police patrol or incident response capability in any way.

**[Barry Horrobin, Director of Planning & Physical Resources]**



## APPENDIX “D” Site Photos



*Figure 1 - Looking north towards north-south alley from Gratiot Street*



*Figure 2 - Looking south towards north-south alley from Nichols Street*





*Figure 3 - Utility pole with guy wire in north-south alley adjacent to Gratiot Street*



*Figure 4 - Utility pole with guy wire in north-south alley adjacent to Gratiot Street*





*Figure 5 - Utility pole in north-south alley*



*Figure 6 - Looking east towards east-west alley from 5321 Malden Road*





*Figure 7 - Looking west towards east-west alley from 1841 Nichols Street*

## 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 231/2022**

**Subject: Amendment to CR485/2002 for the disposal of surplus walkways in the Little River Acres Subdivision (formerly Villages of Riverside)**

Moved by: Councillor Gill

Seconded by: Councillor Morrison

Decision Number: **DHSC 416**

I. THAT CR485/2002, adopted on June 10, 2002, **BE AMENDED** as follows:

By **DELETING** the following wording:

Actual cost for removal of fences and concrete and restoration with top soil - approximately \$2,000.00 (improved)

\$1.00 plus cost of deed - \$395.00 plus reference plan

And **INSERTING**:

For walkway conveyed to abutting lands zoned RD1.5: \$1.00 plus deed preparation fee.

Carried.

Report Number: S 82/2022

Clerk's File: Z2022

**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 August 2, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7350>

**Subject: Amendment to CR485/2002 for the disposal of surplus walkways in the Little River Acres Subdivision (formerly Villages of Riverside) (Ward 6)**

**Applicant/Owner: Nicole Strong & Shem Wloczanko**

**File No.: SAA-1596**

**Ward: 6**

**Reference:**

Date to Council: August 2, 2022  
Author: Brian Nagata, MCIP, RPP  
Planner II - Development Review  
(519) 255-6543 ext. 6181  
bnagata@citywindsor.ca  
Planning & Building Services

Report Date: June 20, 2022  
Clerk's File #: Z2022

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

**Recommendation:**

- I. THAT CR485/2002, adopted on June 10, 2002, **BE AMENDED** as follows:

By **DELETING** the following wording:

Actual cost for removal of fences and concrete and restoration with top soil - approximately \$2,000.00 (improved)

\$1.00 plus cost of deed - \$395.00 plus reference plan

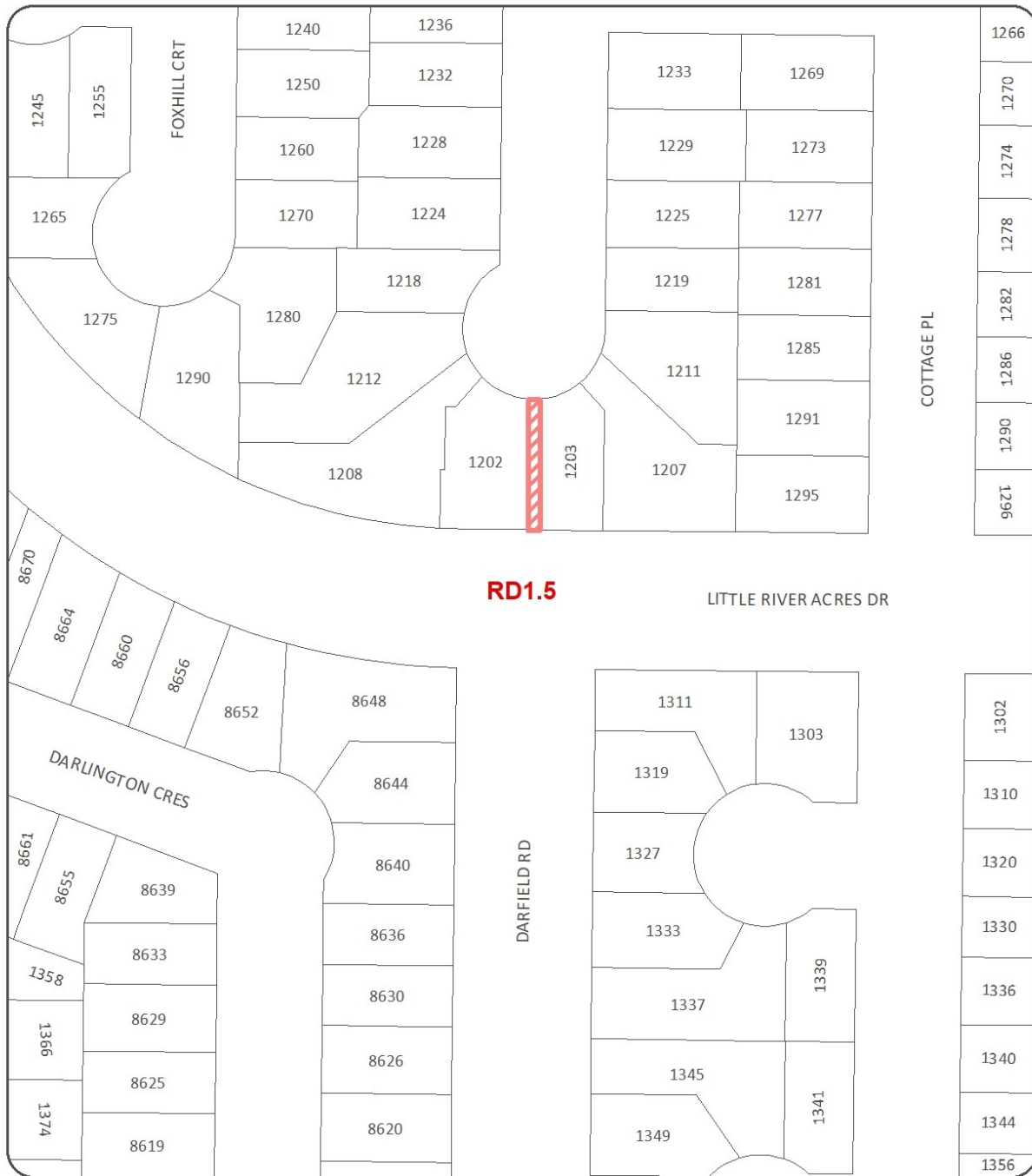
And **INSERTING:**

For walkway conveyed to abutting lands zoned RD1.5: \$1.00 plus deed preparation fee

**Executive Summary:**

N/A

**Figure 1: Key Map**



## STREET & ALLEY CLOSING (SAA/1596)

APPLICANT : NICOLE STRONG & SHEM WLOCZANKO

 SUBJECT LANDS

PLANNING DEPARTMENT - DEVELOPMENT DIVISION

DATE: JUNE, 2022

1:750





## Background:

CR485/2002 was adopted by Council on June 10, 2002, declaring six (6) walkways within the Little River Acres Subdivision (formerly Villages of Riverside) surplus and approving their sale to the abutting property owners in accordance with CR932/2001. It should be noted that the conveyance of the walkways do not require closure by-laws, as they were never dedicated as public highway when the public right-of-ways were assumed by the City.

The applicants, Nicole Strong and Shem Wloczanko, owners of the property known municipally as 1203 Cottage Place (the subject property), applied in October 2021 to purchase the 1.52 metre wide strip of land that abuts the subject property to the west [east half of the former 3.04 metre wide north/south walkway between Cottage Place and Little River Acres Drive (formerly Village Drive)], and shown on the aerial photo **attached** hereto as **Appendix "A"**. This requires an amendment to CR485/2002 to update the conveyance price to reflect that in effect on the date that the application was submitted.

## Discussion:

The conveyance price for a walkway is based on the street and alley closing policy in effect on the day that an application to acquire the closed walkway is submitted. The original price to purchase the walkway was \$1.00 plus cost of deed (\$395.00) plus reference plan. The current *Street and Alley Closing Policy*, established by Council Resolution CR130/2006 on February 27, 2006, changed the conveyance price to \$1.00 plus deed preparation fee and proportionate share of the survey costs as invoiced to the City by an Ontario Land Surveyor. The Legal, Real Estate & Risk Management Department via August 26, 2021 email confirmed that the survey costs for Reference Plan 12R-20035 can be removed.

CR485/2002 also includes a condition of sale, which requires purchasers to cover the cost for the restoration of the Little River Acres Drive right-of-way (approximately \$2,000.00). The Legal, Real Estate & Risk Management Department via August 26, 2021 email confirmed that this condition will need to be deleted through an amendment to CR485/2002. The required restorations were completed around 2007 as part of the improvements made to Little River Acres Drive.

CR485/2002 must be amended to reflect any applicable changes to the conveyance price and remove the condition of sale. An amendment is typically undertaken at the time when an application to acquire a closed alley has been submitted.

## Risk Analysis:

The recommended amendment to CR485/2002 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 a walkway conveyed to abutting lands zoned RD1.5 remains assessed at \$1.00 plus deed preparation fee.

**Consultations:**

Consultation was held with **representatives from** the Legal, Real Estate & Risk Management Department to confirm the current conveyance price and removal of the condition of sale.

**Conclusion:**

The Planning Department recommends that CR485/2002 be amended to allow for the east half of the walkway to be conveyed to the abutting property.

**Planning Act Matters:** N/A

**Approvals:**

Name	Title
Michael Cooke	Manager of Planning Policy/Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Chris Carpenter	Coordinator of Real Estate Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Chief Administration Officer

**Notifications:**

Name	Address	Email
Councillor Jo-Anne Gignac		joagignac@citywindsor.ca

**Appendices:**

1 Appendix A - EIS Drawing - Aerial Photo

## APPENDIX "A"


### EIS Drawing - Aerial Photo



### STREET & ALLEY CLOSING (SAA/1596)

1:750

APPLICANT : NICOLE STRONG &amp; SHEM WLOCZANKO

 SUBJECT LANDS

PLANNING DEPARTMENT - DEVELOPMENT DIVISION

DATE: JUNE, 2022





**MISSION STATEMENT:**

**COUNCIL SERVICES AND CITY CLERK  
CITY HALL  
WINDSOR, ONTARIO  
N9A 6S1**

255-6215

**Fax: (519)255-6868**

E-mail: [clerks@city.windsor.on.ca](mailto:clerks@city.windsor.on.ca).

**Windsor City Council adopted the following resolution at its meeting held June 10, 2002:**

CR485/2002

That the following walkways in the Villages of Riverside **BE DECLARED** surplus to the City:

- 1) from Gregory Place to Gateside Court
- 2) from Village Drive to Heathfield Court
- 3) from Village Drive to Foxhill Court
- 4) from Village Drive to Cottage Place
- 5) from Village Drive northerly to Aire Place
- 6) from Village Drive westerly to Aire Place

and further CR323/2002 which declared other walkways to be surplus **BE RESCINDED**, as they were previously declared to be surplus by CR51/2002.

That **APPROVAL BE GIVEN** to the sale of the following City of Windsor surplus lands to the abutting owners of property in accordance with Council Resolution 932/2001, subject to easements in favour of ENWIN Powerlines (\*) and ENWIN Utilities (\*\*):

- 1) from Gregory Place to Gateside Court (\*) (\*\*)
- 2) from Village Drive to Heathfield Court (\*) (\*\*)
- 3) from Village Drive to Foxhill Court (\*\*)
- 4) from Village Drive to Cottage Place (\*) (\*\*)
- 5) from Village Drive northerly to Aire Place (\*) (\*\*)
- 6) from Village Drive westerly to Aire Place

- Actual cost for removal of fences and concrete and restoration with top soil – approximately \$2,000.00 (improved)
- \$1.00 plus cost of deed - \$395.00 plus reference plan

and further, the Mayor and Clerk **BE AUTHORIZED** to sign the agreement satisfactory in form to the Commissioner of Legal and Human Resources.

Carried.

SAA/6148 sa C1  
Basis Report 8348

*John Skorobohacz*

Commissioner of Council Services and City Clerk

June 12, 2002

/sf

Internal Distribution

Commissioner of Council Services and City Clerk

Commissioner of Works

Acting Commissioner of Legal and Human Resources

External Distribution

David Masse  
1275 Foxhill Court  
Windsor, Ontario N8S 4J2

Shelley Gignac  
1139 Aire Place  
Windsor, Ontario N8S 4G1

David Bull  
1203 Cottage Place  
Windsor, Ontario N8S 4H4

ABSTRACT - SA - AMEND MINUTES AND PROCEED WITH CONVEYANCE PROCESS  
JR - AMEND BASIS  
LM - FYI  
JV - EMAIL



**APPENDIX "C"**  
**CR932/2001**

CR932/2001

That the report of the Commissioner of Council Services and City Clerk regarding the closing of redundant walkways in the Villages of Riverside BE RECEIVED and further APPROVAL BE GIVEN to the following:

two public meetings of the Street and Alley Closing Committee to be convened in the Villages of Riverside

Cost of application i.e. \$275.00 to be absorbed by the City

Cost of advertising i.e. \$435.00 to be absorbed by the City

Prepare deeds for half of each walkway to abutting owners in accordance with Council Resolution 968/98 i.e. actual cost for removal of fences and concrete and restoration with topsoil i.e. approximately \$2000.00 (improved) or \$1.00 plus cost of deed (walkway as is) i.e. \$395.00, plus Reference Plan.

Carried.

SAS/6148 sa C23

Basis Report 7305

Internal Distribution

Secretary, Street and Alley Closing Committee

Commissioner of Works

Commissioner of Traffic Engineering

Commissioner of Parks and Recreation

Commissioner of Legal and Human Resources

Director of Development Review Services

External Distribution

ABSTRACT MQ Coordinate ward meetings with SA and Ward Councillors

LM - FOR YOUR INFORMATION

email JV

Wilson

Masse

## **APPENDIX “D”**

### **Street and Alley Closing Policy**

#### **STREET AND ALLEY CLOSING POLICY**

##### **CR 130/2006**

That the following policy for street and alley closings and conveyances **BE ESTABLISHED:**

- a) all applications for closure be accompanied by an application fee of \$800.00 (subject to annual review). The fee comprises \$300.00 to cover the administrative costs to process the application to utility companies and civic departments for comments; preparation of report for consideration by the Street and Alley Technical Advisory Committee and recommendation to City Council; and \$500.00 being the fee for advertising Council’s intent to enact the by-law to close and providing direct notification to abutting and affected property owners;
- b) in the event the application is denied by Council or withdrawn by the applicant prior to the advertising of Council’s intent to enact the by-law to close the street or alley, the applicant be eligible for a refund of \$600.00 of the \$800.00 application fee in order to allow the City to recover a portion of its administrative costs;
- c) the Street and Alley Technical Advisory Committee, (being an administrative/operational committee), shall forward its recommendation to City Council for consideration, detailing any special conditions under which the lands will be conveyed by the municipality, and the portion(s) of the lands to be offered for sale;
- d) all personal notices to be sent by regular first class mail to owners and occupants of property abutting and/or affected by the closure and, in addition, the Ward Councillors. The notice shall provide the dates for the meeting of the Street and Alley Technical Advisory Committee and the City Council meeting. In addition to the personal notice a separate notice shall also be placed in the local newspaper advertising Council’s intention to pass the by-law once a week for 3 consecutive weeks;
- e) the following criteria shall be applied to determine the conveyance of the closed rights-of-way;
  - i) purchase price of closed alley lands shall be set at market value except those alley and walkway lands adjacent to residential areas zoned RD1, RD2 or DRD11 in By-law 8600 and R.1, R.2 and PD.1 in By-law 3072 which shall be conveyed for \$1.00;
  - ii) street allowances to be offered for sale at market value as building lots where possible, regardless of zoning;

- iii) where the addition of the portion of an alley or street to be acquired would enable the purchaser to create a severable building lot, the lands to be offered for sale shall be set at market value;
  - iv) any relocation or removal of sewer, water and gas mains, telephone and hydro lines to be at the total expense of the affected property owner(s). Close lands to be offered for sale in "as is" condition;
  - v) if at least 75% of abutting property owners agree to the closure of the alley, the City will assume responsibility for preparation of Reference Plan by an Ontario Land Surveyor showing the limits of the right-of-way to be closed and the manner in which it will be divided between the abutting owners. The full cost of preparation of the Reference Plan and the cost associated for the preparation of a deed and the subsequent registration shall be paid by the purchaser(s) in advance of the adopting of the by-law to close. Alternatively, abutting owners may choose to engage the services of an Ontario Land Surveyor to prepare the Reference Plan and Legal Counsel to prepare deeds for their individual portions of the closed alley. However, the Reference Plan must be prepared satisfactory to the City Solicitor and all costs associated with the preparation of the Plan and deeds shall be paid for by the purchasers in advance of the adopting of the By-law to close;
  - vi) conveyances shall be subject to easements as required by the City, Public Utilities and other service providers;
  - vii) conveyance price of street and alley allowances where the portion of the right-of-way within a site that is currently zoned institutional and already has an existing school building to be offered to the School Board that owns the property at \$1.00 plus deed preparation and proportionate share of the survey cost provided there is the continued use as a school site.
- f) the City shall reserve its interest in the subterranean tube under any closed right-of-way under which the Windsor-Detroit Tunnel is located, and title to the same shall be retained by the City;

and further, that applications currently under review **BE PROCESSED** under the former policies and, further, that Council Resolutions 285/91, 1113/92, 564/94 and 968/98 which established the policy for the closure of streets, alleys and walkways **BE RESCINDED** and further, that the policy **BE IMPLEMENTED** effective May 5, 2003.



**Committee Matters: SCM 232/2022**

**Subject: Brownfield Redevelopment Community Improvement Plan (CIP) application submitted by 1762643 Ontario Inc. for 669 Tuscarora Street (Ward 4)**

Moved by: Councillor Gill

Seconded by: Councillor Sleiman

Decision Number: **DHSC 417**

- I. THAT the request made by 1762643 Ontario Inc. to participate in the Brownfield Tax Assistance Program **BE APPROVED** for the proposed remediation and redevelopment at 669 Tuscarora Street for up to 3 years pursuant to the City of Windsor Brownfield Redevelopment Community Improvement Plan; and,
- II. THAT Administration **BE DIRECTED** to prepare a tax cancellation by-law to implement the Brownfield Tax Assistance Program in accordance with the *Municipal Act* and that the appropriate information and material be sent to the Minister of Finance requesting relief from the education portion of the taxes for 669 Tuscarora Street in accordance with the Provincial Brownfield Financial Tax Incentive Program; and,
- III. THAT the request made by 1762643 Ontario Inc. to participate in the Brownfield Rehabilitation Grant Program **BE APPROVED** for 70% (or 100% if LEED certified) of the municipal portion of the tax increment resulting from the proposed redevelopment at 669 Tuscarora Street for up to 10 years or until 100% of the eligible costs are repaid pursuant to the City of Windsor Brownfield Redevelopment Community Improvement Plan;
- IV. THAT Administration **BE DIRECTED** to prepare an agreement between 1762643 Ontario Inc., the City, and any persons legally assigned the right to receive grant payments to implement the Brownfield Tax Assistance and Rehabilitation Grant Programs in accordance with all applicable policies, requirements, and provisions contained within the Brownfield Redevelopment Community Improvement Plan to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implications; and,
- V. THAT the CAO and City Clerk **BE AUTHORIZED** to sign the Tax Assistance and Rehabilitation Grant Agreement; and,
- VI. THAT the approval to participate in the Tax Assistance and Brownfield Rehabilitation Grant Programs **EXPIRE** if the agreement is not signed by applicant within one year following Council approval. The City Planner may extend the deadline for up to one year upon request from the applicant.

Carried.

Report Number: S 86/2022

Clerk's File: SPL2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 11.3. from the Development & Heritage Standing Committee Meeting held August 2, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7350>



**Subject: Brownfield Redevelopment Community Improvement Plan (CIP) application submitted by 1762643 Ontario Inc. for 669 Tuscarora Street (Ward 4)**

**Reference:**

Date to Council: August 2, 2022  
Author: Greg Atkinson, Senior Planner  
519-255-6543 ext. 6582  
gatkenson@citywindsor.ca  
Planning & Building Services  
Report Date: July 6, 2022  
Clerk's File #: SPL2022

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

**Recommendation:**

- I. THAT the request made by 1762643 Ontario Inc. to participate in the Brownfield Tax Assistance Program **BE APPROVED** for the proposed remediation and redevelopment at 669 Tuscarora Street for up to 3 years pursuant to the City of Windsor Brownfield Redevelopment Community Improvement Plan; and,
- II. THAT, Administration **BE DIRECTED** to prepare a tax cancellation by-law to implement the Brownfield Tax Assistance Program in accordance with the *Municipal Act* and that the appropriate information and material be sent to the Minister of Finance requesting relief from the education portion of the taxes for 669 Tuscarora Street in accordance with the Provincial Brownfield Financial Tax Incentive Program; and,
- III. THAT the request made by 1762643 Ontario Inc. to participate in the Brownfield Rehabilitation Grant Program **BE APPROVED** for 70% (or 100% if LEED certified) of the municipal portion of the tax increment resulting from the proposed redevelopment at 669 Tuscarora Street for up to 10 years or until 100% of the eligible costs are repaid pursuant to the City of Windsor Brownfield Redevelopment Community Improvement Plan;
- IV. THAT, Administration **BE DIRECTED** to prepare an agreement between 1762643 Ontario Inc., the City, and any persons legally assigned the right to receive grant payments to implement the Brownfield Tax Assistance and

Rehabilitation Grant Programs in accordance with all applicable policies, requirements, and provisions contained within the Brownfield Redevelopment Community Improvement Plan to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implications; and,

- V. THAT the CAO and City Clerk **BE AUTHORIZED** to sign the Tax Assistance and Rehabilitation Grant Agreement; and,
- VI. THAT the approval to participate in the Tax Assistance and Brownfield Rehabilitation Grant Programs **EXPIRE** if the agreement is not signed by applicant within one year following Council approval. The City Planner may extend the deadline for up to one year upon request from the applicant.

### **Executive Summary:**

N/A

### **Background:**

#### **Brownfield Redevelopment Community Improvement Plan (CIP)**

Brownfield sites are properties that may be contaminated due to previous industrial or commercial uses such as a manufacturing facility or gas station. City Council approved a Brownfield Redevelopment CIP at its April 19, 2010 meeting for the purpose of encouraging the study, clean-up, and redevelopment of contaminated properties. The approval of the CIP was the result of nearly five years of study and consultation, which began in October 2005.

#### **Importance of Brownfield Redevelopment**

In 2009 the City's Planning Department identified 137 brownfield properties (i.e. 226 hectares or 559 acres) that are candidates for redevelopment. While the inventory is not exhaustive, it illustrates the significance of Windsor's brownfield stock and the need to work with land owners to put these properties back into productive use. Based on approvals to date under the Brownfield CIP approximately 50 hectares (123 acres) or 22% of the inventory has been or is planned to be redeveloped.

Historically, there has been little interest in redeveloping brownfield sites due to the uncertainty surrounding the extent of contamination and the potential cost of clean-up. The Brownfield Redevelopment CIP provides financial incentives to undertake the necessary studies and remedial work necessary to redevelop brownfield sites and reduce the potential negative impacts to the City's environment and neighbourhoods.

The benefits associated with brownfield redevelopment go far beyond the boundaries of the property. For example, they are often strategically located within existing built up areas of the City where services and other infrastructure, such as roads, schools, community facilities and public transit are already available, therefore additional infrastructure costs are not incurred to service these areas. The redevelopment of these sites also remove the negative stigma often associated with brownfield properties, which increases the value of the subject property and adjacent properties.

Brownfield sites also represent a significant underutilization of the land base. According to the National Round Table on the Environment and the Economy (2003), every hectare redeveloped through a brownfield project saves up to an estimated 4.5 hectares of greenfield land from being developed (i.e. agricultural land on the edge of the City); and for every dollar invested in a brownfield redevelopment, it is estimated that \$3.80 is invested in the economy.

### **Site Background**

The subject site is located on the south west corner of Tuscarora Street and Louis Ave—approximately one block south of Wyandotte Street East on the periphery of the Downtown area (See Appendix 1: Location Map). The property is 0.33 hectares (or 0.81 acres) in size and is currently vacant. It most recently contained a vacant institutional building (former Social Services Building), which was demolished in 2020. Prior to 1950 the site contained a school and prior to 1900 the property was used for residential use.

The subject property is designated 'Residential' on Official Plan Schedule E: City Centre Planning District and is zoned RD3.4, which permits a Lodging House, Multiple Dwelling, Religious Residence, Residential Care Facility, and Townhome Dwelling. Council approved an Environmental Site Assessment (ESA) Grant for this property in January 2022 for the completion of a Phase 2 ESA study. The ESA grant was estimated to total \$14,175.

Mr. Rio Aiello is the principal owner of 1762643 Ontario Inc. Mr. Aiello also owns and operates Dior Homes.

### **Discussion:**

#### **Development Proposal**

The applicant proposes to construct a three storey multiple dwelling with 27 dwelling units. Site plan approval has been issued [SPC 032/20 (SPC/6196)].

## **Brownfield Property Tax Assistance Program**

The Brownfields Property Tax Assistance Program may cancel any increase in municipal property taxes on a brownfield property for up to three years during rehabilitation and redevelopment. Through the municipality—property owners may also apply to the Province for a matching cancellation of any increase in education property taxes. Under the tax cancellation provision of the *Municipal Act* (i.e. section 365.1) the program may continue for up to three years while remediation and redevelopment are taking place.

The value of tax cancellation must be offset by eligible costs, which are the costs of any action taken to reduce the concentration of contaminants on, in, or under the property to permit a RSC to be filed (e.g. Phase II ESA, Risk Assessment, environmental remediation, placing of clean fill, installing environmental controls, monitoring, environmental insurance premiums, etc.).

To enact the program, Council must pass a tax cancellation by-law and make application to the Ministry of Municipal Affairs and Housing (i.e. on behalf of the owner) for cancellation of the education portion of the tax levy under the Provincial Brownfield Financial Tax Incentive Program (BFTIP). A tax cancellation agreement between the City and the owner is also required, which would cause any tax cancellation be repaid should a RSC not be filed. The Tax Cancellation program would cease if the property is sold or subdivided in accordance with the Provincial BFTIP program requirements.

## **Brownfield Rehabilitation Grant Program**

The Brownfield Rehabilitation Grant Program encourages the remediation, rehabilitation and adaptive re-use of brownfield sites by providing grants to help pay for remediation costs as well as non-environmental rehabilitation costs normally associated with brownfield site redevelopment (e.g. development application and building permit fees, and upgrading on-site /off-site infrastructure).

The program offers annual grants funded through the increase in municipal property tax levy created by the investment for up to 10 years to help offset eligible costs. The CIP specifies Brownfield Rehabilitation Grants will equal 70% of the municipal property tax increase for a project that employs standard construction methods and 100% of the municipal property tax increase for projects that achieve any level of Leadership in Energy and Environmental Design (LEED) certification.

Annual grants are paid out following the filing of a RSC, reassessment of the property and the payment of the property taxes for the year in which the grant is to be provided. Issuance of the first grant payment typically occurs at least two years after approval to participate in the program.

## **CIP Goals**

City staff are supportive of the application as it meets all of the eligibility requirements specified within the Brownfield Redevelopment CIP. The proposed filing of a RSC and redevelopment of the property supports the following CIP goals:

- To promote the remediation, rehabilitation, adaptive re-use and redevelopment of brownfield sites throughout the City of Windsor in a fiscally responsible and sustainable manner over the long term;
- Improve the physical and visual quality of brownfield sites;
- Improve environmental health and public safety;
- Provide opportunities for new housing, employment uses, and commercial uses;
- Increase tax assessment and property tax revenues;
- Improving the land use compatibility of potential brownfield sites with surrounding land uses;
- Increase community awareness of the economic, environmental and social benefits of brownfield redevelopment; and
- Utilize public sector investment to leverage significant private sector investment in brownfield remediation, rehabilitation, adaptive re-use, and redevelopment.

## **Policy Support**

The clean up, redevelopment, and intensification of the site is supported by numerous policies within the 2020 Provincial Policy Statement, the City's Official Plan, Community Energy Plan, and the City's Environmental Master Plan.

## **Risk Analysis:**

As with all brownfield sites, there is a degree of risk associated related to the potential presence of contamination. In this case there is also a risk of the property remaining in a vacant state, which negatively affects the surrounding properties. The proposed study will assist in mitigating these risks. The City would retain a copy of the study for future reference.

## **Climate Change Risks**

### **Climate Change Mitigation:**

The proposed redevelopment implements Environmental Master Plan Objective C1: Encourage in-fill and higher density in existing built areas. In particular, the redevelopment would implement the action that supports the existing Brownfields Redevelopment Strategy and achieve its work plan.



### **Climate Change Adaptation:**

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

### **Financial Matters:**

The property was purchased in 2014 and was previously assessed as commercial. The demolition of the existing structure resulted in the assessment value being lowered to \$41,000 and the classification changed to residential. The proposed new development would place this property into the New Multi-Residential property tax class which carries the same property tax rate as residential properties. Based on the proposed redevelopment plan submitted by the owner, administration estimates the post-development property value assessment to increase by \$1,714,000 (i.e. from \$41,000 to \$1,755,000). The post-development total annual tax levy is estimated to increase by \$31,773.45 (i.e. from \$760.04 to \$32,533.49), which would yield a total grant value of \$95,320.35 over three years under the Tax Assistance Program. The Total municipal tax increase is estimated to be \$29,151.03, which would yield a total grant value of \$204,057.21 over ten years under the Brownfield Rehabilitation Grant Program for standard construction.

The total eligible costs under both programs is estimated to total \$325,275. This includes \$118,100 for remediation and filing a RSC, \$220,000 in development application fees and on-site servicing costs, and \$14,175 in Phase 2 ESA costs that were not reimbursed through the Environmental Site Assessment Grant Program.

The Brownfield Redevelopment grants are paid back to the applicant after redevelopment has occurred, property assessment value has been reassessed by MPAC, and total taxes as it relates to the redevelopment have been paid to the City in full. Assuming the building is constructed to comply with the minimum Building Code provisions the recommended grants would reimburse 96% of the eligible costs under the Tax Assistance and Brownfield Rehabilitation Grant Programs. If constructed to LEED standard—100% of the eligible costs would be reimbursed.

Environmental Study Grant (approved Jan 2022)	\$14,175.00
Tax Assistance Program/BFTIP (Years 1-3)	\$95,320.35
Brownfield Rehabilitation Grants (standard construction) (Years 4-13)	\$204,057.21

	<b>Total</b>	<b>\$313,552.56</b>
	(	
	Provincial BFTIP	\$7,867.26
	All City Programs	\$305,685.30
	)	

The property would continue to generate \$697.31 in annual municipal taxes, which would be retained by the City through out the lifespan of the grant programs. After the grant programs cease the full amount of increased annual municipal taxes (i.e. \$29,848.34) would be retained by the City in perpetuity.

### **Consultations:**

The development and approval of the Brownfield Redevelopment CIP was subject to extensive stakeholder and public consultation, which sought input from a wide range of stakeholders and internal City departments.

Planning staff have consulted with the applicant prior to accepting the application for the Tax Assistance and Brownfield Rehabilitation Grant Programs. Staff from the Planning, Finance, and Legal Departments were consulted in the preparation of this report.

### **Conclusion:**

Administration recommend Council approve the requests from 1762643 Ontario Inc. to participate in the Tax Assistance and Brownfield Rehabilitation Grant Programs. The proposed clean-up and redevelopment of this brownfield site conforms to the Brownfield Redevelopment CIP; assists the City in the achievement of a number of CIP, Official Plan, Community Energy Plan, and Environmental Master Pan goals; and exemplifies the purpose for which the Brownfield Redevelopment Strategy was created.

### **Planning Act Matters:**

N/A

**Approvals:**

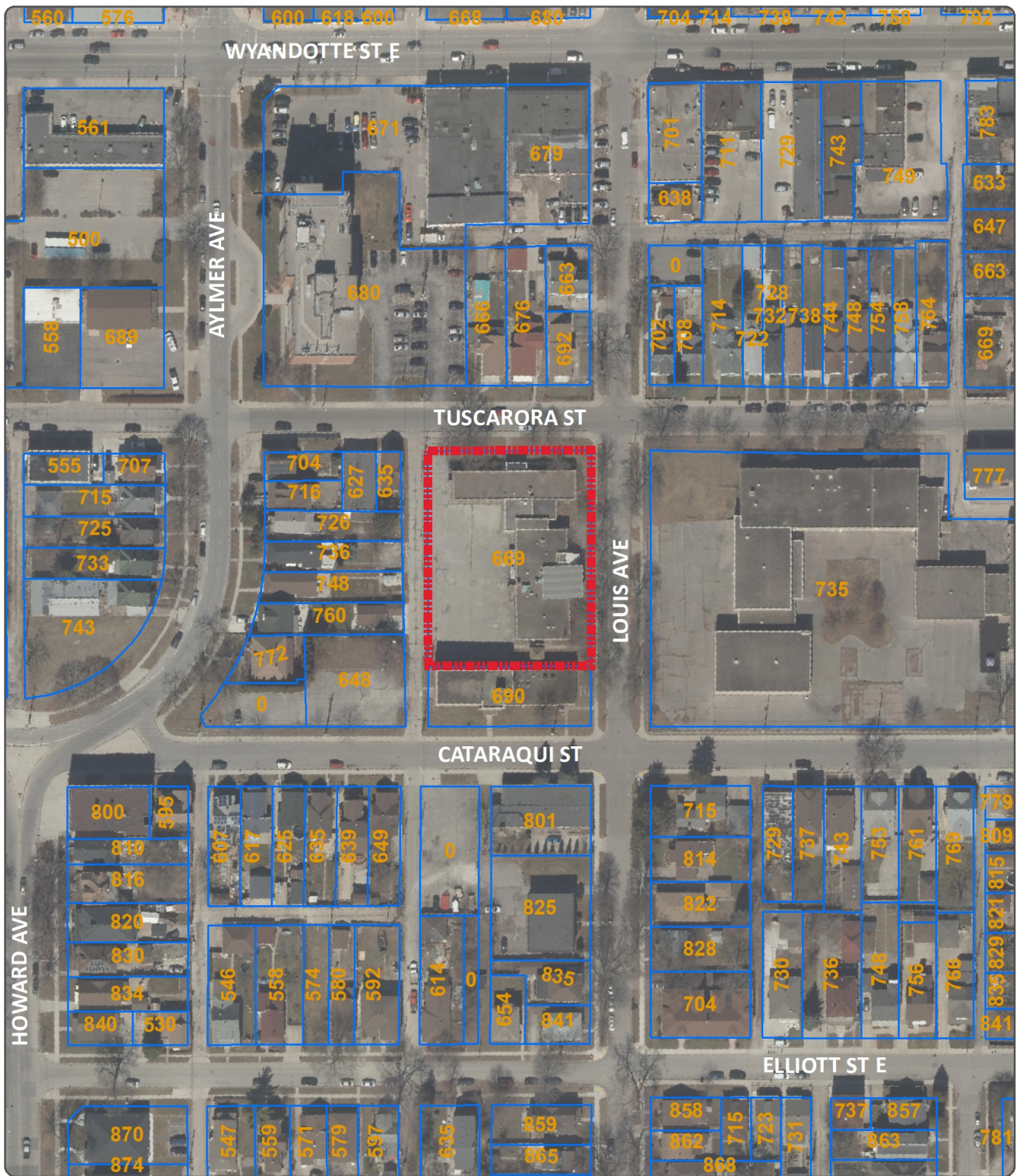
<b>Name</b>	<b>Title</b>
Josie Gualtieri	Financial Planning Administrator
Michael Cooke	Manager of Planning Policy / Deputy City Planner
Thom Hunt	City Planner / Executive Director, Planning & Development Services
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Janice Guthrie	Deputy Treasurer, Taxation & Financial Projects
Joe Mancina	Commissioner, Corporate Services Chief Financial Officer / City Treasurer
Onorio Colucci	Chief Administration Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
		tazzopardi@dillon.ca

**Appendices:**

- 1 Location Map



## LOCATION MAP : 669 TUSCARORA STREET



SUBJECT PROPERTY





**Committee Matters: SCM 233/2022**

**Subject: Bill 109, More Homes for Everyone Act, 2022, City Wide**

Moved by: Councillor Morrison  
Seconded by: Councillor Gill

Decision Number: **DHSC 419**

THAT Council **RECEIVE** report S 91/2022 as the basis for comments on *Bill 109*; and,

THAT Mayor and Council **SUBMIT** a letter referencing the City of Windsor's significant concerns about the passed legislation, and further request changes to *Bill 109, More Homes for Everyone Act, 2022* prior to its implementation date set for January 1, 2023; and further,

THAT the letter **BE SUBMITTED** to the Association of Municipalities of Ontario (AMO) for their consideration.

Carried.

Report Number: S 91/2022

Clerk's File: GH/6905

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are **not** the same.
2. Please refer to Item 11.5. from the Development & Heritage Standing Committee Meeting held August 2, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7350>



**Subject: Bill 109, More Homes for Everyone Act, 2022, City Wide**

**Reference:**

Date to Council: August 2, 2022  
Author: Thom Hunt, MCIP, RPP  
City Planner/ Executive Director  
thunt@citywindsor.ca  
519-255-6543, ext. 6897

Planning & Building Services  
Report Date: July 15, 2022  
Clerk's File #: GH/6905

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

**Recommendation:**

That Council **RECEIVE** report S91/2022 as the basis for comments on *Bill 109*; and,  
That Mayor and Council **SUBMIT** a letter referencing the City of Windsor's significant concerns about the passed legislation, and further request changes to *Bill 109, More Homes for Everyone Act, 2022* prior to its implementation date set for January 1, 2023.

**Executive Summary:**

N/A

**Background:**

On December 6, 2021, the province of Ontario created a Housing Affordability Task Force (HATF) consisting of nine members with the mandate of determining ways to address the housing affordability crises across the Province.

On January 19, 2022, the Minister of Municipal Affairs and Housing hosted a Provincial-Municipal Housing Summit for Ontario's Big City Mayors and Regional Chairs. The purpose of the Summit was to identify further opportunities for collaboration between all levels of government to address the housing affordability crisis and to develop performance indicators that government can use to accelerate and incent new housing supply.

On February 8, 2022, the Province received and released a report from the HATF, which included 58 recommendations intended to increase the supply of market housing.

On March 30, 2022, the Province took the first step in implementing recommendations of the HATF by releasing its More Homes for Everyone Plan, and the introduction of *Bill 109, More Homes for Everyone Act, 2022*.

On April 14, 2022, the Province passed Bill 109, making changes to the *Planning Act*, *Development Charges Act, 1997*; the *New Homes Construction Licensing Act, 2017*; and, the *Ontario New Homes Warranties Act* in an effort to, among other goals, incentivize the timely processing of certain applications to bring housing to market faster and increase transparency. Among the changes, The *Planning Act* sees the most considerable change.

### **Discussion:**

As with the HATF report recommendations, the changes in *Bill 109* are largely based on a simplified supply/demand premise that a greater increase in housing units (regardless of type or location) will decrease housing costs overall and lead to more housing affordability. The premise that the cause of the housing affordability crises is a function of an increase in population and lack of market rate housing unit supply is not supported by Staff.

This supply/demand premise does not respond to the fact that the Canadian housing market has been significantly ‘financialized’ over the past decade and as a result, housing costs have risen at a far greater rate than household incomes in the same timeframe.

Staff support the general intention of streamlining development processes to assist in increasing the supply of housing, but *Bill 109* does not recognize that the Planning approvals process is a partnership involving the municipality, the applicant, the community, external agencies and Provincial Ministries.

The approval process is not linear, but rather is more iterative, reacting to community issues, agency comments, and changes in developer plans. Time is necessary to create flexibility in negotiating solutions to problems encountered and build community consensus.

Staff have serious concerns over the changes contained in Bill 109 and the consequences some of the amendments will cause.

Among the many changes to the *Planning Act* includes a punitive consequence in the form of fee refunds from municipalities to gradually refund site plan, zoning by-law and official plan amendment applications fees to an applicant if a decision is not made within the legislated timelines of receiving the complete application. The following describes the tiered refunding timeline.

- **Zoning By-law Amendment: Decision to be made within 90 days**

Decision made within 91 and 149 days = **50% Refund**

Decision made within 150 and 209 days = **75% Refund**

Decision made 210 days or later = **100% Refund**

- **Combined OPA/ZBA: Decision to be made within 120 days**

Decision made within 121 and 179 days = **50% Refund**

Decision made within 180 and 239 days = **75% Refund**

Decision made 240 days or later = **100% Refund**

- **Site Plan: Decision to be made within 60 days**

Decision made within 61 and 89 days = **50 % Refund**

Decision made within 90 and 119 days = **75% Refund**

Decision made 120 days or later = **100% Refund**

The implementation of these measures (effective January 1, 2023) will have major financial impacts to the City. Based on the 2021 activity and 2002 forecasted activity this will result in an approximate \$1 Million levy impact as the fee revenues would be required to be refunded and staffing and related costs would have to be absorbed by the tax levy. Alternatively, the City would need to increase (double its current complement) of staffing involved in the development approvals process across the organization. However, this has significant challenges due to recruitment difficulties.

It is important to note that although the HATF and Bill 109 is focused on housing, the legislated refunds not only apply to Housing developments, but also apply equally to applications for commercial and industrial developments as well.

For any Site Plan applicants, the changes will result in more upfront work on the part of applicants including coordination with external agencies for permits and/or other approvals before the intake of an application by the City.

In order to process a Zoning By-Law Amendment or an OPA jointly with a Zoning By-Law amendment, in accordance with the proposed changes, the number of staff involved in development approvals would need to approximately double in number. If the legislated timelines were still not met, this would lead to a loss in revenue that would need to be absorbed by the municipal levy.

It's important to note that the municipality has no control over the resources an applicant will choose to employ in working on applications at their end, nor does the City have a way to effect the speed at which the applicant responds to and acts on information requests. As such there is time that an application is being processed by the City and times when the application is back in the hands of the developer awaiting further information or a response.

Applicants play a major role in the timing of, and the quality of submissions and resubmissions. In addition, there are periods of time when an application is waiting on further information from the applicant, and as such, the City has no control over how much time is used. Per *Bill 109*, the clock keeps running regardless of where the application is, and even if the applicant were to agree to “pause” the time clock it has no effect on the refund status.

These changes may in turn be counter to the intent of the *Act* and result in a slowing down the development approvals process and decrease opportunities to establish more meaningful dialogue between developers and the community, and work collaboratively with applicants.

As a consequence, *Bill 109* will require developers to do more work upfront without much guidance from Planners and other City staff in the development approval process, and will require City Staff to be more rigorous and stringent when deeming an application complete.

These changes will reduce the ability of staff to negotiate and seek common ground to find consensus and may cause premature decisions on applications, including refusals, thus resulting in more litigation time and costs at the Ontario Land Tribunal (OLT).

Another consequence of this change is the negative impact it will have on retaining staff and attracting professional talent to public sector development planning jobs. There is increasing public scrutiny and pressure on public sector employees involved in the development approvals process (i.e. addressing neighbouring impacts and compatibility concerns) compared to private Planning consultants that work for developer interests.

In addition, there is a very robust and competitive development marketplace for private Planning professionals. This heightened housing market economy has resulted in increased private sector Planning salaries and greater remote work opportunities made possible by technology. As a result, it is becoming very difficult to retain and attract Planners to keep or take a public sector Planning job compared with private companies that now offer greater wages and more work flexibility.

Bill 109 may cause the public sector Planning staff shortages to become an even greater problem for municipalities, since the legislated time frame reductions and refund changes require a greater number of Planners to be recruited into the public sector of which there is already a professional shortage due to increased market demands.

Any staff shortages will result in greater pressure on the current complement of staff to handle more files as the intake of development applications rises and try to adhere to legislative timelines, and quite simply timelines may not be possible to achieve as workload increases.

### **Risk Analysis:**

Some of the changes in Bill 109 are an unnecessary over reach with punitive costs to the municipality. Some of the amendments will lead to animosity between the community and the development industry due to the lack of consensus building that the current planning process affords.

There are significant financial risks with *Bill 109*. It is estimated that the general tax levy may have to absorb as much as \$1 million in refunded development application fees if the legislation remains unchanged.

In addition, there are significant staffing level increase needed to meet the prescribed timelines including an estimate doubling of the Planning staff needed in the Development approvals area and throughout the organization, including related staff in Legal, Clerks, Engineering, etc. that support the development approvals function.

Challenges already exist in attracting and retaining staff for Planning and Development positions in the City. The legislative changes in *Bill 109* will further challenge the City to retain and attract Planning and Development Approvals staff overall.

## **Climate Change Risks**

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

N/A

### **Financial Matters:**

The general tax levy may have to absorb as much as an estimated \$1 million dollars in refunded development application fees should prescribed decision timelines not be met by the municipality. Alternatively, the related development approval staff complement would need to double to approximately 25 FTEs to potentially meet the timelines and not be in a refund position. However because the timelines and time taken for decisions is not solely in the control of the City, there will be some refunded applications regardless of staffing levels.

### **Consultations:**

Neil Robertson, Deputy City Planner

Michael Cooke, Deputy City Planner

### **Conclusion:**

The City of Windsor has implemented a number of actions to streamline planning approvals, plan for intensification and bring greater housing supply to the market quicker in an effort to address housing affordability in our jurisdiction.

Of note, the recent digital transformation to Cloudpermit and other digital changes have greatly improved the speed of approvals through the implementation of paperless application and review procedures. In addition, the Residential Density Housing study and its Amendments are key example of more recent efforts to streamline development timelines and seek greater housing supply.

More focus from the province is needed in providing funding programs, tools and mechanism for achieving greater housing affordability. The current provincial response



by way of *Bill 109* focuses narrowly on general housing supply increase as a solution to the housing affordability crises.

The legislated changes will not result in more housing affordability, but rather will result in less accountability for getting community consensus on development applications, increased litigation costs, premature decisions, and significant financial implication to the general tax levy by way of prescribed fee refunds, and increased difficulty in retaining and attracting municipal planning and development approvals staff.

The Province needs to reconsider the Bill 109 legislation and/or make significant changes to have any positive impact on housing developments in general.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Wira Vendrasco	Deputy City Solicitor, Legal Services & Real Estate
Jelena Payne	Commissioner, Economic Development & Innovation
Onorio Colucci	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**



**Committee Matters: SCM 234/2022**

**Subject: Additional Information Memo - Before and After School Child Care in the Riverside Area (Ward 6)**

Moved by: Councillor Gignac

Seconded by: Councillor Francis

Decision Number: **CSPS 190**

THAT the Additional Information Memo by the Executive Director of Housing and Children's Services dated August 3, 2022 entitled "Before and After School Child Care in the Riverside Area" **BE RECEIVED** for information.

Carried.

Report Number: SCM 210/2022

Clerk's File: SS2022

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 5.1. from the Community Services Standing Committee Meeting held August 3, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7349>



## **Committee Matters: SCM 210/2022**

**Subject: Additional Information Memo - Before and After School Child Care in the Riverside Area (Ward 6)**

**TO:** Mayor and Members of City Council  
**FROM:** Kirk Whittal, Executive Director, Housing and Children's Services  
**DATE:** August 3, 2022  
**SUBJECT:** Before and After School Child Care in the Riverside Area

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At the July 6, 2022 Community Services Committee meeting, Councillor Gignac asked a question related to communication from her constituents regarding before and after school care in the Riverside area. As a result of this request, we provide the following in response.

The current issue with child care and the wait list for before and after school spaces is directly tied to a shortage of Registered Early Childhood Educators in our community. It has been an ongoing challenge to employ staff specifically for before and after school care due to the hours involved, often split/broken shifts at the beginning of the day or at the end of the day and most times part time roles.

The Manager of Children's Services works closely with the school boards and has reached out to the impacted childcare providers along with the Greater Essex County District School Board and the Windsor-Essex Catholic District School Board. They are working together with the aim to find a solution to the challenges of making childcare spaces available and lack of staff to operate the programs.

We are committed to working with all involved to finding a solution to this issue, prior to the September 2022 school year. In particular we are hopeful that our workforce strategy initiative will help to provide a long term solution to the issues at hand, however the role of the City is dependant on a number of factors including the recruitment of RECE staff, offering of before and after school programs along with transportation that need to be addressed by childcare operators and schoolboards.

Regards,



Kirk Whittal

Executive Director of Housing and Children's Services

DC/lr



**Committee Matters: SCM 235/2022**

**Subject: Housing Hub Consultation and Architectural Feasibility Study Update - Ward 3**

Moved by: Councillor Gignac

Seconded by: Councillor Morrison

Decision Number: **CSPS 191**

- a) THAT the report of the Coordinators of Housing Administration and Development dated June 27, 2022 entitled "Housing Hub Consultation and Architectural Feasibility Study Update" **BE RECEIVED** for information; and,
- b) THAT the Commissioner Human and Health Services **BE AUTHORIZED** to **APPROVE** and **SUBMIT** applications and related submissions and amendments to secure capital and operating funding related to the development and implementation of the Housing Hub 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 Executive Director of Housing and Children's Services, provided that any submission or amendments do not exceed the funding in the approved budget in each respective year; and,
- c) THAT the Executive Director, Housing and Children's Services **BE AUTHORIZED** to pursue additional funding opportunities, and take any action as required to reduce the amount of funding that may be requested from the municipal tax base; and,
- d) THAT the City Clerk and Chief Administrative Officer and City Clerk **BE AUTHORIZED** to **EXECUTE** Funding Agreements and any related documents, amendments and/or extensions between the City of Windsor and relevant funders related to capital or operating funding for the Housing Hub, provided that the Funding Agreements and any related documents, amendments and/or 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 and Executive Director of Housing and Children's Services, provided that any agreements do not exceed the funding in the approved City budget in each respective year; and,
- e) THAT for the duration of the programs the Commissioner of Human and Health Services **BE AUTHORIZED** to submit any necessary reports and documents required by the respective provincial and/or federal ministry and/or other funder(s) to remain in compliance with mandatory reporting requirements under the program(s) provided they are satisfactory in financial content to the City Treasurer, and in technical content to the Executive Director, Housing and Children's Services; and,



- f) THAT the Executive Director, Housing and Children's Services **BE AUTHORIZED** to **ENGAGE** with Real Estate to explore and identify potential sites that meet the minimum requirements identified through Glos Arch + Eng's Architectural Feasibility Study; and,
- g) THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to enter into agreements to conduct any necessary preliminary work needed to determine the viability of potential sites that aligns with the requirements identified through Glos Arch + Eng's Architectural Feasibility Study and that is in accordance with the purchasing bylaw, provided that such 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 Health and Human Services and Executive Director of Housing & Children's Services where the costs do not exceed the \$200,000 municipal funding currently allocated to the Housing Hub in Capital project 7221048 – H4 Housing Hub; and,
- h) THAT the Executive Director, Housing & Children's Services **REPORT BACK** on:
- potential sites for the Housing Hub
  - the findings of the preliminary work completed to support a recommendation to enter into negotiations to acquire and/or build and/or renovate a property
  - the outcome of applications made related to capital and/or operating funding
  - any capital funding required for the acquisition, renovation or construction of the proposed Hub, as well as for any ongoing operating funding required to maintain the asset and deliver the services; and further,
- i) THAT City Council **ENDORSE** the draft motion to request the Province of Ontario to increase capital and operating investments in affordable and supportive housing to mitigate homelessness as requested through the Urban Commissioners Group for consideration at the Regional Single Tier CAO table:

*WHEREAS homelessness in Ontario is on the rise; and,*

*WHEREAS the Province of Ontario has released More Homes More Choice, Ontario's Housing Supply Action Plan; and,*

*WHEREAS the Province of Ontario has released Ontario's Community Housing Renewal Strategy; and,*

*WHEREAS Ontario's housing action plans do not address the need for supportive housing; and,*

*WHEREAS Ontario's most vulnerable populations require access to supports to maintain their housing and their health; and,*

*WHEREAS the absence of permanent housing with adequate onsite supports is a key driver of homelessness and recidivism to homelessness; and,*

*WHEREAS the Province of Ontario requires municipal Service Managers to collect detailed, up-to-date information from individuals experiencing homelessness through the use of by-name-lists; and,*

*WHEREAS the Province of Ontario identifies the use of by-name lists as an innovative approach to help connect people with local housing and homelessness supports that better respond to their needs and improve access to supportive housing; and,*

*WHEREAS municipalities and Service Managers are stretching beyond their funded limits and mandates to provide supportive housing in their communities;*

*NOW THEREFORE BE IT RESOLVED THAT the Province of Ontario acknowledge the need for immediate action and flow capital and operating funding to municipalities and Service Managers in Ontario to lead the development of critical supportive housing programs.*

Carried.

Report Number: C 112/2022

Clerk's File: GH/11710

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 6.1. from the Community Services Standing Committee Meeting held August 3, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7349>

**Subject: Housing Hub Consultation and Architectural Feasibility Study Update**

**Reference:**

Date to Council: August 3, 2022  
Author: Kelly Goz  
Coordinator Housing Administration and Development  
519-255-5200 ext. 5362  
kgoz@citywindsor.ca

Whitney Kitchen  
Coordinator Housing Administration and Development  
519-255-5200 Ext. 5276  
wkitchen@citywindsor.ca  
Housing and Children's Services  
Report Date: June 27, 2022  
Clerk's File #: GH/11710

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

**Recommendation:**

- a) **THAT** the report from the Coordinator of Housing Administration and Development regarding the Update on the Housing Hub Consultation and Architectural Feasibility Study **BE RECEIVED**; and further
- b) **THAT** the Commissioner Human and Health Services **BE AUTHORIZED** to **APPROVE** and **SUBMIT** applications and related submissions and amendments to secure capital and operating funding related to the development and implementation of the Housing Hub 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 Executive Director of Housing and Children's Services, provided that any submission or amendments do not exceed the funding in the approved budget in each respective year; and further,
- c) **THAT** the Executive Director, Housing and Children's Services **BE AUTHORIZED** to pursue additional funding opportunities, and take any action as required to reduce the amount of funding that may be requested from the municipal tax base; and further

- d) **THAT** the City Clerk and Chief Administrative Officer and City Clerk **BE AUTHORIZED** to **EXECUTE** Funding Agreements and any related documents, **amendments** and/or **extensions** between the City of Windsor and relevant funders related to capital or operating funding for the Housing Hub, provided that the Funding Agreements and any related documents, amendments and/or 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 and Executive Director of Housing and Children's Services, provided that any agreements do not exceed the funding in the approved City budget in each respective year; and further
- e) **THAT** for the duration of the programs the Commissioner of Human and Health Services **BE AUTHORIZED** to submit any necessary reports and documents required by the respective provincial and/or federal ministry and/or other funder(s) to remain in compliance with mandatory reporting requirements under the program(s) provided they are satisfactory in financial content to the City Treasurer, and in technical content to the Executive Director, Housing and Children's Services; and further
- f) **THAT** the Executive Director, Housing and Children's Services **BE AUTHORIZED** to **ENGAGE** with Real Estate to explore and identify potential sites that meet the minimum requirements identified through Glos Arch + Eng's Architectural Feasibility Study; and further
- g) **THAT** the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to enter into agreements to conduct any necessary preliminary work needed to determine the viability of potential sites that aligns with the requirements identified through Glos Arch + Eng's Architectural Feasibility Study and that is in accordance with the purchasing bylaw, provided that such 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 Health and Human Services and Executive Director of Housing & Children's Services where the costs do not exceed the \$200,000 municipal funding currently allocated to the Housing Hub in Capital project 7221048 – H4 Housing Hub; and further
- h) **THAT** the Executive Director, Housing & Children's Services **REPORT BACK** on:
- potential sites for the Housing Hub
  - the findings of the preliminary work completed to support a recommendation to enter into negotiations to acquire and/or build and/or renovate a property
  - the outcome of applications made related to capital and/or operating funding
  - any capital funding required for the acquisition, renovation or construction of the proposed Hub, as well as for any ongoing operating funding required to maintain the asset and deliver the services; and further

- i) **THAT** City Council **ENDORSE** the draft motion to request the Province of Ontario to increase capital and operating investments in affordable and supportive housing to mitigate homelessness as requested through the Urban Commissioners Group for consideration at the Regional Single Tier CAO table:

*WHEREAS homelessness in Ontario is on the rise; and,*

*WHEREAS the Province of Ontario has released More Homes More Choice, Ontario's Housing Supply Action Plan; and,*

*WHEREAS the Province of Ontario has released Ontario's Community Housing Renewal Strategy; and,*

*WHEREAS Ontario's housing action plans do not address the need for supportive housing; and,*

*WHEREAS Ontario's most vulnerable populations require access to supports to maintain their housing and their health; and,*

*WHEREAS the absence of permanent housing with adequate onsite supports is a key driver of homelessness and recidivism to homelessness; and,*

*WHEREAS the Province of Ontario requires municipal Service Managers to collect detailed, up-to-date information from individuals experiencing homelessness through the use of by-name-lists; and,*

*WHEREAS the Province of Ontario identifies the use of by-name lists as an innovative approach to help connect people with local housing and homelessness supports that better respond to their needs and improve access to supportive housing; and,*

*WHEREAS municipalities and Service Managers are stretching beyond their funded limits and mandates to provide supportive housing in their communities;*

*NOW THEREFORE BE IT RESOLVED THAT the Province of Ontario acknowledge the need for immediate action and flow capital and operating funding to municipalities and Service Managers in Ontario to lead the development of critical supportive housing programs.*

### **Executive Summary:**

The availability of affordable housing is a key driver of homelessness and it can play a significant role in ending homelessness in a community<sup>1</sup>. People in unsafe housing,

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<sup>1</sup> Current State and Future Needs of the Windsor Essex Housing and Homelessness System, September 2019



provincial institutions and emergency shelters need appropriate discharge planning that includes attainable housing and wrap-around supports based on their individual needs.

*Home Together: Windsor Essex Housing and Homelessness Master Plan, 2019-2028 (HHMP)* examined the progress Windsor Essex had made from 2014-2019 and identified key areas where improvement and expansion of services was necessary to build upon those successes. These areas included diversion and supportive housing for people experiencing chronic or episodic homelessness with complex mental health, addictions, or cognitive challenges who have a higher level of need than can be served effectively through existing programs, along with a need for Indigenous and youth-specific housing.

Since opening in 2020, the Homelessness & Housing Help Hub (H4) has evolved to provide low barrier service connection to necessary resources, including housing assistance, health care, income assistance, justice services, addiction and mental health support. The success of the program is a result of being a consistent anchor in the community that allows for persons who are not traditionally connected to supports or who are underserved to access immediate services. The H4 provides a co-location for multiple sectors to address the holistic needs of the person, thereby decreasing the amount of days a household experiences homelessness.

The proposed Housing Hub expands on the success of the H4 program to foster connections and a pathway into housing for people at risk of or who are experiencing homelessness, while connecting them to supports from multiple agencies and sectors in real time to improve long-term stabilization.

### **Background:**

The Homelessness & Housing Help Hub (H4) began as an emergency response to the COVID-19 pandemic to provide social distancing and safe daytime space to individuals experiencing homelessness. The program has evolved to fit the needs of the participants and has creatively repurposed an underutilized city asset temporarily; however, the building is not functionally suited for an optimal Housing Hub.

H4 has seen a steady increase in the volume of program participants accessing the service. As of June 2022, H4 has welcomed over 2,200 unique clients, with 59,654 visits. The program averages attendance between 110-150 unique visitors per day on most days, and often reaches capacity shortly after opening the doors. Limited physical space has required H4 to prioritize service for those currently experiencing homelessness, which limits the ability to also assist those who may be at risk of homelessness. The Housing Hub model is rooted in best practices for reducing community homelessness by focusing on both housing loss prevention, creating pathways to housing and other support services, and serving those actively experiencing homelessness. The program would achieve greater outcomes if the physical space allowed expansion into housing loss prevention assistance that could work to reduce illegal evictions, and increase proactive searches for housing before individuals/families access emergency shelters.

Building on the successes, lessons learned and evaluation of the H4 program, Administration sought to explore options to create a permanent Housing Hub in the City of Windsor. In July 2021, City Council approved Administration to engage in

professional services that would pursue the development of a Housing Hub model (C98/2021). Furthermore, the vision of the Housing Hub was to reflect the feedback collected through consultation with consumers and stakeholders that aligns with best practice while providing housing and support services that are flexible and responsive.

This report provides Council with the findings of that consultation, offers design elements of a new facility, and contains Administration's recommendations on the next steps needed to create a new Housing Hub.

*Home, Together: Windsor Essex Housing and Homelessness Master Plan, 2019-2028 (HHMP)*, was approved by City Council on December 2, 2019 (CR612/2019). The HHMP identifies goals, guiding principles, strategies, and targets that align with best practices and the needs of the community that are informed by data. More specifically, the HHMP strives to be responsive to provincial and federal housing and homelessness strategies and initiatives while acknowledging that achieving the goals under the HHMP is a collective responsibility that requires cross-sectoral collaboration to develop system-level solutions. Ultimately, the goal of the HHMP is to ensure that all programs, services and supports are person-centered and aimed to ensure people obtain and retain housing that is permanent, safe, affordable and accessible.

The COVID-19 pandemic exposed the vulnerability of the housing and homelessness system and increased the visibility of homelessness, as well as provided an opportunity for Administration to leverage senior levels of government capital funding. Some of this funding has been used to purchase 500 Tuscarora, which opened in June 2022 and operates as the region's first shelter for women and families, and aligns with the recommendations provided in the *Review of Emergency Shelter Services in Windsor Essex*, approved by Council in 2020 (CR 380/2020). Additional funding has also been used to begin the expansion of supportive housing for persons exiting chronic homelessness requiring support services to maintain housing.

The solution to homelessness is a home. The HHMP also identifies that an effective housing and homelessness system requires other evidence-based solutions such as diversion, and a continuum of affordable permanent and supportive housing options to meet people's individual needs while including considerations for vulnerable populations such as Indigenous Peoples and other racialized groups, youth, and those involved with the mental health and justice sectors.

## **Homelessness Data**

The 2021 Windsor Essex Coordinated Point-in-Time (PiT) Count was conducted in March 2021. The 2021 PiT Count identified that 251 people are experiencing homelessness on any given night, which reflects a 27% increase compared to 2018, when 197 people were identified. Single adults account for 79% of people experiencing homelessness in Windsor Essex. Survey results show that 42% of respondents need some time-limited assistance to get back into stable housing, and an additional 35% need highly intensive supports to stay housed.

As of May 2022, the Windsor Essex By-Names Prioritized List (BNPL), which provides real-time data of people experiencing homelessness in Windsor-Essex, shows there are currently 463 people actively experiencing some form of homelessness, of which 360

are experiencing chronic or long-term homelessness who would require a varied intensity of case management supports to retain housing. Overall, single adults represent 91.5% of those actively experiencing homelessness. Seventy-seven (77) people have been on the BNPL since 2018 and have a combination of chronic and high acuity homelessness who require stabilizing cross-sectoral supports to obtain and retain housing. Currently there are limited housing options and support services in Windsor Essex to adequately address the unique needs of this population and end their homelessness.

As of March 2022, the Windsor Essex Central Housing Registry (CHR) waitlist has 6,300 applicants registered and waiting for affordable housing, which represents an increase of approximately 84% from December 2016, and highlights the increased need for social and affordable housing in our community. Priority II applicants experiencing homelessness accounted for 419 of the eligible applicants on the waitlist. Each of the 6,300 households have met the household income eligibility criteria of having incomes at or below the Household Income Limits (HILS)<sup>2</sup> as designated in the *Housing Services Act, 2011* (HSA), verifying the need to support low income households that require assistance with housing costs. As of March 2022, 57% of applicants on the Central Housing Registry waitlist required a one-bedroom unit, further supporting the current rental market trend of higher rents for this unit size, and the need to focus on one-bedroom units in new affordable capital developments.

Since 2011, the number of Ontario households in core housing need<sup>3</sup> has increased by 19%, while the number of households receiving housing support from provincial programs has decreased by 4%. The Province's social housing wait list increased by 27% over this time period, with many households waiting over 10 years for a placement in social housing<sup>4</sup>. The affordability of housing is diminishing for many Canadians as the housing market continues to exceed wage growth. An increasing number of people will spend 30% or more of their income on their housing, leaving them "precariously" housed and at risk of homelessness. Many will be priced out of the housing market entirely<sup>5</sup>.

Emergency shelters remain the most expensive response to homelessness costing between \$23,629 per bed in Windsor Essex County pre-pandemic and increasing by an additional \$16,000-\$17,500 per bed during the pandemic. A rent subsidy costs approximately \$4,500 annually, Housing with Supports Homes cost approximately \$18,250, and Housing First Intensive Case Management with rental assistance costs \$9,670.<sup>6</sup>

Lengthened exposure to the adverse effects of homelessness can lead to deterioration of mental health, physical health and addiction recovery. In order to help address this, H4 provides on site medical services through partnerships with Windsor Essex

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<sup>2</sup> <https://www.ontario.ca/laws/regulation/110370>

<sup>3</sup> Core Housing Need: A household is in core housing need if its housing does not meet one or more of the adequacy, suitability or affordability standards and it would have to spend 30% or more of its before-tax income to access local housing that meets all three standards. (Source: Canada Mortgage and Housing Corporation)

<sup>4</sup> Financial Accountability Office of Ontario, Housing and Homelessness Programs in Ontario, 2021

<sup>5</sup> No Fixed Address: The Intersections of Justice Involvement and Homelessness, John Howard Society 2022

<sup>6</sup> Vink Consulting. Review of Emergency Shelter Services in Windsor Essex, July 2020

Community Health Centre (weCHC) and Canadian Mental Health Association (CMHA). Access to medical services are barrier free, serving those without referrals, appointment times or health cards. This service provides critical care for patients without primary care who would otherwise be seen by emergency medicine. The *Evaluation of the Homelessness and Housing Help Hub* conducted by OrgCode Consulting in 2021 presented to Council as part of the initial Housing Hub report (C 98/2021) indicates 25% of respondents are considered tri-morbid based upon self-reports.<sup>7</sup> Tri-morbid indicates that participants live with chronic disease, mental illness, and an addiction or dependency. Another 32% of interview participants are considered to be co-morbid. According to the Canadian MIS Database from the Canadian Institute for Health Information, the cost of 93+ hospitalizations over the last six months for people experiencing homelessness would have been at least \$523,706. The 271+ times in emergency rooms over the last six months would have cost Windsor-Essex at least \$42,818. It is anticipated that the Housing Hub will build upon the success of the H4 model by continuing to partner and co-locate health service providers' onsite and will achieve cost savings in the health sector, while improving health outcomes for program participants.

The relationship between incarceration and homelessness is bidirectional. Those experiencing homelessness are more likely to be incarcerated and individuals held in detention are at heightened risk to become homeless. Re-integrating into the community post incarceration requires coordinated discharge planning efforts amongst the health, justice and homelessness sector. Successful community releases from provincial institutions requires low barrier connections to necessities like income assistance, housing searches, mental health, addiction support and health care to achieve stability. Breaches of reporting to probation or bail appointments can result in returning to incarceration, furthering the revolving door of justice involvement and homelessness. In 2022, Probation and Parole and the John Howard Society Bail Supervision Program have committed to having staff on site at H4 several hours a week to remove barriers to reporting appointments and facilitate further community integration for justice affected populations experiencing homelessness. These enhancements to justice supports to reduce breaches contributes to a significant cost savings for the province. According to the most recent "Update on Costs of Incarceration" from Ottawa's Office of the Parliamentary Budget, the 100+ times people experiencing homelessness were in jail or prison over the last six months would have cost Windsor-Essex at least \$31,400<sup>8</sup>.

OrgCode Consulting states: "achieving housing is not always a straightforward process when people are missing important documents that may make them eligible for certain forms of housing that they would not be eligible for moving into without the necessary paperwork completed. This can include things like identification, proof of income, confirmation of a mental illness, addiction or other type of disabling condition, and even proof of filing taxes. H4 seems partially able to assist its guests with getting 'paper ready' for housing." By co-locating a number of agencies at the current H4, there has been a noted increase in the number of people who have moved into housing and a significant decrease in the length of time a participant experiences homelessness.

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<sup>7</sup> OrgCode Consulting. An Evaluation of the Homelessness and Housing Help Hub, April 2021

<sup>8</sup> OrgCode Consulting. An Evaluation of the Homelessness and Housing Help Hub, April 2021

Under the Housing Hub, this trend would continue and would assist the City in achieving its mandate to reduce and end chronic homelessness by 2028.

### Discussion:

This report informs Council on the consultation feedback and architectural feasibility study developed by Glos Arch + Eng and seeks approval for the next steps related to the development of the Housing Hub.

In Fall 2021, Glos Arch + Eng. was retained to explore the feasibility of a re-imagined and expanded housing hub model by engaging in broad community consultation that included emergency shelter service providers, the Housing and Homelessness Advisory Committee (HHAC), persons with lived experience, elected officials and other key stakeholders representing the health, social services, and justice sectors. Consultation efforts were robust and delivered through focus groups, surveys, phone, virtual and in person interviews and presentations to various committees. Figure 1 represents the broad spectrum of consultations held over December 2021 and January 2022.

Figure 1: Housing Hub consultations<sup>9</sup>



Consultation participants were asked for input on items such as future services and amenities, considerations for the potential location, preferred design elements, and future engagement strategies.

A Steering Committee was struck in late 2021 to provide feedback and direction to the development of the Housing Hub project through a collaborative and multi-disciplinary approach. Membership of various City departments whose knowledge base lends to the scope of the Housing Hub project participated on this committee along with staff from Glos Arch + Eng.

The proposed Housing Hub vision creates approximately 64 new affordable housing units, and a community hub for low barrier service connection to vital resources to address inequities in social determinants of health through collaboration, advocacy, and person centered care. The intention is not to duplicate existing services, but rather to create a robust triaging service that streamlines connections between sectors while

<sup>9</sup> What We Heard Report: A New Housing Hub, A Community Informed Feasibility Study, Glos Arch + Eng, 2022

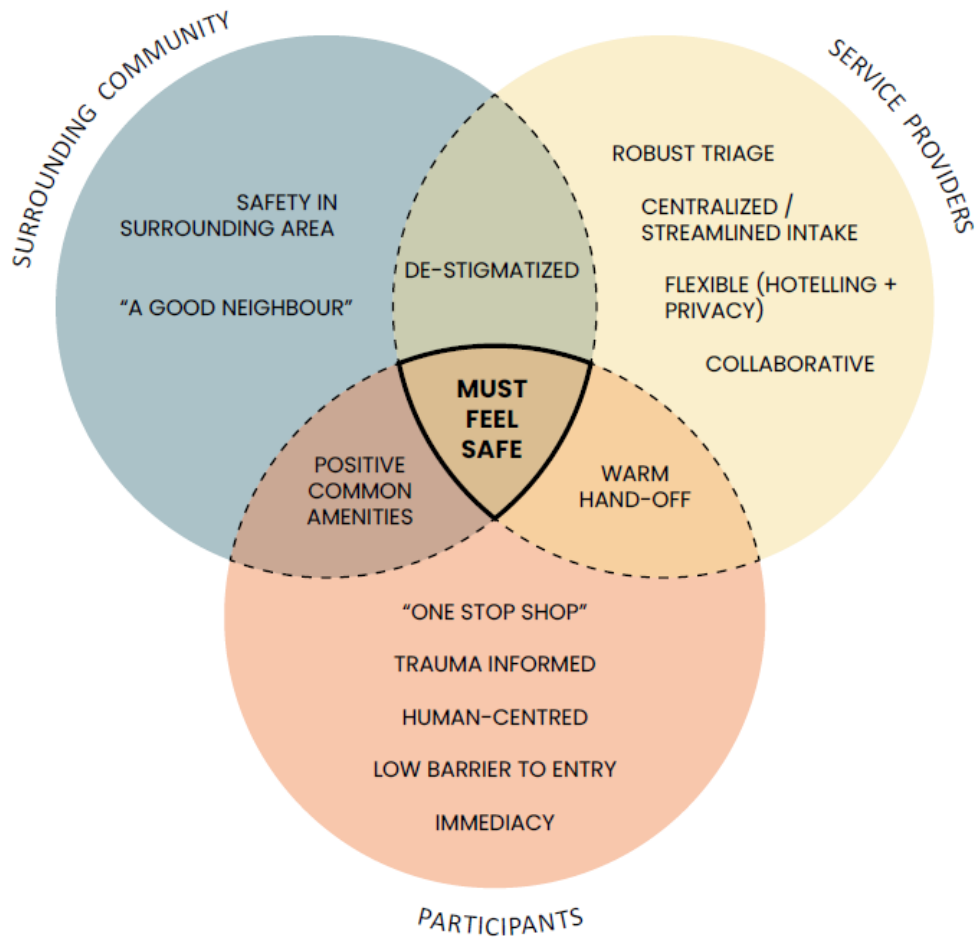


improving sustained housing and wellness outcomes. The re-imagined program is also intended to create a space for both those experiencing homelessness and those who may be at risk of homelessness.

Recommendations from Glos Arch + Eng's *What We Heard Report* (Appendix A) outlines intentional design for flexible spaces that can change with the needs of the community, including but not limited to civic emergencies, natural disasters, and peak demand of services in winter months.

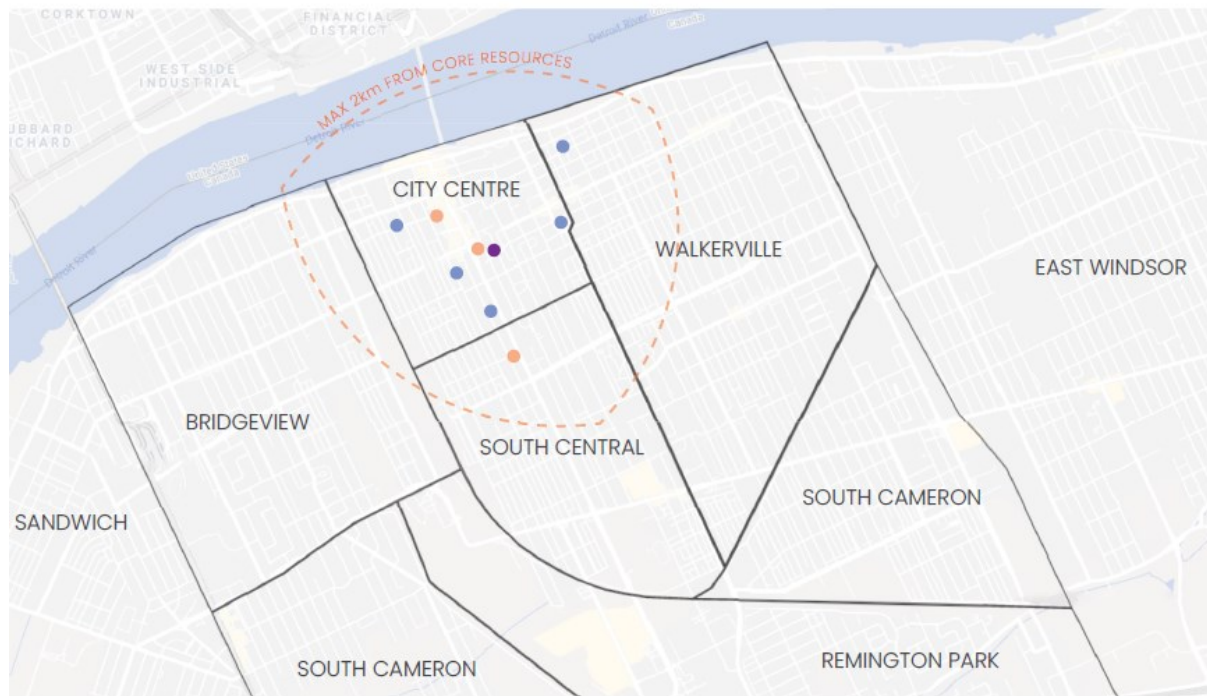
The critical elements of the Housing Hub that was provided through consultation feedback is represented in Figure 2 below.

Figure 2: Critical Needs



## Location

A fully operational Housing Hub with a broad range of in-house supports will still require close proximity to emergency shelters, health care providers, harm reduction pharmacies, in addition to other core community agencies. Feedback from participants, staff and service providers cite 2km as the desired distance for the average participant to be able to travel on foot to seek resources, which are primarily located within the boundaries of Ward 3. The map below visually represents the identified area.



- SHELTERS
- HARM REDUCTION PHARMACIES
- CONSUMPTION & TREATMENT SITE (CTS)

## Programming

Consultation feedback sectioned core-programming needs into five over-arching categories:

1. basic needs
2. housing with wrap around supports
3. drop-in service hub
4. diversion
5. prevention and coordinated access to services

This intersectionality allows a person-centered approach to tailor interventions, services and supports to the unique needs of the program participants.

## Housing

As stated above, there are 77 single adults who have been identified on the By-Names Prioritized List (BNPL) whose housing and support needs exceed what is currently available in Windsor Essex. By seeking a property that can be phased and expanded to accommodate onsite single occupancy permanent housing would meet the needs of this group and leverages wrap around multi-sector support services. This aligns with the consultative feedback and recommendations made through C98/2021 that identifies a significant need for flexible on-site single occupancy housing to meet the specific needs

of highly complex individuals and vulnerable underserved populations experiencing homelessness to create sustainable housing options.

### **Design Elements**

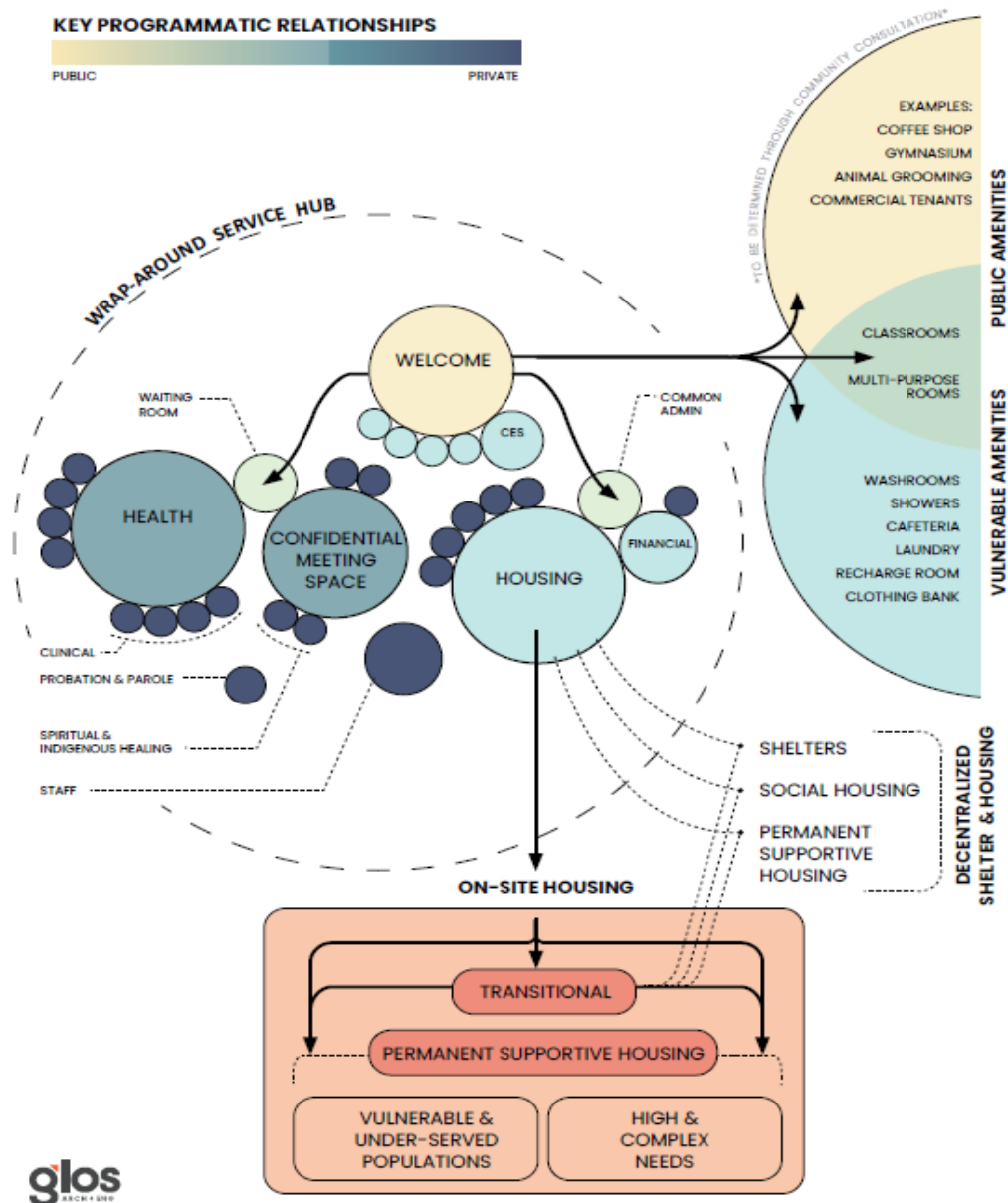
The overarching takeaway from consulting with persons experiencing homelessness at H4 was the building and program “must feel safe”. Physical choices for the space are rooted in trauma-informed design to promote dignity and decrease conflict, while also considering cultural safety and Indigenous representation.

### **Services and Amenities**

Services and amenities requested through consultation include but are not limited to, enhanced hygiene resources by adding on site laundry and showers, lockers for storage, increased availability of public phones, and expanded internet access with computer banks.

The Housing Hub’s programing, design elements, services and amenities are visually represented in Figure 3 below.

Figure 3: Program Elements



## Architectural Feasibility Renderings

The *Architectural Feasibility Study* authored by Glos Arch + Eng. (Appendix B) operates as an extension of the *What We Heard Report* and explores various assessment criteria for site typologies in order to test architectural opportunities, limitations, risks and costs.

Sites between 80,000-100,000 square feet are considered ideal for the Housing Hub. Sites in this size range offer flexibility to integrate outdoor space or community bridging amenities as desired. Sites greater than 100,000 square feet offer unique opportunities for future on-site housing and phased expansion to further community bridging resources. Sites between 40,000-80,000 are the minimal viable size for this project. Sites on the lower range will need to have the services and amenities be divided



amongst multiple levels increasing operational costs for staffing, do not allow for future expansion, and limit the ability to incorporate outdoor areas.

When assessing potential sites, Glos Arch + Eng recommends considering many variables to assess for risk to neighbouring communities. Locations in close proximity to schools, parks and playgrounds, pedestrian commercial districts, or single-family homes are considered high risk. Locations in close proximity to low-risk land uses and/or currently considered derelict or difficult to develop by private entities, are considered opportunities. Site considerations have been reviewed and approved by the Steering Committee, including the recommendation to be within 2km walking distance of emergency shelters and core affiliated services. The *Architectural Feasibility Study* outlines the qualities of an ideal site for the Housing Hub, which can be used to evaluate safety, stigma, security, future growth, community integration, level of service, and operational efficiency for staffing.

### **Risk Analysis:**

There is a moderate risk that there may be limited site options that satisfy all of the requirements identified through the *Architectural Feasibility Study*. Administration in consultation with the Steering Committee will report back to Council on the potential sites explored that satisfy a higher number of the requirements identified through the *Architectural Feasibility Study* to inform a recommendation to purchase a site and develop of the Housing Hub.

Failure of Council to approve the recommendations in this report to allow Administration to further develop the Housing Hub model will hinder Administration's ability to meet the "shovel ready" requirements of senior level government funding. Administration anticipates future capital funding streams to be announced through the National Housing Strategy.

The current location of the H4 at the former Windsor Water World is temporary, and without a long-term plan, may have to cease operations. Without the H4 program, there is a gap in service provision that presents significant risk to the residents who rely on those services, and the community that has also experienced positive outcomes.

Further, a reduction in services, and in fact continuation of the status quo, presents the risk of not meeting the stated goals of the *Home Together: Windsor Essex Housing and Homelessness Master Plan, 2019-2028* to prevent homelessness, end chronic homelessness by 2028 and expand supportive and/or affordable housing that is permanent and accessible to underserved populations.

Not investing or endorsing the development of the Housing Hub not only negatively impacts the quality of life for many residents, but may also negatively impact efforts to attract, increase and sustain the economic development opportunities in the downtown core and advance the strategies identified under Windsor Works. As the result may be an increase in visible street homelessness and a negative impact on capacity issues within the existing emergency shelter system. Other sectors such as police, hospitals, and the justice system will also experience increased demand and costs.

## **Climate Change Risks**

N/A

## **Climate Change Mitigation:**

N/A

## **Climate Change Adaptation:**

N/A

## **Financial Matters:**

The City of Windsor is the Consolidated Municipal Service Manager (CMSM) for the delivery of the Provincial Housing and Homelessness programs in Windsor and Essex County and the Community Entity for the Federal Reaching Home program.

## **Current H4**

The Homelessness & Housing Help Hub (H4) began as an emergency response to the COVID-19 pandemic to provide social distancing and safe daytime accommodations to individuals experiencing homelessness. The current H4 location at Windsor Water World is temporary and has been supported through various time-limited Federal and Provincial COVID-19 funding streams and in-kind municipal contributions. Without a long term plan for moving the H4 to another location the H4 will have to cease operations, which may lead to the increase in visible street homelessness and contribute to negatively impact capacity issues within the existing emergency shelter system.

For the 2022-2023 fiscal year, the projected funding required to operate the H4 at the current location will be available from the Federal Reaching Home program and/or from other Provincial homelessness programs. For the 2023-2024 fiscal year, it is projected that funding from senior levels of government will not cover the operating costs associated with the current H4 location. A request for municipal funding will be brought to Council during the development of the 2023 Operating Budget for the portion of the H4 operating costs that cannot be funded through Federal or Provincial homelessness programs.

## **Proposed Housing Hub**

The *Architectural Feasibility Study* developed by Glos Arch + Eng envisions a fully operational Housing Hub with a broad range of in-house supports that is in close proximity to emergency shelters, health supports, harm reduction pharmacies, and other core community agencies. It also envisions that it would contain affordable housing units and would have flexible spaces that can change with the needs of the community, including but not limited to civic emergencies, natural disasters, and peak demand of services in winter months.

If the recommendations in this report are approved, Administration will engage with Real Estate to identify potential sites that meet the minimum requirements identified through Glos Arch + Eng's *Architectural Feasibility Study*. Administration will report back on the potential sites and findings of the preliminary work completed to support a recommendation to enter into negotiations to acquire or build/renovate a property.

**The 2022 Capital Budget contains \$200,000 approved for preliminary studies related to the Housing Hub (Project #HCS-001-22 Financial Project #7221048).**

Besides the \$200,000 noted above, the 2022 Approved Operating Budget and 10 Year Capital plan does not contain municipal funding for the proposed Housing Hub. If the recommendations in this report are approved, Administration will also pursue additional funding opportunities from senior levels of government, or any other available sources that reduces the amount of funding requested from the municipal tax base. Administration will report to Council the outcome of any such funding pursuits.

The ongoing operating costs of a new site will vary upon the configuration of the new building and the expected service levels. Once a proposed site has been determined, a request will be brought forward for any capital funding required for the acquisition, renovation and construction of the proposed Hub, as well as for any ongoing operating funding required to maintain the asset and deliver the services.

Recent discussions with our peers on the Single Tier Regional Treasurer's Group have highlighted that housing and homelessness is a major problem across the province and has become one of the highest priority items for municipalities.

Like many other cities, the COVID-19 pandemic exposed the vulnerability of the housing and homelessness system and increased the visibility of homelessness, as well as provided an opportunity for Administration to leverage senior levels of government capital funding. Some of this one-time funding has been used to purchase and operate the additional shelter space for women and families. Additional funding has also been used to begin the expansion of supportive housing for persons exiting chronic homelessness requiring support services to maintain housing. Unfortunately, the increased level of service required during the pandemic, funded by one-time grants, will need to be sustained going forward. Unless new sustainable operating and capital funding is announced by senior levels of government, municipalities will not be able to fund this shortfall.

The extent of reliance on property taxes relative to public expectations of municipal service delivery continues to be a major and ongoing challenge. The City's budget and financial capacity continue to be stretched, highlighting the limitations to funding a multitude of important social programs from an inadequate revenue base comprised solely of property taxes and various user fees without secure, ongoing and sustainable funding from senior levels of government.

**Consultations:**

Nancy Jaekel, Financial Planning Administrator

Linda Higgins, Manager Intergovernmental Funding

John Revell, Chief Building Officer

Alex Vucinic, Purchasing Manager

Dana Paladino, Deputy City Solicitor

Natasha Gabbana, Senior Manager of Asset Planning

Frank Scarfone, Manager Real Estate Services

**Conclusion:**

Homelessness is the symptom of systemic failures and barriers resulting in inequities for vulnerable people in our society. As with many complex social problems, solutions to ending homelessness cannot be achieved by one organization, sector or government alone. Rather, ending homelessness requires stakeholders to constantly work together to secure and direct the financial and human resources necessary to achieve the greatest number of reductions in homelessness that are possible. The Housing Hub addresses the needs of persons at risk or experiencing homelessness by streamlining immediate access to programs and services that will improve their social determinants of health. The Housing Hub reduces costly duplication, fosters community collaboration and ensures the City of Windsor remains a leader and innovator in ending homelessness.

**Planning Act Matters:**

n/a

**Approvals:**

Name	Title
Jennifer Tanner	Manager, Homelessness & Housing Support
Linda Higgins	Manager Intergovernmental Funding
Kirk Whittal	Executive Director, Housing & Children's Services
Debbie Cercone	Commissioner (A), Human & Health Services
Shelby Askin Hager	Commissioner, Legal and Legislative Services
Joe Mancina	Commissioner, Corporate Services & Chief Financial Officer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
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Sonia Bajaj		<a href="mailto:sbajaj@citywindsor.ca">sbajaj@citywindsor.ca</a>
Stephen Lynn		<a href="mailto:slynn@citywindsor.ca">slynn@citywindsor.ca</a>
Sharon George		<a href="mailto:Exec.director@caifc.ca">Exec.director@caifc.ca</a>
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### Appendices:

- 1 What We Heard Report
- 2 Feasibility Study
- 3 Public Presentation



## WHAT WE HEARD REPORT

### A New Housing Hub

A Community-Informed Feasibility Study

for:



March 31, 2022



325 Devonshire Road, Suite 410  
Windsor, ON N8Y 2L4  
Phone: 519-966-6750  
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Valerie Dawn  
Principal Architect  
[valeried@glosassociates.com](mailto:valeried@glosassociates.com)

*"It's going to take a community to eradicate homelessness."*  
*Focus Group Participant*



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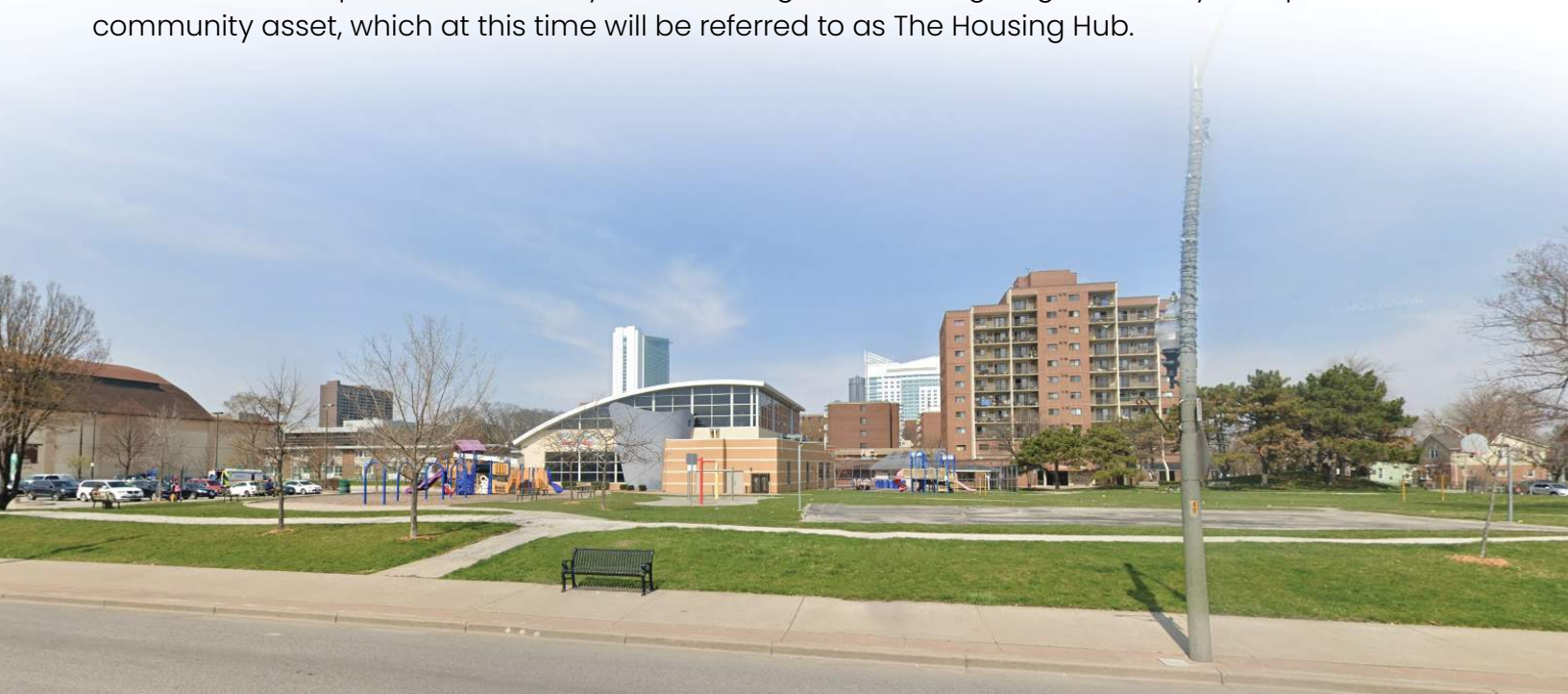
## 1 PROJECT BACKGROUND

The Homelessness & Housing Help Hub (H4) facility started as an **emergency response** to the Covid-19 pandemic. When public facilities closed, and stay-at-home orders and social distancing came into effect, the City of Windsor was quick to adapt to ensure people experiencing homelessness stayed safe. The former Windsor Water World building at 400 Wyandotte St E was identified as a building that could be occupied immediately for this purpose, and H4 as we know it was born.

Since it opened in 2020, H4 has become a well-loved space that has helped identify and fill gaps in serving and supporting those experiencing homelessness in Windsor-Essex. It has opened the eyes of many to how this community can transform care & support for this vulnerable sector, and ultimately have greater impact on transitioning people out of homelessness in this region.

The challenge this community faces now is that the existing facility in the former Windsor Water World building is a **“make-do situation”**, or as some have described — **“a square peg in a round hole”**. It is a roof overhead for a group of amazing staff that have been incredibly resourceful, but fails on many fundamental levels of functionality.

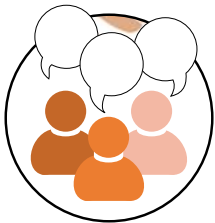
The City of Windsor has retained Glos Arch + Eng to undertake comprehensive stakeholder consultation to explore the feasibility of re-homing, and re-imagining this facility as a permanent community asset, which at this time will be referred to as The Housing Hub.





## 2 COMMUNITY ENGAGEMENT

In December 2021 & January 2022, Glos Arch + Eng undertook consultation with a broad spectrum of stakeholders, user-groups, staff and service providers impacted most by The Housing Hub.



**92**

FOCUS GROUP  
PARTICIPANTS



**47**

SURVEY  
RESPONDENTS



**15**

PHONE / VIRTUAL  
INTERVIEWS



**28**

1:1 INTERVIEWS  
(IN PERSON)



**25**

PRESENTATIONS  
TO COMMITTEES

### COMMUNITY STAKEHOLDERS INVOLVED:

- City of Windsor
- Child Welfare & Youth
- Interim Housing / Shelters
- Windsor Essex Housing Connections
- Social Housing Providers
- Police & Justice Services
- Indigenous Service Providers
- Health Sector (Incl. Ontario Health Team)
- Immigration & Grass Roots
- LGBTQS2+
- Downtown Windsor BIA
- H4 Staff
- Current H4 Participants / Individuals with Lived Experience
- Glengarry Neighbourhood Representatives

## ENGAGEMENT INTENT

The intent of the engagement process is to share information about the project background and vision, and gather feedback on key issues and decisions. Feedback alone cannot steer the project entirely, but robust stakeholder input allows us to find a “sweet spot” that balances technical requirements and city policies and programs, with the unique needs of this community. In every discussion, we clarify what decisions are intended to be influenced by feedback, and what is considered non-negotiable.

## KEY DECISIONS

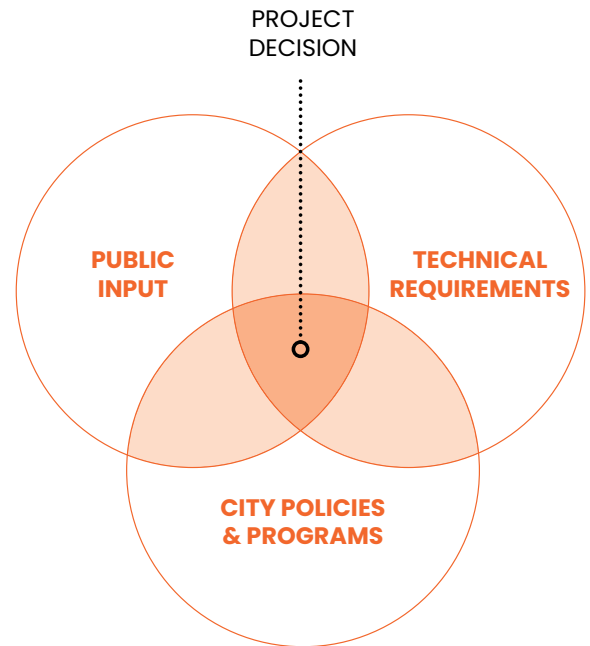
1. WHAT SHOULD THE HOUSING HUB INCLUDE?
2. WHERE SHOULD THE HOUSING HUB GO?
3. HOW SHOULD IT LOOK & FEEL?
4. HOW SHOULD ENGAGEMENT CONTINUE?

## NON-NEGOTIABLES

### PROJECT GOAL

To end homelessness in Windsor-Essex

### PROJECT VALUES



HOUSING FIRST

SUPPORTIVE

**DIGNITY**

“WE MEET PEOPLE WHERE THEY’RE AT”

FOSTERS TRUST

**TRAUMA INFORMED**

**SAFETY**

WARM

“COME AS YOU ARE”

**RESPECTFUL**

FRIENDLY

INFORMED

INCLUSIVE

ACCESSIBLE



### 3 WHAT WE HEARD

The rapid impact of the current ad-hoc H4 has become evidence of the need for a complete paradigm shift in how services are delivered to support those experiencing homelessness in Windsor-Essex.

What we heard over and over again from service providers embedded in this work was that Windsor-Essex is full of incredible organizations working tirelessly and creatively to have positive impact — and at the same time — everyone's plate is fuller than ever while demand and acuity grows faster than we've ever seen.

We heard that homelessness is vastly intersectional. Individuals are accessing services in a crisis, and often need immediate support from multiple different agencies — agencies that might be across town from each other with different intake models.

People are getting lost in the gaps.

We heard that only a portion of homelessness is visible. There are entire communities of people who need help and are not seeking it because they do not feel safe accessing emergency services. These are people who often only need low- to mid-level support to change their lives, and they aren't walking in the door of emergency services because of stigma, triggers, and fear of harm.

People are getting stuck when they have to choose between getting help and feeling safe.

Even in its ad-hoc state, H4 is having impact because it is meeting people where they're at, prioritizing relationships, and coordinating access to a complex web of services. It is connecting people casually and flexibly to the supports that they need, and walking alongside them as they find their own unique path to stability.

What we heard is that a permanent wrap-around service hub could change everything. It could be pivotal in helping service providers operate more nimbly with the resources they have, and allow them to have greater impact on their shared goal — ending homelessness. It would also shift Windsor-Essex into a position where they could better track progress, understand challenges, and demonstrate impact.

The diagrams on the following pages illustrate the evolution of the service delivery model from before 2020, to Covid response (H4), to the proposition for a permanent Housing Hub.

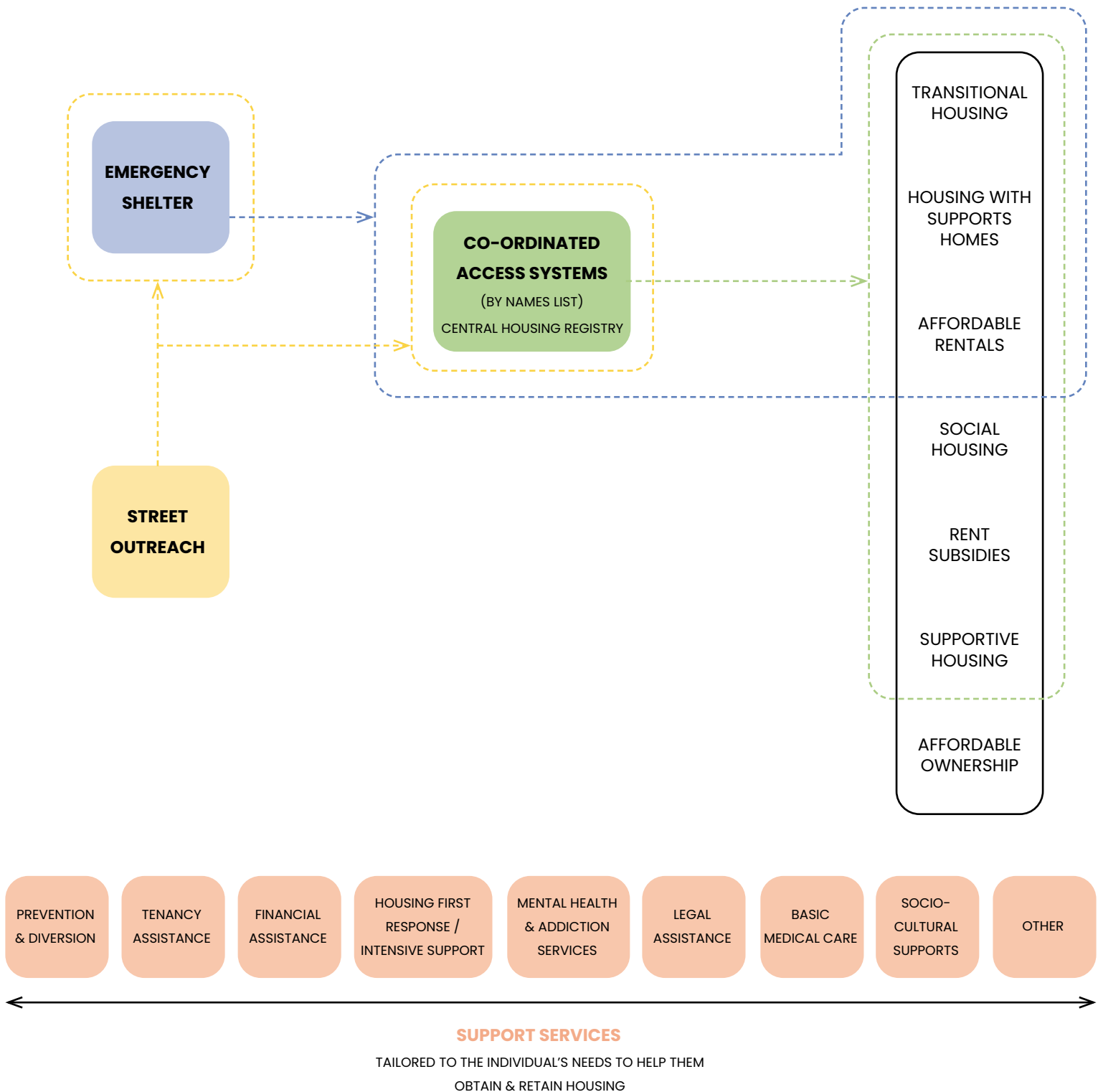
## SERVICE DELIVERY MODEL

### BEFORE 2020

#### EMERGENCY RESPONSE

#### ACCESS PROCESS

#### HOUSING





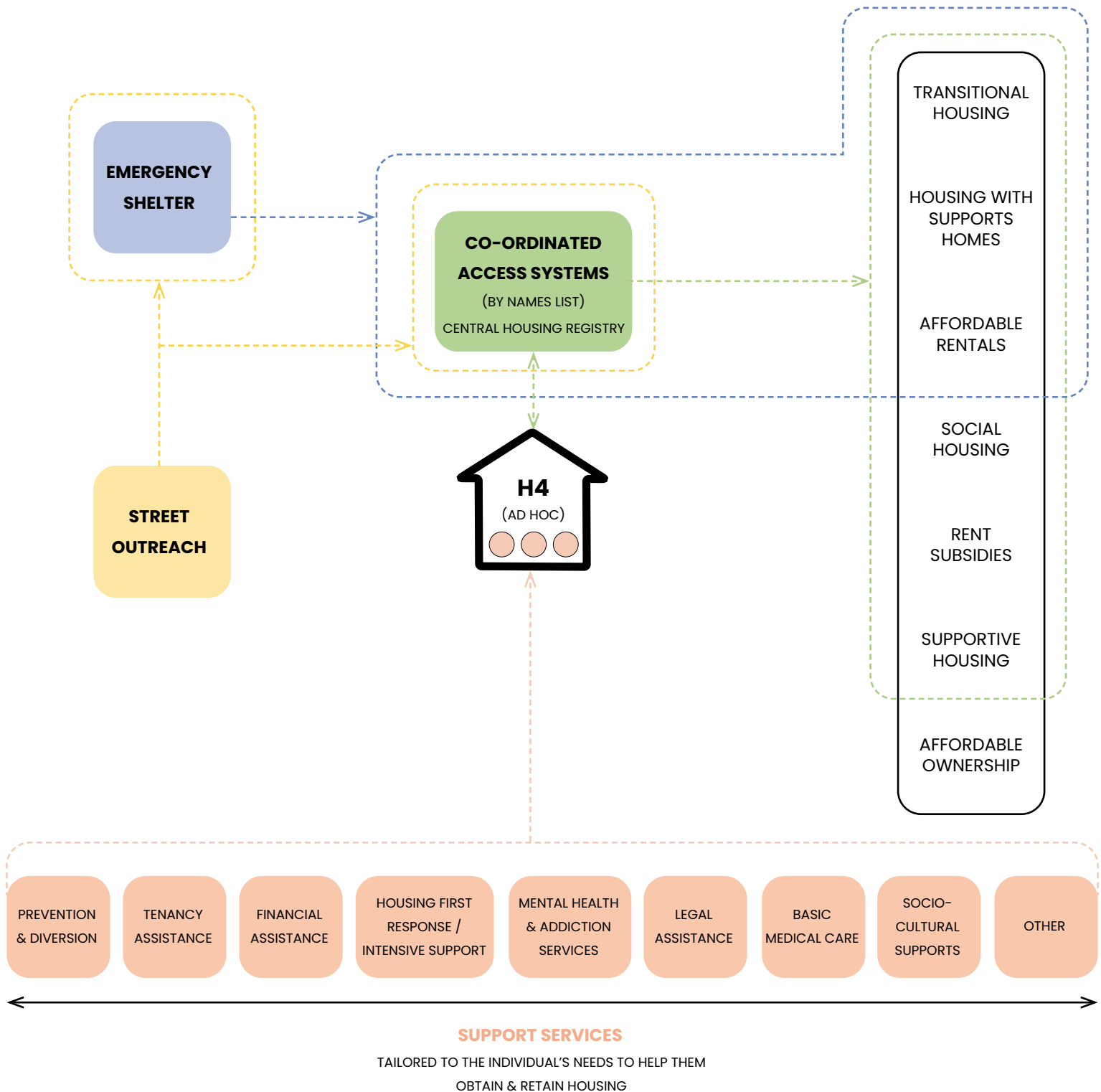
## SERVICE DELIVERY MODEL

### COVID RESPONSE — AD-HOC H4

#### EMERGENCY RESPONSE

#### ACCESS PROCESS

#### HOUSING



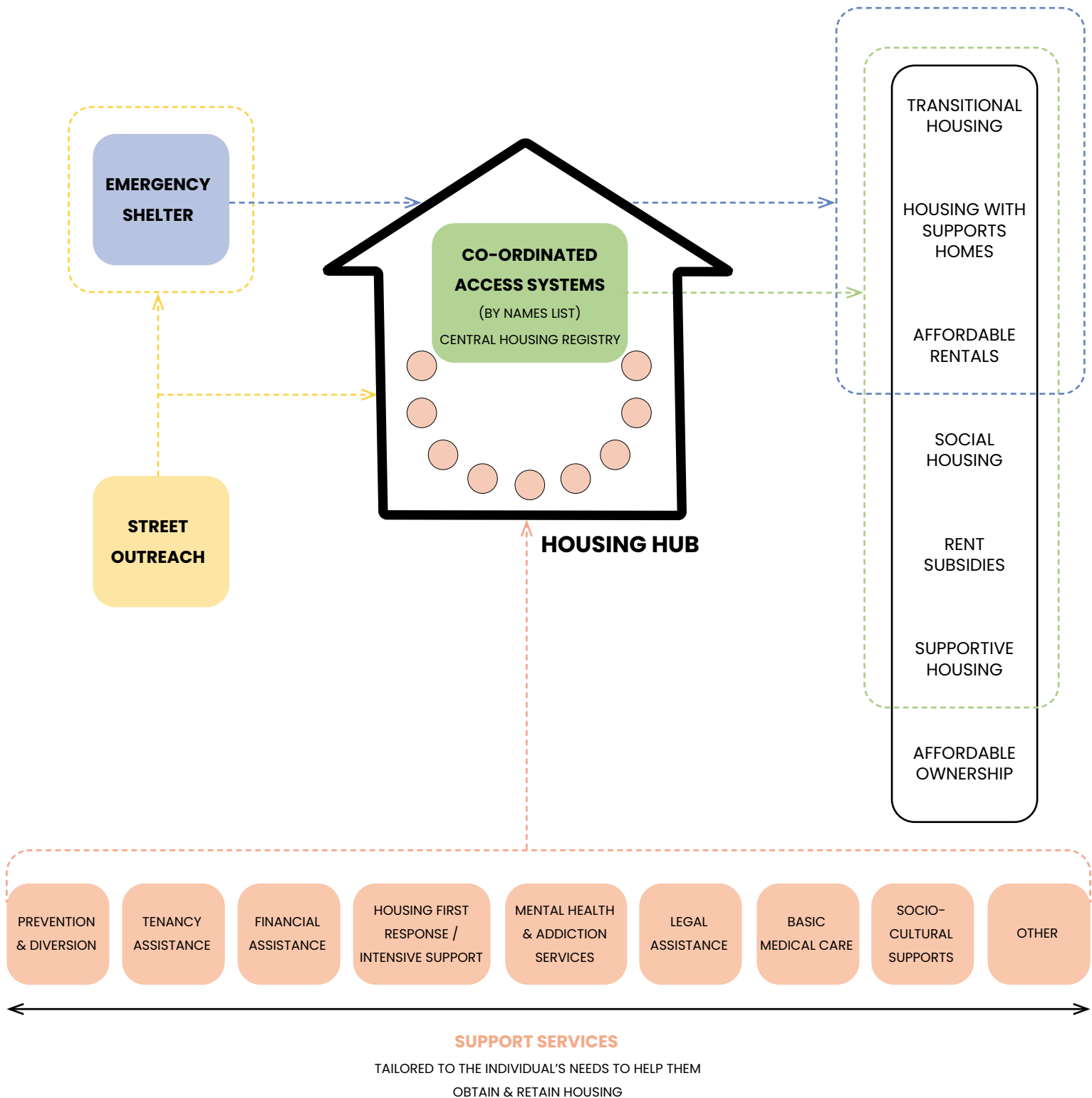
## SERVICE DELIVERY MODEL

### PROPOSED — FUTURE H4

#### EMERGENCY RESPONSE

#### ACCESS PROCESS

#### HOUSING



## SERVICE DELIVERY MODEL

### BEFORE 2020

- This model relies on people accessing services through shelters, although sheltered individuals only capture a fraction of the population experiencing or at risk of homelessness.
- Some individuals would enter into this service model through a specific service provider, and then move to other services by way of referrals to other independent service providers.
- The “By-Names Prioritized List” was established as the central tracking system to assist service providers in keeping track of all individuals experiencing homelessness at any given time.

- Challenges:
- people are getting lost between referrals
  - high rate of return to homelessness, since access to supports diminished after obtaining housing
  - a lot of redundancy since each partner conducts separate intake, and no resources are shared

### COVID RESPONSE — AD-HOC H4

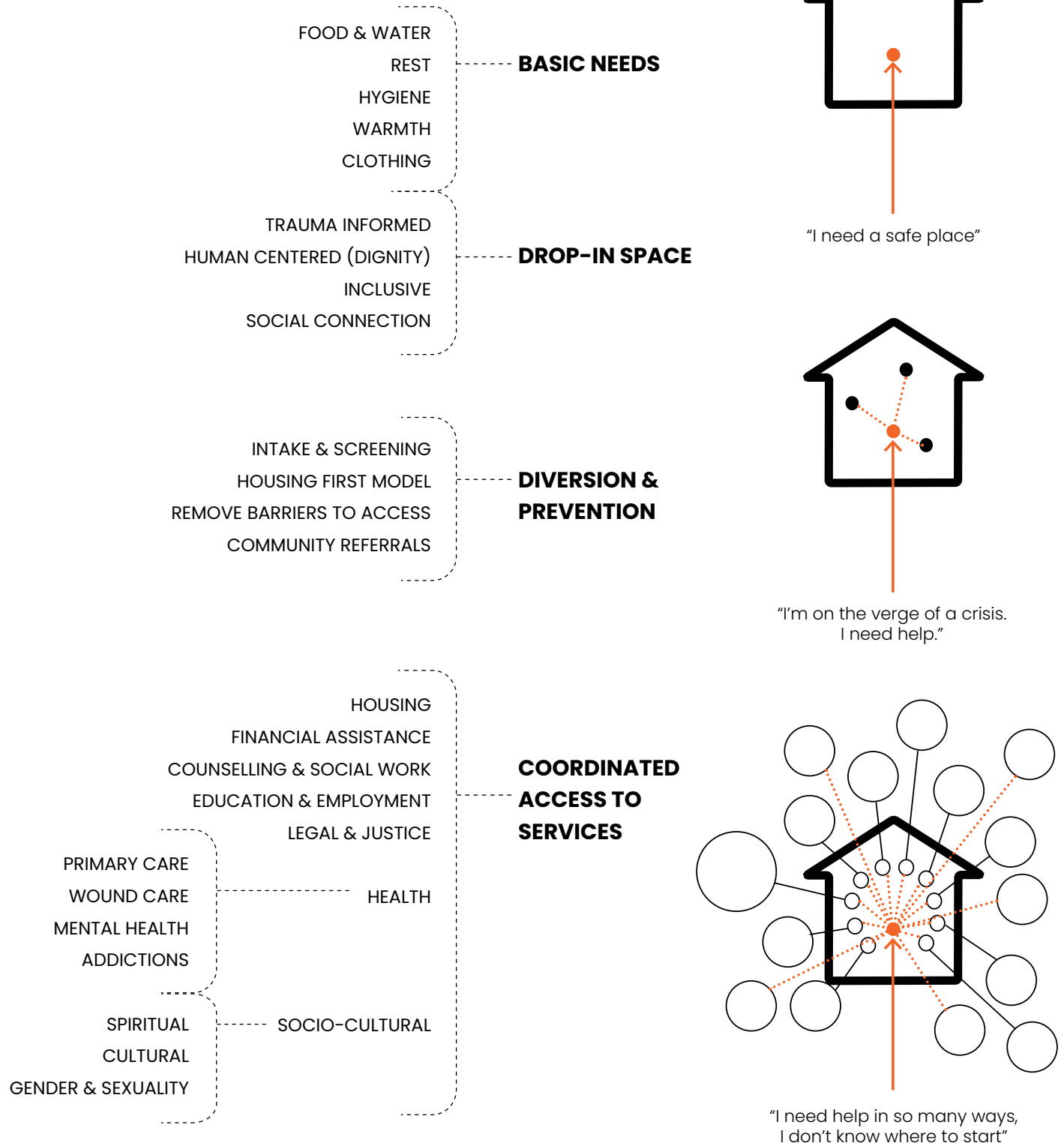
- Immediately addressed need to offer a safe place to stay during stay-home orders, as well as increased screening & hygiene during pandemic response
- Created a tangible “front door” to services where various partnering services could collaborate, and offered a space where partnering agencies could send staff on a hotelling basis
- Offered a dignified drop-in space where individuals experiencing homelessness felt a sense of respect, care and belonging

- Challenges:
- funding is temporary
  - building is too small
  - building is not suitable for this use (ie. poor visibility, odd layout, pool)
  - site is too enmeshed in residential community, causing safety challenges
  - site is too public-facing, causing challenges with local businesses

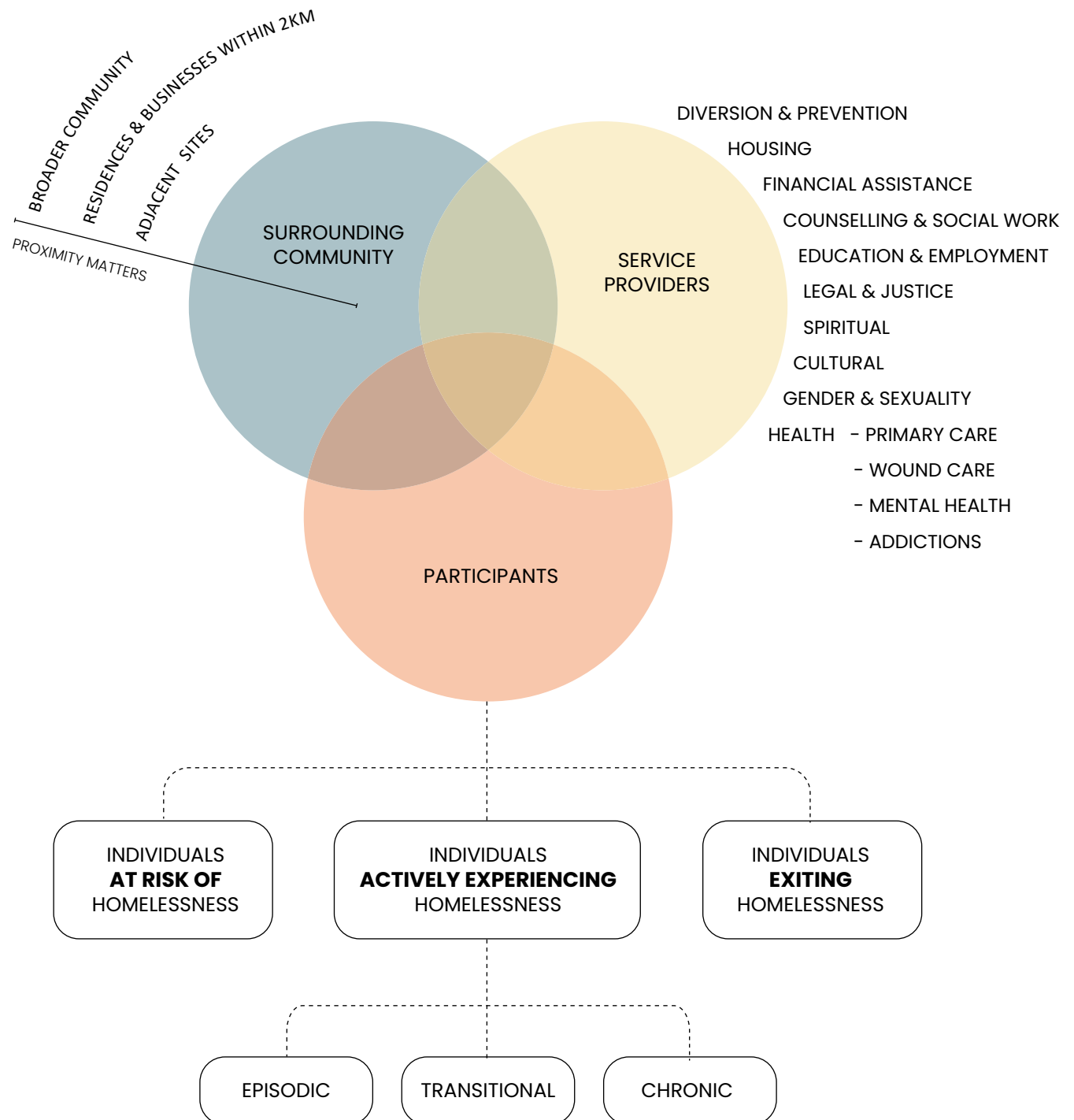
### PROPOSED — THE HOUSING HUB

- Hub & Spokes Model: Wrap-around, co-ordinated access hub acts as front door to all services. Hub then connects individuals to their unique web of supports both on and off site. Partnering agencies have ongoing flexibility to dedicate staff on a temporary or permanent basis, to provide immediate care and bridge a connection with their primary service location.

### 3 WHAT DOES IT NEED TO BE?



## 4 WHO IS IMPACTED?





## WHO IS IMPACTED?

### PARTICIPANTS

The makeup of individuals supported by a facility like The Housing Hub include a broad spectrum of acuity, which is why robust triaging is so important. While participants with the highest acuity are often the most visible, and require the most resources, they are not the largest cohort.

- Low Acuity
- Largest cohort of service users, and likely underrepresented by data
  - Require minimal intervention to resolve their period of homelessness
  - Often able to search for and secure housing using their own resources as well as informal support systems (friends & family)

**Supports Required:**

- Service Referrals
- Service Coordination

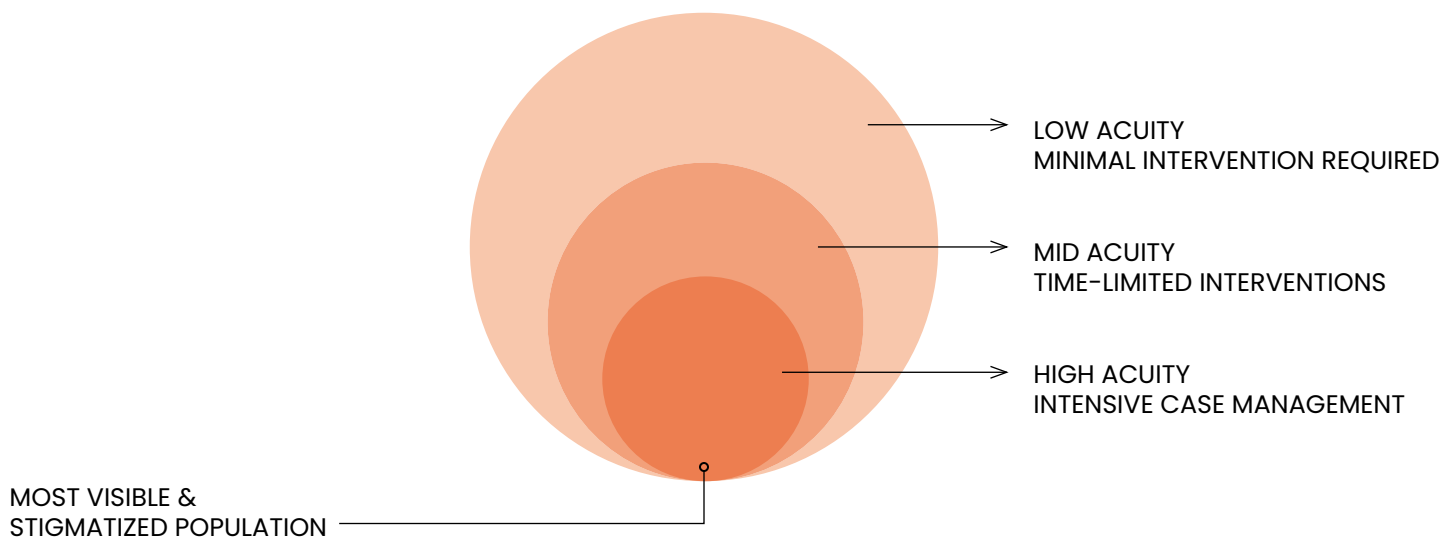
**Challenges:** Many choose to live precariously and avoid seeking help due to stigma and feeling unsafe accessing existing emergency services

- Mid Acuity
- Require time-limited interventions to resolve their period of homelessness
  - Often present with low/poverty income levels, and/or a history of trauma, mental health concerns, or substance misuse
  - Often have recurring episodes of homelessness that require intervention

**Supports Required:**

- Case Management
- Rapid Re-housing Supports

**Challenges:** Current disconnection between services, difficulty navigating multiple intake systems and maintaining self-led coordination



## WHO IS IMPACTED?

- High Acuity
- Smallest cohort of service users
  - Require the largest investment of resources to resolve chronic homelessness
  - Often present with co-occurring disorders or trimorbidity (presence of physical health condition, mental health disorder, and substance misuse)
  - Often disengaged or restricted from accessing mainstream services.

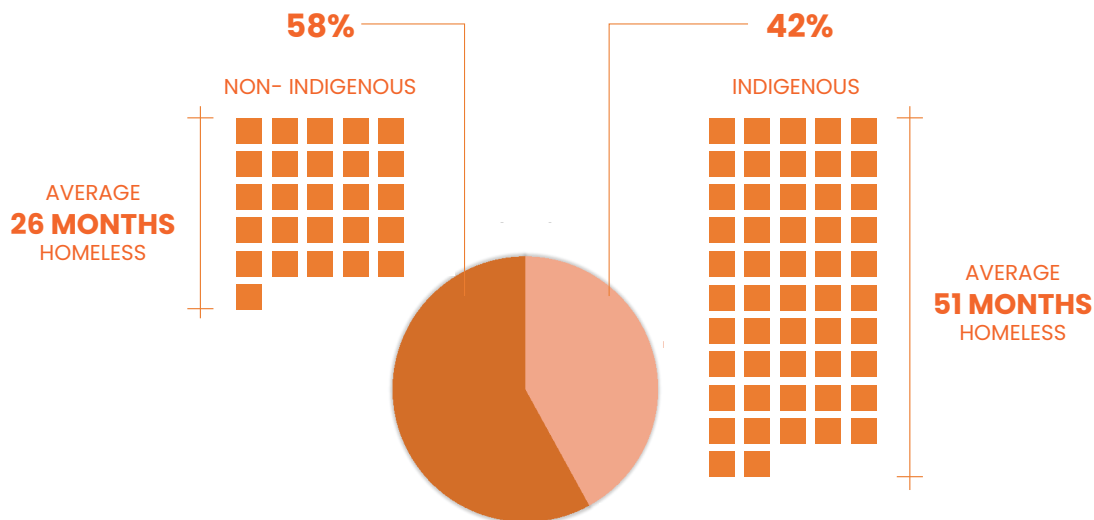
**Supports Required:**

- Intensive Case Management
- Assertive Community Treatment
- 24hr Supportive Housing

**Challenges:** Most heavily stigmatized population; highest level of cognitive instability; often struggle to maintain housing once housed

## OVER-REPRESENTED POPULATIONS

Indigenous individuals are distinctly over-represented in the participant population at H4. H4 participants that are Indigenous represent 42% of total participants polled in April 2021, compared to only 3% of Windsor's general population (according to census data)<sup>1</sup>. Indigenous participants also experienced nearly double the average length of homelessness, compared to non-Indigenous participants — citing discrimination and underrepresentation of Indigenous-led services as reasons for the disparity.<sup>2</sup>



## WHO IS IMPACTED?

### SERVICE PROVIDERS

Serving this vulnerable sector is highly intersectional. Many active organizations play various roles in providing support services, and their roles evolve and change over time as community needs and available funding shifts. Some organizations offer intersectional services for target demographics, while others focus on a particular service type for the general population.

This list is not exhaustive.

#### HOUSING



#### FINANCIAL ASSISTANCE



#### COUNSELLING & SOCIAL WORK



#### EDUCATION & EMPLOYMENT



#### LEGAL & JUSTICE



C.O.A.S.T.  
M.C.R.R.T.



Southwest  
Detention Centre



#### SOCIO-CULTURAL (spiritual, cultural, gender & sexuality)



Southwest Ontario  
Aboriginal Health  
Access Centre



Spiritual  
Leaders

## WHO IS IMPACTED?

### HEALTH

#### PRIMARY CARE



Canadian Mental  
Health Association

#### WOUND CARE



Health



**HOME AND COMMUNITY CARE  
SUPPORT SERVICES**  
Erie St. Clair

#### MENTAL HEALTH



Canadian Mental  
Health Association



C.O.A.S.T.

M.C.R.R.T.



M.H.R.T.

#### ADDICTIONS



Canadian Mental  
Health Association



**POZITIVE  
PATHWAYS**



## BEDS

Shelters currently play a critical role in individuals accessing services. While housing options extend to a multi-faceted list of transitional and supportive housing options throughout the region, shelters play a unique role in housing people during times they have nowhere else to go. Due to their front-line role, many homeless emergency shelters offer a broad range of support services as well.

### SHELTERS



**THE  
Downtown  
Mission  
OF WINDSOR**



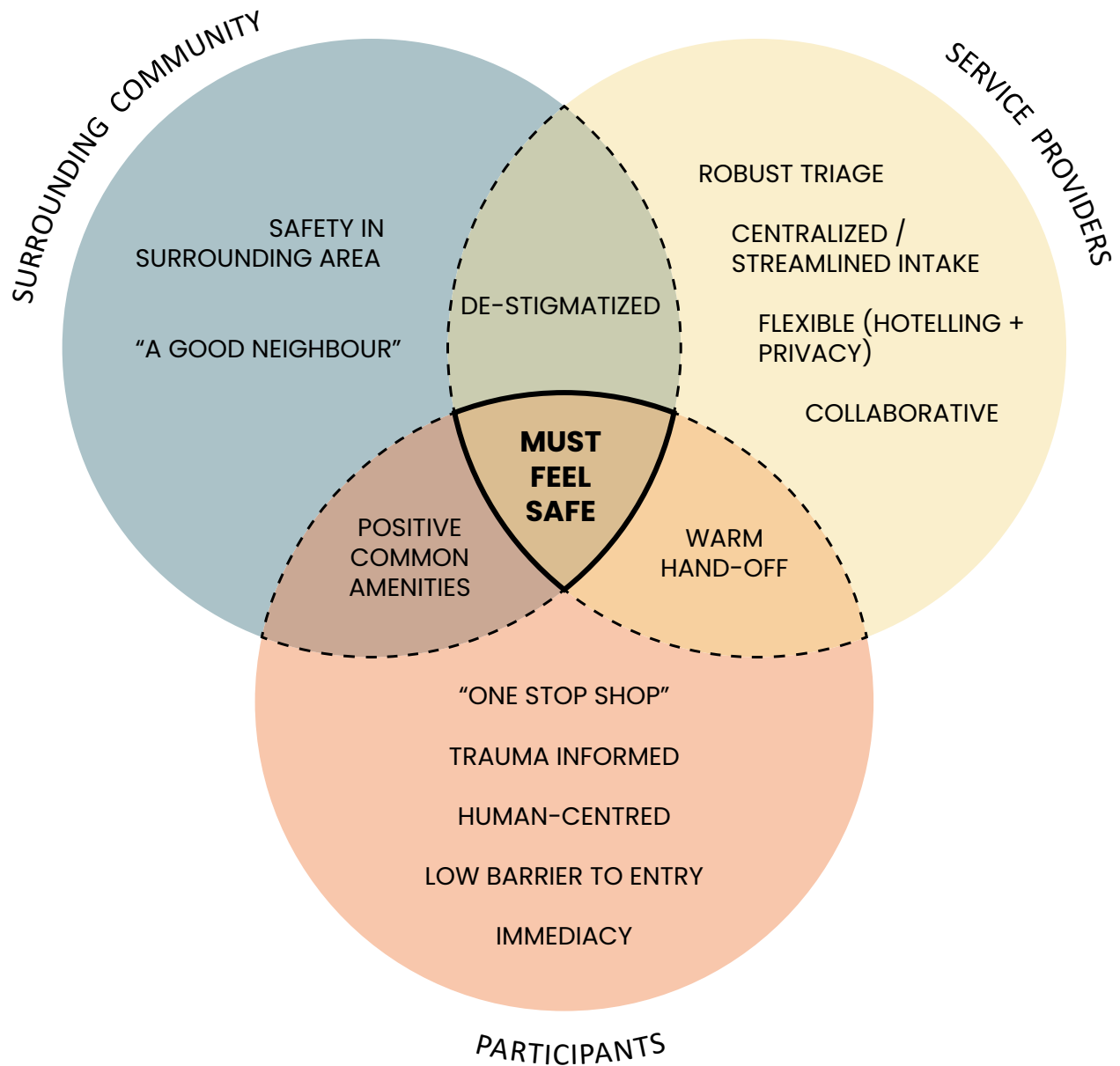
SISTERHOOD, SUPPORT, SHELTER AND SAFETY



HIATUS HOUSE



## 5 CRITICAL NEEDS





## CRITICAL NEEDS

Through multi-faceted dialogue with participants, service providers and representatives from the broader community, we've come to understand the 4 core needs that will make or break the success of The Housing Hub.

1

### MUST FEEL SAFE

- Critical for participants at all acuity levels to access services
- Critical for the community to feel a sense of buy-in, and partnership with the efforts made by The Housing Hub to end homelessness
- Critical for service partners to easily and confidently send staff as needed

#### CRITICAL ACTION ITEMS

- Design building to foster positive relationship to community (welcoming facade & entry, dignified architectural language, etc)
- Integrate principles of walkable urbanism to positively activate the pedestrian realm, including site lighting at night
- Mitigate/avoid loitering hotspots (See Safety & Crime Prevention, p.29)
- Design to simplify security wherever possible (See Security, p.30)
- Building's interior to integrate principles of Trauma Informed Design (see p. 32), Human-Centred Care (p. 26) and Sensory Sensitivity (p. 30)

2

### DESTIGMATIZED

- Critical for The Housing Hub's success since shame is a significant barrier to accessing services
- Critical for the surrounding community to shift into an understanding that The Housing Hub is a positive, progress-focused community asset

#### CRITICAL ACTION ITEMS

- Broaden spectrum of services to include support for those at risk of homelessness and those exiting homelessness
- Include community-bridging programming (ie. cafe, dog park, etc.)
- Design building to foster positive relationship to community (welcoming facade & entry, dignified architectural language, etc)
- Integrate principles of walkable urbanism to positively activate the pedestrian realm, including site lighting at night
- Design process must include authentic community consultation with residents & businesses within 2km to educate about the project's values and intent, and to gather feedback to inform decisions about community-bridging programming and key contextual relationships

## CRITICAL NEEDS

3

### POSITIVE COMMON AMENITIES

- Positive common amenities will increase The Housing Hub's impact and reach by increasing dignity and decreasing stigma for participants
- Positive common amenities will improve The Housing Hub's success by fostering a sense of partnership with the surrounding community, and by giving the community a voice in what amenities would be valuable

#### CRITICAL ACTION ITEMS

- Design to include space for community-bridging programming
- Community-bridging programming to be determined and steered by authentic (not survey based) community consultation with residents and businesses within 2km

4

### WARM HAND-OFF

- Planning for The Housing Hub to foster warm hand-offs will directly impact its success since so many people are lost through the gaps of referrals between agencies. Designing for visibility between services, ease of collaboration and casual referral relationships is critical
- Warm hand-offs will be critical for service providers to feel like it is both easy and advantageous to come and "plug themselves in" to a robust facility specifically designed to serve this complex sector

#### CRITICAL ACTION ITEMS

- Design building to foster transparency & collaboration between service providers (open hotelling by sector, shared resource spaces, etc)
- Design public circulation spaces to have passive visibility into key staffed areas, especially prevention/diversion, housing & financial services
- Design service provider spaces to have flexible access to a variety of meeting areas that vary in terms of public/private/security (including spaces outside)



## 6 WHAT SHOULD IT INCLUDE?

Feedback at this stage indicates unanimous agreement about what core programming is required to make this facility successful. The extent of the ideal programming that can be included will be determined by the size of the site selected, the limitations of available funding, and should be further refined by continuing consultation with participants, service providers and the surrounding community.

### PROGRAM

#### Site

- Cart & Bike Storage
- Parking

#### INTANGIBLES

- welcoming & dignified
- discourages loitering
- passive visibility to parking
- positive relationship to neighbourhood is critical

#### Entrance & Welcome Desk

- Front Desk (3 workstations, Prevention & Diversion)
- 2 Offices, Outreach Workers
- 2 Offices, Crisis Workers
- 3 Offices, Coordinated Entry System

#### INTANGIBLES

- welcoming, dignified
- includes de-escalation space
- discourages loitering
- clear lines of sight for staff (safety & security)
- clear lines of sight for participants to available resources
- should feel comfortable and homelike, not institutional

#### Education & Employment

- 2 Multi-Purpose Classrooms

## WHAT SHOULD IT INCLUDE?

### SUPPORT SERVICES

#### Housing Services

- Open Hotelling Space for 15 staff/partners
- 5 Trauma-Safe Offices (private, dual entry)
- Connection to a Semi-Public Lounge & Administrative Area

#### INTANGIBLES

- staff hotelling should be visible from public areas so participants can see who is available
- hotelling area should foster collaboration & warm-handoffs

#### Financial Services

- Open Hotelling Space for 2 staff/partners
- 1 Trauma-Safe Offices (private, dual entry)
- Connection to a Semi-Public Lounge & Administrative Area

#### INTANGIBLES

- staff hotelling should be visible from public areas so participants can see who is available
- hotelling area should foster collaboration & warm-handoffs

#### Socio-Cultural Services

- Dedicated semi-public waiting space
- Open Hotelling Space for 10 staff/partners
- 2 Trauma-Safe Offices (private, dual entry) to serve:
  - general social work
  - immigration
  - human trafficking
  - gender & sexuality
- 1 Non-Denominational Spiritual Space
- 1 Dedicated Indigenous Healing Space

#### INTANGIBLES

- hotelling area should foster collaboration & warm-handoffs
- must be private; not directly accessible from social areas
- spaces must feel confidential & trauma-informed
- considerations for staff safety

## WHAT SHOULD IT INCLUDE?

### SUPPORT SERVICES CONT'D...

#### Health

- Dedicated semi-public waiting space
- Open Hotelling Space for 8 staff/partners
- 4 Trauma-Safe Offices (private, dual entry) to serve:
  - mental health
  - addictions
  - Indigenous specific care
- 4 Trauma-Safe Clinical Spaces (private, dual entry) to serve:
  - primary care
  - wound care
  - Indigenous specific care

#### INTANGIBLES

- hotelling area should foster collaboration & warm-handoffs
- offices & clinical spaces must be private; not directly accessible from social areas
- spaces must feel confidential & trauma-informed
- considerations for staff safety

#### Legal & Justice

- Open Hotelling Space for 4 staff/partners
- Must share hotelling space with Health partners
- 1 Barrired Intervention Room (Justice Partners)

#### INTANGIBLES

- hotelling area should foster collaboration & warm-handoffs
- must be private; not directly accessible from social areas
- must not be visible from entryway or primary public areas (can deter participants from seeking help)
- considerations for staff safety

#### Staff Space

- Staff washrooms & lockers
- Lunch room, kitchenette, lounge

#### INTANGIBLES

- fosters collaboration
- feels safe & supportive for partners to send staff as needed



## WHAT SHOULD IT INCLUDE?

### AMENITIES

#### Basic Needs

##### Hygiene

- Washrooms (mens, womens, gender inclusive & universal)
- Showers

#### INTANGIBLES

- washrooms & showers feel very vulnerable in this setting, it is imperative that these spaces feel private & dignified while also allowing observation by staff where needed
- more stand-alone washrooms should be considered for the comfortable accommodation of non-binary participants, survivors of human trafficking, and other participants that would not feel safe in a congregate washroom setting
- washrooms require staff visibility as much as possible, while maintaining dignity and privacy

##### Food

- Cafe / Hospitality Station
- Grab & Go (canteen window)
- Commercial Kitchen & Food Prep Area
- Cafeteria
- Food Bank / Donation Storage

#### INTANGIBLES

- meal service can create large influx of participants at meal times. Plan for long lines that don't disrupt other programming.

##### Rest

- Recharge Room (dark, quiet, sensory sensitive)

#### INTANGIBLES

- balance staff visibility with participants sense of safety as much as possible (wide-open feels less safe for participants)
- theft is a big concern in this space
- consider sensory-sensitive design (ie. Snoezelen)

##### Laundry

- Laundry Room

#### INTANGIBLES

- this area should be open and passively visible to staff to increase safety & security
- this area should be adjacent to public areas and not tucked away in a service area to increase safety & security

## WHAT SHOULD IT INCLUDE?

### AMENITIES CONT'D...

#### Social Space

- 1 Multi-Purpose Space
- a variety of small, visible lounges that vary in social dynamic (ie. quiet/contemplative vs. social)

#### INTANGIBLES

- social spaces should be visible from a distance (both for security and for participant choice/trauma-informed design)
- consideration should be given for animal-friendly spaces

#### Outdoor Space

- a variety of outdoor spaces that allow for flexibility (ie. spaces to meet outside, social area, talking circles, etc.)
- should be visible & immediately accessible from entry

#### INTANGIBLES

- visible to staff (passive security)
- should only be accessible through the building itself & mitigate possibility of participants entering through unmonitored access points
- consideration should be given for animal-friendly outdoor spaces (ie. a dog run)

#### Utilities

- Security
- Mechanical & Electrical Room
- IT Room
- Maintenance
- Storage

## WHAT SHOULD IT INCLUDE?

### HOUSING

*"We shouldn't build a thing to solve homelessness without building homes."*

*Focus Group Participant*



#### EMERGENCY SHELTER

Feedback indicates that Windsor-Essex's emergency shelters are doing an excellent job of serving that specific need, and that any housing options explored through The Housing Hub should exclude emergency beds. The notable exception is that there is a need for shelter overflow space during winter surges & unexpected weather events



#### TRANSITIONAL HOUSING

Feedback indicates that there is a significant need for transitional housing – basic units that can be immediately available for short term use while next steps are determined by staff and supporting agencies.



#### PERMANENT SUPPORTIVE HOUSING

Feedback indicates that there is a significant need for permanent supportive housing – basic units available for longer-term tenancy while still accessing a full range of flexible support services.

#### TARGET DEMOGRAPHICS FOR ON-SITE HOUSING

For any on-site housing, there are 2 separate demographics that would benefit greatly from housing designed with their specific needs in mind:

1) High & Complex Needs (high-acuity)

2) Vulnerable & Underserved Populations  
(low & mid-acuity)

- Indigenous
- Trans & Queer
- Women

#### FLEXIBLE USE

Feedback indicates that there should be heavy consideration for flexible space that can ebb & flow with the needs of the community. Some of the surge needs identified to date are

CIVIC EMERGENCIES

NATURAL DISASTERS

PEAK DEMAND IN WINTER MONTHS

SHELTER OVERFLOW



## 7 ACCOUNTABILITY IN DESIGN

Accountability is taking ownership of what happens next. Accountability also requires us to have a framework to return to, to know whether the project has upheld the needs that have been identified. The following pages include, in alphabetical order, a qualitative framework to return to — identifying categories of needs that will define the success of The Housing Hub.

### ADDICTIONS

- Addictions are both a significant need to be supported at The Housing Hub, and a barrier to entry for many who either don't feel safe in an addiction-centred setting, or have recovered from substance misuse and want to maintain sobriety. Great care should be taken to separate those wishing to recover from individuals actively struggling with substance misuse.
- Building programming should balance "come as you are" drop-in spaces with overall programming that makes the path to wellness available when participants are ready
- On-site transitional units should prioritize participants struggling with addiction, and can be used to safely house individuals while they wait to access other support systems (ie. detox & withdrawal management)
- Immediacy is paramount. High risk participants are lost through referrals.

### ANIMAL COMPANIONS

- Many participants have animal companions for both safety and companionship. Many participants will choose not to seek help if it would separate them from their animal.
- Building layout should consider zoning animal-friendly spaces, both inside and outside, to allow participants to remain with their companion while accessing services, and/or provide a safe space for an animal to stay while their owner accesses services. Layout should allow for choice and agency surrounding the choice to be near animals.
- An operational policy is recommended to set boundaries around animal temperament

## ACCOUNTABILITY IN DESIGN

### COLLABORATIVE MODEL

*"People show up with a primary concern, but as you start talking, you realize there are several other ways they need help. It's a game-changer when those other supports are right there."*

*Focus Group Participant - Staff*

- This work is highly intersectional, and many participants will require supports from more than one agency. Creating workspaces that foster collaboration, while still providing a spectrum of private spaces for sensitive discussions is critical.

### DESTIGMATIZATION

*"The most valuable thing we can do is eliminate any sense of shame in showing up."*

*Focus Group Participant*

- Individuals accessing support services face significant barriers associated with shame and stigma. Any efforts to destigmatize the facility will improve the reach of its impact.
- Efforts to create a stigma-free facility will also foster a greater level of support from the surrounding community. A positive community relationship is invaluable to the ongoing sustainability of a high-impact facility.
- A stigma-free facility can be fostered by broadening the spectrum of services from strictly targeting individuals actively experiencing homelessness, to also include those at risk of homelessness, and those exiting homelessness.
- A stigma-free facility can be fostered by including community-bridging programming (ie. cafe, gymnasium, class rooms, multi-purpose spaces). Specific programs must be determined through human-centered community consultation during the schematic design phase.
- A stigma-free facility can be fostered through educating the surrounding community about what this facility is, the values it upholds and the impact that it has.
- A stigma-free facility can be fostered by designing the building to contribute positively to the pedestrian realm (both visually, and functionally) and be easy to maintain and keep clean. The building should look and feel like a place of dignity and mutual respect.



## ACCOUNTABILITY IN DESIGN

### HOURS OF OPERATION

- Participants would benefit greatly from increased and consistent access to medical, mental health and addictions supports.

### HOME-LIKE / NON-INSTITUTIONAL

- It is imperative that the building feel comfortable, not institutional. This can be achieved through material finishes, the provision of comfortable seating, ample connection to views & natural light, and clear lines of sight that foster passive orientation & wayfinding.

### HUMAN-CENTRED CARE

- see also: Destigmatization & Trauma Informed Design
- Human-centred care is critical to The Housing Hub's ongoing success. In theory, this means that all problem-solving puts the participant's holistic needs first. In practice, this means treating people with dignity, compassion & respect, and providing coordinated care that can be personalized to each individual's needs and desires.
- Design decisions for this facility should uphold human-centred care by:
  - Continuing open conversation with current H4 participants and individuals with previous lived experience with homelessness, and prioritizing their feedback.
  - Provide for simple security that can allow staff to keep the space safe without participants feeling policed or losing a sense of autonomy.
  - Prioritize programming that supports a sense of positivity, dignity & hope, and be vigilant not to integrate programming that jeopardizes those that are working hard to better themselves.

### IMMIGRATION

- Facility should integrate translation services & offer signage in multiple languages.

## ACCOUNTABILITY IN DESIGN

### INDIGENOUS SPECIFIC NEEDS

- 40% of those seeking services at H4 currently are Indigenous.<sup>2</sup> This is a shocking over-representation compared to the general population, and even compared to other silo'd service sectors. This demonstrates a critical need to prioritize hearing, understanding, and honoring Indigenous needs in future design phases of The Housing Hub.

- The most critical and impactful need expressed by those representing Indigenous communities is the need for Indigenous staff (in as many roles as possible). The absolute game changer for many Indigenous individuals experiencing homelessness is seeing someone who looks like them, and intuitively understands their unique history of collective trauma and systemic oppression, who can help them and show them the path forward.

*"The thing that changes everything is meeting someone who looks like you, and understands some of your life, who looks you in the eye and tells you it's going to get better, and here's how."*

*Focus Group Participant - Indigenous Service Providers*

- The building should provide at least one dedicated space for Indigenous healing practices. This should be a space whose configuration, materiality, aesthetic & functional needs should be informed by continuing conversations with Indigenous led service providers.

- Any on-site housing offered should prioritize and account for the needs specific to Indigenous individuals experiencing homelessness. Design decisions for these spaces should be informed by continuing conversations with Indigenous individuals with lived experience of homelessness and Indigenous service providers.

- Understanding that the needs listed above are the absolute priority in terms of impact, we also learned about the "nice to have" considerations that contribute to a felt sense of belonging, pride and cultural teaching:

- Indigenous art
- Fires, where possible (gathering around)
- Smudging (airtight confidential spaces)
- Talking circles (indoor & outdoor)
- Raw/Natural Materials
- Connection to Nature (inc. sacred plants)
- Kitchen as a Gathering Space

## ACCOUNTABILITY IN DESIGN

### MEDICAL

- Medical service providers voiced that a wrap-around service hub with co-ordinated access would be a huge support to the challenges that they face in servicing this vulnerable sector. Representatives from many facets of Windsor-Essex's health sector stressed that if the space felt safe and made it easy to drop-in & collaborate with other service providers, they would want to build teams to provide ongoing on-site care.

*"The gaps in the system are unbelievable.  
This would solve so many of our biggest problems"*

*Focus Group Participant - Health Sector*

- There is a need for secure medical dispensing.
- Design decisions for clinical spaces should be informed by continuing conversations with primary care providers.
- Possible targetted specialized care could include:
  - oral health services
  - wound care
  - foot care
  - palliative care

### MENTAL HEALTH

- see also: Trauma Informed Design
- Immediate walk-in mental health supports are critical. These supports will often intersect with every other support on site, so the facility should foster open collaboration between sectors and warm-handoffs of participants.
- Participants struggling with their mental health may arrive on site in crisis, or enter into an escalated state while accessing services. It is critical for the building to provide de-escalation space near the entrance, and make it as easy as possible for staff to escort an escalated participant out of the building when required. For example - keep all client-facing services on the ground level, and allow for zones or wings that are easy to secure from each other.
- Building should provide a variety of meeting spaces with various levels of privacy/ openness to allow staff to choose privacy level best suited to the participant's needs.

## ACCOUNTABILITY IN DESIGN

### OUTDOOR SPACE

- Outdoor space is desired by staff & participants and seen as a functional asset to the building's flexible use and human-centered approach. Many staff indicated that sitting with participants outside can be impactful for de-escalation and destigmatizing care.
- Outdoor space in front of the building was seen as a concern if it fostered loitering and degraded perceptions of safety. However, many felt that an outdoor space within the building would be well used and contribute to a sense of dignity, care and positivity.
- Consideration should be given to some animal-friendly outdoor space.
- Consideration should be given to cultivation space (ie. community garden)

### SAFETY & CRIME PREVENTION

*"Perception is everything.*

*Once you lose the perception of safety, it's almost impossible to get it back."*

*Focus Group Participant - Police*

- see also: Destigmatization
- Activating the building & streetscape with a variety of uses over all times of day/week can significantly mitigate crime potential. This can be achieved by broadening the spectrum of services to increase the reasons for access, including appropriate public-facing amenities, and by integrating principals of walkable urbanism.
- Facility should be designed to orient public face away from sensitive land use (ie. a public park). Location should consider relationships to both residential & business areas.
- Careful consideration should be given to site design to mitigate loitering as a common pre-cursor to crime hotspots. Preconditions for loitering are understood to include: Convenience, Comfort, Concealment and Canopy/Cover.
- Parking lots should be open, passively visible (ie. not concealed or obscured), with effort to keep them activated and in use 24/7 to discourage loitering.
- On-site housing should be designed with careful consideration of "visual accountability" to increase safety. Concealed common spaces tend to feel unsafe.

## ACCOUNTABILITY IN DESIGN

### SECURITY

*"Security for a space like this is a huge operational cost.  
The more we can simplify security in its design,  
the more effective we can be in running it."*

*Focus Group Participant – Social Services*

- Security within the building can be fostered by:
  - Positioning reception/welcome desk to have clear lines of sight into primary circulation paths, common areas and washrooms
  - Consolidate building access to a primary entrance so staff can have a constant passive understanding of who is in the building (ie. avoid secondary entrances that don't have visibility to reception/welcome desk)
  - Prioritize clear lines of sight between staffed areas and common areas
  - Passive visibility into common public amenities such as laundry and lockers
  - Keep participant-facing services on one level if possible (splitting staffing between 2 floors increases security risk)
  - Maintain 2 exits to all meeting spaces, wherever possible
  - Include 1 fully barriered intervention room to be used as needed
  - Ensure that it is easy for staff to lead an escalated participant out of the building in case of emergency or conflict
  - Design building to create securable zones or wings
  - Include good exterior lighting

### SENSORY SENSITIVITY

- Many participants experience cognitive impairments that increase sensitivity to sensory overwhelm. Sensory-sensitive design strategies (for example, Snoezelen principles) should be considered wherever possible — particularly in spaces intended for rest.



## ACCOUNTABILITY IN DESIGN

### SPIRITUAL

- Many participants benefit from non-judgemental spiritual counsel. The facility should provide a dedicated non-denominational spiritual practice space to allow for local parishioners and spiritual leaders to offer on-site support as needed.

### STORAGE

- Many participants may only experience homelessness for a short time, but risk losing their homes' contents if they can't store it temporarily. Facility design should consider on-site storage options to support this need.
- Participants exiting homelessness often require assistance in accessing furnishings & basic household startup items (ie. dishes). On-site storage could also double as a furniture bank to assist in allocating furniture donations.
- Consideration should be given to how much of this need could be addressed and supported through a partnership with a local organization (Habitat for Humanity) and/or an off-site shipping container company.

### TRANS & QUEER NEEDS

*"Most of the trans & queer community do not access emergency services because they **don't feel safe.**"*

*Focus Group Participant - Socio-Cultural Support Sector*

- Trans & queer participants are likely underrepresented in current data due to the fact that they do not feel safe enough to access emergency services. Many are young and have been rejected from their families on the basis of their gender expression or sexuality.
- Increasing safety for trans & queer participants can be achieved by:
  - mandatory staff training for inclusion and safety of trans and queer participants
  - gender inclusive washrooms (preferably stand-alone instead of congregate)
  - gender inclusive signage and visual cues
  - dedicated housing options that are separate from high & complex needs
- The trans & queer community has a specific need for employment supports, which could be prioritized through The Housing Hub's employment & education support services.

## ACCOUNTABILITY IN DESIGN

### TRAUMA-INFORMED DESIGN

- Trauma-Informed Design is simply understanding and prioritizing the environmental supports for Trauma-Informed Care. Trauma-Informed Care recognizes & responds to the signs, symptoms and risks of trauma to better support the health needs of individuals who have experienced trauma, and actively avoid retraumatization.

- The core goals of Trauma-Informed Design in architecture are to foster:

Physical Safety	- see Security and Safety & Crime Prevention
Psychological Safety	<ul style="list-style-type: none"> <li>- see Destigmatization</li> <li>- space should feel unthreatening and welcoming</li> <li>- carefully delineate between public and private zones, creating a gradient between social and confidential program</li> <li>- wherever possible, protect participants from triggers that may jeopardize their journey toward stability</li> <li>- provide ample environmental opportunities to “ground” ones nervous system (ie. sensory grounding, connection to nature &amp; sunlight, contemplative space, etc.)</li> </ul>
Dignity	<ul style="list-style-type: none"> <li>- building design should uphold participant dignity by avoiding visual “othering”</li> <li>- programming should prioritize self-betterment &amp; hope</li> <li>- avoid spaces that foster institutionalized operations (ie. being treated like a number, or being actively surveilled)</li> </ul>
Empowerment	- find opportunities to offer participants a sense of agency/ autonomy and empowerment to choose what they need (ie. intuitive visual wayfinding, passive security, ability to see common spaces before entering them, choice to spend time in areas that are social vs. contemplative, etc)
Collaboration	- create spaces that foster collaboration & mutuality between staff, participants and service providers.
Social Reconnection	<ul style="list-style-type: none"> <li>- create spaces that offer participants the opportunity to feel a sense of belonging, and social connectedness</li> <li>- create spaces for informal events that bring people together</li> </ul>

## ACCOUNTABILITY IN DESIGN

### YOUTH

*"Most youth who have outgrown child-focused services do not access emergency services for adults because they **do not feel safe.**"*

*Focus Group Participant - Children & Youth Sector*

- Youth is underserved in terms of shelter and housing options. It would be advantageous to have transitional and permanent supportive housing specifically for this sector, that is separated from housing for high and complex needs participants.
- Youth specifically need employment supports and life skills training, which could be prioritized through The Housing Hub's employment & education support services.

### WOMEN

- Women with children, and women escaping domestic violence are well supported through local shelters (The Welcome Centre & Hiatus House)
- There is a specific need to support women without children, who may not be eligible to access care elsewhere, and yet don't feel safe in a shelter for the general population. It would be advantageous to have transitional and permanent supportive housing specifically for this sector, that is separated from housing for high and complex needs participants.
- There is a specific need for housing women who are survivors of human trafficking.



## 9 CRITICAL CONVERSATIONS

How will this relate to the future of other Emergency Shelter Services?  
(Are we duplicating services?)

The intent of The Housing Hub is not to duplicate existing services, but rather to create a robust triaging service that streamlines the connection between them. Coordination of intake and referrals will allow every partnering agency to operate more effectively and strategically in serving their particular sector. The intent of The Housing Hub is to provide a wrap-around resource that is easy for service providers to plug themselves into as needed, to provide on-site extensions of the services their organizations support more fully at other locations. In some cases, organizations may choose to send full-time teams (eg. housing, finance & health sector), and in other cases organizations may send a single staff member for “office hours” on particular days of the week (eg. spiritual supports or trans & queer support organizations).

While we understand that the role of the emergency shelter systems differs significantly from the intent of The Housing Hub (wrap-around service hub with on-site permanent & transitional housing), it will benefit all organizations to remain in communication with each other as planning stages unfold. Ongoing communication will allow all organizations to optimize their impact within their separate frameworks, funding, and mandates.

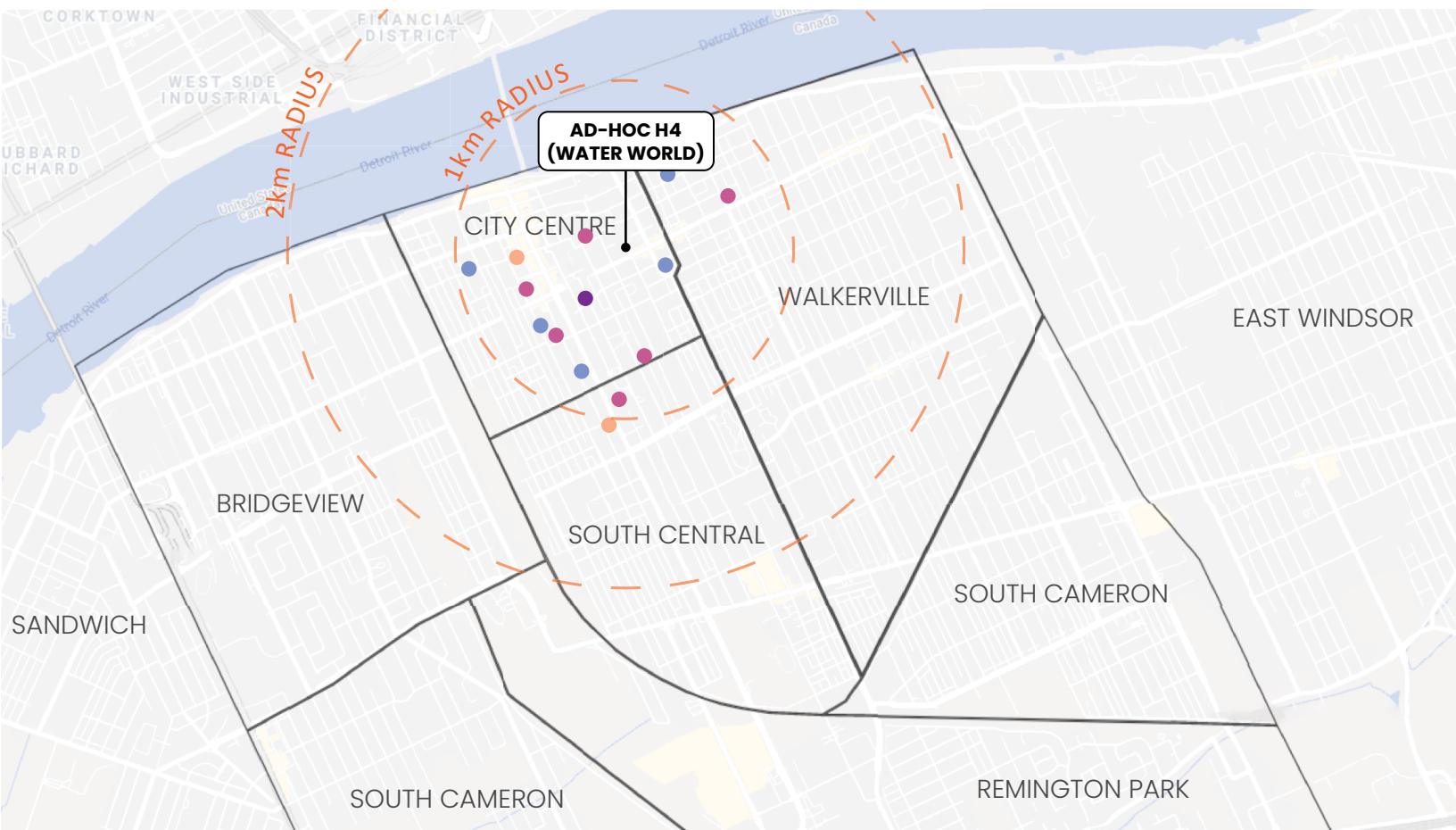
What about a decentralized model?

Feedback indicates that a “hub & spokes” model will allow for robust triaging and a singular access point for services, while also continuously connecting participants to decentralized housing all over the region. This will allow a continual effort for the City to distribute supportive housing equitably throughout the region, while also providing some on-site housing to cater to very specific needs (where immediacy is paramount, or where populations are particularly undersupported). Feedback indicates that decentralizing services, however, would fail to address the number of participants getting “lost in the gaps” between referrals.

Are the existing challenges inevitable anywhere?

No. Most of H4’s current challenges are either created or exacerbated by the site’s location and relationship to sensitive land use, or by the architectural limitations of the building itself. These challenges can be overcome through thoughtful site selection, and human-centred architectural design for The Housing Hub.

## 8 WHERE SHOULD THE HOUSING HUB GO?



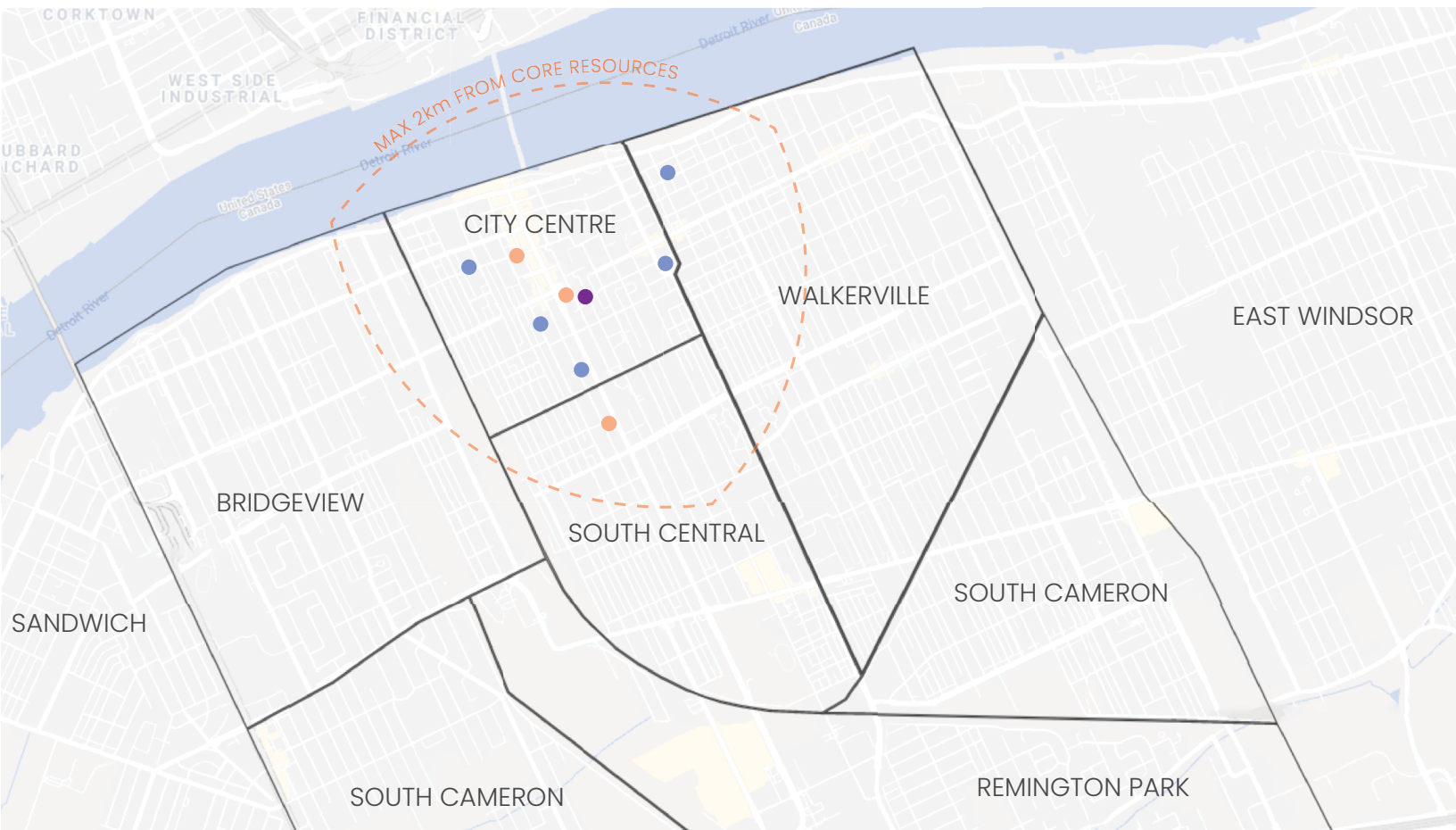
### Community Resources in Relation to Existing H4

The map above depicts key community resources whose proximity to the existing H4 have been considered a contributing factor to H4's success and impact. Although many service providers cite 2km as the maximum distance the average participant might travel on foot to seek resources, we can see that in this case, H4's location affords walkability to these critical resources in under 1km.

- SHELTERS
- HARM REDUCTION PHARMACIES
- CONSUMPTION & TREATMENT SITE (CTS)
- FINANCIAL, HOUSING, MEDICAL & BASIC NEED SUPPORTS INTENDED TO BE OFFERED IN-HOUSE AT THE HOUSING HUB



## WHERE SHOULD THE HOUSING HUB GO?



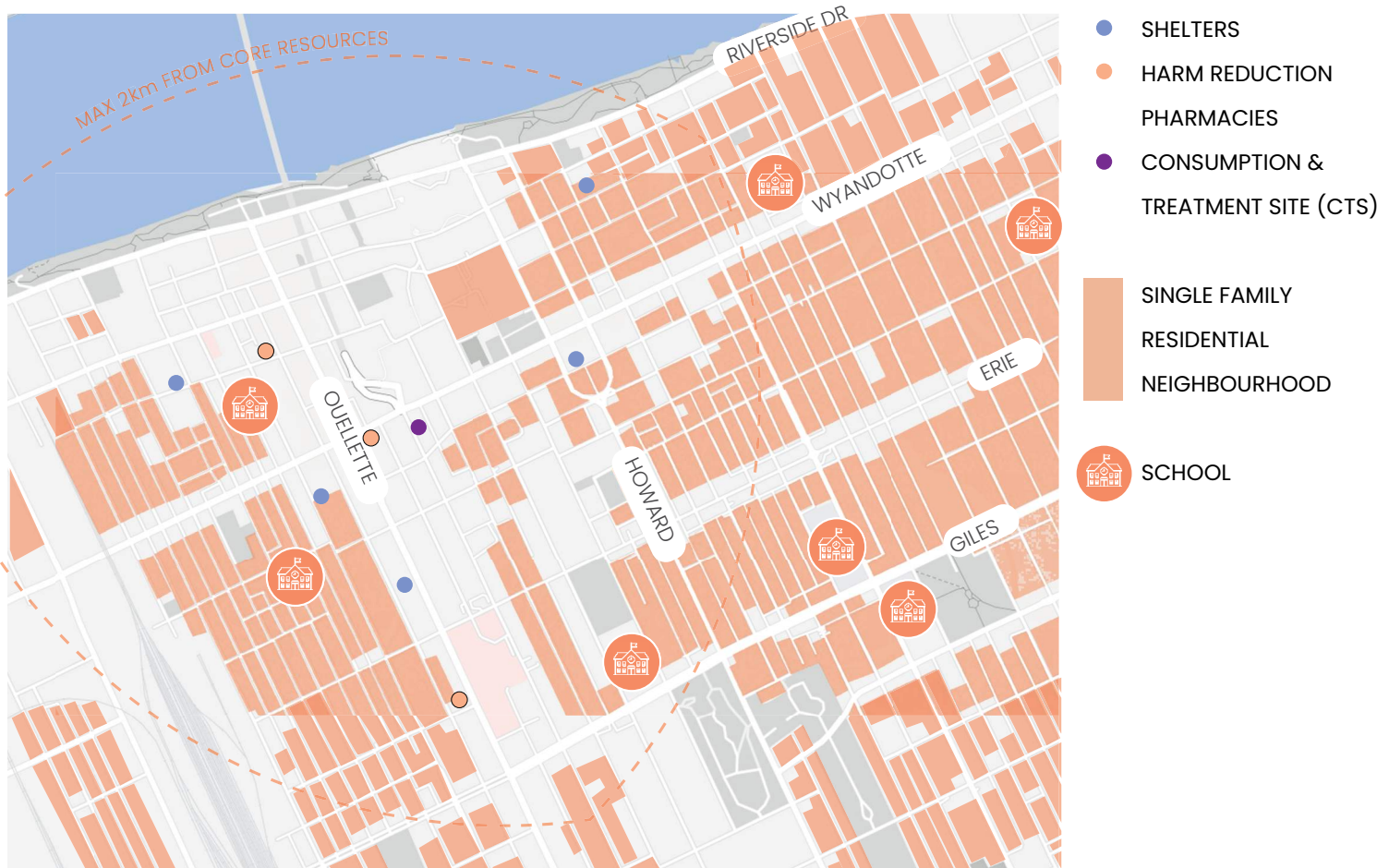
### Community Resources in Relation to The Housing Hub

A significant mandate of The Housing Hub would be to coordinate access between many existing community supports — this would then have an impact on which community resources still require a walkable relationship to the facility. Feedback indicates that when The Housing Hub is fully operational with a broad range of in-house supports, it will remain important for the facility to have a walkable relationship to:

- SHELTERS
- HARM REDUCTION PHARMACIES
- CONSUMPTION & TREATMENT SITE (CTS)

Understanding that service providers cite 2km as the maximum distance the average participant is able to travel on foot to seek resources, the map above demonstrates an urban zone defined by a 2km maximum-distance from any of the remaining core resources. Feedback from participants, staff and service providers also indicates that these limitations are not impacted by access to public transit.

## WHERE SHOULD THE HOUSING HUB GO?

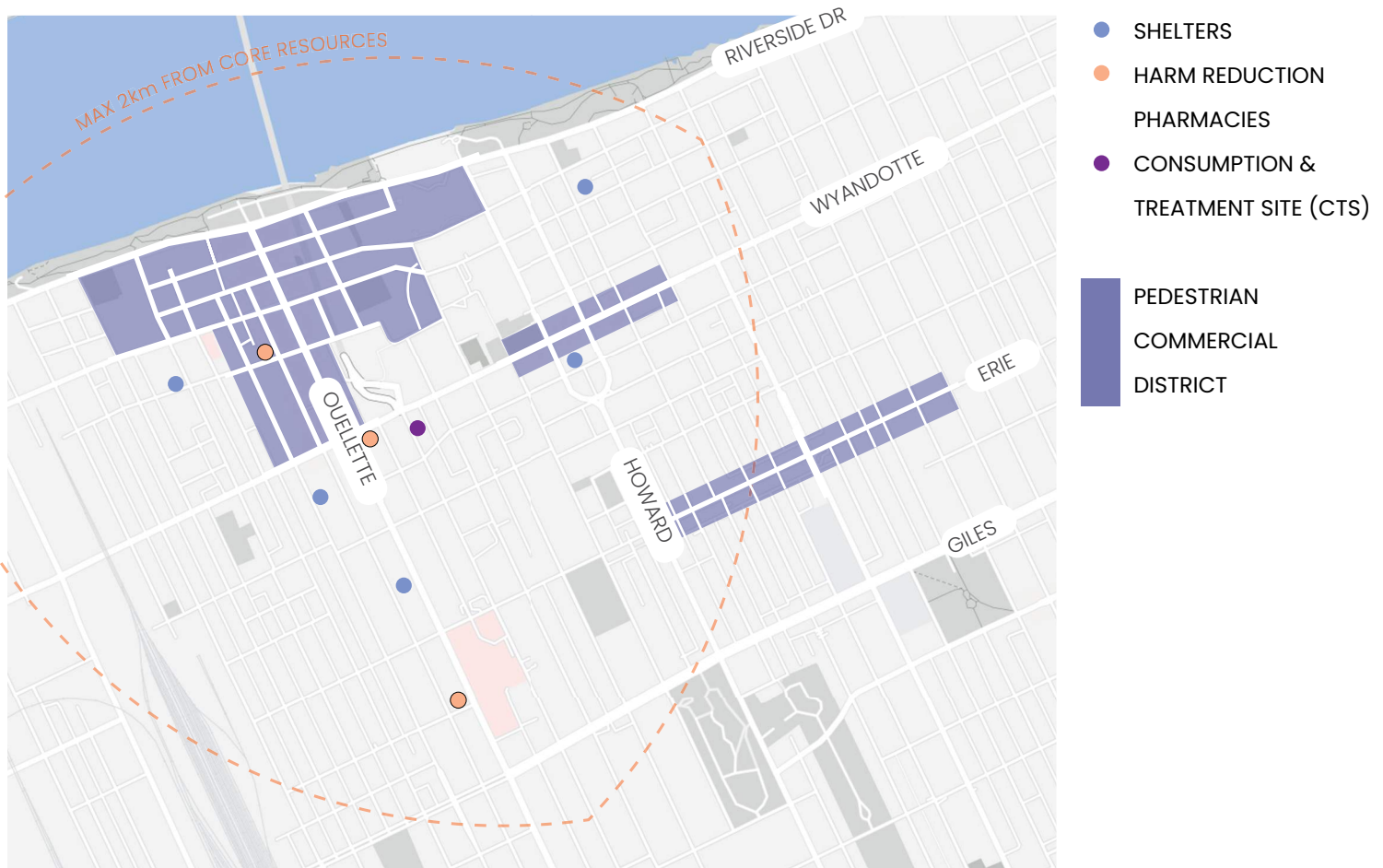


## Relationship to Residential Neighbourhoods

In order to determine the ideal location for The Housing Hub, we need to assess the extents of nearby neighbourhoods of single family residential homes. We specifically look at single family residential neighbourhoods because of their sensitive relationship to the pedestrian realm — particularly for children. The ideal relationship to these neighbourhoods is not absolute. A site too embedded in these neighbourhoods can lead to increased community resistance, decreased sense of community safety, and increased demand for on-site policing. A site too alienated from a neighbourhood can increase a sense of stigma, and decrease a sense of dignity and safety for participants. Both outcomes would jeopardize The Housing Hub's reach and impact.

When considering potential locations, seek sites that are not embedded in, or surrounded by neighbourhoods of single family residential homes, but rather seek sites that feel like extensions of them. Careful consideration should also be given to the proximity of schools, due to the increased number of unsupervised children walking within a 2 block radius.

## WHERE SHOULD THE HOUSING HUB GO?



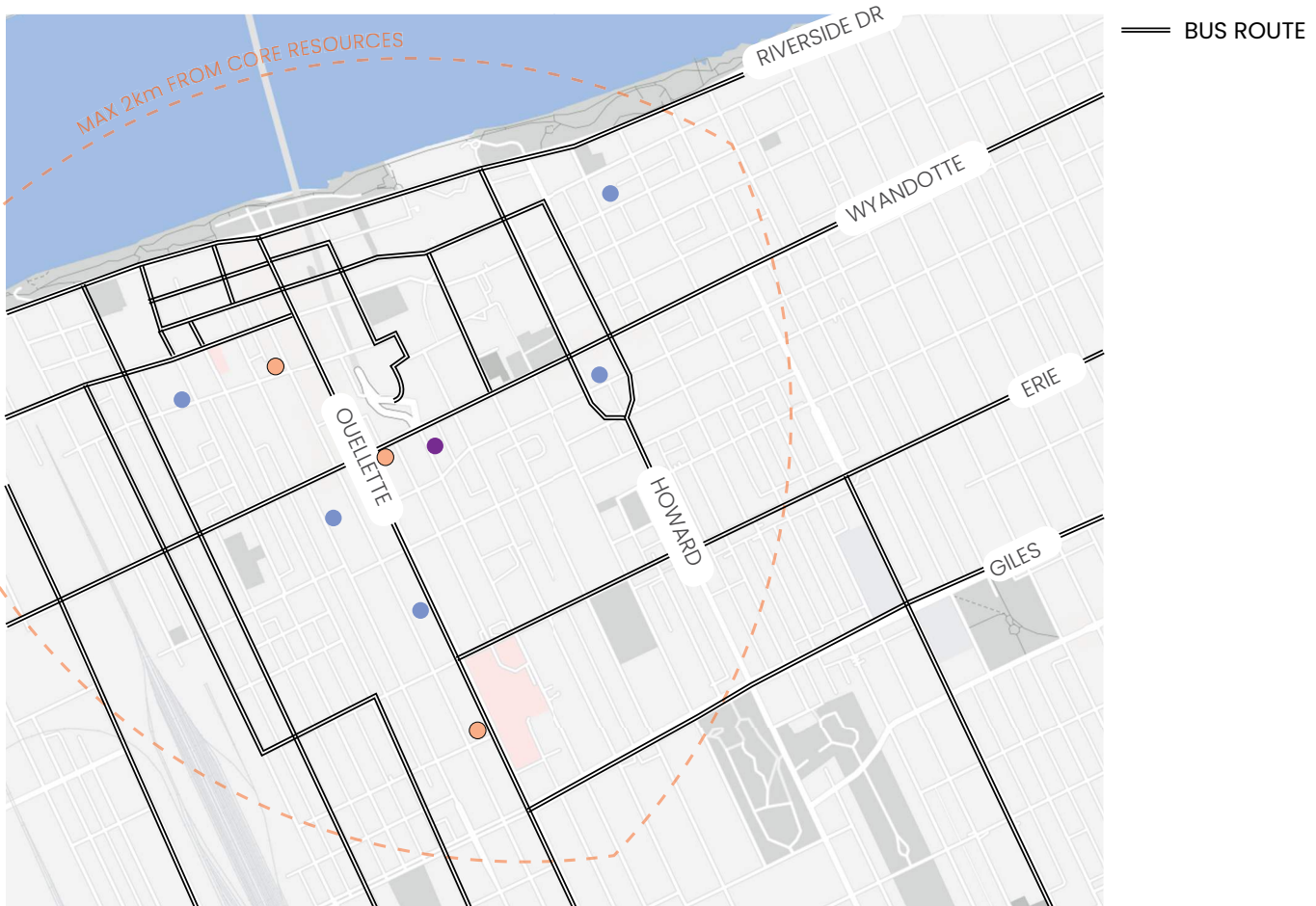
## Relationship to Pedestrian Commercial Districts

The relationship between The Housing Hub and business districts is also critical to its success. The most important zones to consider are those with increased pedestrian traffic since those districts become “centres of gravity” for pieces of Windsor-Essex’s civic identity. These zones also represent the highest concentration of sensitive land use that would create friction with the vulnerable programming at The Housing Hub. Selecting a site embedded in any of these zones is likely to result in increased community resistance, increased demands for policing, and decreased sense of community safety.

When considering potential locations, seek sites that are not embedded in, or surrounded by pedestrian commercial districts.



## WHERE SHOULD THE HOUSING HUB GO?



### Accessibility via Active & Public Transportation

The majority of high and mid-acuity participants arrive to H4 on foot, often from local shelters. Feedback indicates that these participants would struggle to access services if they needed to rely on public transit to access them, or if they needed to travel more than 2km to reach them.

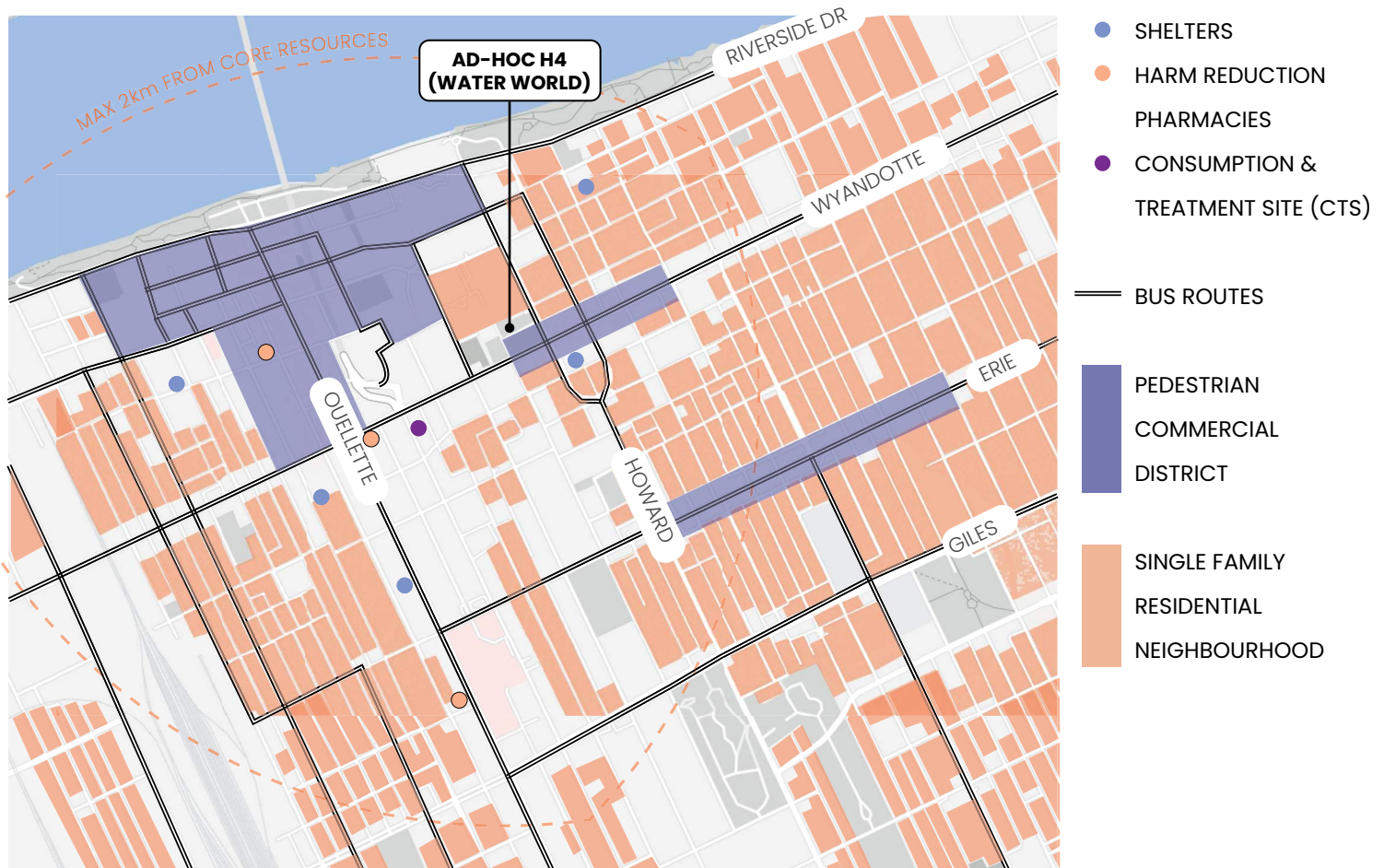
Low-acuity participants however, are likely to benefit greatly by a positioning a new H4 to be easily accessible by public transit.

When considering potential sites for The Housing Hub, seek sites that are accessible to public transit and within the 2km of core resources.

### Loitering Hotspots

Careful consideration should be given to site selection in relation to “loitering hotspots” as a predictable precondition to increased crime and decreased sense of safety. Preconditions for loitering are understood to include: Convenience, Comfort, Concealment and Canopy/Cover. Parking lots that are not actively used or visible 24/7 are the most common example.

## WHERE SHOULD THE HOUSING HUB GO?



### Site Selection Criteria

Potential sites should be considered through the lens of the following site sensitivity criteria:

- 1 Relationship to Single Family Residential Neighbourhoods
- 2 Relationship to Pedestrian Commercial Districts
- 3 Accessibility via Active & Public Transportation
- 4 Loitering Hotspots / Environmental Security Concerns

### Existing H4 Location

By visualizing the criteria for site sensitivity we can now clearly see some of the contextual underpinnings of H4's successes & challenges. Walkability to core community resources has been critical to its success, while being embedded between a residential community and a pedestrian commercial district has increased community resistance, decreased sense of safety, and increased demand for police presence. All of these factors jeopardize H4's impact.





## 10 FUTURE CONSULTATION

Feedback to date indicates that the success of The Housing Hub facility could be greatly informed by continuing dialogue with the very people this space is intended to serve. Our recommendations for future consultation are outlined below. We recommend that this consultation is human-centred and conversation-based, not performed via survey.

### Pre-Design

- Surrounding Community (eg. residents & businesses within 2-5km of selected site)

### After Schematic Design, to Inform Design Development

- Service Providers
  - housing & finance
  - health sector (specifically primary care providers)
  - police & justice
  - shelters & social housing
  - Indigenous service providers
  - immigration & grass roots organizations
  - trans & queer advocacy sector
- Current and Past Participants at H4 (incl. others with lived experience of homelessness)
- Staff at H4
- Crime Prevention through Environmental Design
- Surrounding Community (eg. residents & businesses within 2-5km of selected site)



## 11 NEXT STEPS

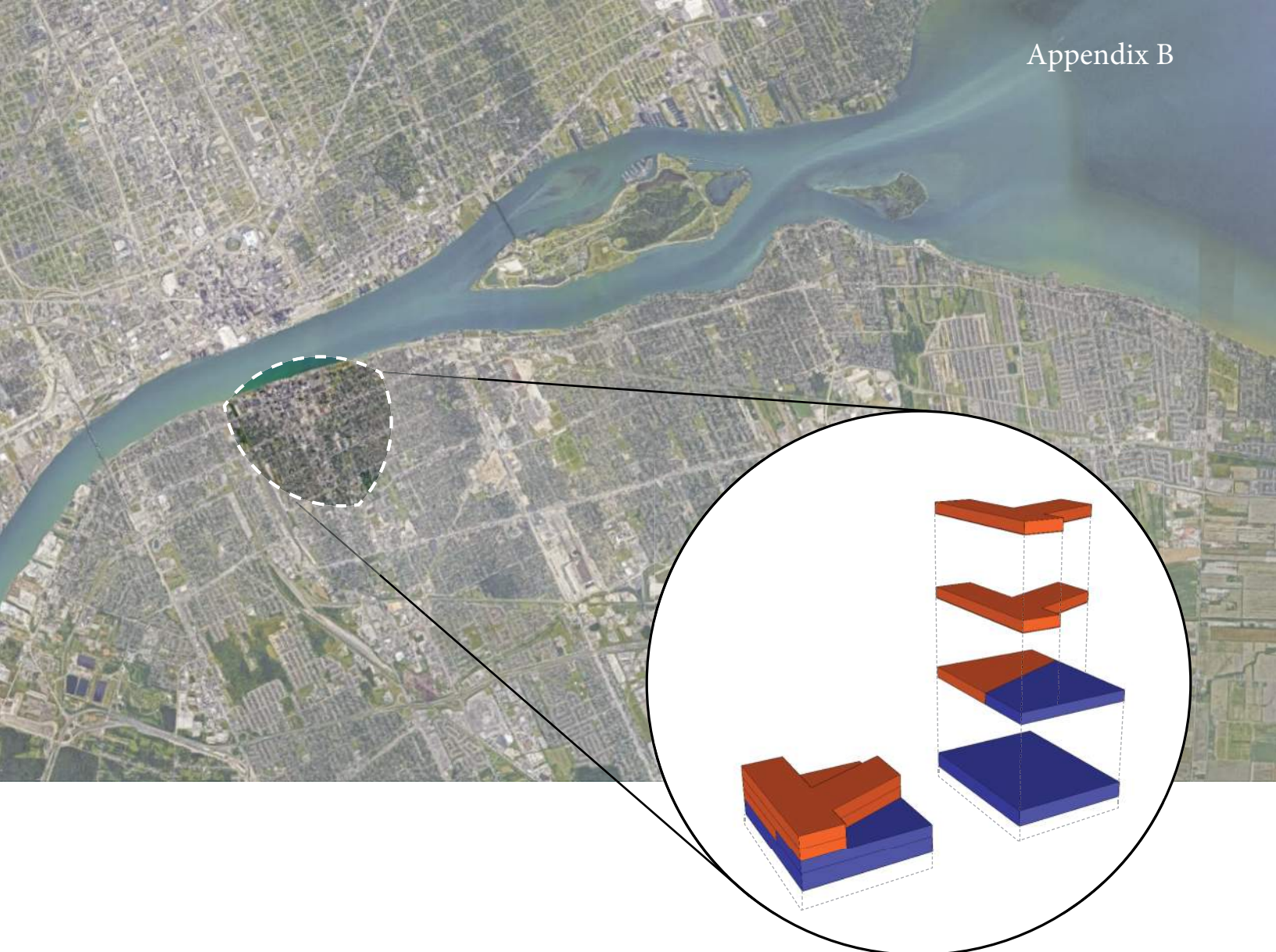
Architecturally, the next step is to turn this information into a functional program to better understand how this might translate into built form. That program can then be tested on a series of sites in order to equip the City with appropriate information for site acquisition. High-level cost estimation can also equip the City with appropriate information for capital investment planning.

If you have feedback for our team or would like to be added to the email list to receive future updates, please contact our project team directly:

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## ARCHITECTURAL FEASIBILITY STUDY

### **A New Housing Hub**

A Community-Informed Feasibility Study

for:



April 15, 2022



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# INDEX

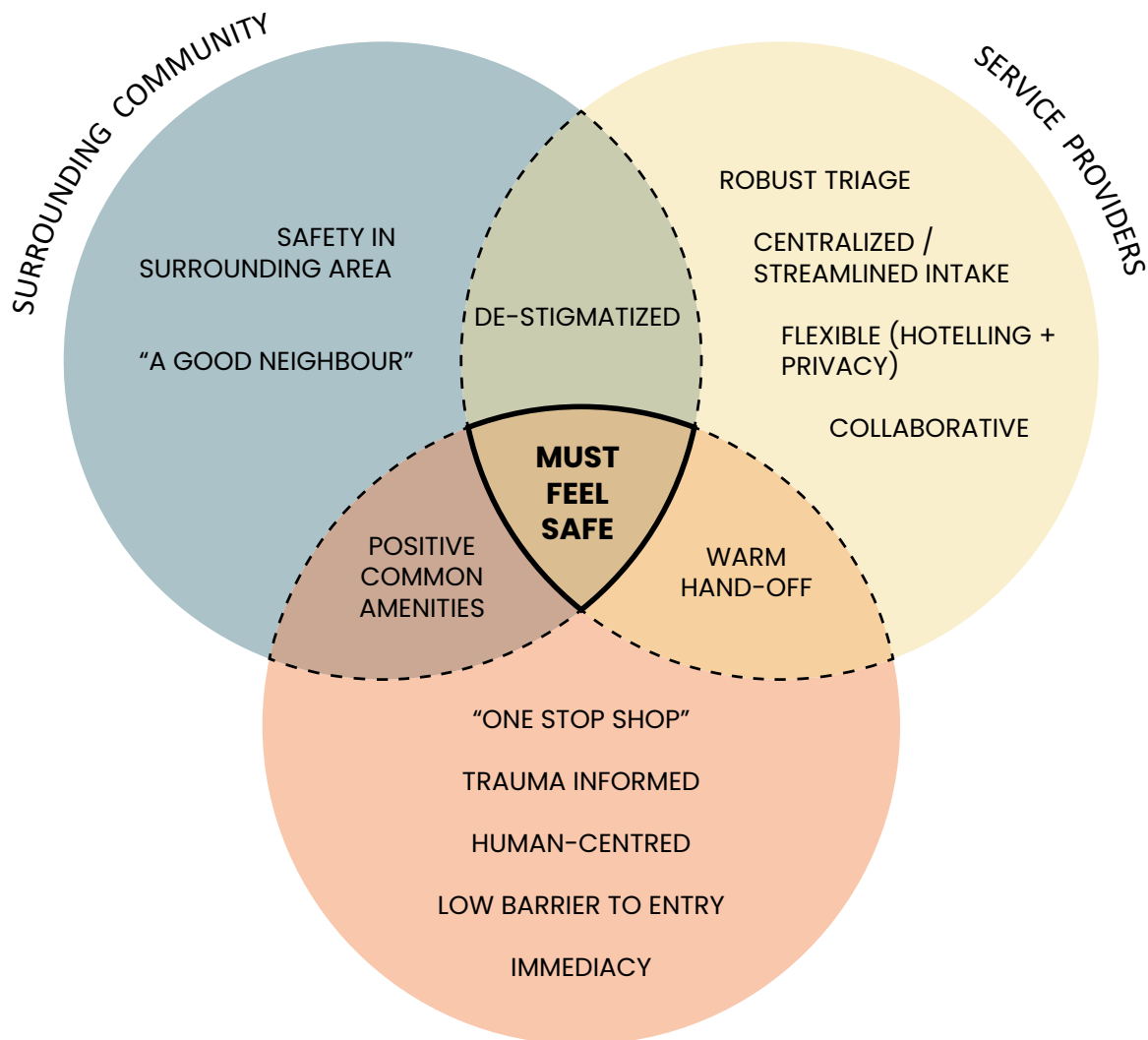
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# 1 CONTEXT

This Architectural Feasibility Study operates as an extension of the What We Heard Report prepared by Glos Arch + Eng in March 2022.

Using the What We Heard Report as a rubric for understanding the project's core needs, this study explores various assessment criteria for site typologies in order to test architectural opportunities, limitations & risks. This analysis is intended to demonstrate strengths, weaknesses and potential in order to inform next steps for The Housing Hub.

Any site or architectural strategy should be assessed in relation to the critical needs below:







## 2 PROGRAM ASSESSMENT

The programmatic needs of a wrap-around service hub facility (The Housing Hub) have been established in the What We Heard Report, prepared by Glos Arch + Eng in March 2022. A high level summary of programmatic needs are shown below:

### SERVICE HUB

#### Reception

#### Support Services

- collaborative office space organized by sector
- flex-use private offices by sector
  - Housing Services
  - Financial Services
  - Legal & Justice
  - Counselling
  - Health
  - Socio-Cultural
    - spiritual
    - gender & sexuality
    - culture & language
    - Indigenous supports
- multi-purpose rooms
  - Education & Employment
  - Group Counselling
  - Flexible use for programming & workshops

#### Amenities

- washrooms & showers
- laundry
- lockers
- sleeping room
- kitchen & cafeteria
- social lounge space & outdoor space

#### Storage

- food bank
- clothing bank
- donation storage
- short-term household contents storage
- daily-use storage for bikes, belongings, backpacks, etc.

#### Staff Space

#### Utilities

**MINIMUM SPACE NEEDED = 42,000 sf**

## PROGRAMMATIC ASSESSMENT

### HOUSING

#### Flex-Housing

(to be used as Transitional or Permanent Supportive Housing as needed)

- High & Complex Needs  
(high acuity participants)
  - 15-30 units
  - secure & separate entry
  - on-floor staffing & offices
  - dedicated laundry
  - dedicated common lounge
- Vulnerable & Underserved  
Populations  
(low/mid-acuity participants)
  - 40-60 units
  - secure & separate entry
  - on-floor staffing & offices
  - dedicated laundry
  - dedicated common lounge

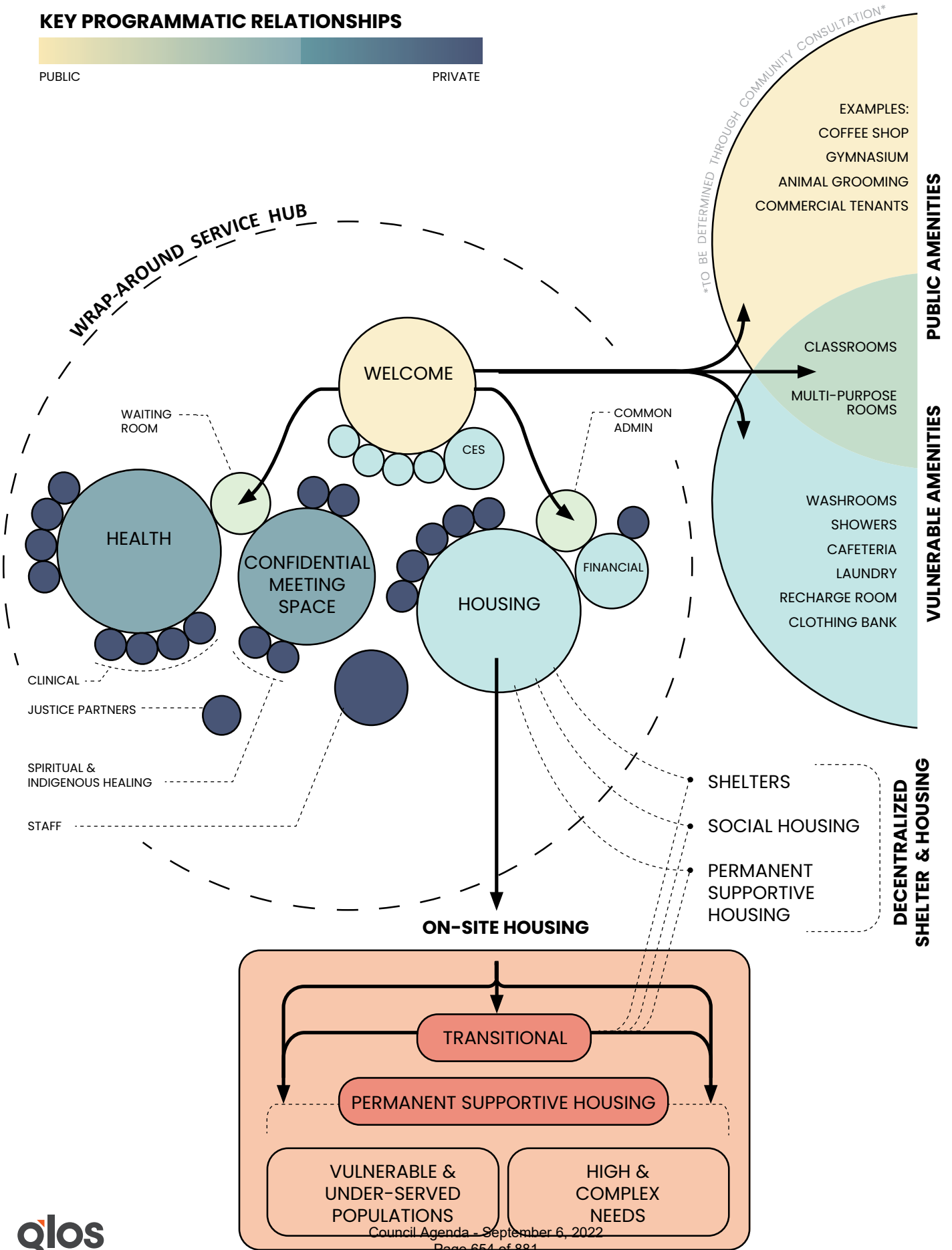
**MINIMUM SPACE NEEDED = 42,000 sf**

### OPTIONAL

#### CONSIDERATIONS

- Future Phases of Housing
- Community-Bridging Programming

## KEY PROGRAMMATIC RELATIONSHIPS



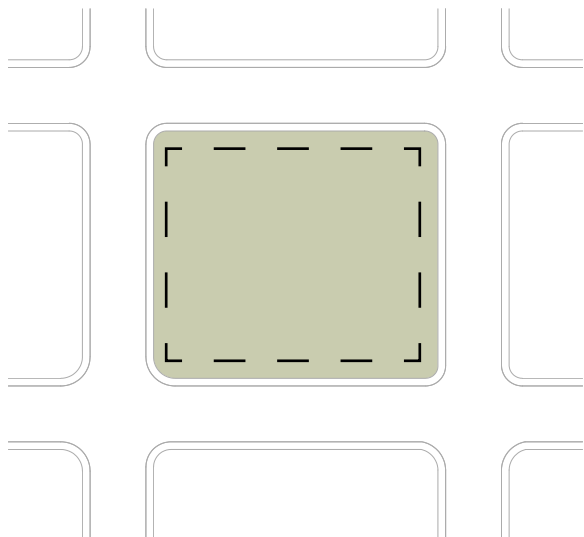


### 3 LOT SIZE ASSESSMENT


Lot sizes were considered in relation to the building’s programmatic needs in order to determine feasibility, flexibility and potential for future growth.

SMALL	< 40,000sf	NOT FEASIBLE
MEDIUM	40,000sf – 80,000sf	FEASIBLE + INFLEXIBLE
LARGE	80,000sf – 120,000sf	FEASIBLE + FLEXIBLE
EXTRA-LARGE	> 120,000sf	FEASIBLE + FLEXIBLE + EXPANDABLE

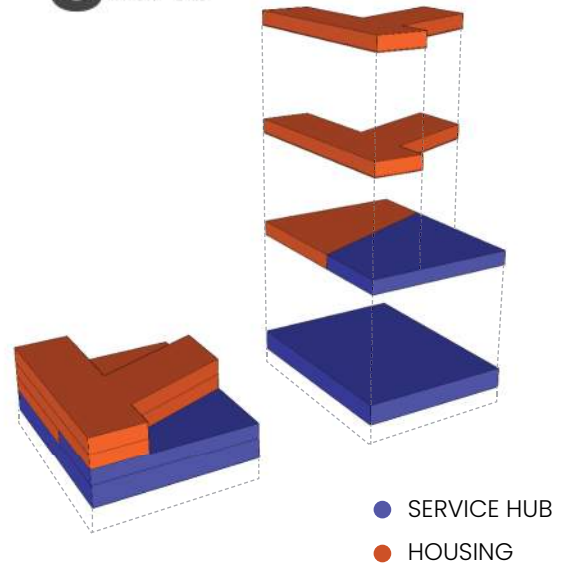
**SMALL SITES** < 40,000sf



It was determined that any site under 40,000sf should not be considered for this project. The resulting buildable area is not large enough to capture the programmatic needs without stacking multiple public floors vertically, which greatly compromises safety, security and operational efficiency.

 FEASIBLE (fits all program)

## LOT SIZE ASSESSMENT

**MEDIUM SITES** 40,000sf – 80,000sf

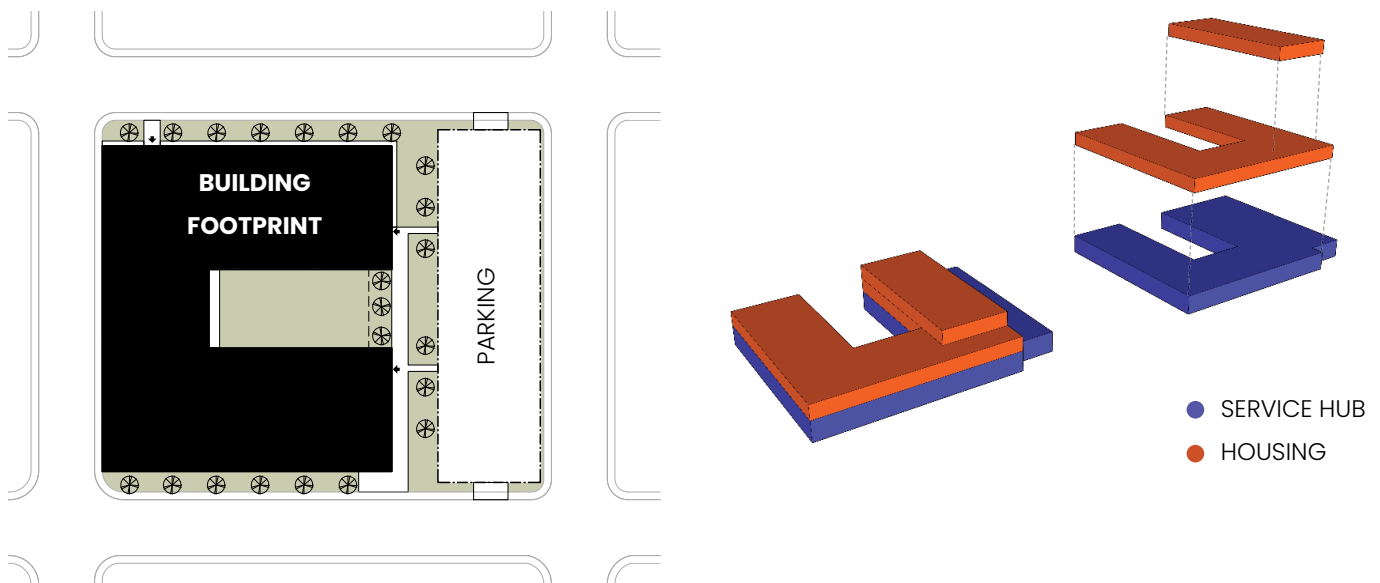
Sites between 40,000–80,000sf should be considered the minimum viable sites for this project. A site in this range will accommodate the required program, while maintaining most of the critical public facing program on the ground floor. Sites on the lower end of this range will need to consider moving some of the public facing amenity onto the second floor (ie. classrooms or multi-purpose space).

- ✓ FEASIBLE (fits all program)
- ! FLEXIBLE (multiple options for meeting all criteria and overcoming risks)
- ! BUILDING SECURITY (can keep public-facing program on one level with passive visibility)  
(can provide separate and secure entrances for 2 housing groups)
- ! PARKING (ability to meet basic and worst-case requirements)
- ✗ INTEGRATED OUTDOOR SPACE
- ✗ COMMUNITY BRIDGING PROGRAMMING
- ✗ FUTURE PHASES (ie. expansion or future phases of on-site housing)



## LOT SIZE ASSESSMENT

### LARGE SITES 80,000sf – 100,000sf

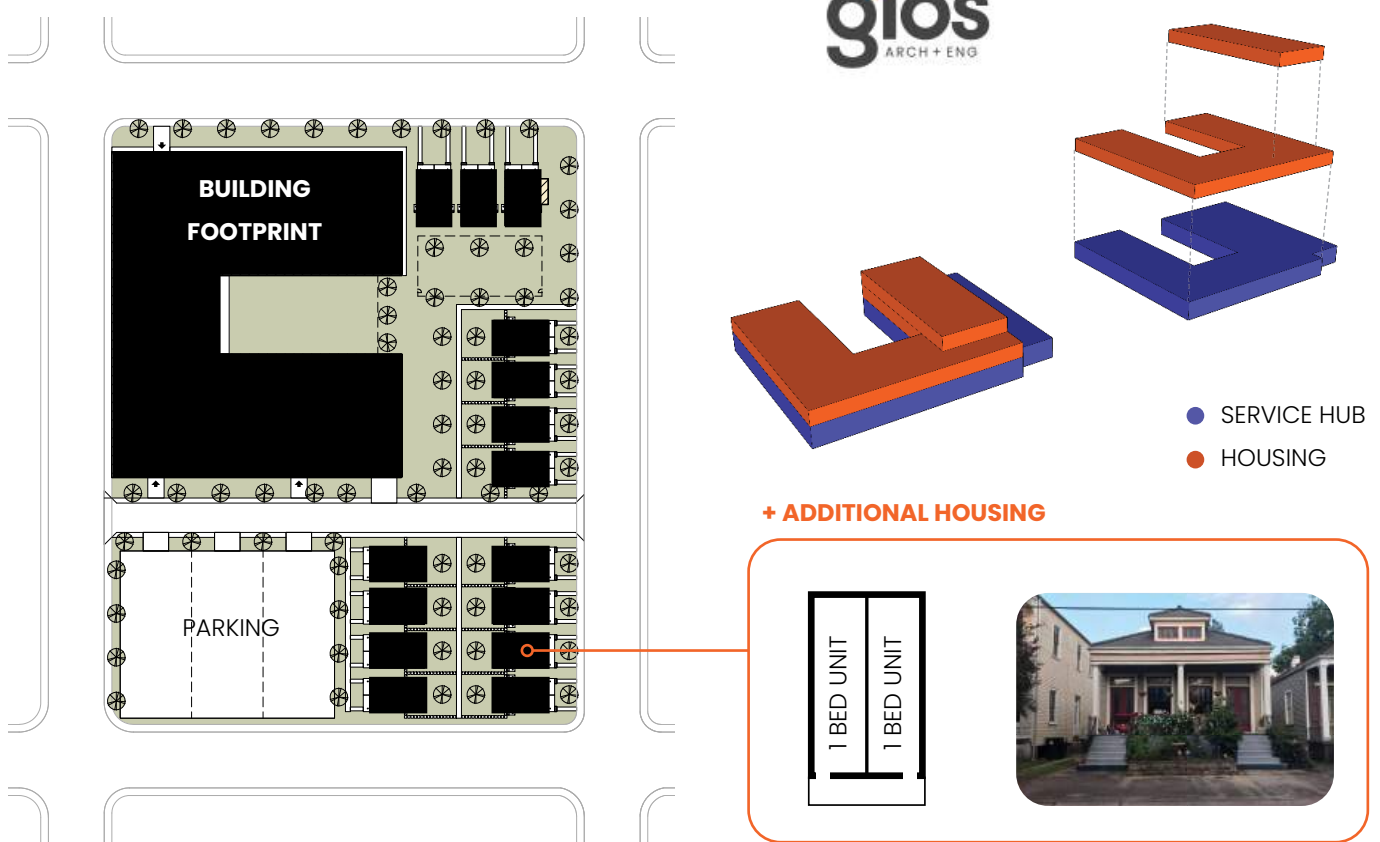


Sites between 80,000-100,000sf are considered ideal sites for this project. A site in this range will accommodate the required program while maintaining all of the public facing program on the ground floor. Sites in this range will offer flexibility to integrate outdoor space or community-bridging amenities as desired, which both have a tremendous impact on building safety and destigmatization. Other security benefits include the ability to create separate and secure entrances for 2 housing groups.

- ✓ FEASIBLE (fits all program)
- ✓ FLEXIBLE (multiple options for meeting all criteria and overcoming risks)
- ✓ BUILDING SECURITY (can keep public-facing program on one level with passive visibility)  
(can provide separate and secure entrances for 2 housing groups)
- ✓ PARKING (ability to meet basic and worst-case requirements)
- ✓ INTEGRATED OUTDOOR SPACE
- ✓ COMMUNITY BRIDGING PROGRAMMING
- ✗ FUTURE PHASES (ie. expansion or future phases of on-site housing)

## LOT SIZE ASSESSMENT

### EXTRA LARGE SITES > 100,000sf



Sites greater than 100,000sf would offer unique opportunities for this project. In addition to everything possible on a Large Site, they would also offer the potential of future on-site housing initiatives or further community-bridging resources. The opportunity to design the space beyond the service hub itself creates enormous potential for destigmatization and community support.

- ✓ FEASIBLE (fits all program)
- ✓ FLEXIBLE (multiple options for meeting all criteria and overcoming risks)
- ✓ BUILDING SECURITY (can keep public-facing program on one level with passive visibility)  
(can provide separate and secure entrances for 2 housing groups)
- ✓ PARKING (ability to meet basic and worst-case requirements)
- ✓ INTEGRATED OUTDOOR SPACE
- ✓ COMMUNITY BRIDGING PROGRAMMING
- ✓ FUTURE PHASES (ie. expansion or future phases of on-site housing)















## 4 CONTEXT ASSESSMENT

Any site under consideration raises a different combination of context-specific variables that directly impact the project's core goals. The criteria below can be used to assess potential sites through the lens of project needs:

### POSITIVE COMMUNITY INTEGRATION + DESTIGMATIZATION

These contextual relationships have a substantial impact on this project's ability to feel safe, to "be a good neighbour" and to mitigate a sense of stigma:

- |               |  |
|---------------|--|
| Opportunities | <ul style="list-style-type: none"> <li> location feels like an extension of a residential neighborhood</li> <li> location is in close proximity to a variety of low-risk land uses</li> <li> site is currently considered derelict or difficult to develop by private entities</li> </ul>  |
| Risks         | <ul style="list-style-type: none"> <li> location is embedded in a neighborhood of single family homes</li> <li> location is in close proximity to a pedestrian commercial district</li> <li> location is in close proximity to a school</li> <li> location is in close proximity to a park or children's playground</li> <li> location is in close proximity to high-risk or stigmatized services</li> <li> location is adjacent to loitering hotspots (eg. unsecured parking lot)</li> <li> location is adjacent to a laneway/alley</li> </ul> |
| Deal-Breakers | <ul style="list-style-type: none"> <li> site is not within 2km of emergency shelters and core affiliated services</li> <li> site is not easily accessible on foot</li> </ul>   |

## CONTEXT ASSESSMENT

### SITE SAFETY

These contextual relationships have a significant impact on the safety and security of the facility — both for participants, staff and surrounding community.

- |               |   |
|---------------|---|
| Opportunities | <ul style="list-style-type: none"> <li>✓ site location &amp; configuration allow for passive visibility throughout the site</li> <li>✓ site size &amp; configuration allow for outdoor space integrated within the building (eg. courtyard or terraces)</li> <li>✓ site configuration supports a single secure point of entry for all participants</li> </ul>   |
| Risks         | <ul style="list-style-type: none"> <li>! site configuration and surrounding urban context create blind-spots that obstruct passive visibility throughout and beyond the site</li> <li>! site is adjacent to loitering hotspots (ie. unsecured parking lots)</li> <li>! site is adjacent to a laneway/alley</li> <li>! site is adjacent to unsecured/open-air parking structures</li> <li>! site is adjacent to high-risk or highly stigmatized services</li> <li>! site configuration precludes creating a singular, secure point of entry (ie. multiple “front faces” requiring multiple entrance conditions)</li> </ul> |
| Deal-Breakers | <ul style="list-style-type: none"> <li>✗ site-related visual obstructions should be removed wherever possible (eg. solid fencing, barriers or unsecured structures)</li> <li>✗ avoid sites where adjacent sites contain or create blind spots that would be out of the care &amp; control of the site operator</li> </ul>   |



## 5 ASSESSMENT OF EXISTING CONDITIONS

Most urban-infill properties have been developed in some way in the past. When considering a site, it is important to consider how the existing soil conditions, servicing and existing structures can impact the scope of work required.

### SOIL + SUB-SOIL CONDITIONS

- ! Soil remediation could be required on any site — particularly if the site history indicates a previous industrial use. An Environmental Assessment should be pursued to determine the extent and nature of remediation required.
- ! On any urban infill property, there is a chance the sub-soil conditions include artifacts from previous site uses. Common examples include abandoned foundations, buried tanks, construction debris or historical artifacts. Geotechnical assessment and boreholes would be required to assess existing conditions in relation to project scope.

### EXISTING SERVICING

- ! Any site would need to be assessed to determine existing service capacity for the supply of gas, electrical, and water, as well as storm and sanitary drainage. If a site is unserviced, servicing would need to be included in the scope of work. If a site is serviced, consultants would need to assess if the servicing is adequate for the intended use, and determine the scope for upgrades required.



## ASSESSMENT OF EXISTING CONDITIONS

### EXISTING STRUCTURES

Acquiring a site with an existing structure demands an extra layer of consideration for how the particular structure may obstruct or foster the project's primary goals and functional needs.

#### ✓ SITE HAS NO EXISTING STRUCTURES

Facility can be built entirely as new construction.

- more predictable (costs, timeline, performance, construction detailing, etc.)
- easier to meet modern building codes
- easier to have full control over building performance and durability

Allows maximum flexibility over design and construction

#### ? SITE HAS EXISTING STRUCTURE

If the structure is a suitable size and configuration, the project could be built as a combination of renovation, retrofit and new construction. Whether this results in cost savings or cost premiums depends heavily on the nature, condition and suitability of the existing structure.

#### SPAN

- ✓ Long span structures (bays > 20ft) — very flexible to work around
- ! Short span structures (bays < 20ft) — challenging but possible to work around. Expect compromises to be made to key functional relationships & sight lines.

#### LOAD BEARING CONDITIONS

- ✓ Columns — very flexible to work around; limited impact on interior layout
- ! Exterior Walls — limited impact on interior layout; minor changes possible
- ✗ Interior Walls — inflexible; very costly to modify; obstructive to interior layout

#### CEILING HEIGHTS

- ✓ High Ceilings ( > 12ft ) — very flexible to work around & run new services
- ! Standard Ceilings (10ft–12ft) — challenging but possible to work around & run new services at a cost premium. Expect compromises to be made.
- ✗ Low Ceilings ( < 10ft ) — obstructive to the structural and service changes required to meet the project needs.

## ASSESSMENT OF EXISTING CONDITIONS

### EXISTING STRUCTURES

#### STRUCTURAL CONDITION

- ✓ Good Condition — structure can be relied on without remedial measures; maintenance only
- ! Fair Condition — structure can be relied on with minor remedial measures in addition to maintenance measures
- ✗ Bad Condition — structure requires significant remedial measures in addition to maintenance measures

#### FINISHES & FIXTURES

In order for any existing structure to be renovated to meet the needs of this project, it is unlikely that there would be any benefit to attempting to retain any substantive portion of interior finishes or fixtures. These are all items assumed to have the shortest lifespan in any building and should be assumed to be replaced.

#### EXISTING SERVICES

- Electrical — Any existing structure should be assessed to determine it's current electrical servicing levels. Upgrading service may be required to meet the needs of this project. Removing and re-running electrical circuitry throughout the building (to suit the project's functional needs and to meet modern regulatory requirements) is extremely likely for any retrofit.
- Plumbing — Any existing structure should be assessed to determine it's current water service and sanitary drainage capacity. Upgrading service may be required to meet the needs of this project. Demolishing and re-running plumbing lines throughout the building (to suit the project's functional needs and to meet modern regulatory requirements) is extremely likely for any retrofit.
- HVAC — Any existing structure should be assessed to determine it's current heating, ventilation & air conditioning systems, their condition, and their capacity. Upgrading service may be required to meet the needs of this project. Demolishing and replacing HVAC systems throughout the building (to suit the project's functional needs and to meet modern regulatory requirements) is extremely likely for any retrofit.



## 6 NEXT STEPS

This information can be used to assess various site and location options, equipping the City with appropriate information for site acquisition. Sites deemed feasible could then be further assessed for opportunities and risks by pursuing schematic design studies and preliminary cost estimation.

If you have feedback for our team or would like to be added to the email list to receive future updates, please contact our project team directly:

**Valerie Dawn** – Architect  
valeried@glosassociates.com

**Kelly Goz** – Project Lead with the City of Windsor  
kgoz@citywindsor.ca

**Whitney Kitchen** – Project Lead with the City of Windsor  
wkitchen@citywindsor.ca





## A New Housing Hub

A Community-Informed Feasibility Study

for:



August 3, 2022

Council Agenda - September 6, 2022  
Page 665 of 881





*"It's going to take a community to eradicate homelessness."*

*Focus Group Participant*

**COVID-19  
EMERGENCY  
RESPONSE  
FACILITY**





# COMMUNITY CONSULTATION



**92**

FOCUS GROUP  
PARTICIPANTS



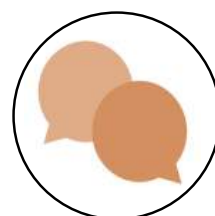
**47**

SURVEY  
RESPONDENTS



**15**

PHONE / VIRTUAL  
INTERVIEWS



**28**

1:1 INTERVIEWS  
(IN PERSON)



**25**

PRESENTATIONS  
TO COMMITTEES

# WHAT WE HEARD

There is a need for a **complete paradigm shift** in service delivery

Local service providers are doing amazing work  
and **their plates are fuller than ever**

Demand and acuity are **growing**, fast

**People are getting lost in the gaps**

# WHAT WE HEARD



Only a **portion** of homelessness is **visible**

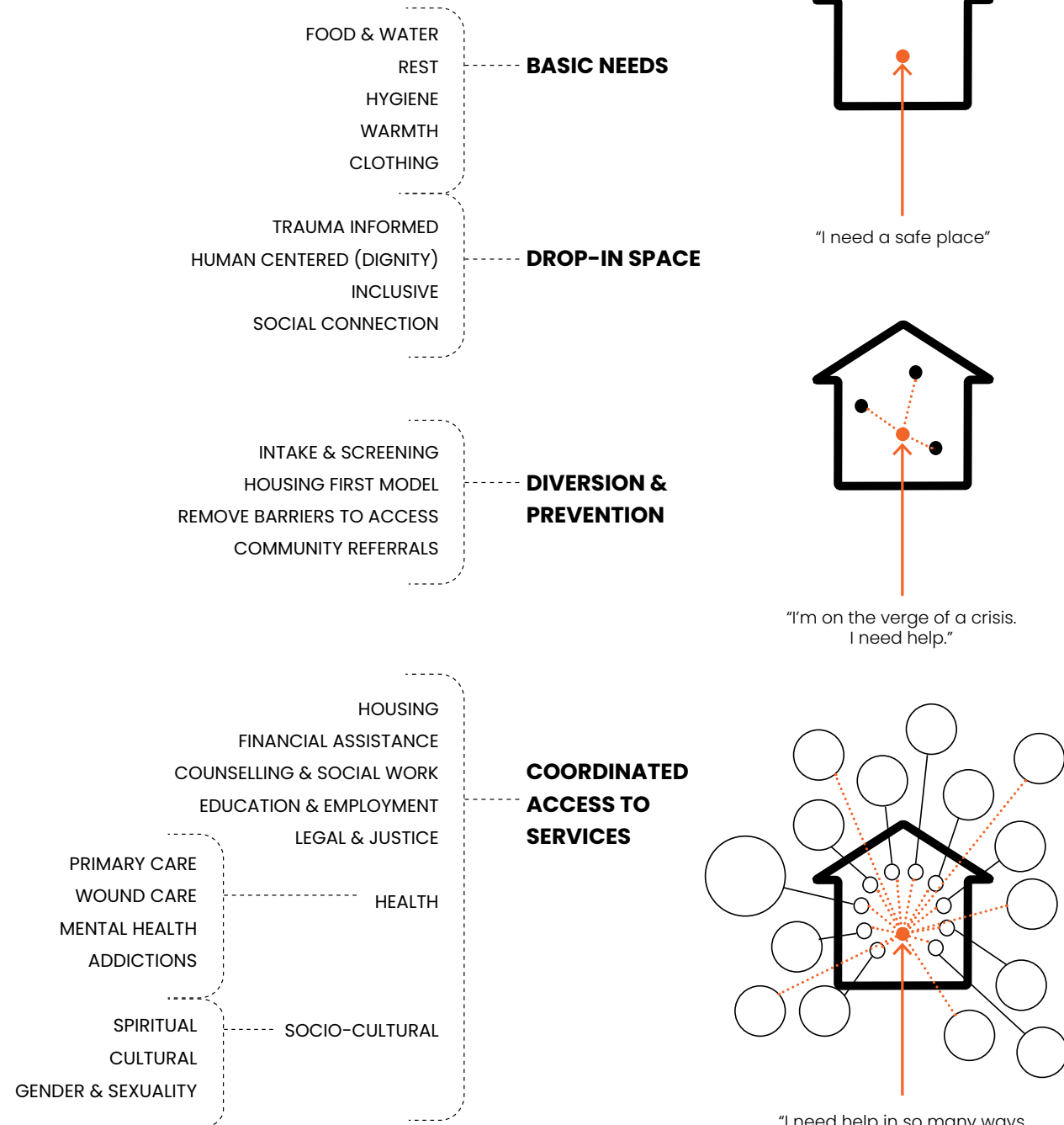
People are getting stuck when they have to choose  
**between getting help and feeling safe**

# WHAT WE HEARD

Even as an ad-hoc intervention, **H4 is having impact**

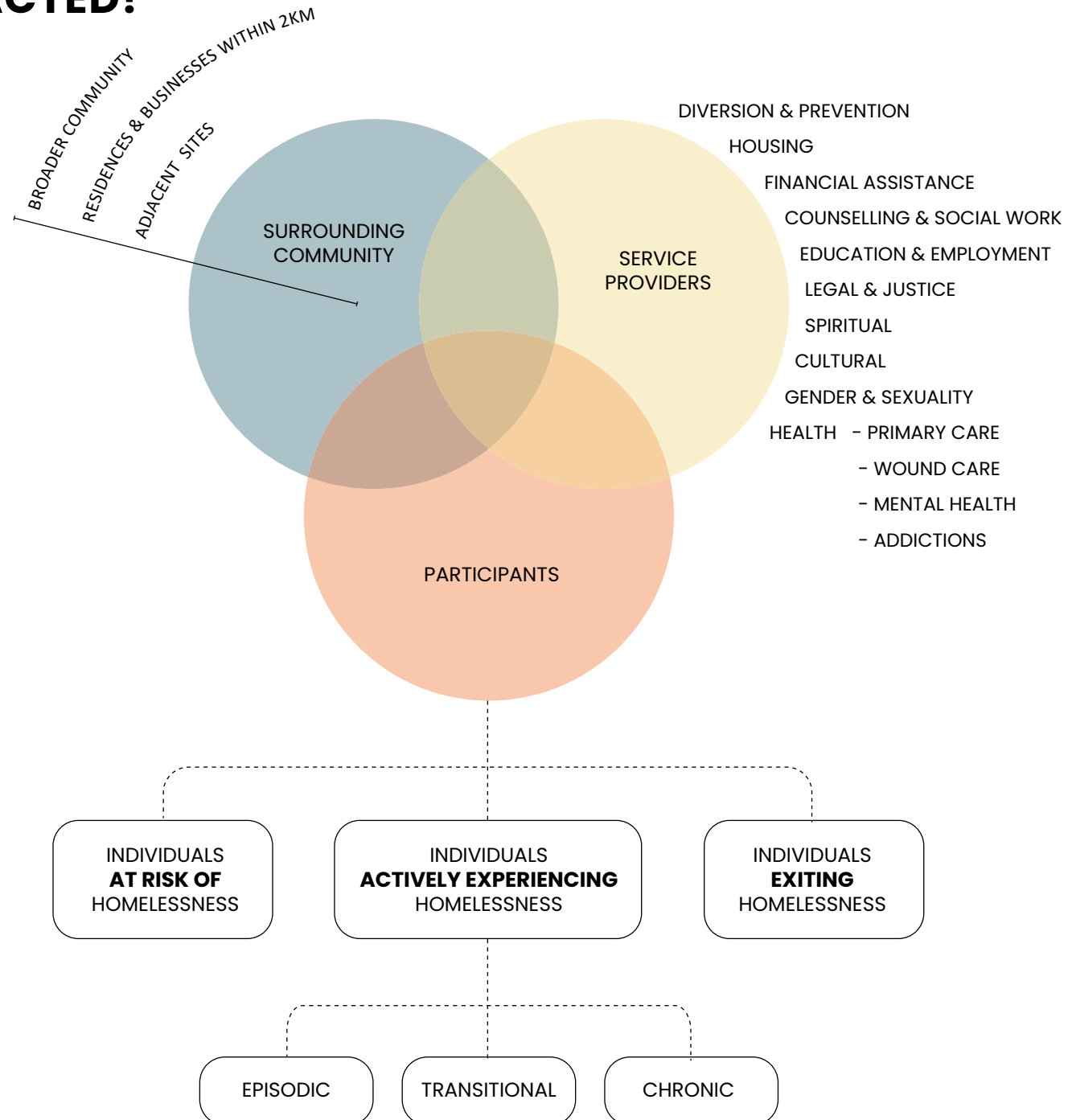
A permanent wrap-around service hub **could change everything**

# WHAT DOES THE HOUSING HUB NEED TO BE?

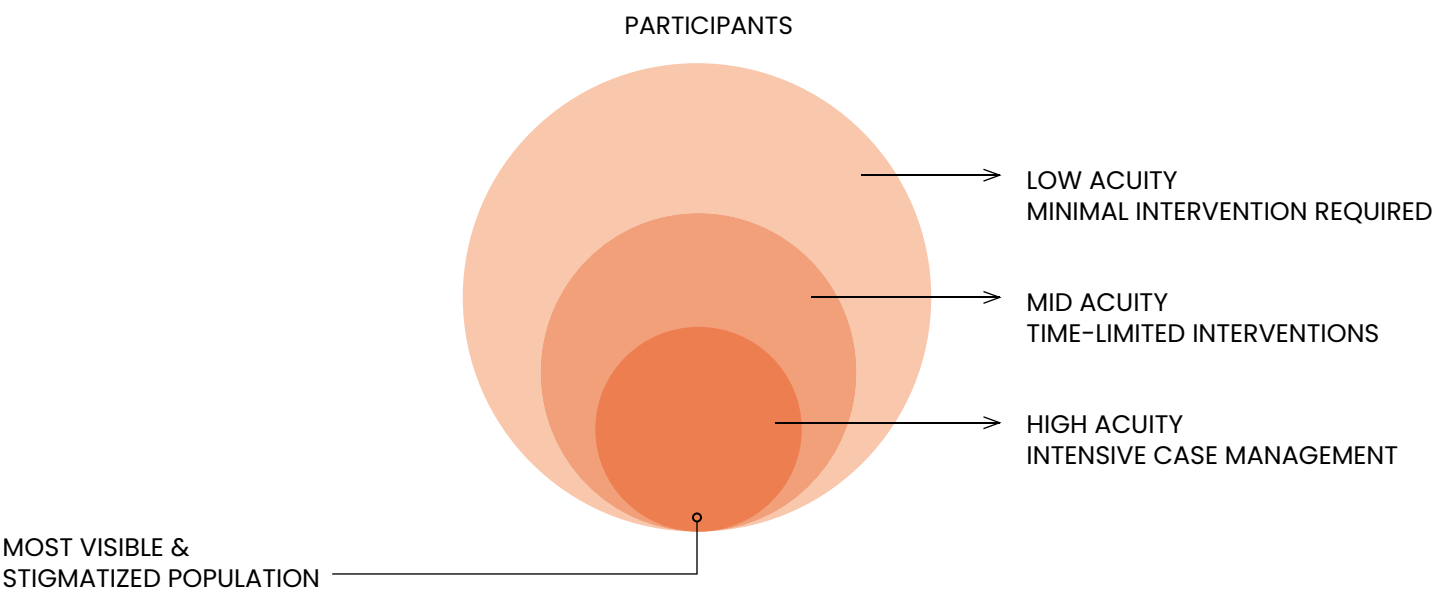




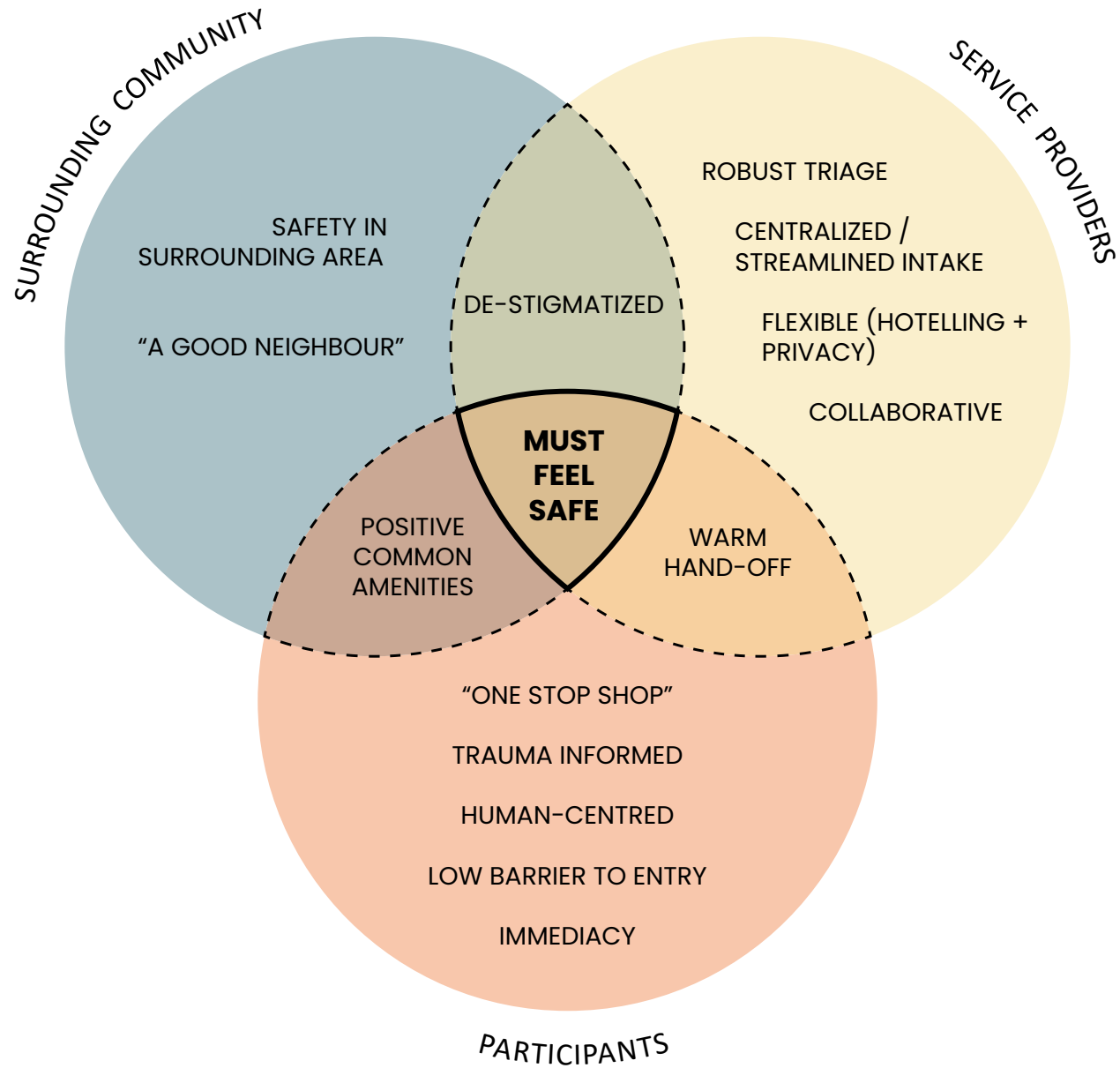
# WHO IS IMPACTED?



# ACUITY + VISIBILITY

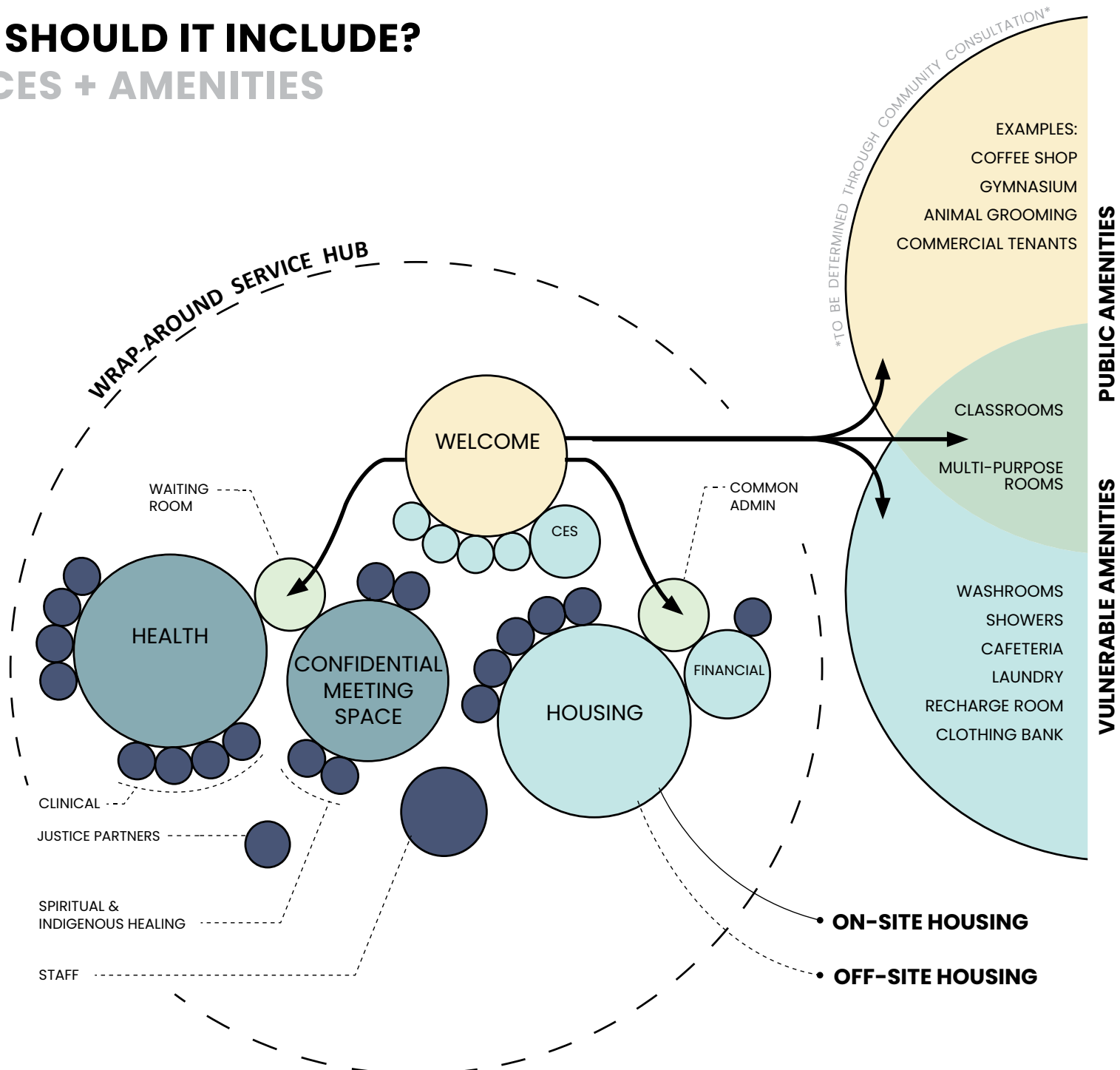


# CRITICAL NEEDS



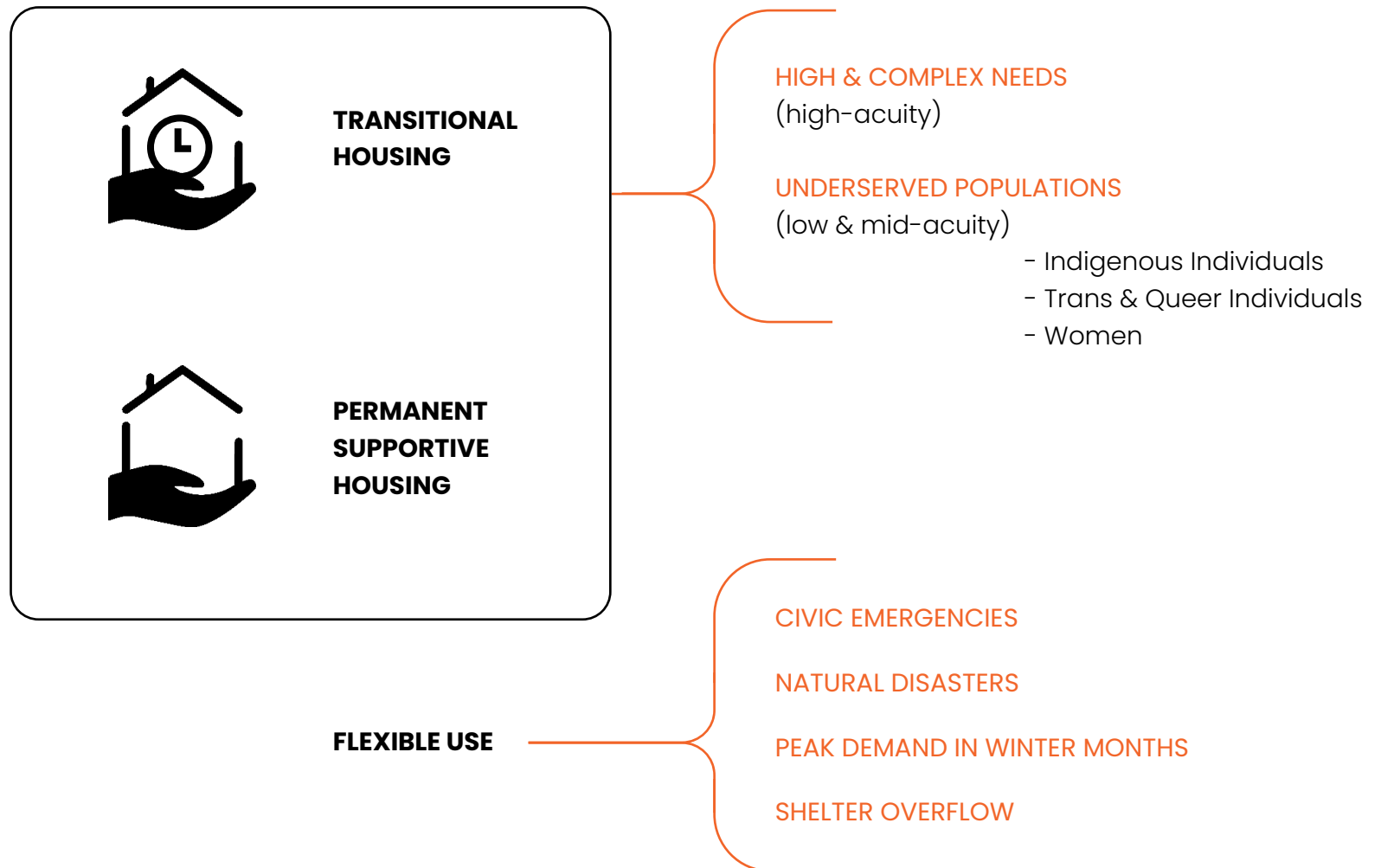
# WHAT SHOULD IT INCLUDE?

## SERVICES + AMENITIES



# WHAT SHOULD IT INCLUDE?

## HOUSING





# HOW DO WE MAKE SURE WE GET IT RIGHT?



## WHAT WE HEARD REPORT

**A New Housing Hub**  
A Community-Informed Feasibility Study

for:



March 31, 2022



325 Devonshire Road, Suite 410  
Windsor, ON N8Y 2L4  
Phone: 519-966-6750  
Fax: 519-966-6753

Valerie Dawn  
Principal Architect  
valeried@glosassociates.com

A New Housing Hub | What We Heard Report

## 7 ACCOUNTABILITY IN DESIGN

Accountability is taking ownership of what happens next. Accountability also requires us to have a framework to return to, to know whether the project has upheld the needs that have been identified. The following pages include, in alphabetical order, a qualitative framework to return to — identifying categories of needs that will define the success of The Housing Hub.

**ADDICTIONS**  
**ANIMAL COMPANIONS**  
**DESTIGMATIZATION**  
**HUMAN-CENTRED CARE**  
**IMMIGRATION**  
**INDIGENOUS SPECIFIC NEEDS**  
**MEDICAL**  
**MENTAL HEALTH**  
**OUTDOOR SPACE**  
**SAFETY & CRIME PREVENTION**  
**SECURITY**  
**SENSORY SENSITIVITY**  
**SPIRITUAL**  
**STORAGE**  
**TRANS & QUEER NEEDS**  
**TRAUMA-INFORMED DESIGN**  
**YOUTH**  
**WOMEN**

# HOW DO WE MAKE SURE WE **GET IT RIGHT?**



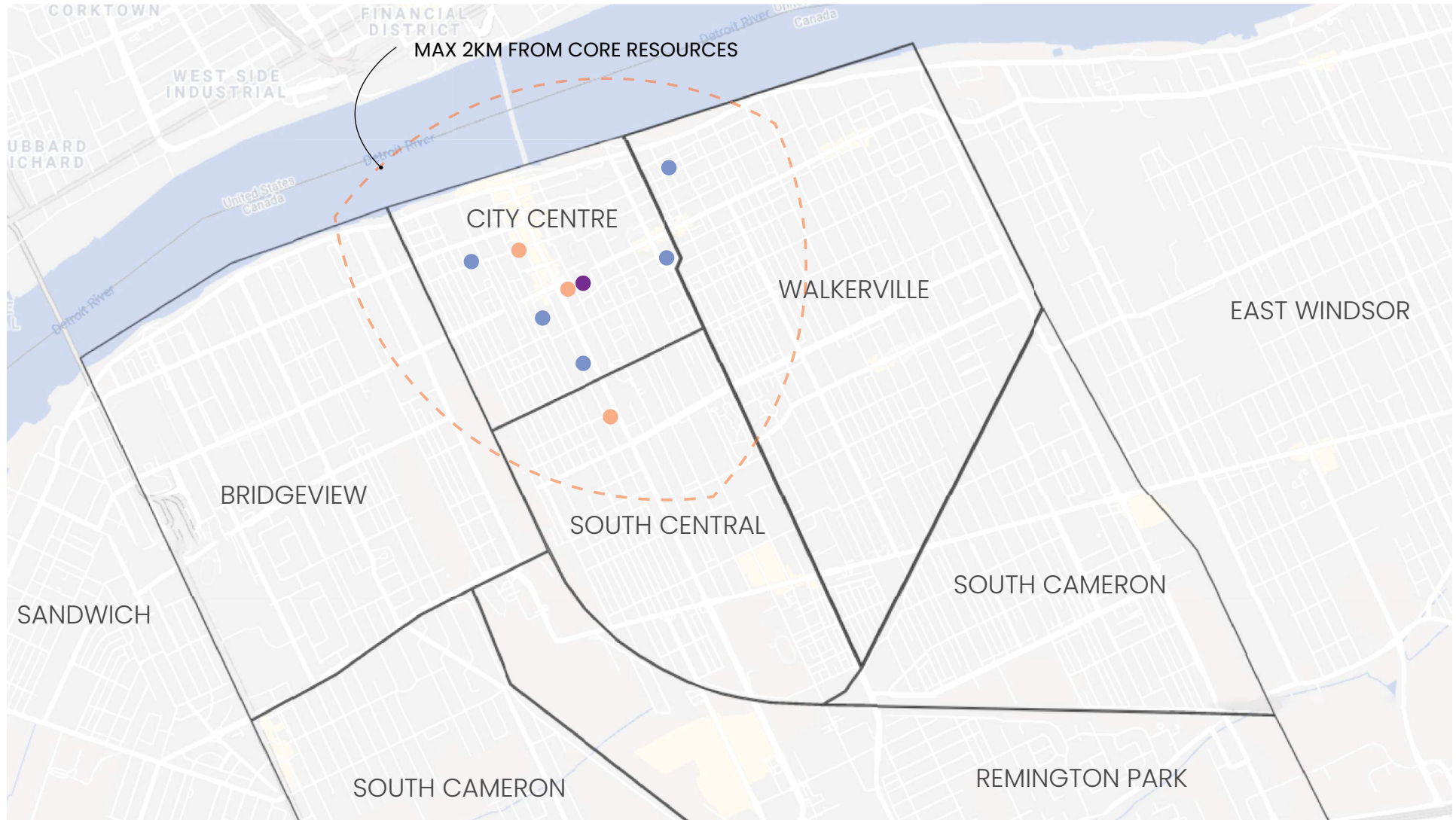
Comprehensive Community Consultation

AUTHENTIC

ENGAGING & EDUCATIONAL

ONGOING

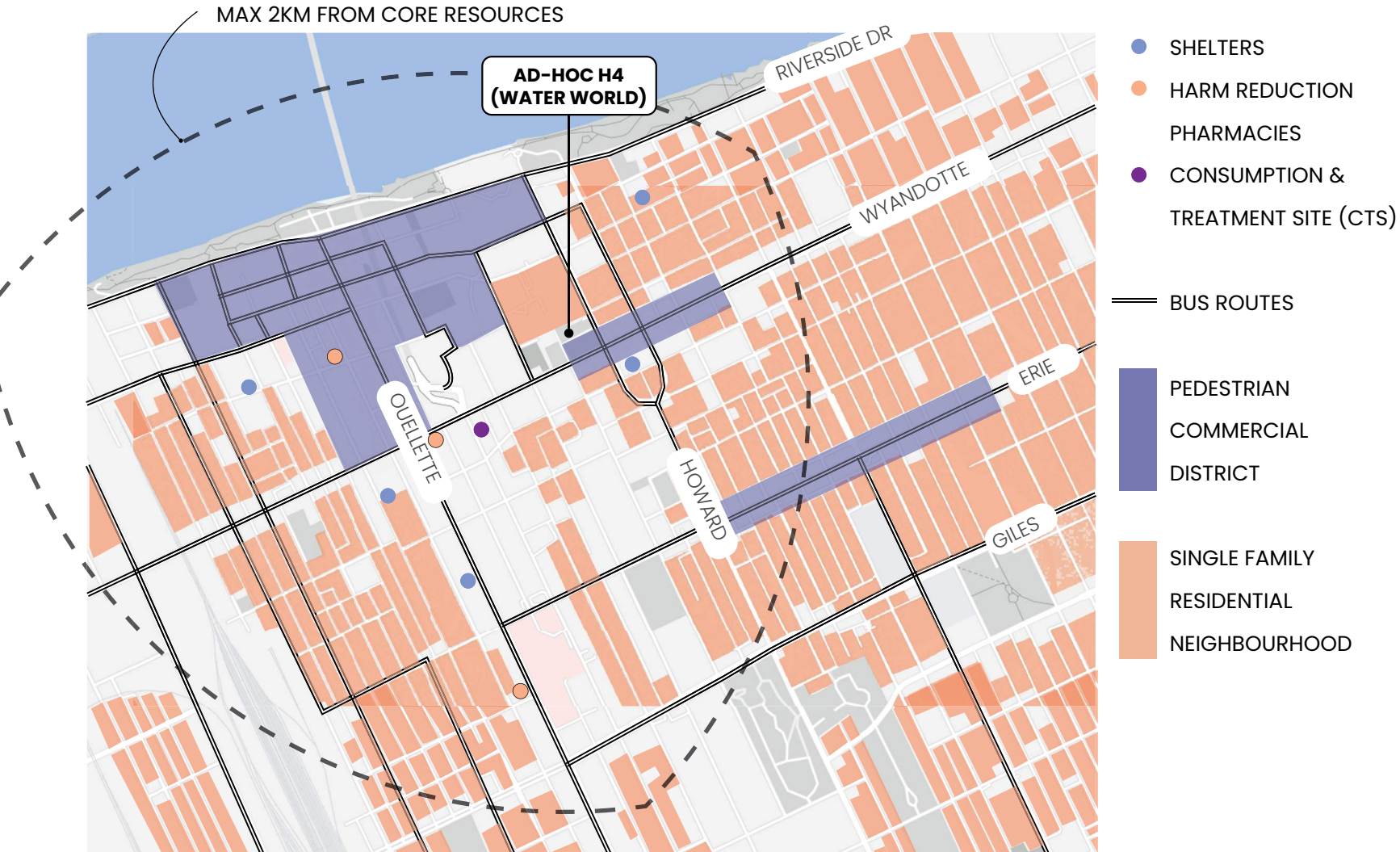
# WHERE SHOULD THE HOUSING HUB GO?



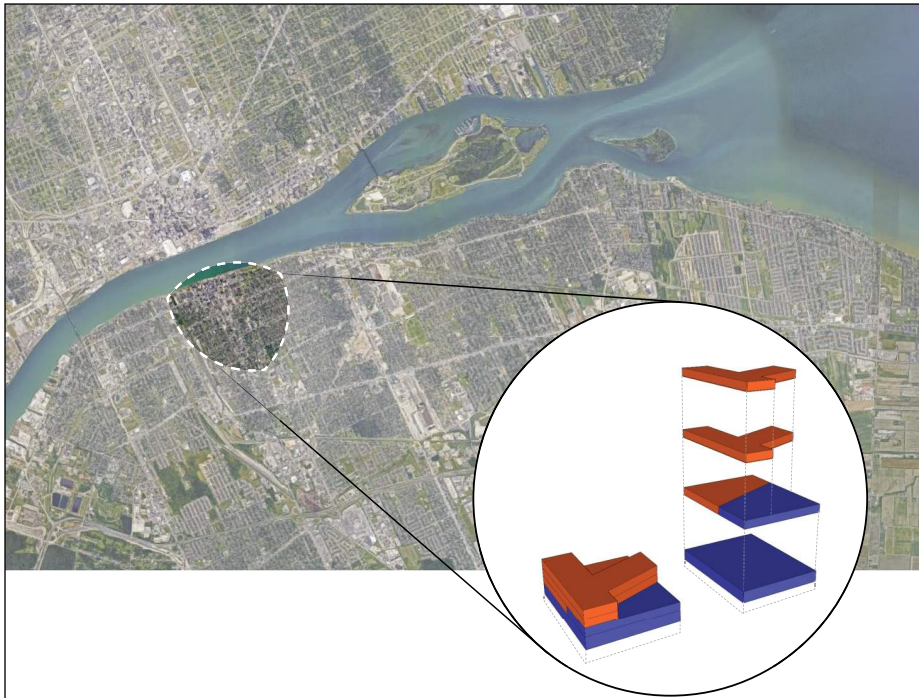
- SHELTERS
- HARM REDUCTION PHARMACIES
- CONSUMPTION & TREATMENT SITE (CTS)



# WHERE SHOULD THE HOUSING HUB GO?



# HOW DOES THIS TRANSLATE TO SITE SELECTION?



## ARCHITECTURAL FEASIBILITY STUDY

### A New Housing Hub A Community-Informed Feasibility Study

for:



April 15, 2021



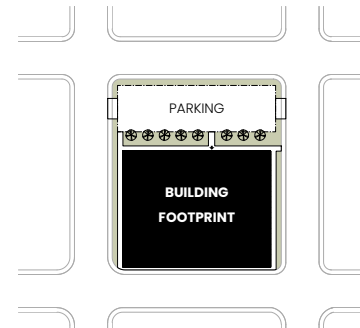
325 Devonshire Road, Suite 410  
Windsor, ON N8Y 2L4  
Phone: 519-966-6750  
Fax: 519-966-6753

Valerie Dawn  
Principal Architect  
valeried@glosassociates.com

A New Housing Hub | Architectural Feasibility Study

#### LOT SIZE ASSESSMENT

**MEDIUM SITES** 40,000sf – 80,000sf



Sites between 40,000-80,000sf should be considered the minimum viable sites for this project. A site in this range will accommodate the required program, while maintaining most of the critical public facing program on the ground floor. Sites on the lower end of this range will need to consider moving some of the public facing amenity onto the second floor (ie. classrooms or multi-purpose space).

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- ✗ FUTURE PHASES (ie. expansion or future phases of on-site housing)



**THANK YOU**

# H4 Letter of Support

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Presented to:

The Standing Committee of City Council

Council Report: C 112/2022

Subject: Housing Hub Consultation and Architectural Feasibility Study Update

Presented by:

HOUSING INFORMATION SERVICES

Date submitted:

July 29, 2022

Mayor Drew Dilkens, and Members of City Council,

It is a privilege to address the recommendations put forward by the Housing and Children's Services Division with respect to a permanent location for the H4 program.

Over the past year and a half, Housing Information Services (HIS) has had a unique opportunity to assist in the development of the H4 hub model. We have seen the growth, successes and the unique challenges that have occurred since opening in 2020.

The success of H4 is a result of a true partnership between the city of Windsor and the many community agencies currently present on site. H4 is truly a hub that provides a welcoming, safe and non-judgemental place for persons experiencing homelessness to access services.

Since its inception, H4 has seen a steady increase in the number of individuals accessing its services. H4, in collaboration with our community partners and the City of Windsor, has supported over 2,200 unique participants, with 59,654 visits. On a daily basis, H4 supports between 110-150 unique individuals in improving access to housing, improving financial stability, providing access to mental health supports and medication, navigating the legal system, building life skills and coping mechanisms,

obtaining employment, and providing access to basic need items such as food, primary care, hygiene products and clothing,

Participant success stories demonstrate evidence of how, when given access to resources and person centered supports, participants can overcome obstacles and make strides towards health, safety and housing stability.

It is without question that the hub model is effective, with the potential for long-term success, as we all come together to tackle the issue along with the City of Windsor with the end goal of ending homelessness in our community by the year 2028.

A year ago, HIS supported the recommendations presented by Administration for a Holistic Housing Hub Model.

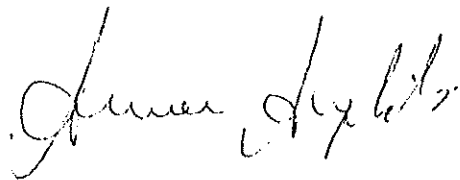
Today, HIS is in full support of the recommendations put forward by administration, to move forward with the search for feasible site acquisition that meets minimum requirements and encompasses critical elements as identified by Glos Arch + Eng's Architectural community-informed feasibility study.

The vision of a New, fully operational Housing Hub building on successes and best practices for those experiencing homelessness as well as those

who may be at risk of homelessness and streamlining connections between sectors, will ensure the City of Windsor remains a leader and innovator in ending homelessness.

HIS remains dedicated and eager to continue meeting the needs of individuals experiencing homelessness and to working collaboratively alongside the Service Manager and community partners towards the united goal of ending chronic homelessness in Windsor-Essex.

Sincerely,

A handwritten signature in black ink, appearing to read "Anna Angelidis". The signature is fluid and cursive, with the first name "Anna" and last name "Angelidis" clearly distinguishable.

Anna Angelidis,  
Executive Director





**Committee Matters: SCM 236/2022**

**Subject: Report No. 130 of the Windsor Accessibility Advisory Committee - Accessibility remediation of 18,000 pages for the City of Windsor website**

Moved by: Councillor Gignac

Seconded by: Councillor Francis

Decision Number: **CSPS 193**

THAT Report No. 130 of the Windsor Accessibility Advisory Committee of its meeting held May 10, 2022 indicating:

That APPROVAL BE GIVEN to an expenditure in the upset amount of \$50,000 from the Non-Built Capital Fund 7086008 (Accessibility) for accessibility remediation of eighteen thousand (18,000) pages of complex/difficult to remediate documents for the City of Windsor website.

**BE APPROVED.**

Carried.

Report Number: SCM 185/2022

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 7.2. from the Community Services Standing Committee Meeting held August 3, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7349>



## **Committee Matters: SCM 185/2022**

**Subject: Report No. 130 of the Windsor Accessibility Advisory Committee -  
Accessibility remediation of 18,000 pages for the City of Windsor website**

**REPORT NO. 130**  
of the  
**WINDSOR ACCESSIBILITY ADVISORY COMMITTEE (WAAC)**  
Meeting held May 10, 2022

---

Members present: Sally Bennett Olczak, Co-Chair  
Peter Best, Co-Chair  
Councillor Ed Sleiman  
Surendra Bagga  
Sheila McCabe  
Riccardo Pappini  
Nicholas Petro  
Caleb Ray

Moved by P. Best, seconded by S.. Bagga,

That **APPROVAL BE GIVEN** to an expenditure in the upset amount of \$50,000 from the Non-Built Capital Fund 7086008 (Accessibility) for accessibility remediation of eighteen thousand (18,000) pages of complex/difficult to remediate documents for the City of Windsor website.

Carried.

---

**SALLY BENNETT OLCZAK, CO-CHAIR**

---

**COMMITTEE COORDINATOR**

Windsor Accessibility Advisory Committee	On file.	
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**Committee Matters: SCM 237/2022**

**Subject: Minutes of the Windsor Accessibility Advisory Committee of its meeting held May 10, 2022**

Moved by: Councillor Francis

Seconded by: Councillor McKenzie

Decision Number: **CSPS 192**

THAT the minutes of the Windsor Accessibility Advisory Committee of its meeting held May 10, 2022 **BE RECEIVED**; and further

THAT the minutes of the Windsor Accessibility Advisory Committee of its meeting held May 10, 2022 **BE REFERRED** to the Transit Windsor Advisory Committee to be considered at a future meeting of that committee.

Carried.

Report Number: SCM 173/2022

Clerk's File: MB2022

**Clerk's Note:**

1. The recommendation of the Advisory Committee and Standing Committee are **not** the same.
2. Please refer to Item 7.1. from the Community Services Standing Committee Meeting held August 3, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7349>



## **Committee Matters: SCM 173/2022**

**Subject: Minutes of the Windsor Accessibility Advisory Committee of its meeting  
held May 10, 2022**



## **Windsor Accessibility Advisory Committee**

Meeting held May 10, 2022

A meeting of the Windsor Accessibility Advisory Committee is held this day commencing at 10:00 o'clock a.m. via Zoom video conference, there being present the following members:

Sally Bennett Olczak, Co-Chair  
Peter Best, Co-Chair  
Councillor Ed Sleiman  
Surendra Bagga (arrives at 10:02 a.m.)  
Sheila McCabe  
Riccardo Pappini  
Nicholas Petro  
Caleb Ray

### ***Regrets received from:***

Kristy Franklin

### ***Also present are the following resource personnel:***

Gayle Jones, Accessibility/Diversity Officer  
Tyson Cragg, Executive Director Transit Windsor  
Mark Keeler, Human Resources Assistant  
Karen Kadour, Committee Coordinator

## **1. Call to Order**

S. Bennett Olczak, Co-Chair calls the meeting to order at 10:01 o'clock a.m. and the Committee considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

## **2. Declaration of Conflict**

None disclosed.

### 3. Adoption of the Minutes

Moved by P. Best, seconded by Councillor Sleiman,  
That the minutes of the Windsor Accessibility Advisory Committee of its meeting held February 22, 2022 **BE ADOPTED** as presented.  
Carried.

### 4. Presentation – Funding Application from the Capital Fund

G. Jones provides an overview of the request for funding from the Human Resources Department to address document accessibility remediation for the City of Windsor's website as follows:

- Requesting \$50,000 from the non-built Capital Fund for the purpose of enhancing information and communication accessibility.
- Part of accessibility is ensuring that the documents on the city's website are accessible, however, some documents are exceedingly long, complex, time consuming and/or difficult to make accessible.
- If an outside company is contracted to assist with making simple documents accessible, the cost is approximately \$4.00 to \$7.00 per page. For pages that are complex, the cost is generally \$25.00 to \$30.00 per page.
- A consultant has developed a tool for remediation and has made an offer to remediate 18,000 pages (including complex pages) for \$50,000 (or \$2.77 per page). This is an extraordinary value as the majority of the pages that we would use this for would fall in the complex category.

Moved by P. Best, seconded by S. Bagga,  
That **APPROVAL BE GIVEN** to an expenditure in the upset amount of \$50,000 from the Non-Built Capital Fund 7086008 (Accessibility) for accessibility remediation of eighteen thousand (18,000) pages of complex/difficult to remediate documents for the City of Windsor website.  
Carried.

In response to a question asked by R. Pappini regarding if the remediation of 18,000 pages will cover the current batch of documents to be remediated, G. Jones responds that the City has already remediated thousands upon thousands of documents and it has been able to address all the documents so far in house creating great cost savings for the Corporation.. This requested funding is sufficient to deal with exceedingly difficult/time consuming documents to be remediated and that a solution will be developed moving forward.

## 5. Business Items

### 5.1 Facility Accessibility Design Standards (FADS) and Subcommittee Update

G. Jones advises that the FADS subcommittee met on May 9, 2022 consisting of subcommittee members - P. Best, S. McCabe, R. Pappini, S. Bagga and M. Keeler.

S. Bagga succinctly provides an overview of the FADS discussion as follows:

- Reviewed the City of London and Oakville FADS documents.
- After analysis, the City of London has provided the most comprehensive document which clarifies and responds to all possible questions.
- He refers to the City of London FADS Table of Contents and adds that additional accessibility requirements are provided for twenty-six facilities and spaces.
- He states that the City of London FADS is an amazing document and recommends that the City of Windsor adopt this document with minor modifications.

R. Pappini indicates that many municipalities are adopting the City of London's FADS and adds that he is in support of the London FADS. He refers to the benefits of the "Best Practice" notations throughout the document.

G. Jones refers to the City of London FADS Section 1.1.1 Obtaining permission to reproduce, adopt or adapt City of London standards which states "we are happy to provide permission to utilize and/or reproduce our standards upon submission of a completed FADS Authorization Request form". Following the approval to use the London document as the basis of our document an internal committee from relevant departments and WAAC will provide input to create the final FADS document for the City of Windsor and that will be provided to City Council for approval.

Moved by S. Bagga, seconded by R. Pappini,

That **APPROVAL BE GIVEN** for Administration to submit a Facility Accessibility Design Standards (FADS) Authorization Request form to the City of London for approval to reproduce, adopt or adapt the City of London's Facility Accessibility Design Standards with gratitude as the model FADS document for the City of Windsor

Carried.

### 5.5 Transit Windsor Update

Tyson Cragg, Executive Director, Transit Windsor provides the following remarks regarding the "Transit Windsor 2021 Service Performance Update – City Wide" report which was approved by the Environment, Transportation and Public Safety Standing Committee and City Council:

- He notes that the scope on the report will expand over the years to include customer perception, and customer surveys on how we are doing as a service delivery agency.
- This report looks at ridership which has not been strong due to COVID, stay-at-homes orders, virtual schooling, people working from home, and capacity restrictions on the buses.
- Service enhancement in 2021 included the introduction of the 518X express route from St. Clair College to Tecumseh Mall. The report also includes 311 complaint feedback systems and the nature of those.

In response to a question asked by Councillor Sleiman asks if Handi Transit is included in the ridership statistics, T. Cragg responds that Handi Transit is not included.

P. Best notes in reading the report, that there is no section relating directly to concerns from persons with disabilities. He adds that he is blind, rides transit and states that the audio callout is very important to him. He refers to a number of occasions when he reported to the driver that the audio callout was not working to which the driver responded that they were unaware of this and it will be reported. His understanding is that the bus is taken out of service if the audio callout is malfunctioning. He asks that concerns provided by persons with disabilities be provided to WAAC so that the Committee can work with Transit Windsor to correct them. He suggests that a subcommittee of WAAC meet once or twice a year with Transit Windsor to discuss the various accessibility issues and concerns, i.e. bus stop signage which will be reported back to WAAC.

T. Cragg responds that he along with his staff would be happy to meet with the WAAC subcommittee once or twice a year to review issues and concerns.

T. Cragg responds that the accessibility concerns in the report would fall under the general complaint section, however going forward will separate the accessibility complaints. He adds that complaints/concerns can be directed to [Tw@citywindsor.ca](mailto:Tw@citywindsor.ca). He adds that their general line is staffed twelve hours a day, seven days a week, so if a situation arises that requires immediate attention, it can be addressed. There will also be a social media launch for Transit Windsor in the near future that will give people a conduit to Facebook or Twitter to provide feedback to Transit Windsor.

In response to a question asked by N. Petro regarding if the data received reveals if a person is elderly or with a disability, T. Cragg advises that he is uncertain if the 311 Call Centre collects demographic information.

P. Best asks if there are plans for accessibility upgrades.

T. Cragg responds that Transit Windsor is looking at different options for signage – looking at a different sign design with better contrast and reflectivity. When the current signs were installed, they were blue and white with blue indicators and were done prior

to the Transit Windsor Master Plan. They want to improve the wayfinding and to install concrete pads for accessibility.

P. Best asks if bus tracking will be available that will provide information regarding the arrival of the next bus.

T. Cragg responds that there are a couple of apps that are available – one is called the Transit app which can be downloaded on Google Play and Apple which will identify the arrival time.

Moved by P. Best, seconded by N. Petro,  
That the report of the Executive Director of Transit Windsor dated February 23, 2022 entitled “Transit Windsor 2021 Service Performance Update – City Wide” **BE RECEIVED.**  
Carried.

## 5.2 Anti-Racism/Anti-Discrimination Request for Proposal (RFP)

G. Jones provides the following as it relates to the Anti-Racism/Anti-Discrimination Request for Proposal:

- This initiative came through the Diversity Advisory Committee of Council to do a public consultation.
- There has been discussion in the past to ensure that we cover topics tied to anti-discrimination.
- We are moving forward with an RFP to retain a consultant to do a thorough community consultation.
- The Anti-Racism, Anti-Discrimination consultation will include Indigenous Peoples, Black People, folks with disabilities, racialized people and other equity deserving community including culturally diverse communities, women, and the 2SLLGBTAQIA+ community.
- We will be looking at things at an intersectional approach as people do not just fit into one category.
- The goal is to have a plan that identifies and addresses systemic barriers and certain consistent gaps that people face.

In response to a question asked by S. Bagga regarding how this initiative relates to those with disabilities, G. Jones responds that the RFP will address racism, various types of discrimination and systemic barriers; including those faced by persons with disabilities.



### **5.3 Memorial Tree – Wayne Meneguzzi (former member of WAAC)**

G. Jones advises that a memorial tree for Wayne Meneguzzi was planted in Jackson Park some time ago. In response to a question asked by P. Best regarding an invitation to Mr. Meneguzzi's family to attend a ceremony, G. Jones states this can be arranged for later this year.

### **5.4 Audio Pedestrian Signal Update**

The Chair suggests that this matter be deferred to the next meeting.

P. Best requests that S.Boakes, Executive Director of Operations be requested to attend.

### **5.6 WAAC 2022 Operating Budget**

The Chair advises that the Operating budget for WAAC for 2022 is \$6,250.

## **6. Date of Next Meeting**

The next meeting will be at the call of the Chair.

## **7. Adjournment**

There being no further business, the meeting is adjourned at 11:51 o'clock a.m.

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**CHAIR**

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**COMMITTEE COORDINATOR**



**Committee Matters: SCM 238/2022**

**Subject: Report No. 14 of the Housing & Homelessness Advisory Committee - Barriers faced by the 2SLGBTQIA+ community in finding appropriate housing and housing services**

Moved by: Councillor McKenzie  
Seconded by: Councillor Francis

Decision Number: **CSPS 194**

THAT Report No. 14 of the Housing & Homelessness Advisory Committee of its meeting held June 21, 2022 indicating:

WHEREAS, members of the 2SLGBTQIA+ community face barriers to finding appropriate housing and housing services in Windsor/Essex in disproportionate numbers and,

WHEREAS the barriers faced are multi-faceted and complex including institutional, administrative as well as discriminatory,

THEREFORE BE IT RESOLVED that the Housing and Homelessness Advisory Committee recommends that the City of Windsor Administration consult with community partners in Housing, Social Services and appropriate community advocacy groups including Trans Wellness Ontario and others to bring forward recommendations for both Windsor City Council and County of Essex Council consideration to address the housing challenges faced specifically by the 2SLGBTQIA+ community.

**BE APPROVED.**

Carried.

Report Number: SCM 172/2022  
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 7.3. from the Community Services Standing Committee Meeting held August 3, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7349>



## **Committee Matters: SCM 172/2022**

**Subject: Report No. 14 of the Housing & Homelessness Advisory Committee -  
Barriers faced by the 2SLGBTQIA+ community in finding appropriate housing and  
housing services**

**REPORT NO. 14**  
of the  
**HOUSING & HOMELESSNESS ADVISORY COMMITTEE**  
of its meeting held  
June 21, 2022

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**Present:** Marina Clemens, Chair  
Councillor Kieran McKenzie  
Anna Angelidis  
Jessica Brunet  
Fiona Coughlin  
Kathy Hay  
Warden Gary McNamara, County of Essex  
Leigh Vachon  
Joyce Zuk

Your Committee submits the following recommendation:

Moved by Councillor K. McKenzie, seconded J. Brunet,

**WHEREAS**, members of the 2SLGBTQIA+ community face barriers to finding appropriate housing and housing services in Windsor/Essex in disproportionate numbers and,

**WHEREAS** the barriers faced are multi-faceted and complex including institutional, administrative as well as discriminatory,

**THEREFORE BE IT RESOLVED** that the Housing and Homelessness Advisory Committee recommends that the City of Windsor Administration consult with community partners in Housing, Social Services and appropriate community advocacy groups including Trans Wellness Ontario and others to bring forward recommendations for both Windsor City Council and County of Essex Council consideration to address the housing challenges faced specifically by the 2SLGBTQIA+ community.

\_\_\_\_\_  
CHAIRPERSON

\_\_\_\_\_  
COMMITTEE COORDINATOR

**NOTIFY:**

Housing & Homelessness Advisory Committee	On file
Trans Wellness Ontario	<a href="mailto:reception@transwellness.ca">reception@transwellness.ca</a>
Kirk Whittal, Executive Director, Housing & Children's Services	<a href="mailto:kwhittal@citywindsor.ca">kwhittal@citywindsor.ca</a>
Jennifer Tanner, Manager Homelessness & Housing Support	<a href="mailto:jtanner@citywindsor.ca">jtanner@citywindsor.ca</a>

July 29, 2022

**August 3, 2022**  
**Community Services Standing Committee**  
**Item 7.3 – Written Submission**

**RE: Item 7.3 Report No. 14 of the Housing & Homelessness Advisory Committee**

Windsor Essex Housing Connections is a partnership of agencies who work together to help people end the cycle of homelessness. Family Services Windsor-Essex leads this partnership in collaboration with Housing Information Services and the CAN-AM Indian Friendship Centre. Through programming at Family Services Windsor-Essex we support people who have been chronically homeless and have significant mental health and/or addictions concerns through the Housing First and Homeless Outreach programs.

Family Services Windsor-Essex has been an active partner at the H4 site since its launch. Our Outreach team supports individuals with access to a variety of community resources. This current model of collaboration with service agencies is crucial for individuals to access the services they need.

The Housing Hub proposal aims to offer an increased range of supports through stronger community collaboration. This increase will allow service providers to better support the needs of people experiencing homelessness and housing insecurity. The provision of onsite laundry and shower facilities will fill a much-needed gap within our community. These services will address basic needs to support improved physical health outcomes. The vision to add affordable housing units and enhanced resources onsite will be a key component to ending homelessness in our community.

Family Services Windsor-Essex fully supports the recommendations of the report.

Sincerely,

Joyce Zuk



**TO:** Members of the Community Services Standing Committee  
**FROM:** Kirk Whittall, Executive Director, Housing and Children's Services  
**DATE:** August 3, 2022  
**SUBJECT:** Motion from Homelessness and Housing Advisory Committee – June 21, 2022

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At the June 21, 2022 Homelessness and Housing Advisory Committee as a result of the Trans Wellness Ontario presentation to HHAC the following motion was passed:

*Whereas, members of the 2SLGBTQIA+ community face barriers to finding appropriate housing and housing services in Windsor/Essex in disproportionate numbers and,*

*Whereas, the barriers faced are multi-faceted and complex including institutional, administrative as well as discriminatory,*

*That, the Housing and Homelessness Advisory Committee recommends that the City of Windsor consult with community partners in Housing, Social Services and appropriate community advocacy groups including Trans Wellness and others to bring forward recommendations for both Windsor City Council and County of Essex Council consideration to address the housing challenges faced specifically by the 2SLGBTQIA+ community.*

This memo is provided in response to that motion.

Administration wishes to inform the Committee that since the implementation of the 10 year "Home, Together: Windsor Essex Housing and Homelessness Master Plan" approved by City and County Councils in 2019, the Corporation's Housing Department has been engaging with groups in need of housing including the 2SLGBTQIA+ community. Further, as part of the development of the Homelessness and Housing Plan, the 2SLGBTQIA+ community was consulted as a stakeholder group. From the 10 YRHHMP Consultation Report the following was noted:

*WE TRANS Interview feedback highlights that trans people experience many barriers in accessing housing, beyond availability and affordability. Stigma is a significant barrier in accessing housing as well as in gaining employment; despite high levels of education. Discrimination and lack of understanding is experienced with landlords but also with some social workers (i.e. may ask inappropriate questions). A key challenge within the shelter system, as described in the interview, is that non-binary individuals are not being given the right to choose where they feel safe; it is their right to be able to choose however, this is not always happening. Another key challenge discussed is the lack of resources to provide housing supports for the LGBTQS community. Even if someone obtains housing through the BNPL, providing the level of supports needed is a challenge within current resources. Suggestions to better support LGBTQ2S people include more resources to support individuals (i.e. designated housing worker), more training for agency staff (partner agencies), and fewer barriers in obtaining priority status for people living in abusive and unsafe housing conditions.*

We recognize and appreciate the very important work that Trans Wellness Ontario does in the City of Windsor and the County of Essex in providing education, training and advocacy for the 2SLGBTQIA+ community as it relates to housing and homelessness. We support their request for training for agencies who provide homelessness services and will

## ADDITIONAL INFORMATION MEMO

proceed with working collaboratively with Trans Wellness Ontario on training the five organizations identified in the HHAC minutes as well as for City of Windsor staff working in the Housing, Homelessness and Housing Support department. A meeting has been scheduled with Trans Wellness on August 9, 2022 to discuss a training initiative. Trans Wellness also recommended that they be funded to consult on physical spaces, policies and procedures and that LGBTQ cultural competency be mandatory for shelter staff. These requests are more complex in nature and will require consultation with our shelters, and our funders on the feasibility of implementing these recommendations. We will follow up with Trans Wellness Ontario on these requests at subsequent meetings.

Given the information provided a report to City and County Council on the HHAC motion related to Trans Wellness Ontario would not provide any further information than what has been shared in this memo.

We are committed to reporting back to HHAC on the progress of our discussions with Trans Wellness at future meetings.

Regards,

A handwritten signature in black ink, appearing to read 'Kirk Whittal', enclosed within a circular stamp or seal.  
Kirk Whittal

Executive Director, Housing and Children's Services

DC/lr

## Item No. 8.23



### Committee Matters: SCM 239/2022

**Subject: Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held June 9, 2022**

Moved by: Councillor Gignac

Seconded by: Councillor Morrison

Decision Number: **CSPS 195**

THAT the minutes of the Executive Committee and Board of Directors, Willistead Manor Inc., of its meeting held June 9, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 205/2022

Clerk's File: MB2022

#### **Clerk's Note:**

1. Please refer to Item 7.4. from the Community Services Standing Committee Meeting held August 3, 2022.
2. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7349>



## **Committee Matters: SCM 205/2022**

**Subject: Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held June 9, 2022**

A meeting of the **Executive Committee Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. at Willistead Manor, there being present the following members:

D. Sanborn, Chair  
J. Evans  
C. Gaudette  
R. Gauthier

***Also in attendance are the following Resource Personnel:***

M. Staadegaard, Manager, Culture & Events  
D. Seguin, Deputy Treasurer – Financial Accounting,  
C. Menard, Cultural Development and Willistead Manor Coordinator  
S. Gebauer, Council Assistant & Executive Secretary to the Board  
of Directors, Willistead Manor Inc.

**1. CALL TO ORDER**

The Chairperson calls the meeting to order at 4:02 o'clock p.m. and the Executive Committee considers the Agenda being Schedule "A" ***attached*** hereto, matters, which are dealt with as follows:

**2. ADOPTION OF THE MINUTES**

Moved by C. Gaudette, seconded by R. Gauthier,  
That the minutes of the Executive Committee Board of Directors  
Willistead Manor Inc. meeting held May 12, 2022 **BE ADOPTED** as presented.

Carried.

**3. BUSINESS ARISING FROM THE MINUTES**

C. Menard, Cultural Development and Willistead Manor Coordinator, provides an update regarding the status of the catering services at Willistead Manor.

R. Gauthier informs the Committee members that the work on the Coach House exhibit is on schedule and will be completed in time for the opening, which will coincide with the unveiling of the Hiram Walker Statue. R. Gauthier indicates



that cabinets for the alcove have been ordered and that the television monitor that will display footage of Willistead Park and Willistead Manor as part of the exhibit has been mounted in the Coach House.

#### **4. REPORTS**

##### **4.1 Chairperson**

None.

##### **4.2 Administration**

C. Menard provides an update to the Committee members relating the two-day festival celebrating Hiram Walker's 206<sup>th</sup> Birthday, which includes the following:

- Walkerville Art Walk – Friday, July 1<sup>st</sup> and Saturday, July 2<sup>nd</sup>.
- "Hiram's Heritage" Barrel Finished Scotch Ale limited edition debuts at Walkerville Brewery – Friday, July 1<sup>st</sup>, and is available for purchase throughout the weekend.
- Hiram Walker Commemorative Statue Unveiling – Saturday, July 2<sup>nd</sup>, at 10:00 a.m. at the new Hiram Walker Parkette (Devonshire Road at Riverside Drive).
- Hiram Walker 206<sup>th</sup> Birthday Celebration Street Festival – Saturday, July 2<sup>nd</sup>.
- Friends of Willistead Memorial Gathering at St. Mary's Anglican Cemetery, where wreaths and flowers will be laid at the graves of Edward and Mary Walker – Saturday, July 2<sup>nd</sup>.
- Grand Opening of the Coach House Exhibition – Saturday, July 2<sup>nd</sup>.
- Public Tours of Willistead Manor and the Coach House Exhibition – Saturday, July 2<sup>nd</sup>.
- Roaring 20s at the Manor Fundraiser Dinner – Saturday, July 2<sup>nd</sup>, co-hosted by Mayor Dilkens & Jane Dilkens, and the Board of Directors, Willistead Manor Inc.

C. Menard provides details of the Roaring 20s Fundraising event at Willistead Manor, including the entertainment, which has been confirmed. The Executive Committee will ask the Board for approval to cover the cost of the entertainment for the evening.

C. Menard informs the Committee members that a press conference will be held on Tuesday, June 14<sup>th</sup> at Jubilee Park in Walkerville to introduce the celebration and invites the Chair or one of the Members to participate.

#### **4.3 Treasurer**

D. Seguin, Deputy Treasurer – Financial Accounting, will provide a financial summary update during the regular meeting.

#### **5. NEW BUSINESS**

R. Gauthier raises the subject of future projects at the Manor and in the Coach House and a discussion ensues regarding fundraising initiatives.

#### **6. DATE OF NEXT MEETING**

The next meeting of the Executive Committee Board of Directors, Willistead Manor Inc. will be held on Thursday, September 8, 2022 at 4:00 o'clock p.m.

#### **7. ADJOURNMENT**

There being no further business, the meeting is adjourned at 4:37 o'clock p.m.

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CHAIRPERSON

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EXECUTIVE SECRETARY

SG  
June 9, 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  
MJ. Dettinger  
J. Evans  
C. Gaudette  
R. Gauthier  
A. Jahns  
D. Langstone  
K. Renaud

***Regrets from Board Members:***

C. Holt

***Also in attendance are the following resource personnel:***

M. Staadegaard, Manager, Culture & Events  
D. Seguin, Deputy Treasurer – Financial Accounting  
C. Menard, Cultural Development and Willistead Manor Coordinator  
S. Gebauer, Council Assistant & Executive Secretary to the Board  
of Directors, Willistead Manor Inc.

**1. CALL TO ORDER**

The Chairperson calls the meeting to order at 4:45 o'clock p.m. and the Board considers the Agenda being Schedule "A" ***attached*** hereto, matters, which are dealt with as follows:

**2. ADOPTION OF THE MINUTES**

Moved by C. Gaudette, seconded by R. Gauthier,  
That the minutes of the Board of Directors, Willistead Manor Inc. meeting held May 12, 2022 **BE ADOPTED** as presented:

Carried.

### 3. BUSINESS ARISING FROM THE MINUTES

R. Gauthier informs the Board members that the work on the Coach House exhibit has begun and will be complete in time for the July 2<sup>nd</sup> opening. The cabinets that have been ordered for the alcove however, may not arrive on time. R. Gauthier indicates that the dress forms that were ordered will be placed in the alcove displaying period clothing.

C. Menard, Cultural Development and Willistead Manor Coordinator, informs the Board members that the television monitor has been installed in the Coach House and that Suede Productions is preparing a 3-4 minute video that will be played on a loop during the opening of the exhibit.

D. Langstone informs the Board members that Art in the Park, which was held on June 4<sup>th</sup> and 5<sup>th</sup>, was very successful, drawing approximately 27,000 people.

### 4. CHAIRPERSON'S REPORT

Moved by R. Gauthier, seconded by MJ Dettinger,  
That the following motion approved by email poll taken by S. Gebauer, Executive Secretary of the Board of Directors, Willistead Manor Inc. on June 2, 2022, **BE CONFIRMED AND RATIFIED:**

THAT the Board of Directors, Willistead Manor Inc. **AUTHORIZE** an expenditure to an upset limit of \$9,200 for the purchase of two (2) custom-made cabinets to be displayed in the alcove at the Coach House, two dress forms that will exhibit era fashions and a large screen television monitor that will be used to display images as part of the exhibit. and,

THAT the expenditure **BE FUNDED** from capital project No. 7075065 Willistead Restoration Improvement Project.

Carried.

### 5. REPORTS

#### 5.1 Management

C. Menard provides an update to the Committee members relating to the two-day festival celebrating Hiram Walker's 206<sup>th</sup> Birthday, which includes the following:

- Walkerville Art Walk – Friday, July 1<sup>st</sup> and Saturday, July 2<sup>nd</sup>.
- "Hiram's Heritage" Barrel Finished Scotch Ale limited edition debuts at Walkerville Brewery – Friday, July 1<sup>st</sup>, and is available for purchase throughout the weekend.

- Hiram Walker Commemorative Statue Unveiling – Saturday, July 2<sup>nd</sup>, at 10:00 a.m. at the new Hiram Walker Parkette (Devonshire Road at Riverside Drive).
- Hiram Walker 206<sup>th</sup> Birthday Celebration Street Festival – Saturday, July 2<sup>nd</sup>.
- Friends of Willistead Memorial Gathering at St. Mary's Anglican Cemetery, where wreaths and flowers will be laid at the graves of Edward and Mary Walker – Saturday, July 2<sup>nd</sup>.
- Grand Opening of the Coach House Exhibition – Saturday, July 2<sup>nd</sup>.
- Public Tours of Willistead Manor and the Coach House Exhibition – Saturday, July 2<sup>nd</sup>.
- Roaring 20s at the Manor Fundraiser Dinner – Saturday, July 2<sup>nd</sup>, co-hosted by Mayor Dilkens & Jane Dilkens, and the Board of Directors, Willistead Manor Inc.

C. Menard provides additional details about the Roaring 20s Fundraising event at Willistead Manor, indicating that the event will include antique cars in the parking lot and at the gate, a red carpet, live entertainment, a silent auction and more.

Moved by R. Gauthier, seconded by J. Evans,  
THAT the Board of Directors, Willistead Manor Inc. **AUTHORIZE** an expenditure of \$5475. to cover the cost of entertainment for the Roaring 20s at the Manor fundraising event being held on Saturday, July 2, 2022; and,

THAT the expenditure **BE FUNDED** from the Willistead Manor Inc. Operating Account.

Carried.

M. Staadegaard, Manager, Culture & Events, informs the Board members that the work to connect the two sections of the pathway near the driveway gates is now complete. Enwin is currently working on a project in that area, which is why a section of the fence is still down but it will be replaced once their work is complete.

M. Staadegaard further informs that construction will begin soon for the installation of the new playground and that it will be open in the Fall of 2022.

C. Menard informs the Board members that the 2022-23 "At the Manor" Events are being planned, which include the following:

- Summer Tours
- High Tea & Garden Party
- Doors Open Winsor
- Poetry at the Manor
- Harvest Dinner
- Holiday Tours
- Breakfast with Santa
- Valentine's Day



A discussion ensues regarding decorating at the Manor and the Board members discuss various options and ideas.

## **5.2 Treasurer**

D. Seguin, Deputy Treasurer – Financial Accounting, provides the current account balances as follows:

- Operating Account -- \$26,087.
- Savings Account -- \$1,379.

The Committee members discuss the Willistead Manor Endowment Fund and investment opportunities. D. Seguin explains that municipalities are restricted on the types of investments and refers to regulations set out in the *Municipal Act, 2001*.

## **6. COMMITTEES**

### **6.1 Fundraising**

None.

### **6.2 Community Relations and Promotion**

None.

### **6.3 Acquisitions**

R. Gauthier informs that a cabinet, with all of its contents, as well as some pieces of furniture have been donated to Willistead Manor. R. Gauthier indicates that some of these items can be distributed and displayed in the Manor and that a sale may be organized in the future if more items are collected.

### **6.4 Friends of Willistead (FOW)**

K. Renaud provides the following updates:

- Art in the Park, which took place on June 4<sup>th</sup> and 5<sup>th</sup> was very successful. Thursday was a prep day for FOW, on Friday the tents, tables and chairs were set up. Fifteen Members were available on Saturday and Sunday selling beverages and booklets and acting as docents in the Manor. \$321.15 was collected during the event.
- Tours from Académie Ste-Cécile have resumed and seven tours have been booked from May through July with anywhere from 10-35 students per tour.

- The Willistead Manor Public Summer Tours will resume on Sundays, from July 10<sup>th</sup> through the 31<sup>st</sup> from 1:00 o'clock pm until 4:00 o'clock pm and on Wednesdays starting on July 6<sup>th</sup> through July 27<sup>th</sup>, from 6:00 o'clock pm until 8:00 o'clock pm.
- A gathering is being planned by the FOW and a wreath will be laid at the graves of Edward and Mary Walker, at St. Mary's Anglican Cemetery, on July 2nd at 11:30 o'clock am.
- FOW membership has fallen from 60 members to 47 members.
- FOW will begin to take a new direction and act more as ambassadors rather than fundraisers.
- FOW members will continue to network through the South Western Ontario Heritage Council (SWOHC) and will continue to participate in programs such as Uni~Com, which is led by the University of Windsor and the community, encouraging adult education.

#### **6.5 Education**

None.

#### **6.6 Historical**

None.

#### **6.7 Event Planning Committee**

None.

### **8. NEW BUSINESS**

Moved by MJ Dettinger, seconded by C. Gaudette,  
That the resignation of C. Dettinger from the Board of Directors, Willistead Manor Inc. **BE ACCEPTED.**

Carried

### **9. DATE OF NEXT MEETING**

The next meeting of the Board of Directors, Willistead Manor Inc. will be held Thursday September 8, 2022 at 4:30 o'clock pm.

## 10. ADJOURNMENT

There being no further business, the meeting is adjourned at 6:12 o'clock p.m.

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CHAIRPERSON

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EXECUTIVE SECRETARY



**Committee Matters: SCM 240/2022**

**Subject: Report No. 116 Willistead Manor Inc.**

Moved by: Councillor Francis

Seconded by: Councillor Gignac

Decision Number: **CSPS 196**

THAT Report No. 116 of the Board of Directors, Willistead Manor Inc., of its meeting held June 9, 2022 indicating:

That the resignation of C. Dettinger from the Board of Directors, Willistead Manor Inc. BE ACCEPTED.

**BE APPROVED.**

Carried.

Report Number: SCM 206/2022

Clerk's File: MB2022

**Clerk's Note:**

1. Please refer to Item 7.5. from the Community Services Standing Committee Meeting held August 3, 2022.
2. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7349>



## **Committee Matters: SCM 206/2022**

**Subject: Report No. 116 Willistead Manor Inc.**



**REPORT NO. 116**  
of the  
**BOARD OF DIRECTORS,**  
**WILLISTEAD MANOR INC.**  
of its meeting held June 9, 2022

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**Present:** D. Sanborn – Chair  
MJ. Dettinger  
J. Evans  
C. Gaudette  
R. Gauthier  
A. Jahns  
D. Langstone  
K. Renaud

Your Board submits the following recommendations:

Moved by MJ Dettinger, seconded by C. Gaudette,  
That the resignation of C. Dettinger from the Board of Directors, Willistead  
Manor Inc. **BE ACCEPTED.**

Carried.

---

**Chair**

---

**Executive Secretary**

**NOTIFY:**

Name	Address	City/Prov/Pstcd	Telephone	FAX
Board of Directors Willistead Manor Inc.				



**Committee Matters: SCM 241/2022**

**Subject: Windsor Essex Community Housing Corporation - Naming of the Meadowbrook Affordable Housing Development - Ward 8**

Moved by: Councillor Gignac

Seconded by: Councillor Francis

Decision Number: **CSPS 197**

THAT the report of the Executive Director of Housing and Children's Services dated August 3, 2022, regarding the naming of the 3100 Meadowbrook Passive House development **BE RECEIVED** for information.

Carried.

Report Number: S 92/2022

Clerk's File: GH/6905

**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 August 3, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220809/-1/7349>

**Subject: Windsor Essex Community Housing Corporation - Naming of the Meadowbrook Affordable Housing Development**

**Reference:**

Date to Council: August 3, 2022  
Author: Tina Moore  
Coordinator, Housing Administration and Development  
519-255-5200 ext. 5153  
tmoore@citywindsor.ca  
Housing and Children's Services  
Report Date: July 15, 2022  
Clerk's File #: GH/6905

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

**Recommendation:**

THAT the report of the Executive Director of Housing and Children's Services dated August 3, 2022, regarding the naming of the 3100 Meadowbrook Passive House development **BE RECEIVED FOR INFORMATION.**

**Executive Summary:**

N/A

**Background:**

Construction on the Meadowbrook Passive House development, located at 3100 Meadowbrook, is currently underway. The building will be constructed with 145 affordable housing mixed units, as well as shared community spaces on each floor. The mixed units will provide housing to single adults and families of varying sizes along with dedicated accessible units. Council provided their initial approval for the project in July 2018 by way of CR437/2018 with subsequent updates received in April 2019 and July 2020. Approval for Windsor Essex Community Housing Corporation (CHC) to proceed to secure the repayable loan as well as approval for the City to provide a municipal guarantee was given by way of CR372/2020 representing investments from all three levels of government.

All parties, being City Administration, Canada Mortgage and Housing Corporation (CMHC) and CHC worked collaboratively to execute the required agreements and legal documents to secure the federal funding through the CMHC Co-Investment program. The following agreements have been finalized:

1. A Contribution Agreement between the City and CHC confirming the City's commitment including the provision of \$12 million in capital funding.
2. A rent supplement agreement with CHC confirming an annual allocation of \$240,000 dedicated to approximately 40 units for an eight-year period starting in 2022.

The Contribution Agreement outlining the City's commitment to fund the \$12M in capital funding towards the Meadowbrook project confirms the one-time funding and further binds CHC to the terms and conditions set forward by the City as sole shareholder.

The rent supplement agreement confirms the commitment of the City of Windsor to provide an annual rent subsidy allocation of up to \$240,000 from 2022 - 2028 to CHC. The agreement further stipulates that the rent supplement allocation will be dedicated solely to the Meadowbrook development and that it cannot be transferred within the CHC portfolio. The allocation will be used to subsidize the rent for approximately 40 units bridging the gap between the market rental rates of the units and the tenants' rental rates as determined by the program parameters associated with the rent supplement-funding stream. The agreement will further confirm CHC's commitment to administer the rent supplement program in accordance with applicable program guidelines and direction from the Housing Services Department.

The CMHC Meadowbrook legal agreements were fully executed by the City of Windsor, CHC and CMHC on November 16, 2021. Finalizing the required legal agreements secures the CMHC funding dedicated to the Meadowbrook project as follows:

- A repayable loan in an amount up to \$20,500,000; and
- A forgivable loan in an amount up to \$13,341,000.

The Province of Ontario funding for the Meadowbrook Passive Housing Development has been secured through Contribution Agreements between the City and CHC representing an allocation of \$5M under the Rental Housing capital component through the Investment in Affordable Housing (IAH) and Ontario Priorities Housing Initiatives (OPHI). Windsor Essex Community Housing Corporation (CHC) is leading the mixed income, multi-residential community in East Windsor through a community hub model in collaboration with Hiatus House, Community Living Windsor and Family Services Windsor Essex.

The Meadowbrook project has reached many important milestones in the past 12 months, while overcoming many challenges such as the Covid-19 pandemic, supply and logistics uncertainties and skilled labour shortages. With diligent effort by CHC management and the Construction Manager, the delays to the construction schedule have been minimized and the project has remained on budget to date. At the peak of 2021, the site employed approximately 50 workers and maintained a strong safety record, with no safety related Lost Time incidences. At the beginning of last year, concrete work was dominating the site, and the removal of the tower crane last summer, kick started the exterior and interior rough-in work. The rough-in work included exterior building envelope, interior partition, heating, ventilation, air conditioning, plumbing, fire alarm, electrical and drywall work.

Once completed at the end of this year, this Passive House residential building will be the most energy efficient building asset that CHC will own in Windsor and Essex County, which supports CHC's goal to provide safe, affordable, energy efficient and environmentally responsible housing.

## **Discussion:**

The Executive Management Team (EMT) for CHC has been working through a comprehensive planning process to prepare for the completion and operationalization of the new building located at 3100 Meadowbrook Lane. One detail of significance is selecting a name for the building. CHC administration and the Board completed extensive research related to the site and its surrounding area to ensure a fulsome review and discussion was undertaken. The intent of this report is to update Council on the CHC Board approved name for the building.

Since the inception of the affordable housing development, the project has been referred to as the "Meadowbrook Development".

This report will outline the consultation process undertaken to obtain suggestions / recommendations for a building name and will present the final building name recommendation from the CHC Board of Directors.

CHC consulted with community agencies and partners in order to ensure that the name selected would represent the vision of 3100 Meadowbrook Lane, and would be both engaging, culturally appropriate, and meet certain set naming standards. The summary of the consultations completed is provided below:

1. The City of Windsor – CHC consulted the City of Windsor, as Service Manager through the Meadowbrook Executive Committee, to establish naming guidelines and review process. CHC was provided the City's naming Policy (Naming/Renaming Or Dedicating Of Municipal Property, Buildings And Park Elements) to use as a starting point – this Policy outlines certain principles that helped develop a framework to evaluate any suggested names.
2. The University of Windsor – CHC consulted with the University of Windsor Aboriginal Education Centre to gain further insight and education into an appropriate land acknowledgement, and to obtain foundational information for appropriate naming conventions.

To ensure thorough consultation and a transparent review process in selecting a name, CHC worked through the following steps:

1. A Meadowbrook Naming Survey (attached as Appendix A) was provided to all CHC employees, all CHC Board Members, as well as the Executive Directors of Family Services Windsor Essex, Hiatus House, and Community Living Windsor-Essex (CHC's direct partners in the building).



41 unique responses were submitted through the survey.

2. All responses were organized into a spreadsheet by common category or topic, and all duplicates were removed. For example, all suggestions that referred to “Meadowbrook” in the name were grouped into a category and all variations were noted (meaning “Meadowbrook Tower” and “Meadowbrook Place” and “Meadowbrook Way” were all noted).
3. The full survey response spreadsheet as well as an Evaluation Form (attached as Appendix B) was sent to the 7 person Evaluation Committee – the committee included Board Members, resident representative, CHC managers, bargaining employees, and a Union Rep.
4. All members of the evaluation committee completed the Evaluation Form and/or submitted their “Top 5” selections for a name.
5. CHC’s Public Affairs Manager completed the Evaluation Form after conducting further surveying of 10 individuals who either were within the housing sector or had knowledge of the work of CHC as a social and affordable housing provider.
6. A review of all building and condominium names within the vicinity and along Meadowbrook Lane was completed to confirm that unique name options were chosen.
7. A final review team collated the responses of the Evaluation Committee and determined the top scoring names to be submitted to the Board of Directors for review and decision.
8. The CHC Board voted on the top scoring names with 6 of the 8 members selecting Meadowbrook Place.

Once the Meadowbrook Place name for the building received the most votes, an extensive review of other uses of the name and an assessment of any risks related to the name were undertaken. No significant risks were identified and the Board unanimously supported the name Meadowbrook Place.

CHC is now working through the final steps of determining the marketing strategy and rent up plan for Meadowbrook Place. Information will be made public in the coming months for interested applicants.

### **Risk Analysis:**

No significant risks identified related to the naming of the building.

### **Climate Change Risks**

N/A

**Climate Change Mitigation:**

N/A

**Climate Change Adaptation:**

N/A

**Financial Matters:**

N/A

**Consultations:**

Executive Committee – Meadowbrook Development

Michelle Coulis – CHC Director, Corporate Services

Jay Shanmugam – CHC Senior Manager, Development

**Conclusion:**

The Meadowbrook Place project aligns with Goal 1 of the Home Together: Windsor Essex Housing and Homelessness Master Plan to regularly monitor the condition of the social housing portfolio and actively pursue funding to assist with energy efficiency, capital repairs and the expansion of the affordable housing supply.

CHC's vision and mission statements support the organization's innovative and progressive work to modernize social and affordable housing in Windsor Essex:

**Vision:** CHC will be recognized as a resourceful housing corporation seeking innovative opportunities to improve our service delivery. We will be a leader in creating partnerships, engaging staff and residents to solve problems and generate ideas to support our mission and values.

**Mission:** CHC provides well-maintained, affordable and safe community housing in a respectful fair manner. We are leaders in the housing sector and contribute to the development and support of strong inclusive communities in the City of Windsor and County of Essex.

**Planning Act Matters:**

n/a

**Approvals:**

Name	Title
Kirk Whittal	Executive Director, Housing and Children's Services
Debbie Cercone	Commissioner, Human and Health Services (Acting)

Name	Title
Onorio Colucci	Chief Administrative Officer (Acting)

**Notifications:**

Name	Address	Email
Windsor Essex Community Housing Corporation	945 McDougall St, PO Box 1330 Windsor, Ontario N9A 6R3	<a href="mailto:jsteele@wechc.com">jsteele@wechc.com</a> <a href="mailto:hkogel@wechc.com">hkogel@wechc.com</a> <a href="mailto:jshanmugam@wechc.com">jshanmugam@wechc.com</a> <a href="mailto:mcoulis@wechc.com">mcoulis@wechc.com</a>

**Appendices:**

- 1 Naming Meadowbrook Survey Overview
- 2 Meadowbrook Naming Evaluation Criteria

# Help us Find a Name for 3100 Meadowbrook Lane!

Our new building at 3100 Meadowbrook Lane opens later this year. We are asking YOU to help us find the perfect name! Please enter your suggestion(s) below, and let us know why you think it is the best option.



\* Required

1. What do you suggest as the name for CHC's new building at 3100 Meadowbrook Lane? \*

2. Why are you suggesting this name/word/reference?

You can print a copy of your answer after you submit

Submit

## 3100 Meadowbrook Lane – Selecting a Name

Thank you for participating in our Evaluation Committee to help select the name for 3100 Meadowbrook Lane.

### How to Evaluate the Options:

1. Please review the suggested names on the accompanying Excel chart.
2. Select your top 3 – 5 choices, and provide feedback on your choices based on the criteria below.
3. Submit your top choices with feedback to [mcoulis@wechc.com](mailto:mcoulis@wechc.com) - Please feel free to provide additional comments/feedback in your response email, as relevant.

### NAME EVALUATION CRITERIA

Recommended Name	Is the Name Distinct? <small>The Name (or similar) is Not Used in Other Residential Buildings, it is Identifiable by the Public and Potential Residents</small>	No Known Negative Connotations <small>Is the Name Appropriate in Meaning in all Relevant and Major Languages</small>	Is the Name Easy to Spell and/or Pronunciation?	Does the Name Have Relevance or Significance to the Building? <small>Significant in either Geography, Building Details, or Local Environmental/ Community Details</small>	Does the Name Evoke a Positive Feeling or Reference, Either in a Personal or Community Sense?
	YES NO	YES NO	YES NO	YES NO	YES NO
	YES NO	YES NO	YES NO	YES NO	YES NO
	YES NO	YES NO	YES NO	YES NO	YES NO
	YES NO	YES NO	YES NO	YES NO	YES NO
	YES NO	YES NO	YES NO	YES NO	YES NO
	YES NO	YES NO	YES NO	YES NO	YES NO



**Subject: Proposed expropriation of lands for the Riverside Drive Vista Project Phase 2A, Plan B, Legal File EXP 11451-Ward 6**

**Reference:**

Date to Council: September 6, 2022  
Author: Patrick Brode  
Senior Legal Counsel  
pbrode@citywindsor.ca  
519-255-6100 x6377  
Legal Services, Real Estate & Risk Management  
Report Date: August 8, 2022  
Clerk's File #: APM2022

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

**Recommendation:**

Usually, the administration makes a recommendation on the issue before Council. But in the case of an expropriation, the sole decision to be made is by City Council on whether or not to proceed. Should Council wish to proceed, the following wording could be used:

“That the City Council of the City of Windsor acting as an approving authority pursuant to the Expropriations Act hereby resolves **TO EXPROPRIATE** the lands described in Appendix “A” hereto and **AUTHORIZES** the CAO and the City Clerk to execute the necessary Expropriation Plan and register the same on title, as well as the Certificate of Approval and all other necessary documents to put the expropriation into effect and pay the amounts of the appraised value pursuant to Section 25 of the Expropriations Act”.

**Executive Summary:**

N/A

**Background:**

On May 30, 2022, City Council authorized the City Solicitor to commence the process for the expropriation of the lands as shown on Appendix “A” for the purposes of the Riverside Drive Vista Project Phase 2A, Plan B. The purpose of this project is as indicated on the Notice of Application for Approval to Expropriate Lands (which was served on all of the Owners) is “for the purpose of the Riverside

Drive Vista improvements Project 2A- Plan B, underground utility easements, gas mains, aerial easements and berm easements.”

Plan A of this project has been approved by City Council and a plan of expropriation for it will be registered shortly.

Since the service of the notices as well as the publication of the expropriation notice in the *Windsor Star*, none of the Owners have requested an Inquiry.

### **Discussion:**

In expropriation cases, City Council sits as an “approving authority” to determine under section 8(1) of the Act whether to approve the taking, approve it with modifications, or not to take the land at all.

### **Risk Analysis:**

This land will be required to proceed with the project to improve Riverside Drive East and to install required utilities. Costs are very variable in an expropriation, however there is sufficient budget to fund all of the likely scenarios.

### **Climate Change Risks**

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

The expropriation project will not pose a climate change risk.

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

The expropriation is part of the Riverside Vista Improvement Project which addresses climate change.

### **Financial Matters:**

Project 7196000 was created in 2019, to track and fund settlements regarding DMAF/SMP – Riverside Drive Vistas Phase 2A. Part of project 7196000’s overall budget funds have been earmarked for property acquisitions. Should expropriation be required, there are funds available to complete the acquisitions.

### **Consultations:**

Adam Mourad, Engineer II

Alexandra Taylor, Financial Planning Administrator

### **Conclusion:**

Acting as the approving authority, City Council may make whatever decision it feels appropriate. If it desires to proceed with the taking wording has been provided in the Recommendation.

### **Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Patrick T. Brode	Senior Legal Counsel
Shelby Askin Hager	Acting Commissioner of Legal and Legislative Services
Chris Nepszy	Commissioner, Infrastructure Services
Dan Seguin	(Acting) Commissioner of Corporate Services and CFO
Onorio Colucci	(Acting) Chief Administrative Officer

**Notifications:**

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

**Appendices:**

- 1 Lands to be expropriated

## APPENDIX “A”

### Lands to be Expropriated

Municipal Address	Owner(s)	Land to be Expropriated	Type of Acquisition
6586 Riverside Drive East	Daniel Samwel and Tam Nguyen	A 45.4 m <sup>2</sup> easement along the south boundary of Part of Lot 121, Concession 1 being part of PIN 01053-0125, further described as Parts 1 and 2 on Plan 12R-29015	Aerial Utility easement for use by Enwin, Bell, Cogeco, MNSi  Underground gas easement for use by Enbridge
6566 Riverside Drive East	Ramin Talab	A 28.2 m <sup>2</sup> easement along the south boundary of Part of Lot 121, Concession 1 being part of PIN 01053-0126, further described as Part 3 on Plan 12R-29015  A 54.5 m <sup>2</sup> easement along the western boundary of Part of Lot 121, Concession 1 being part of PIN 01053-0126, further described as Part 4 on Plan 12R-29015	Aerial Utility easement for use by Enwin, Bell, Cogeco, MNSi  Underground gas easement for use by Enbridge  Berm easement for the City of Windsor
6540 Riverside Drive East	A-Ameen Ameen	A 14.3 m <sup>2</sup> easement along the south boundary of Part of Lots 120 and 121, Concession 1 being part of PIN 01053-0129, further described as Part 5 on Plan 12R-29015  A 231.2 m <sup>2</sup> easement from the property legally described as Part of Lots 120 and 121, Part of Bed of the Detroit River, Concession 1 being part of PIN 01053-0129, further described as Part 6 on Plan 12R-29015	Aerial Utility easement for use by Enwin, Bell, Cogeco, MNSi  Underground gas easement for use by Enbridge  Berm easement for the City of Windsor  Berm easement for the City of Windsor
6520 Riverside Drive East	Jean Kocak	A 2.5 m <sup>2</sup> easement along the south boundary of Part of Lot 120, Concession 1 being part of PIN	Aerial Utility easement for use by Enwin, Bell, Cogeco, MNSi

		<p>01053-0116, further described as Part 7 on Plan 12R-29015</p> <p>An approximate 131 m<sup>2</sup> easement from the property legally described as Part of Lot 120, Concession 1 being part of PIN 01053-0116, further described as Part 8 on Plan 12R-29015</p>	<p>Underground gas easement for use by Enbridge</p> <p>Berm easement for the City of Windsor</p> <p>Berm easement for the City of Windsor</p>
6510 Riverside Drive East	Laurie Parent	<p>An 18 m<sup>2</sup> easement along the south boundary of Part of Lot 120, Concession 1 being part of PIN 01053-0115, further described as Part 10 on Plan 12R-29015</p> <p>A 227 m<sup>2</sup> easement from the property legally described as Part of Lot 120, Concession 1 being part of PIN 01053-0115, further described as Part 9 on Plan 12R-29015</p>	<p>Aerial Utility easement for use by Enwin, Bell, Cogeco, MNSi</p> <p>Underground gas easement for use by Enbridge</p> <p>Berm easement for the City of Windsor</p> <p>Berm easement for the City of Windsor</p>
6490 Riverside Drive East	Dianne and Vincent Cardella	<p>A 31.8 m<sup>2</sup> easement along the south boundary of Part of Lot 120, Concession 1 being part of PIN 01053-0114, further described as Part 11 on Plan 12R-29015</p> <p>A 292.9 m<sup>2</sup> easement from the property legally described as Part of Lot 120, Concession 1 being part of PIN 01053-0114, further described as Part 12 on Plan 12R-29015</p>	<p>Aerial Utility easement for use by Enwin, Bell, Cogeco, MNSi</p> <p>Underground gas easement for use by Enbridge</p> <p>Berm easement for the City of Windsor</p> <p>Berm easement for the City of Windsor</p>
6470 Riverside Drive East	Marilyn Davidson	<p>A 29.4 m<sup>2</sup> easement along the south boundary of Part of Lot 120, Concession 1 being part of PIN 01053-0113, further described as Part 14 on Plan 12R-29015</p>	<p>Aerial Utility easement for use by Enwin, Bell, Cogeco, MNSi</p>



		A 226.8 m <sup>2</sup> easement from the property legally described as Part of Lot 120, Part of the Bed of the Detroit River, Concession 1 being part of PIN 01053-0113, further described as Part 13 on Plan 12R-29015	Underground gas easement for use by Enbridge Berm easement for the City of Windsor  Berm easement for the City of Windsor
6456 Riverside Drive East	Susan and Terrence Patterson	A 26.3 m <sup>2</sup> easement along the south boundary of Part of Lot 120, Concession 1 being part of PIN 01053-0112, further described as Part 15 on Plan 12R-29015  A 116.1 m <sup>2</sup> easement from the property legally described as Part of Lot 120, Concession 1 being part of PIN 01053-0112, further described as Part 16 on Plan 12R-29015	Aerial Utility easement for use by Enwin, Bell, Cogeco, MNSi Underground gas easement for use by Enbridge Berm easement for the City of Windsor Berm easement for the City of Windsor
6446 Riverside Drive East	Mary Copf	A 17.3 m <sup>2</sup> easement along the south boundary of Part of Lot 119, Concession 1 being part of PIN 01053-0104, further described as Part 18 on Plan 12R-29015  A 166.2 m <sup>2</sup> easement from the property legally described as Part of Lot 119, Part of the Bed of the Detroit River, Concession 1 being part of PIN 01053-0104, further described as Part 17 on Plan 12R-29015	Aerial Utility easement for use by Enwin, Bell, Cogeco, MNSi Underground gas easement for use by Enbridge Berm easement for the City of Windsor Berm easement for the City of Windsor
6434 Riverside Drive East	Nicole Stortini and Gregory Shumer	A 2.6 m <sup>2</sup> easement along the south boundary of Part of Lot 119, Concession 1 being part of PIN 01053-0105, further described as Part 19 on Plan 12R-29015	Aerial Utility easement for use by Enwin, Bell, Cogeco, MNSi Underground gas easement for use by Enbridge

		A 218.9 m <sup>2</sup> easement from the property legally described as Part of Lot 119, Part of the Bed of the Detroit River, Concession 1 being part of PIN 01053-0105, further described as Part 20 on Plan 12R-29015	Berm easement for the City of Windsor  Berm easement for the City of Windsor
6410 Riverside Drive East	Jean Elliot	A 171.9 m <sup>2</sup> easement along the south boundary of Part of Lot 119, Concession 1 being part of PIN 01053-0106, further described as Part 21 on Plan 12R-29015	Berm easement for the City of Windsor
6396 Riverside Drive East	Philippa and David Sion	A 161.1 m <sup>2</sup> easement along the south boundary of Part of Lot 119, Concession 1 being part of PIN 01053-0107, further described as Part 22 on Plan 12R-29015	Berm easement for the City of Windsor
6380 Riverside Drive East	Darina Sleziak	A 123.3 m <sup>2</sup> easement along the south boundary of Part of Lot 119, Concession 1 being part of PIN 01053-0108, further described as Part 56 on Plan 12R-29015	Berm easement for the City of Windsor
6370 Riverside Drive East	Freedom 69 Inc.	A 149.7 m <sup>2</sup> easement along the south boundary of Part of Lot 119, Concession 1 being part of PIN 01053-0109, further described as Part 55 on Plan 12R-29015	Berm easement for the City of Windsor
6358 Riverside Drive East	Sharon and Brian McKeown	A 164.6 m <sup>2</sup> easement along the south boundary of Part of Lot 119, Concession 1 being part of PIN 01053-0110, further described as Part 23 on Plan 12R-29015	Berm easement for the City of Windsor
6334 Riverside Drive East	Linda and Calvin Parent	A 203.8 m <sup>2</sup> easement along the south boundary of Part of Lot 118, Concession 1 being part of PIN 01053-0097, further described as Part 24 on Plan 12R-29015	Berm easement for the City of Windsor
6320 Riverside Drive East	Aldona and Pawel Fedor	A 138.3 m <sup>2</sup> easement along the south boundary of Part of Lot 118, Concession 1 being part of PIN 01053-0098, further described as Part 25 on Plan 12R-29015	Berm easement for the City of Windsor
6300 Riverside Drive East	2073834 Ontario Limited	A 237.5 m <sup>2</sup> easement along the south boundary of Part of Lot 118, Concession 1 being part of PIN 01053-0099, further described as Part 26 on Plan 12R-29015	Berm easement for the City of Windsor
6280 Riverside Drive East	Randy Howard and Michelle Fullerton	A 166.4 m <sup>2</sup> easement along the south boundary of Part of Lot 118, Concession 1 being part of PIN	Berm easement for the City of Windsor

		01053-0100, further described as Part 27 on Plan 12R-29015	
6260 Riverside Drive East	Donald and Catherine Wilson	A 216.8 m <sup>2</sup> easement along the south boundary of Part of Lot 118, Concession 1 being part of PIN 01053-0101, further described as Part 28 on Plan 12R-29015	Berm easement for the City of Windsor
6250 Riverside Drive East	Spencer Hoernke and Jenna Skieneh	A 105.3 m <sup>2</sup> easement along the south boundary of Part of Lot 118, Concession 1 being part of PIN 01053-0102, further described as Part 29 on Plan 12R-29015	Berm easement for the City of Windsor
6213 Riverside Drive East	Frank Ulakovich	A 15.9 m <sup>2</sup> easement from the property legally described as Part of Lot 6 on Registered Plan 1376 being part of PIN 01080-0176, further described as Part 31 on Plan 12R-29015  A 38.2 m <sup>2</sup> acquisition along the north boundary of Part of Lot 6 on Registered Plan 1376 being part of PIN 01080-0176, further described as Part 30 on Plan 12R-29015	Underground Utility easement for Bell, Cogeco, MNSi Underground gas easement for use by Enbridge  Fee Simple
6235 Riverside Drive East	James McCormack	A 18.9 m <sup>2</sup> easement from the property legally described as Part of Lot 6 on Registered Plan 1376 being part of PIN 01080-0177, further described as Part 32 on Plan 12R-29015  A 35.1 m <sup>2</sup> acquisition along the north boundary of Part of Lot 6 on Registered Plan 1376 being part of PIN 01080-0177, further described as Part 33 on Plan 12R-29015	Underground Utility easement for Bell, Cogeco, MNSi Underground gas easement for use by Enbridge  Fee Simple
6255 Riverside Drive East	Joseph and Nancy Stasko	A 18.1 m <sup>2</sup> easement from the property legally described as Part of Lot 118, Concession 1 being part of PIN 01080-0060, further described as Part 35 on Plan 12R-29015  A 31.4 m <sup>2</sup> acquisition along the north boundary of Part of Lot 118, Concession 1 being part of PIN 01080-0060, further described as Part 34 on Plan 12R-29015	Underground Utility easement for Bell, Cogeco, MNSi Underground gas easement for use by Enbridge  Fee Simple
6275 Riverside Drive East	Bridget Haugh and Michael Penner	A 19.6 m <sup>2</sup> easement from the property legally described as Part of Lot 118, Concession 1 being part of PIN 01080-0061, further described as Part 36 on Plan 12R-29015	Underground Utility easement for Bell, Cogeco, MNSi

		A 21 m <sup>2</sup> acquisition along the north boundary of Part of Lot 118, Concession 1 being part of PIN 01080-0061, further described as Part 37 on Plan 12R-29015	Underground gas easement for use by Enbridge  Fee Simple
6295 Riverside Drive East	Kira and Marko Pocedic	A 18.2 m <sup>2</sup> easement from the property legally described as Part of Lot 118, Concession 1 being part of PIN 01080-0062, further described as Part 39 on Plan 12R-29015  A 5.7 m <sup>2</sup> acquisition along the north boundary of Part of Lot 118, Concession 1 being part of PIN 01080-0062, further described as Part 38 on Plan 12R-29015	Underground Utility easement for Bell, Cogeco, MNSi Underground gas easement for use by Enbridge  Fee Simple
6315 Riverside Drive East	David and Louise Cocchetto	A 10.6 m <sup>2</sup> easement along the north boundary of Part of Lot 118, Concession 1 being part of PIN 01080-0063, further described as Part 40 on Plan 12R-29015	Underground Utility easement for Bell, Cogeco, MNSi Underground gas easement for use by Enbridge
6355 Riverside Drive East	Christopher Curtis	A 23.5 m <sup>2</sup> easement from the property legally described as Part of Lot 119, Concession 1 being part of PIN 01080-0205, further described as Part 41 on Plan 12R-29015  A 49.6 m <sup>2</sup> acquisition along the north boundary of Part of Lot 119, Concession 1 being part of PIN 01080-0205, further described as Part 42 on Plan 12R-29015	Underground Utility easement for Bell, Cogeco, MNSi Underground gas easement for use by Enbridge  Fee Simple
6383 Riverside Drive East	Xing Feng and Jianwen Yang	A 23.6 m <sup>2</sup> easement from the property legally described as Part of Lot 119, Concession 1 being part of PIN 01080-0075, further described as Part 44 on Plan 12R-29015  A 44.8 m <sup>2</sup> acquisition along the north boundary of Part of Lot 119, Concession 1 being part of PIN 01080-0075, further described as Part 43 on Plan 12R-29015	Underground Utility easement for Bell, Cogeco, MNSi Underground gas easement for use by Enbridge  Fee Simple
6405 Riverside Drive East	Elizabeth and Roger Skinner	A 28.1 m <sup>2</sup> easement from the property legally described as Part of Lot 119, Concession 1 being	Underground Utility easement for Bell, Cogeco, MNSi

		<p>part of PIN 01080-0076, further described as Part 45 on Plan 12R-29015</p> <p>A 47.1 m<sup>2</sup> acquisition along the north boundary of Part of Lot 119, Concession 1 being part of PIN 01080-0076, further described as Part 46 on Plan 12R-29015</p>	<p>Underground gas easement for use by Enbridge</p> <p>Fee Simple</p>
6425 Riverside Drive East	Mid-South Land Developments	<p>A 58.7 m<sup>2</sup> easement from the property legally described as Part of Lot 119, Concession 1 being part of PIN 01080-0077, further described as Part 48 on Plan 12R-29015</p> <p>A 42.7 m<sup>2</sup> acquisition along the north boundary of Part of Lot 119, Concession 1 being part of PIN 01080-0077, further described as Part 47 on Plan 12R-29015</p>	<p>Underground Utility easement for Bell, Cogeco, MNSi</p> <p>Underground gas easement for use by Enbridge</p> <p>Fee Simple</p>
6485 Riverside Drive East	Pasko Juricic	A 2.7 m <sup>2</sup> easement at the northeast corner of Part of Lot 120, Concession 1 being part of PIN 01080-0107, further described as Part 49 on Plan 12R-29015	<p>Underground Utility easement for Bell, Cogeco, MNSi</p> <p>Underground gas easement for use by Enbridge</p>
6535 Riverside Drive East	Catherine Haring and Paul Hargreaves	A 3.9 m <sup>2</sup> easement at the northeast corner of Part of Lot 120, Concession 1 being part of PIN 01080-0109, further described as Part 50 on Plan 12R-29015	<p>Underground Utility easement for Bell, Cogeco, MNSi</p> <p>Underground gas easement for use by Enbridge</p>
6545 Riverside Drive East	Dale and Christine Perryman	<p>A 18.7 m<sup>2</sup> easement from the property legally described as Part of Lots 120 and 121, Concession 1 being part of PIN 01080-0136, further described as Part 51 on Plan 12R-29015</p> <p>A 23.6 m<sup>2</sup> acquisition along the north boundary of Part of Lots 120 and 121, Concession 1 being part of PIN 01080-0136, further described as Part 52 on Plan 12R-29015</p>	<p>Underground Utility easement for Bell, Cogeco, MNSi</p> <p>Underground gas easement for use by Enbridge</p> <p>Fee Simple</p>
6565 Riverside Drive East	Kathleen and John Stasso	A 16.1 m <sup>2</sup> easement from the property legally described as Part of Lot 121, Concession 1 being	Underground Utility easement for Bell, Cogeco, MNSi



		part of PIN 01080-0121, further described as Part 54 on Plan 12R-29015  A 9.3 m <sup>2</sup> acquisition along the north boundary of Part of Lot 121, Concession 1 being part of PIN 01080-0121, further described as Part 53 on Plan 12R-29015	Underground gas easement for use by Enbridge  Fee Simple
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**Council Report: C 150/2022**

**Subject: Social Services Relief Fund - Phase 5 - Windsor Essex Community Housing Corporation Capital Project - City Wide**

**Reference:**

Date to Council: September 6, 2022

Author: Sonia Bajaj

Coordinator of Housing Admin. and Dev.

519-255-5200 ext. 6277

[sbajaj@citywindsor.ca](mailto:sbajaj@citywindsor.ca)

Tina Moore

Coordinator of Housing Admin. and Dev.

519-255-5200 ext. 5153

[tmoore@citywindsor.ca](mailto:tmoore@citywindsor.ca)

Housing and Children's Services

Report Date: August 19, 2022

Clerk's File #: SS/11710

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

**Recommendation:**

1. THAT the report from the Coordinator of Housing Administration and Development regarding the Social Services Relief Fund ("SSRF") Phase 5 Windsor Essex Community Housing Corporation Capital Project **BE RECEIVED** for information, and,
2. THAT City Council **AUTHORIZE** Windsor Essex Community Housing Corporation to execute an agreement with the City of Windsor as the provincially designated Consolidated Municipal Service Manager ("CMSM") in regards to funding through the Social Services Relief Fund (SSRF); and,
3. THAT City Council **AUTHORIZE** the Windsor Essex Community Housing Corporation (CHC), to purchase either: a) 3617 Queen Street Windsor; **or** b) 501-529 Erie Street West Windsor for the purpose of developing and building affordable housing units where the capital costs are funded in full by the SSRF; and,
4. THAT the Commissioner, Human & Health Services or authorized designate **BE AUTHORIZED** to execute the necessary agreements and documents related to Council's consent and authorization, if granted to Windsor Essex Community Housing Corporation, 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 Executive Director of Housing and Children's Services; and,

5. THAT the Chief Administrative Officer and City Clerk, or their authorized designates, **BE AUTHORIZED** to sign any agreements required by the Social Services Relief Fund and execute any documents required, or any guarantees requested by the Ministry of Municipal Affairs and Housing ("MMAH"), to implement the above recommendations, provided such agreements and documents are satisfactory in form to the City Solicitor, satisfactory in content to the City Treasurer, and in technical content to the Commissioner, Human and Health Services and the Executive Director of Housing and Children's Services; and,
6. THAT for any agreements above \$1 million, in addition to the Commissioner, Human & Health Services, the Chief Administrative Officer **BE REQUIRED** to sign as a secondary authority; and,
7. THAT City Council **APPROVE** the transfer of up to \$115,000 from the City Housing Reserve (Fund 216) to be provided to the Windsor Essex Community Housing Corporation to be used for the purpose of a Pre-Feasibility Development for future capital investment opportunities funded through Federal and Provincial dollars; and,
8. THAT the Executive Director of Housing and Children's Services or their designate **REPORT** to City Council on the outcome of the capital developments; and further,
9. THAT the Executive Director of Housing and Children's Services **BE AUTHORIZED** to take any such actions as required bringing effect to these resolutions, including but not limited to, submitting any reports and documents in a form and format required by the respective provincial ministry for the duration of the funding.

#### **Executive Summary:**

N/A

#### **Background:**

The Social Services Relief Fund (SSRF) is a \$1 billion investment by the Ontario government as part of the federal-provincial Safe Restart Agreement which has been in effect since March 2020, with funding provided through the previous Community Homelessness Prevention Initiative (CHPI) program and the current Homelessness Prevention Program (approved under CR 153/22) with the Ministry of Municipal Affairs and Housing (MMAH). The City of Windsor, as Consolidated Municipal Service Manager (CMSM) for Windsor-Essex, received funding under Phases 1, 2, 3, 4 and 5 of the SSRF and through the Housing Services Department is responsible for the allocation of funding within the community. Capital dollars under Phases 2, 4 (CR477/2021 and CR528/2021) have been previously approved and Administration is presenting an additional capital allocation within the total of \$3,404,400 as the fifth and final phase under Phase 5 as approved on August 3, 2022. The focus for this report is

the capital allocation for Windsor Essex Community Housing Corporation (CHC) under the SSRF Phase 5 Capital Component.

Capital investments enabling new construction and/or the acquisition/rehabilitation of existing buildings are an eligible expense under Phase 5 of SSRF and must be committed through an Agreement by November 30, 2022. City Council approved, during its in-camera session held on August 8, 2022 (CR361/2022), Administration's recommendations contained in the "Social Services Relief Fund Phase 5 – Capital Investment Opportunities" that outlined the allocation of \$1,924,960 in capital projects funded through the SSRF Phase 5 Program.

Due to MMAH's tight timelines and strict program eligibility requirements, Housing Services collaborated with CHC to identify options for CHC to deliver two capital projects, given their level of expertise and experience with capital investment, property management, and repair and retention of housing stock.

The City of Windsor has a dual role with respect to the request:

- The Corporation of the City of Windsor is the CMSM for the delivery of housing and homelessness programs in Windsor and Essex County. As Service Manager, the Housing Services department allocates Federal and Provincial subsidies to social and affordable housing providers, including CHC, in accordance with legislation and the guidelines of the Housing Services Act.
- The Corporation of the City of Windsor is also the sole legal and beneficial shareholder of CHC and is required to consent to any proposed development, property disposals, and also consent to the issuance of debt as necessary whether by way of a mortgage, loan or other sector related financing.

This report seeks approval from City Council, as sole shareholder, for the acquisition of properties by CHC and as well, to enter into agreements with the City for the related capital funding and commitment to operate the building as affordable housing for a period of 20 years. This report, as a separate but related matter, seeks approval for use of City Housing Reserve funds in support of pre-feasibility development planning.

As part of CHC's new affordable housing strategy, the organization is seeking to build affordable housing developments in Windsor and Essex County by utilizing capital funding from Provincial and Federal funding streams to cover the costs of acquiring the land and/or buildings, completing renovations, and/or building new affordable units.

Projects designated as affordable housing and are not expected to require any type of ongoing subsidy from the City. Affordable housing projects establish rents that are deemed affordable to low and moderate income households. Rents are defined through specific Provincial capital program guidelines and are typically at or below the MMAH approved average market rent in the regional market area. CHC has acknowledged that they are required to manage any new developments as part of an affordable housing stock portfolio. The business model relies upon rent revenues being sufficient to cover

annual operating costs as well as maintain a future capital reserve similar to the Meadowbrook affordable housing development.

CHC, being wholly owned by the City, must comply with the Declaration of the Sole Shareholder, which among other items, must seek Council approval where there is an acquisition or disposition of land and consent to the issuance of debt as necessary whether by way of a mortgage, loan or other sector related financing.

With a waiting list of over 6,000 households for social and affordable housing, the demand for affordable rental housing exceeds the supply for all municipalities in the Windsor Essex service area. As indicated in the Council approved *Home Together: Windsor Essex Housing and Homelessness Master Plan (2019 – 2028)*, there is a sizable gap between the need for affordable housing and the supply of affordable housing. Additionally, as of June 2022 there are 479 households known to be experiencing some form of homelessness, or which 362 have experienced chronic or long-term homelessness. Any programs that expand affordable housing options are needed to increase the supply of affordable rental housing in the region and reduce homelessness.

### **Discussion:**

Administration submitted a SSRF Phase 5 Investment Plan to MMAH on May 2, 2022 and received MMAH approval to proceed on August 3, 2022. Eligible capital component projects must be ready for occupancy by March 31, 2024.

There are two components of major capital funding under SSRF Phase 5:

- New Facilities (i.e. Acquisition and/or Conversion); and
- Retrofits and Upgrades.

Eligible uses of funding under the two components include:

- Major retrofits and upgrades to an existing emergency shelter and/or congregate living space to continue to ensure shelter spaces adhere to public health directives, (e.g., additions to an existing facility to allow minimum spacing of beds; self-contained bedrooms and washrooms), and support independent units aligned with more permanent forms of housing where possible;
- Acquisitions that would be converted/upgraded to provide longer-term housing solutions; and
- Retrofit of an existing transitional or supportive housing facility, and/or creating new innovative models of transitional and supportive housing.

Capital projects are subject to the approval of MMAH, must align with the approved Investment Plan, and meet SSRF program eligibility criteria.

CHC has taken a proactive approach to potential new affordable housing development by recognizing the opportunity to utilize surplus land and/or acquired lands (land & buildings) and seeking out non-municipal sources of capital funding such as Provincial



and/or Federal funds. As such, there are two potential sites under consideration, both of which are owned by the City of Windsor.

Site 1 – 3617 Queen Street

Site 2 – 501-529 Erie Street West

CHC has committed to assess the viability of a three unit project design on both properties and will pursue the one site that best meets the SSRF program guidelines and criteria. Initial design layout includes two independent structures on the property with two 1-bedroom units and one 3-bedroom unit for three units including a basement. CHC will then recommend to Housing Services the capital housing project that is most viable for submission to MMAH in accordance with SSRF Phase 5 program guidelines.

CHC will strive to build an asset that will last the intended life span with minimal upgrades or premature capital investment and will meet current Ontario Building Code requirements and energy efficiency targets.

### **Pre-Feasibility Development Funding**

As a result of recent announcements in funding which require immediate response, the City, as Service Manager, has been working with CHC to leverage their development capacity to explore solutions to take advantage of anticipated funding programs for small scale development. Often, upper-level governments prioritize and approve projects that are “shovel-ready”. “Shovel-ready” status is typically achieved when construction can commence within 3 months of executing a funding agreement as generally required by the funder. Typical, small scale, predevelopment work required to get a project “shovel-ready” includes, but is not limited to the following:

- Land acquisition and demolition (if required)
- Designated substance survey
- Traffic study
- Noise and vibration study
- Geotechnical study
- Site survey
- ESA Phase 1 and 2 (if required)
- Zoning bylaw amendments
- Archeological study
- Site servicing study
- Site and building design (concept, schematic and design development)
- Construction cost estimate (Quantity Surveyor minimum Class C estimate)

Given the criteria surrounding capital investments by upper levels of government for shovel ready projects, CHC has requested one-time funding of up to \$115,000 to position CHC to successfully plan, design and execute future affordable housing projects.

There is currently no provincial or federal funding attached to pre-feasibility development planning. It is proposed that the funding for the predevelopment work is provided from the City Housing Reserve (Fund 216).

### **Risk Analysis:**

There is a high degree of risk that the projects will not be completed if CHC does not receive shareholder approval to acquire the properties and accept the identified upper level of government funding. If the projects do not proceed, the allocated funding granted from upper levels of government will be forfeited, which represents a significant missed opportunity to assist with the affordable housing targets identified in the Council approved *Home Together: Windsor Essex Housing and Homelessness Plan (2019 – 2028)*.

Affordable housing developments are expected to be self sustaining however there is a risk that once the CHC capital project is completed there could be a need for ongoing operating dollars. This risk is mitigated through an affordable housing business model which is built upon rent revenues being sufficient to cover operating costs, as well as a contribution to a reserve to be used for future capital expenditures.

Should rental revenue targets not be achieved, or more likely, a need for a significant capital repair beyond the funds available, that funding would need to be provided from the City.

### **Climate Change Risks**

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

N/A

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

N/A

### **Financial Matters:**

The City of Windsor, as CMSM, is responsible for the delivery of the Provincial Housing and Homelessness programs in Windsor and Essex County. The SSRF Phase 5 funding allocation is administered through an amendment that forms part of the Homelessness Prevention Program (HPP) transfer payment agreement, which Council had previously delegated authority to Administration through CR153/2022. The HPP program replaces the MMAH's CHPI program.

In April 2022, the City of Windsor as the CMSM received an allocation letter notifying the approval of \$3,404,400 as the fifth and final phase of the SSRF funding subject to an approved Investment Plan. Of this allocation, the City's Investment Plan submitted to MMAH identified the maximum 3% Administrative Fee of \$102,129 permitted for the City of Windsor, \$1,377,311 for operating expenses related to emergency shelter solutions including the extension of temporary Street Homelessness Outreach Workers, and COVID-related supports for Housing with Support Homes. The SSRF5 operating funding period ends on December 31, 2022. Capital investments will make up the

balance of the allocation with \$1,924,960 dedicated to affordable housing developments in Windsor and Essex County.

The two potential projects within the City that are being recommended are being assessed by CHC for financial viability through the preparation of pro-forma financial statements incorporating the SSRF rent structures (designated affordable) and operating expenses (inclusive of insurance, property tax and building maintenance repairs). CHC has provided the financial analysis that confirms that the projects are expected to generate a positive cash flow

Authorization is required by City Council, as sole shareholder of CHC, for the acquisition of lands and further for the execution of an agreement between CHC and the City of Windsor, as CMSM for the SSRF program capital funding.

CHC is a wholly owned subsidiary of the City. Its core public housing operations are substantially reliant upon annual municipal subsidies. Therefore, for financial reporting purposes, CHC is fully consolidated into the City's annual financial statements. Full consolidation, by definition, means that all of the assets, liabilities, revenue and expenses are added on a line-by-line basis to the City's consolidated financial statements. The capital funding received through the SSRF funding envelopes is provided to proponents as secured forgivable loans, subject to terms and conditions of providing affordable housing for up to 20 years. As it relates to financial reporting, it is expected that there may be a requirement to include this funding as note disclosure until such time as the conditions for non-repayment have been met.

Once the Project Information Forms related to the capital projects have been approved by MMAH, SSRF funds will flow to the City in accordance with the SSRF guidelines. Funds will be transferred to the proponents based on milestones as outlined in the funding schedule that forms part of the agreements with the proponents. Funds must be committed and agreements signed before November 30, 2022.

Also, and as a separate item, included in the recommendation of this report is City Council approval of the transfer of up to \$115,000 from the City Housing Reserve (Fund 216) for use towards CHC pre-feasibility development for future capital investment opportunities funded through Federal and Provincial dollars. These funds will allow CHC to successfully plan, design and execute future affordable housing projects. The City Housing Reserve Fund 216 was established to fund, with Council approval, City related capital housing costs for which no alternative funding sources are available. The balance in the fund as of July 29, 2022 is \$3.024 million.

### **Consultations:**

Mike Deimling, Social Housing Analyst

Kelly Goz, Coordinator, Housing Administration and Development

Jennifer Tanner, Manager, Homelessness and Housing Support

Nancy Jaekel, Financial Planning Administrator

Linda Higgins, Manager, Intergovernmental Funding

Janice Guthrie, Deputy Treasurer, Taxation & Financial Projects

Aaron Farough, Legal Counsel

Alex Vucinic, Purchasing Manager

Chris Carpenter, Coordinator Real Estate Services

**Conclusion:**

The solution to addressing homelessness is the availability of affordable housing with additional support services, when needed. Housing also helps protect vulnerable populations from the spread of COVID-19. The provincial Social Services Relief Fund will provide an opportunity for additional units to help address the housing needs identified in the *Windsor Essex 10 Year Housing and Homelessness Plan (2019- 2028)* under the guiding principle of “*Achieving the goals under the Plan will require leveraging additional resources from all levels of government*”.

Council’s support in increasing the availability of supply of affordable housing units will help address the needs of people who are currently waiting for affordable housing options in Windsor and Essex County.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Sonia Bajaj	Coordinator, Housing Administration and Development
Tina Moore	Coordinator, Housing Administration and Development
Jennifer Tanner Acting for Kirk Whittal	Executive Director of Housing and Children’s Services
Debbie Cercone	Commissioner, Human and Health Services
Shelby Askin Hager	Commissioner, Legal and Legislative Services
Tony Ardovini Acting for Joe Mancina	Commissioner, Corporate Services/Chief Financial Officer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

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

**Appendices:**

- 1 Appendix A Social Services Relief Fund - Phase 5 Allocation Letter
- 2 Appendix B Social Services Relief Fund - Phase 5 Program Guidelines
- 3 Appendix C Social Services Relief Fund - Phase 5 Investment Plan Approval



**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister  
777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre  
777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M7A 2J3  
Tél. : 416 585-7000



April 7, 2022

Drew Dilkens  
Mayor, City of Windsor  
350 City Hall Square P.O. Box 1607  
Windsor, Ontario, N9A 6S1

Dear Drew Dilkens:

I am pleased to be writing to you today with important details regarding an additional **investment of \$127.5 million** we are making available through a fifth phase of the province's Social Services Relief Fund (SSRF).

As you know, protecting the health and well-being of Ontarians has always been our government's number one priority throughout the COVID-19 pandemic. We have made several difficult decisions to safeguard Ontarians, including public health and workplace safety measures made in consultation with the Chief Medical Officer of Health and other healthcare experts.

As well, we have announced multiple investments totalling over \$1 billion to support Ontario's Service Managers and Indigenous Program Administrators through four previous iterations of the province's SSRF, along with other provincial investments including support to those suffering from mental health and addictions issues and funding to support isolation centre capacity in select municipalities. We know that this funding has been effective in supporting Service Managers and Indigenous Program Administrators to respond quickly, adapt services, and address the housing and economic impacts of COVID-19 in their communities.

However, we also know that the need for this funding will continue beyond March 31, 2022. We have heard from our municipal partners that additional funding is urgently needed to continue to protect the health and safety of vulnerable people as the province recovers from the impact of the Omicron variant.

I am pleased to confirm that the City of Windsor will receive an additional \$3,404,400 in funding for the 2022-23 fiscal year. The province is contributing half of the funding and the federal government is contributing the other half as part of its support for municipalities.

## Program Details – Social Services Relief Fund Phase 5

This funding supports operating and capital expenses to mitigate the continued impact of the COVID-19 pandemic on the homelessness sector. Funding is to be used by Service Managers and Indigenous Program Administrators for eligible expenses (in accordance with the enclosed Social Services Relief Fund Phase 5 Program Guidelines) beginning April 1, 2022 to December 31, 2022.

SSRF Phase 5 funding could be used to help support:

- **Enhanced safety in emergency shelters and other congregate care settings**, through:
  - continued operation of temporary emergency shelters spaces (e.g., in hotels or other facilities) to accommodate reduced overall shelter capacity resulting from COVID-19 safety requirements,
  - hiring additional staff to address capacity pressures, procuring Personal Protective Equipment, and implementing enhanced cleaning and isolation protocols,
  - increasing vaccination uptake among homeless individuals through outreach and clinics, and
  - creating isolation space to avoid COVID-19 positive individuals from being required to “shelter in place”.
- **Short-term, critical needs of vulnerable individuals** through the provision of emergency financial assistance (e.g., rent banks, housing allowances), food security programs, and mental health and addictions and other medical services.
- **The creation of long-term housing solutions, including more affordable and supportive housing** that will make long-term progress in addressing chronic homelessness as well as housing affordability for those most in need.

Of the additional funding, Service Managers and Indigenous Program Administrators may also use up to three per cent of their allocation for program administration costs.

This amendment forms part of your Homelessness Prevention Program Transfer Payment Agreement effective April 1, 2022 with Her Majesty the Queen in right of Ontario as represented by the Minister of Municipal Affairs and Housing (“Transfer Payment Agreement”) and any breach of any of the terms of the amendment shall constitute an Event of Default under the Transfer Payment Agreement.

## Reporting Requirements – SSRF Phase 5

Reporting requirements for this fifth phase of the SSRF will be consistent with the current SSRF reporting. However, these requirements may be augmented with additional reporting to the Ministry. For example, Service Managers may be required to

provide specific examples on the use of SSRF Phase 5 funding from time-to-time to demonstrate effectiveness of the investment.

To receive these additional SSRF Phase 5 funds, you are required to complete and submit the sign-back section of this letter and the enclosed Investment Plan to demonstrate how your funding allocations would be used to achieve the objectives of the program. Please return these back to the Ministry by **April 30, 2022**.

You may submit your signed confirmation and Investment Plan via e-mail to [housingprogramsdelivery@ontario.ca](mailto:housingprogramsdelivery@ontario.ca).

**The Ministry requires that all information set out in this letter regarding SSRF Phase 5 be held confidential until publicly announced by the province.** The province will have sole responsibility for the initial public communication regarding the SSRF Phase 5 funding described in this letter.

**After the initial public communication by the province, as with all provincial housing programs that provide funding, Service Managers must acknowledge support of the province in a form and manner as directed by the Ministry.** While we understand these exciting funding opportunities are often met with anticipation by residents and community agencies, these communication protocols have been agreed to by Service Managers. If you wish to make an announcement of funding, I would like to remind you that you are required to notify your municipal services office well in advance for consideration by the province.

Again, protecting the health and well-being of all Ontarians continues to be the government's number one priority. We sincerely appreciate your efforts to assist vulnerable people in your communities and I look forward to continuing to work together as we move forward with recovering from the COVID-19 pandemic.

Yours truly,



The Honourable Steve Clark  
Minister of Municipal Affairs and Housing

Enclosures

- c. Jason Reynar, Chief Administrative Officer
- Kirk Whittal, Executive Director, Housing and Children's Services
- Cynthia Cabral, Team Lead, Municipal Services Office

The undersigned agrees to the terms of the above letter and to comply with the **Social Services Relief Fund Phase 5 Program Guidelines**.

**Service Manager:** \_\_\_\_\_

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date:

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date:

I/We have authority to bind the organization.

## **Appendix “A”**

### **Program Guidelines – Social Services Relief Fund Phase 5**

Please see attached.



## **Appendix “B”**

### **SSRF Phase 5 Investment Plan**

Please see attached.

# **Addendum A to the Homelessness Prevention Program (HPP) Program Guidelines**

## **Ministry of Municipal Affairs and Housing Program Guidelines – Social Services Relief Fund Phase 5**

### **1 Introduction**

The housing and homelessness sectors have been on the frontlines of Ontario's pandemic response and vaccine rollout, while continuing to protect the most vulnerable populations, including those experiencing homelessness.

These sectors have been supported through the provincial Social Services Relief Fund (SSRF). Since March 2020, over \$1 billion in funding has been provided to support Ontario's Service Managers and Indigenous Program Administrators through four previous iterations of the province's SSRF, along with other provincial investments including support to those suffering from mental health and addictions issues and funding to support isolation centre capacity in select municipalities. This funding has enabled Service Managers and Indigenous Program Administrators to respond quickly, adapt services, and address the housing and economic impacts of COVID-19 in their communities.

The impacts of the pandemic continue to be felt, particularly by the most vulnerable Ontarians. In response to this continued need, the Ministry of Municipal Affairs and Housing is providing an additional investment of \$127.5 million through a fifth phase of the SSRF.

This funding is being made available to support operating and capital expenses to mitigate the continued impact of the COVID-19 pandemic on the homelessness sector. Funding is to be used by SMs and IPAs for eligible expenses beginning April 1, 2022 to December 31, 2022.

The objectives for SSRF Phase 5 are as follows:

- 1. Enhanced safety in emergency shelters and other congregate care settings, through:**
  - continued operation of temporary emergency shelters spaces (e.g., in hotels or other facilities) to accommodate reduced overall shelter capacity resulting from COVID-19 safety requirements,

- hiring additional staff to address capacity pressures, procuring Personal Protective Equipment, and implementing enhanced cleaning and isolation protocols,
  - increasing vaccination uptake among homeless individuals through outreach and clinics, and
  - creating isolation space to avoid COVID-19 positive individuals from being required to “shelter in place”.
2. **Short-term, critical needs of vulnerable individuals** through the provision of emergency financial assistance (e.g., rent banks, housing allowances), food security programs, and mental health and addictions and other medical services.
  3. **The creation of long-term housing solutions**, including more affordable and supportive housing that will make long-term progress in addressing chronic homelessness as well as housing affordability for those most in need.

The Ministry of Municipal Affairs and Housing (MMAH) will be administering this investment to SMs through the Housing Prevention Program (HPP) Transfer Payment Agreement and to IPAs through the Indigenous Supportive Housing Program Transfer Payment Agreement.

## 1.1 Allocations

For SSRF Phase 5, all SMs will be provided with an initial planning allocation. New funding is being allocated to SMs based on their total share of previous SSRF funding, adjusted to ensure a minimum of \$500,000 allocation amount for each Service Manager.

Prior to funds being flowed, SMs must agree to the terms and conditions of the funding through the execution of a sign-back letter and submission of an Investment Plan.

## 1.2 Investment Plan

Prior to receiving payments under SSRF Phase 5, all SMs will be required to submit an Investment Plan to demonstrate how their funding allocations would be used to achieve the objectives of the program and to support the winddown of SSRF-funded supports and services.

The purpose of the Investment Plan is as follows:

1. To assess proposed uses of SSRF Phase 5 funding, in terms of eligibility under these Program Guidelines and alignment with local needs in their respective communities; and

2. To identify projected funding needs by spending category on a quarterly basis to December 31, 2022.

### **1.3 Program Administration and Flexibility**

SMs will determine local needs and distribute the funding consistent with their approved Investment Plans, ensuring people are receiving the appropriate support they need.

There will be no requirement for a minimum or maximum amount of capital and/or operating expenses from the initial planning allocation – SMs are best placed to determine local needs and will be provided the flexibility to determine these amounts in their Investment Plans.

However, no changes may be made between capital and operating components after November 30<sup>th</sup>, 2022.

### **1.4 Reallocation**

MMAH reserves the right to reallocate funding at its sole discretion based on: a review and evaluation of Investment Plans, consideration of COVID-19 related needs and emerging public health emergencies across the province, and/or the SM's progress towards use of the SSRF Phase 5 allocations.

### **1.5 Administration Fees**

SMs will be permitted to use up to three (3) per cent of their approved funding allocation for administration costs.

Program administration costs may include costs for staff involved in the planning and administration of the program. It is expected that SMs will ensure that program administration funds are used efficiently.

Please note that costs for staff who directly deliver services to clients are not considered administration costs under the Program Guidelines. These costs are instead considered as eligible program operating costs and may be reported as such.

## **1.6 Accountability and Reporting**

SMs will be required to report quarterly on actual expenditures for the previous financial quarter and revised projections for subsequent quarters by the relevant spending category. As part of these reporting requirements, it is also expected that SMs will be asked to report on the number of households served.

For year-end reports, SMs will be required to report on actual expenditures by spending category along with data collected on specific performance indicators.

Reporting under the SSRF Phase 5 will be separate from the reporting on base HPP funding.

MMAH reserves the right to request additional reporting as required.

## **1.7 Audits and Reviews**

SMs shall support MMAH in exercising its rights to audit and inspect SMs to ensure program funding is used in compliance with these Program Guidelines and Schedule "A" (General Terms and Conditions) of the HPP Transfer Payment Agreement.

# **2 Operating Funding**

## **2.1 Objectives**

The intention of operating funding under SSRF Phase 5 is to continue to help a diverse range of vulnerable people meet their short-term critical needs. This includes people living in community housing, supportive housing, people with low incomes, social assistance recipients, or others who require social services support as well as those that are experiencing homelessness.

## **2.2 Eligible Use of Funding**

All eligible operating expenses under the existing SSRF Phase 4 and the Homelessness Prevention Program will be allowable under SSRF Phase 5. A wide variety of services and supports are eligible for funding.

Consistent with SSRF Phase 3 and Phase 4, SMs are required to consider the use of operating funding for rental assistance to support renter households who may be in rental arrears and at a high risk of becoming homeless, and to describe how they intend to support this in their Investment Plans.



As well, SMs must consider how enhanced supports and services offered through the SSRF will be phased out or continued through other funding sources as the SSRF Phase 5 ends on December 31, 2022.

For SMs, eligible operating expenses refer to the use of funding in any service categories under HPP and include but are not limited to:

- Continued use of motels or hotels as isolation centres or to support social distancing;
- Rental assistance such as funding for rent arrears and short-term housing allowances;
- Transportation costs;
- Food and supplies;
- Enhanced cleaning services;
- Non-medical staffing requirements (e.g., enhanced outreach services);
- Personal protective equipment; and
- Minor retrofits, alterations and repairs under \$50,000.

More broadly, this funding could also be used towards initiatives delivered through local service agencies like:

- Rent bank and emergency energy funds;
- Food banks and grocery gift cards;
- Community outreach to support vulnerable populations in self-isolation;
- Transportation for low-income individuals to get to and from medical appointments; and
- Funding administration needs, including staffing.

In the event of uncertainty regarding the eligibility of a specific expense, SMs are encouraged to contact MMAH staff to seek clarification. For contact information, please see the “MMAH Staff Contacts” section.

## **2.3 Operating Payments and Reporting**

Following receipt of an executed sign-back letter and Investment Plan, MMAH will initiate the first operating payment based on the cash flow outlined in the SM's Investment Plan up to 50% of the total allocation. If additional funding above this amount is required, please provide a rationale to the ministry outlining the need for additional cash flow in Q1. Subsequent quarterly payments (Q2, Q3, Q4) will be issued based on the approved Investment Plans and quarterly updates.

SMs will be required to report on the data collected on specific performance indicators in year-end reports. For the operating component, the year-end report will capture information according to the requirements in the existing program agreement (e.g., by service category). Additionally, given the SSRF objectives, year-end reports will require

information on the number of vulnerable households assisted by vulnerable population group.

Below are some examples of performance indicators:

- Facilities funded for recovery/isolation or emergency shelter;
- Spaces funded for recovery/isolation or shelter;
- Unique households assisted with emergency shelter, hotel/motel/isolation stays;
- Unique households moved from shelter into longer-term housing;
- Unique unsheltered households moved into longer-term housing;
- Agencies provided with funding for pandemic expenses;
- Agencies provided with funding for services/supports;
- Households assisted with food security;
- Households assisted with medical services;
- Households assisted with personal protective equipment;
- Households assisted with transportation;
- Households assisted with mental health and addictions services;
- Unique households assisted with rent banks;
- Unique households assisted with utility arrears;
- Unique households assisted with support to retain housing;
- Unique households assisted with housing allowances;
- Unique households assisted with rent supplements; and
- Number of agencies receiving funds for minor site readiness.

MMAH reserves the right to request additional reporting as required.

## **2.4 Return of Funding**

All eligible operating expenses must be spent by December 31, 2022.

All funding provided under the operating component that is not spent by December 31, 2022 or that is not used for an eligible expense under these Program Guidelines shall be returned to MMAH on demand.

All remedies under these Program Guidelines shall survive any termination or expiry of the Program.

## **3 Capital Funding**

### **3.1 Objectives**

Similar to SSRF Phase 4, capital costs will be permitted as an eligible expense under SSRF Phase 5. Capital funding would enable the acquisition of new, or modifications to

existing facilities such as emergency shelters, supportive housing, transitional housing, and related facilities.

The objectives under this component, which include the attached Appendix “A”, are as follows:

- To provide longer-term housing-based solutions to homelessness post-COVID-19 outbreak;
- To better address need and to encourage movement toward client service models that are innovative, and seek to support client and organizational readiness in preparation for potential future outbreaks or emergencies;
- To change the physical design of congregate care settings such as emergency shelters, to permit elements such as physical distancing and self-contained bedrooms and washrooms; and
- To support jobs and economic recovery coming out of the COVID-19 pandemic.

### **3.2 Eligible Use of Funding**

Similar to SSRF Phase 4, there are two components of major capital funding under SSRF Phase 5:

- New Facilities; and
- Retrofits and Upgrades.

Eligible uses of funding under the two components include:

- Major retrofits and upgrades to an existing emergency shelter, and/or congregate living space to continue to ensure shelter spaces adhere to public health directives (e.g., additions to an existing facility to allow minimum spacing of beds; self-contained bedrooms and washrooms) and support independent units aligned with more permanent forms of housing where possible;
- Acquisitions that would be converted/upgraded to provide longer-term housing solutions; and
- Retrofit of existing transitional or supportive housing facility, and/or creating new innovative models of transitional and supportive housing.

Other eligible costs may include labour, applicable taxes, building permits, legal fees, certificates, signage, appraisal fees, inspection fees, drawing and specification and any other costs that the Service Manager deems reasonable and that are agreed to by MMAH.

Please note that all ongoing operating costs associated with capital projects funded under SSRF Phase 5 will be the responsibility of the respective SM.

For-profit proponents may be eligible under the Retrofits and Upgrades component, however for-profit proponents are not eligible under New Facilities component.

### **3.3 Funding Commitment**

Funding under the SSRF Phase 5 capital components must be committed by November 30<sup>th</sup>, 2022 and must be completed by March 31, 2024. Details on commitment and spending requirements are provided under each capital component section.

Any funding remaining to be committed after November 30<sup>th</sup>, 2022 may be reallocated to another SM or IPA.

### **3.4 Return of Funding**

All funding provided under the capital component that is not used for an eligible capital expense under these Guidelines shall be returned to MMAH on demand. All remedies under these Program Guidelines shall survive any termination or expiry of the Program and/or funding for a project.

### **3.5 Capital Funding – New Facilities**

#### **3.5.1 General Eligible Activities and Costs**

Eligible projects must lead to the creation of one or more new units, and be one of the following:

- Acquisition and, where required, rehabilitation of existing buildings to meet program objectives;
- Conversion of an existing property to create transitional housing or permanent supportive housing and/or expanding an existing facility;
- Conventional construction or expansion of a current construction project in-progress to increase capacity; or
- Modular housing.

#### **3.5.2 Project Submission Process**

SMs will solicit proposals and select projects through appropriate procurement processes to recommend to MMAH for funding approval within their allocations.

Recommended projects shall:

- Be approved by Council and/or Board;

- Be able to sign a Contribution Agreement and registration of mortgage security or an alternate form of security (conversion, conventional, or modular housing projects) no later than November 30, 2022;
- For acquisition projects, the executed Agreement of Purchase and Sale must have a closing date no later than March 1, 2023;
- Commence construction, acquisition, rehabilitation and/or conversion within ninety (90) days of the date of commitment;
- Be completed by March 31, 2024;
- Meet the current Ontario Building Code, public health, and other applicable requirements;
- Include information on how the on-going operating financial requirements for the project will be met; and
- Address local housing/homelessness needs.

All projects must be submitted through the TPON system along with additional project background information such as information contained in Council/Board reports. SMs should demonstrate a plan on how the on-going operating financial requirements for the project will be met (e.g., alternate sources of funding).

### **3.5.3 Project Approval Process**

Project approval will be based on alignment with the approved Investment Plan, consideration of the information submitted to MMAH and the ability to meet the program's eligibility criteria.

Once approved, a project will receive a Conditional Letter of Commitment from MMAH, which confirms MMAH approval and outlines the steps to take prior to signing a Contribution Agreement.

The Contribution Agreement shall describe legal obligations and reporting requirements for the project. All SMs are required to enter into Contribution Agreements directly with proponents and shall require the forgivable loan to be secured through a mortgage or alternate form of security.

The deadline to commit funding – i.e., execute Contribution Agreements and submit executed Agreements of Purchase and Sale (for acquisition projects), registration of mortgage security or an alternate form of security (for modular housing projects) – will be November 30, 2022, to allow time for reprofiling between operating and capital funding, or reallocation of funds if necessary.

MMAH reserves the right to return a project application for revision and resubmission if it is not consistent with these Program Guidelines.



### **3.5.4 Funding**

Funding under the Capital Funding – New Facilities component must be provided as a secured forgivable capital loan.

SMs are required to perform their due diligence to ensure that a project is financially viable from a construction cost and on-going operating perspective, and the program expenditures represent a prudent and best value use of public dollars.

### **3.5.5 Payment Process**

MMAH will advance funding directly to SMs, who will be responsible for making project payments to housing proponents.

SMs will advance funds to proponents based on the completion of milestones and compliance with the program requirements.

Funding for acquisition, rehabilitation and/or modular housing will be advanced to SMs based on the following instalments:

1. Up to 90 per cent following signing of the Contribution Agreement; and
  - a. submission of Agreement of Purchase and Sale for acquisition projects (funding will be advanced within 15 business days of the closing date); or,
  - b. registration of mortgage security or an alternate form of security (modular housing projects) that is acceptable to the ministry.
2. Remaining funding upon confirmation of completion and submission of required documentation including registered security.

Up to 100 per cent of the funding may be provided, if required, to finance the purchase. If the capital funding provided under the SSRF is insufficient to cover the cost of the acquisition of the building and/or any rehabilitation work required, the SM must demonstrate the additional funding sources being accessed to complete the project.

Funding for conventional and other projects will be based on the following instalments:

1. 50 per cent at signing of the Contribution Agreement and submission of mortgage security registration or alternate form of security that is acceptable to the ministry;
2. 40 per cent at confirmation of 50 per cent construction completion; and
3. Remaining upon confirmation of completion and submission of required documentation.

### 3.5.6 Reporting

SMs must complete a Project Information Form through the TPON System supplemented by regular milestone updates in TPON, along with detailed construction/acquisition/rehabilitation progress reports to MMAH contacts describing project progress and potential issues of concern that might delay or jeopardize the project.

SMs must also submit signed project checklists and documentation in the TPON System as follows:

- For acquisition projects, registration of mortgage security or an alternate form of security;
- Confirmation of Project Start (for conventional and other projects);
- Confirmation of 50 per cent construction completion (for conventional projects);
- Confirmation of Project Completion; and
- An Audited Financial Statement for the project within six months following project completion initial occupancy date, or such additional time acceptable to MMAH.

Project Information Forms will require SMs and IPAs to report on the following information for performance indicators:

- Number of **new** facilities/housing (and number of units) created (i.e. acquisition, conversions, modular units) by type of housing; and
- Vulnerable population group(s) targeted for the housing project.

Housing Type	# facilities	# units
Transitional housing		
Supportive housing		
Permanent, long-term housing		
Other		

SMs must confirm that projects funded under the Capital Funding – New Facilities component continue to be used for their intended purpose, or for longer-term housing solutions, for a minimum period of 10 years following completion. For details, please see Appendix A.

## 3.6 Capital Funding – Retrofits and Upgrades

### 3.6.1 General Eligible Activities and Costs

Major eligible retrofits and upgrades over \$50,000 may include the following activities:

- Renovation, retrofitting and upgrading of existing emergency shelters, transitional housing, and permanent supportive housing facilities to meet building code standards and public health requirements (e.g., building self-contained bedrooms, adding walls/partitions, washrooms); and
- Costs for professional services associated with the activities noted above.

Other activities may be considered, with supporting documentation, at the sole discretion of MMAH.

Work must commence within 90 days of the date of the funding agreement and completed by March 31, 2024. Copies of all financial invoices must be kept for reporting and audit purposes.

### **3.6.2 Project Submission and Approval Process**

The SM is responsible for selecting all eligible projects, monitoring progress, completion of projects, quality of work, and for advancing funds.

Once an eligible project has been approved by the SM, a completed Project Information Form along with an executed loan agreement and promissory note securing the funding must be entered and submitted in the TPON System for ministry review and approval. Following ministry approval, the funding is committed.

MMAH reserves the right to return a project application for revision and resubmission if it is not consistent with the Program Guidelines.

### **3.6.3 Funding**

Funding must be provided to proponents in the form of a forgivable loan based on the cost of the work items approved by the SM. Loans are to be secured by a mortgage registered on title upon project completion.

### **3.6.4 Payment Process**

Funding will be advanced to SMs based on the following instalments:

1. 50 per cent when a completed Project Information Form along with an executed loan agreement between the SM and proponent, and signed promissory note are submitted and approved by MMAH in TPON;
2. 40 per cent at confirmation of 50 per cent project completion; and
3. 10 per cent at confirmation of final project completion and mortgage registered on title.

MMAH may consider a higher upfront payment based on local need with supporting documentation.

SMs must ensure project status is updated and documents are posted in TPON on an on-going basis. Retrofit and Upgrade activities must start within 90 days of the date of the funding agreement.

SMs are responsible for project selection and approval, monitoring progress and completion of projects, quality of work, and for the advancement of funds. Retrofit and Upgrade activities must be completed by March 31, 2024.

### 3.6.5 Reporting

SMs are required to report quarterly to MMAH on the status of each project during its retrofit and upgrade activities. SMs must regularly update progress on project activities and payments to proponents through the TPON system. Confirmation of construction start and completion for each project must be submitted in TPON.

Project Information Forms will require SMs to report on the following information for performance indicators:

- Number of facilities (and number of units) **upgraded/retrofitted** (i.e., physical changes made to facilities in response to the COVID-19 outbreak, such as adding walls) to permit physical distancing, by type of housing; and
- Vulnerable population group(s) targeted for the housing project.

Housing Type	# facilities	# units
Emergency shelter		
Transitional housing		
Supportive housing		
Permanent, long-term housing		
Other		

SMs are required to confirm that projects continue to be used for its intended purposes, or for longer-term housing solutions, for a minimum period of five years following completion of upgrade/retrofit projects.

## 4 Important Dates

SSRF Phase 5 will be delivered according to the following timelines:

Activity	Date
Sign-back letter and completed Investment Plan due	April 30, 2022

Initial operating payments initiated	By May 1, 2022
Q1 report-back due	July 15, 2022
Q2 report-back due	October 15, 2022
Deadline to commit capital funding	November 30, 2022
Q3 report-back	January 15, 2023
Executed Agreement of Purchase and Sale closing date deadline for acquisition projects	By March 1, 2023
Deadline to spend operating funding	December 31, 2022
Year End Report and Final Attestation due	May 31, 2023
Deadline to complete capital projects	March 31, 2024

## 5 MMAH Staff Contacts

Questions regarding the SSRF Phase 5 may be directed to the respective MMAH Municipal Services Office (MSO) or Housing Programs Branch staff contact, as noted below:

Region & Contact	Contact Information
City of Toronto: Melissa Grieco <ul style="list-style-type: none"> <li>Serving Toronto</li> </ul>	<a href="mailto:Melissa.Grieco@ontario.ca">Melissa.Grieco@ontario.ca</a>
MSO Central: Ian Russell <ul style="list-style-type: none"> <li>Serving Durham, Halton, Hamilton, Muskoka, Niagara, Peel, Simcoe, and York</li> </ul>	<a href="mailto:Ian.Russell@ontario.ca">Ian.Russell@ontario.ca</a>
MSO Eastern: Mila Kolokolnikova <ul style="list-style-type: none"> <li>Serving Cornwall, Hastings, Kawartha Lakes, Kingston, Lanark, Leeds and Grenville, Lennox and Addington, Northumberland, Ottawa, Peterborough, Prescott and Russell, and Renfrew</li> </ul>	<a href="mailto:Mila.Kolokolnikova@ontario.ca">Mila.Kolokolnikova@ontario.ca</a>
MSO Western: Cynthia Cabral <ul style="list-style-type: none"> <li>Serving Brantford, Bruce, Chatham-Kent, Dufferin, Grey, Huron, Lambton, London, Norfolk, Oxford, St. Thomas, Stratford, Waterloo, Wellington, and Windsor</li> </ul>	<a href="mailto:Cynthia.Cabral@ontario.ca">Cynthia.Cabral@ontario.ca</a>

<p>MSO Northeastern: Cindy Couillard</p> <ul style="list-style-type: none"> <li>Serving Algoma, Cochrane, Greater Sudbury, Manitoulin-Sudbury, Nipissing, Parry Sound, Sault Ste. Marie, and Timiskaming</li> </ul>	<p><a href="mailto:Cindy.Couillard@ontario.ca">Cindy.Couillard@ontario.ca</a></p>
<p>MSO Northwestern: Jessica Vail</p> <ul style="list-style-type: none"> <li>Serving Kenora, Rainy River, and Thunder Bay</li> </ul>	<p><a href="mailto:Jessica.Vail@ontario.ca">Jessica.Vail@ontario.ca</a></p>



## **APPENDIX “A” CAPITAL COMPONENT**

### **1. Interpretation.**

- (1) In this Appendix “A”, capitalized terms have the meaning given to them herein and the following terms shall have the following meanings:

**“Capital Component”** means the Capital Component under the Program Guidelines and this Appendix “A”;

**“Conditional Letter of Commitment”** means a letter issued by the Minister of Municipal Affairs and Housing confirming approval of a Project under the Capital Component subject to conditions;

**“Contribution Agreement”** means an agreement entered into by the Recipient and a Proponent for the construction, acquisition and/or rehabilitation of, or the conversion of a property into a Project and which shall set out the terms for a forgivable loan, including mortgage security;

**“Development Activities”** means those activities which are normally undertaken for the development, construction, rehabilitation or conversion of buildings for residential purposes, including the acquisition of property;

**“Intended Use”** means the intended use of the Project once it is complete, as set out in the Project Information Form for the Project;

**“Intended Use Period”** means the minimum ten (10) year period following the date of the Project completion for new facilities or conversion Projects;

**“Permitted Encumbrances”** means (i) the construction, acquisition, rehabilitation and/or conversion financing in respect of the Project approved by the Recipient, (ii) if the Project is to be added to, or part of, a building with an existing mortgage, the existing mortgage on the building up to the amount owing under it prior to putting the construction, acquisition, rehabilitation and/or conversion financing in place (iii) any necessary easements for the supply of domestic utility or telecommunications services to the Project or adjacent properties, (iv) any necessary easements for drainage, storm or sanitary sewers, public utility lines, or other services which do not materially affect the use of the property as residential dwellings; (v) any registered municipal agreements and registered agreements with publicly regulated utilities providing such have been complied with, and (vi) any registered restrictions that run with the land providing such are complied with;

**“Program”** means the Social Services Relief Fund Phase 5 Program set out in the Program Guidelines, including this Appendix “A”;

**“Program Guidelines”** means the Guidelines for the Program forming part of the Recipient’s TPA;

**“Project”** means the construction, acquisition, and/or rehabilitation of, or the conversion of a property into, a facility contemplated by the Program Guidelines, or the resulting facility as the context may require;

**“Project Information Form”** means the project information form submitted by the Recipient to the Province for consideration of the construction, acquisition, and/or rehabilitation of, or the conversion of a property into, a Project;

**“Proponent”** means a Proponent selected by the Recipient to carry out a Project;

**“Recipient”** means the Service Manager, as applicable; and

**“TPA”** means the Recipient’s Transfer Payment Agreement for the Homelessness Prevention Program or Indigenous Supportive Housing Program, as applicable.

- (2) All references in this Appendix to section numbers are references to sections of this Appendix unless stated otherwise.
- (3) This Appendix does not apply with respect to the Retrofit and Upgrade portion of the Capital Component included in the Program Guidelines.
2. **Proposed Projects.** The Recipient shall submit to the Province a Project Information Form for each Project that it would like funded. The Project Information Form must be approved by the Recipient’s council, through delegated authority or by the Board, as applicable. The Recipient shall update the Project Information Form in accordance with the Program Guidelines, in the event of a project milestone being achieved and/or in the event of any proposed change.
3. **Project Eligibility.** Each Project must comply with the project eligibility requirements set out in the Program Guidelines, including the following:
  - (a) all acquisitions/purchases must be procured in accordance with procurement policies adopted and maintained under the Municipal Act, 2001;
  - (b) the Project must have all required municipal approvals such as zoning, minor variances, land severances, or site plan approvals in place to permit the proposed development, or be well advanced in the planning approvals process;
  - (c) the Project must be financially viable from a construction and operating cost perspective based on Recipient confirmation;

- (d) the Project must meet current Ontario Building Code requirements;
  - (e) the completed Project must comply with the Program Guidelines; and
  - (f) the Recipient must have a plan in place to ensure that the Project will be used for its Intended Use for the entire Intended Use Period.
4. **Conditional Letter of Commitment.** If the Province approves the Project, the Province shall advise the Recipient of the approval and provide the Recipient with a Conditional Letter of Commitment.
5. **Changes.** The Recipient shall advise and request approval from the Province for any changes to the Project(s) which may affect how the Project will be used.
6. **Contribution Agreement.** Following the approval of each Project by the Province, the Recipient shall, where a Proponent other than the Recipient will own the Project, arrange for an appropriate form of Contribution Agreement with the Proponent to be executed.
7. **Funding Conditions.**
- (1) Before the Recipient enters into a Contribution Agreement with a Proponent for an approved Project, the Recipient shall:
    - (a) ensure that the Proponent has disclosed all of its creditors, debt and the proposed construction, acquisition, rehabilitation and/or conversion costs in full; and
    - (b) confirm to the Province the source and availability of adequate ongoing funding for any acquisition of property or Development Activities for the Project and the support services that will be made available to the public through the Project once complete.
  - (2) The Recipient shall ensure that the Contribution Agreement with each Proponent requires the Proponent to comply with the requirements of the Capital Component, and, if the Project involves Development Activities, includes obligations to:
    - (a) complete the construction of the approved Project within construction budgets and financing approved by the Recipient and required timelines;
    - (b) ensure that until construction of the approved Project is complete (i) all claims for lien registered against the Project(s) are promptly vacated, (ii) the Proponent does not incur any additional construction financing, capital or operating debt related to the Project without the Recipient's consent (iii) the Project(s) are not encumbered by any registered encumbrances other

than Permitted Encumbrances, (iv) the Proponent remains in good standing under the Permitted Encumbrances and (v) any work orders issued against the Project(s) by any governmental entity, agency or official are addressed to the satisfaction of the Recipient;

- (c) obtain all the insurance a reasonably prudent person carrying out the Project would obtain, including at least \$2,000,000 in commercial general liability insurance, and all other the insurance required by the main body of the TPA read as if it applied to the Proponent and/or the Proponent's Project, and including:

- (i) Builder's Risk Insurance (property insurance) for the full replacement value of the completed construction projects, including a negotiated sub-limit for earthquake and flood. The policy must include the following:

1. replacement cost value;
2. stated amount of co-insurance;
3. waiver of subrogation; and
4. loss payable in favour of the Recipient and the Indemnified Parties.

- (ii) Boiler and Machinery Insurance (including pressure objects, machinery objects and service supply objects) on a comprehensive basis. The policy must include the following:

1. repair and/or replacement value;
2. stated amount co-insurance;
3. waiver of subrogation; and
4. loss payable in favour of the Recipient and the Indemnified Parties.

- (iii) Wrap Up Liability Insurance for Third Party Bodily Injury, Personal Injury and Property Damage to an inclusive limit per occurrence and products and completed operations aggregate that a reasonably prudent person undertaking such a Project would obtain. The insurance shall be in the joint names of the Recipient, the Indemnified Parties, all other contractors, sub-contractors, suppliers and/or tradesmen while working on the site, engineers, architects, consultants or other person which the Recipient may require to be added as insured parties. The policy must include the following:

1. premises and operations;
2. owner's and contractor's protective liability;
3. broad form products and completed operations liability;

4. cross liability;
5. blanket written and oral contractual liability;
6. all risks tenant's legal liability;
7. hoist liability;
8. firefighting and forest fire fighting expense liability;
9. employer's liability and voluntary compensation;
10. non-owned automobile liability;
11. directors, officers, employees, shareholders, the Recipient and the Indemnified Parties added as insureds and/or additional insureds;
12. shoring, blasting, excavating, under-pinning, demolition, pile driving and caisson work, work below and above ground surface, work below and above water, tunnelling and grading and similar operations associated with construction work, as applicable;
13. sudden and accidental pollution liability with a discovery provision of not less than one hundred and twenty (120) hours and a subsequent reporting provision of not less than one hundred and twenty (120) hours; and
14. thirty (30) days written notice of cancellation.

(iv) Valid coverage and clearance certificates of coverage under the *Workplace Safety and Insurance Act, 1997*, S.O. 1997, c. 16, Schedule A ("WSIA") for all persons working on the Project(s);

- (d) provide to the Recipient valid insurance and WSIA certificates evidencing the above coverage;
  - (e) use its property insurance proceeds to repair or rebuild the Project(s) in the event of damage to all or part of them;
  - (f) require the Proponent to use the Funds provided for the Project only for eligible expenses in connection with the Project and use the Project for its Intended Use for the entire Intended Use Period;
  - (g) refund to the Recipient any misused funds; and
  - (h) provide the reports and other things to the Recipient needed to enable the Recipient to comply with requirements of the Program Guidelines and this Appendix "A", including the reporting requirements.
- (3) The Recipient agrees that, where it is to be the owner of a Project, the provisions of subsection 7(2) apply to it with the necessary changes.

- (4) The Recipient shall ensure that each Contribution Agreement contains provisions to the effect that,
- (a) the payment of funds is subject to the necessary appropriations from the Provincial Legislature and the Province shall have no liability to the Recipient or the Proponent in case there are insufficient appropriations for the payments, or in case the total appropriations available for the Province's undertakings are insufficient for all of the Province's undertakings; and
  - (b) the provision by the Recipient of Funds to the Proponent in respect of its Project(s) is subject to the terms and conditions for funding under the Program Guidelines, including this Appendix A".
8. **Payments.** Funds shall be paid in accordance with the Program Guidelines.
9. **Acknowledgement.** The Recipient acknowledges that the requirements in this Appendix "A" relating to the Project(s) are not all that is required, advisable and/or prudent in connection with their construction.
10. **Contribution Agreement Deadline.** No Contribution Agreement under this Appendix can be signed after November 30, 2022, or such earlier or later date as may be determined by the Province and communicated by the Province to the Recipient by Notice.
11. **Monitoring.** The Recipient shall monitor the construction of all Projects which have received a funding allocation to determine whether the Proponents carry out all Development Activities in such manner and within such time periods as are set out in the Contributions Agreement and the Program Guidelines, including this Appendix "A".
12. **Construction, Acquisition, Rehabilitation and/or Conversion Budget and Financing.** The Recipient shall ensure that any property for an approved Project is acquired and that approved Project(s) are constructed by Proponents(s) within construction, acquisition, rehabilitation and/or conversion budgets and financing approved by the Recipient.
13. **Construction Start.** The Recipient shall use its best efforts to ensure that construction for each approved Project commences within the timelines contemplated by the Program Guidelines unless such period is extended by the Province. Despite anything to the contrary in this Agreement, if construction for an approved Project has not commenced within those timelines or the end of the extended period, whichever is applicable, the Recipient or the Province may cancel the Funds for the Project.
14. **Construction, Acquisition, Rehabilitation and/or Conversion Completion.** Construction, acquisition, rehabilitation and/or conversion for each approved



Project must be completed by March 31, 2024. Despite anything to the contrary in this Agreement, if construction for an approved Project is not completed by that date, the Province may cancel the Funds for the Project.

15. **Confirmation of Construction Start.** The Recipient shall provide the Province with a completed Confirmation of Construction Start at the start of construction of each Project, within ten (10) days of the start of construction of the Project.
16. **Proof of Completion.** The Recipient shall provide the Province with proof that that the Project is complete and may be used for its Intended Use.
17. **Enforcing Contribution Agreement.** The Recipient shall, after consultation with and if required by the Province, use its best efforts to enforce the terms of all Contribution Agreements and Security.
18. **Notices.** The Recipient shall immediately inform the Province in writing of the following matters as soon as it becomes aware of them:
  - (a) a request by a Proponent to transfer responsibility for an approved Project to another entity;
  - (b) any failure by the Proponent to carry out Development Activities which threatens the completion of an approved Project;
  - (c) if the construction, acquisition, rehabilitation and/or conversion of an approved Project has not commenced within ninety (90) days of the date of the Commitment for the Project;
  - (d) any substantial breach by the Proponent of its Contribution Agreement with the Recipient;
  - (e) the Proponent becoming bankrupt or insolvent or taking the benefit of any act now or hereafter in force for bankrupt or insolvent debtors or filing any proposal or making any assignment for the benefit of creditors or any arrangement or compromise;
  - (f) the appointment of a receiver or a receiver and manager for all or a portion of an approved Project;
  - (g) the taking of any steps or any action or the institution of any proceedings by a Proponent or by any other party, including, without limitation, any court or governmental body of competent jurisdiction for the dissolution, winding up or liquidation of the Proponent or its assets;
  - (h) if the construction, acquisition, rehabilitation and/or conversion, repair and/or upgrade activity has not been or is not likely to be completed by March 31, 2024; and

- (i) any significant changes to a Proponent's business structure.
19. **Intended Use.** The Recipient shall ensure that each completed Project is used for its Intended Use for the entire Intended Use Period.
20. **Disposition of Acquired Facilities.** For Projects acquired by the Recipient for the purposes of the Program, the Recipient may dispose of the Project after the expiry of the Intended Use Period, or at an earlier date if the Recipient is of the view that the Project is no longer needed for its Intended Use, provided that the Recipient has complied with the Program Guidelines, including this Appendix "A," and the Recipient reinvests the proceeds of disposition, if any, in the housing and homelessness sector.
21. **Additional Events of Default.**
- (1) If,
    - (a) a Proponent does not complete construction, acquisition, rehabilitation and/or conversion of an approved Project;
    - (b) a Proponent ceases to use the Project for its Intended Use during the Intended Use Period;
    - (c) a Proponent uses the Funds provided to it by the Recipient for a purpose other than that contemplated by the Project Information Form; or
    - (d) one of the events referred to in section 18 has occurred in relation to a Proponent,

the Province may suspend, reduce or cease funding in relation to the Project, shall have no obligation to provide any further Funds in respect of that Proponent and shall have no liability for any consequential or other damages and/or liability incurred by the Recipient or the Proponent as a result of the suspension, reduction and/or cessation of funding.
  - (2) For greater certainty, the above rights are in addition to any other rights the Province may have under the TPA and any other rights the Province may have at law.
22. **Component Availability.** Subject to the termination rights in the TPA, the Capital Component is available from the Effective Date until, and shall expire on, March 31, 2024 (plus the Intended Use Period). All remedies herein shall indefinitely survive any termination or expiry of the Capital Component.
23. **Signage.** For New Facilities Projects approved or funding of \$100,000 or greater:

- (1) A sign must be present at the construction site at all stages including before construction work starts and throughout construction.
- (2) The Recipient is responsible for removing the signage within six months of the completion of the project.
- (3) The Province must provide to the Recipient the digital Ontario Builds artwork and the Ontario Builds Visual Identity Guide that the Recipient must use to create the signage.
- (4) The Recipient must provide the Province with photographs of the Ontario Builds Signage once it is on display.
- (5) The Province will monitor compliance with the requirements of this section, and may, at its discretion, advise the Recipient of issues and required adjustments.

August 3, 2022

Mr. Kirk Whittal  
Executive Director, Housing and Children's Services  
City of Windsor  
400 City Hall Square East, Suite 301  
Windsor, ON N9A 7K6

Dear Mr. Whittal:

**Re: Investment Plan Approval for the Social Services Relief Fund (SSRF) Phase 5 Funding**

The Ministry has completed its review of your Investment Plan for the Social Services Relief Fund (SSRF) Phase 5 and I am pleased to confirm approval of the plan as attached. Your allocation of **\$3,404,400.00** for the 2022-23 fiscal year has been entered into the Transfer Payment Ontario (TPON) system.

The Ministry will review your quarterly report-back that is due on August 15, 2022 to track progress towards your planned quarterly spending amounts.

**Capital Funding**

Funding for all capital projects **must be committed** no later than **November 30, 2022**. Commitment is defined as:

- Signing a Contribution Agreement with the project proponent and
- Registering security on title for conversion, conventional, or modular housing projects or submitting an Agreement of Purchase and Sale for acquisition projects.

The executed Agreement of Purchase and Sale must have a closing date no later than March 1, 2023 for acquisition projects.

All capital projects must be completed, and all capital funding must be spent by March 31, 2024.

### **Operating Funding**

All operating funding must be spent by December 31, 2022. Operating expenditures are considered spent if funds have been paid by December 31 and, if not paid, owed to [others] as of December 31 by Service Managers / Indigenous Program Administrators. Funds which have not been spent shall be recovered by the province.

Any funding that is not committed and spent by the above timelines, or that is not used for an eligible expense under the Program Guidelines shall be returned to the ministry on demand.

### **Use of Funding**

Service Managers and Indigenous Program Administrators are reminded that SSRF funding is to be used only for eligible program activities and that best efforts are made to ensure the prudent use of these public funds. As with all Ministry-funded programs, program funding should be used to meet program objectives while ensuring value for money. The Ministry retains the right to audit Service Managers and Indigenous Program Administrators' expenditures under the program.

Please note that funding allocated for administration must only be used to support the delivery of programs and services funded through the SSRF and cannot be used for any other purpose. Administration funding not required for SSRF administration may only be redirected to eligible SSRF activities.

If you wish to make an announcement of funding, I would like to remind you that you are required to notify your municipal services office well in advance for consideration by the province.

Thank you for your continued commitment to supporting the province's most vulnerable households.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dan Lawrence', with a long horizontal line extending to the right.

Dan Lawrence  
A/Director  
Housing Programs Branch

Enclosure

- c. Cynthia Cabral, Team Lead, Regional Housing Services, MSO-West  
Jaswinder Bains, Account Manager, Housing Programs Branch



**Subject: Bernard Road Subdivision – NOC Development Inc. Cost Sharing/Oversizing/Servicing - Ward 5**

**Reference:**

Date to Council: September 6, 2022

Author: Robert Perissinotti

Development Engineer (A)

519-255-6100 ext. 6615

rperissinotti@citywindsor.ca

Report Date: June 17, 2022

Clerk's File #: Z2022

To: Mayor and Members of City Council

**Recommendation:**

- I. THAT Council **APPROVE** payment to NOC Development Inc. for oversizing costs to service privately owned lands (Bernard Rd Benefiting Properties shown on Appendix 'A', being Lots 62 to 69 inclusive 12M-319) as part of the Bernard Road Subdivision Development, of up to \$45,555.42 (inclusive of HST), for each of the eight (8) Bernard Rd benefitting properties totaling \$364,443.38 (inclusive of HST), to be funded from Project ID #7035119 – New Infrastructure Development. These costs are to be recovered from the Bernard Rd Benefiting Properties prior to the issuance of building permits for them, plus an annual interest applied based on the Infrastructure Ontario 5-year borrowing rate plus 1% (currently 5.27%); and,
- II. That Council **APPROVE** \$157,302.92 (inclusive of HST) to be paid to NOC Development Inc. as the City of Windsor's portion of the storm sewer oversizing costs for Bernard Road Subdivision Development and 75% of the total costs for the Central Pond improvements, to be funded from the Project ID #7035119 – New Infrastructure Development.

**Background:**

Bernard Road from Joinville Avenue to the south cul-de-sac (north of Plymouth Drive) was serviced in accordance with a subdivision agreement between The Corporation of the City of Windsor and NOC Development Inc. (Developer), approved by Council Direction M160-2015 and registered as CE1028950 (Subdivision Agreement). The subdivision includes the redevelopment of the former St. Maria Goretti elementary school into thirty (30) single family home sites. This development also includes services to the eight (8) privately owned lands on the east side of Bernard Rd (Bernard Benefiting Properties on Appendix 'A').



In 2020, D.C. McCloskey Engineering prepared a report (attached as Appendix 'B') on the Central Avenue Pond, located at the southeast corner of Plymouth Drive and Central Avenue to assess its use as a regional stormwater management (SWM) facility. This pond was constructed in 1995 to store and treat stormwater from the area generally bounded by Grand Marais Road East to the north, Pillette Road to the east, Central Avenue to the west and the CN railway line to the south. In 1997, to address concerns from the Windsor International Airport about the attraction of waterfowl, alterations were made to the pond to limit surface water area and create heavy vegetative cover. These alterations affected the intended design of the pond, limiting its capacity. This has resulted in a requirement for site specific water quality and quantity management requirements for new development within the catchment area.

The abovementioned report examined the potential to re-establish this regional SWM facility to provide the required quality and quantity requirements of the Ministry of the Environment, Conservation and Parks SWM design guidelines and the Windsor/Essex Regional SWM Standards Manual. The report found that the existing sewer systems in the catchment area have sufficient conveyance capacity to handle runoff from the area, including the proposed NOC development. It recommended modifications to the Central Avenue and Grand Central Business Park ponds, which if implemented, would restore the original design intent of the Central Avenue pond and provide sufficient SWM quality and quantity control for the catchment area. The Windsor International Airport was consulted throughout the process.

Additionally, the D.C. McCloskey report recommended oversizing of the proposed storm sewers on Bernard Rd as a benefit to the upstream lands as well as to construct an overland flow route along the Bernard Road right-of-way from the proposed NOC development. This would provide storm relief to the low lying area near Grand Marais Road.

Special Provision S-11 of the Servicing Agreement reads as follows:

"In the event that the Owner is required to oversize any services in order to service others lands, it is agreed that any oversizing costs to be paid by the Corporation to the Owner shall be based on a cost-sharing and tender process satisfactory to the City Engineer. Any cost-sharing agreed to will be subject to approval of the Corporation's City Council. Benefitting landowners will be required to pay their share of servicing costs prior to the release of permits for benefitting lands."

The Developer's Consulting Engineer has completed detailed servicing plans for the NOC development, and together with Administration cost sharing terms acceptable to both parties have been negotiated. The purpose of this report is to bring these terms before Council for approval.

## **Discussion:**

The existing eight (8) properties on Bernard Road were originally subdivided as part of subdivision agreement number LT165247, but were never serviced. The Developer constructed all municipal infrastructure on Bernard Road including provisions to service the eight (8) benefiting properties. This infrastructure includes:

- Sanitary mainline sewer and private drain connections
- Storm mainline sewer and private drain connections
- Water mainline, including private services
- Local road (asphalt pavement, concrete curbs and gutters, sidewalks)
- Streetlights / utilities

Additionally, as previously mentioned, the Developer installed oversized storm sewers on Bernard Rd to provide flooding relief to the upstream area. These larger sewers are connected to the existing storm sewers on Bernard Rd and will act as an overflow during larger storm events which will reduce the risk of water backup into basements.

The Developer also reinstated the Central Pond according to the recommendations of the D.C. McCloskey report to provide adequate storm water storage capacity for the entire drainage catchment area. This included:

- Adjustment to pump activation levels
- Removal of the berm which cut-off available pond storage
- Improvements to the pond outlet

A contract was awarded for the construction through public tender in accordance with the Purchasing By-Law 93-2012 and the Subdivision Agreement and the works were construction in 2021.

## **Risk Analysis:**

There is a risk that servicing costs from the eight (8) Bernard Rd Benefiting Properties will never be recovered by the City should the property owner(s) choose not to develop. This risk is low due to the current economy and buoyant real estate prices. In addition, there is a one foot reserve in front of these lots which prevents the owners from accessing the services. This one foot reserve will not be removed until the cost of these services have been paid in full. In addition, annual interest based on Infrastructure Ontario 5-year borrowing rate will be applied on each property based on the outstanding amount owed.

## **Financial Matters:**

As noted, the City is responsible for compensating the Developer for oversizing costs. These include storm sewer oversizing costs, a portion of the Central Pond improvement costs and full municipal services to the eight (8) benefiting properties on Bernard Road, which include their proportionate share of roads, sidewalks, streetlighting, utilities, mainline sewers and water main and private drain connections. The NOC development represents roughly 25% of the total catchment area attributable to the Central Avenue

Pond and as such the City will reimburse the Developer 75% of the cost of that portion of the work.

The Developer constructed all of these works in 2021 and is seeking payment from the City of \$521,746.30 (inclusive of HST). The table below outlines the estimated costs the City is to pay the Developer.

Description	Amount (HST included)
Total Costs to service 8 benefiting properties	\$364,443.38
Bernard Rd storm sewer oversizing costs	\$92,134.41
75% of the cost to improve the Central Pond	\$65,168.51
<b>Amount Payable to NOC Development Inc.</b>	<b>\$521,746.30</b>

The New Infrastructure Development project (ID#7035119) has previously earmarked funds within its budget for this development. This project has sufficient available funding to make the payments.

The City will continue to carry a long term receivable for the \$364,443 until such time as the eight (8) benefitting properties choose to develop their lands. The City will recover the costs from the eight (8) Benefiting Properties at the time of issuance of building permits for each lot. There is also the possibility that the City can recover a portion of the Central Pond improvement costs if other vacant lands in the Central Pond catchment area are to be developed in the future. As previously noted, there is a risk that these lots will not develop immediately and the City will not be able to recover that portion of the costs in the short term. Administration is recommending that annual interest be applied to the outstanding receivable based on the Infrastructure Ontario 5-year borrowing rate + 1% (currently 5.27%) while the amounts remain outstanding from the property owners.

### **Consultations:**

Carrie McCrindle - Financial Planning Administrator  
Linda Mancina – Financial Planning Administrator  
Natasha Gabbana – Senior Manager Asset Planning  
Tony Ardovini – Deputy Treasurer

### **Conclusion:**

Administration is recommending approval for payment to NOC Development Inc. of the oversizing/servicing costs for the Bernard Road Subdivision, in accordance with the provisions of the Subdivision Agreement and recovery from benefiting properties.

## Planning Act Matters:

N/A

## Approvals:

Name	Title
Stacey McGuire	Manager of Development
France Isabelle-Tunks	Executive Director Engineering/ Deputy City Engineer
Chris Nepszy	Commissioner, Infrastructure Services
Wira Vendrasco	Deputy City Solicitor, Legal, Real Estate
Joe Mancina	Commissioner, Corporate Services CFO/City Treasurer
Onorio Colucci	Acting Chief Administrative Officer

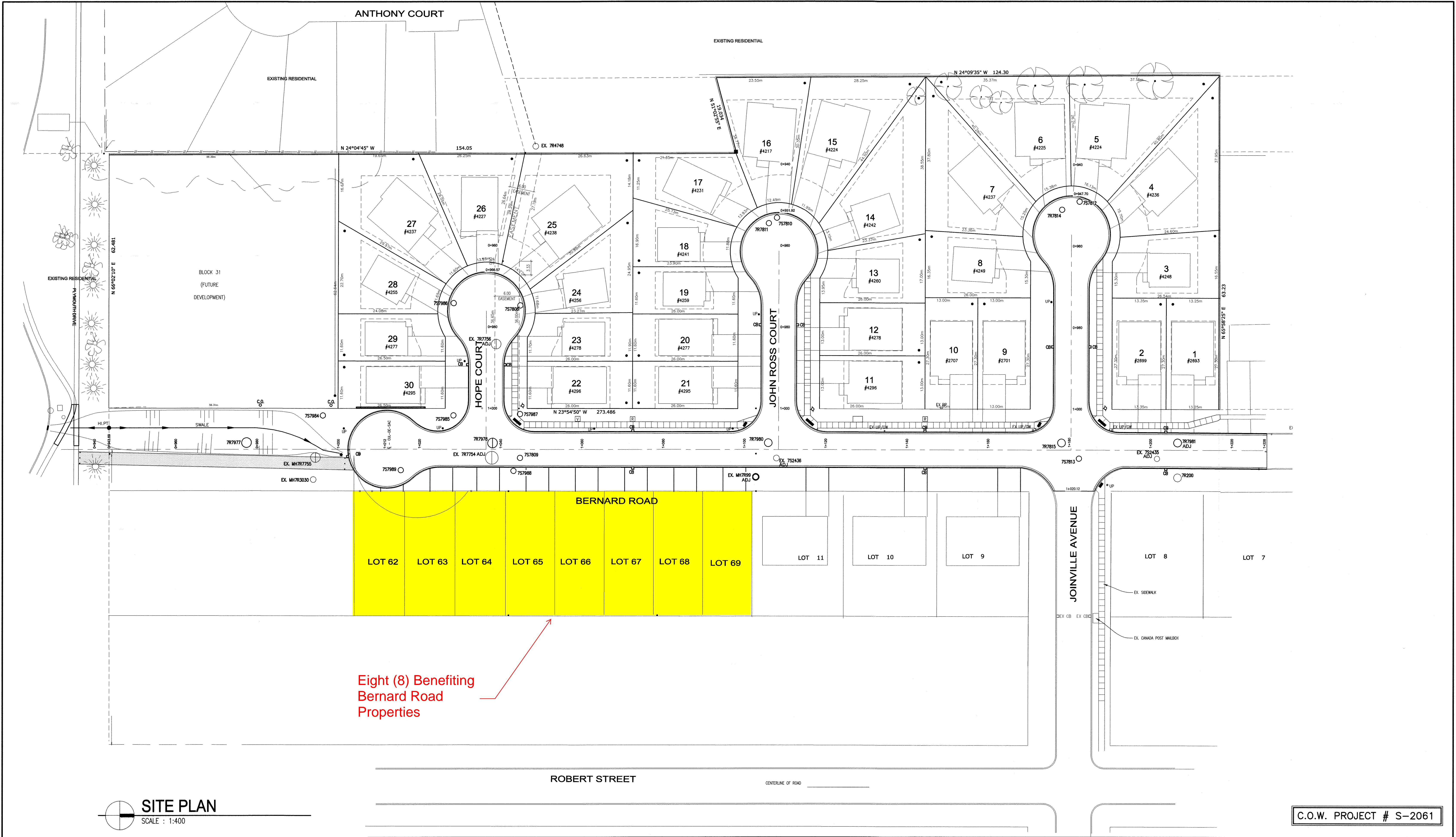
## Notifications:

Name	Address	Postal Code
Danna Wang	7250 Keele St. Unit 250, Vaughan, ON	L4K 1Z8
Robert Tomas	5155 Tecumseh Road East Windsor, ON	N8T 1C3

## Appendices:


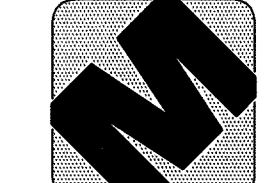
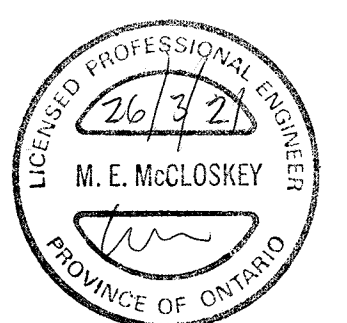
- 1 Appendix 'A'
- 2 Appendix 'B'





 **SITE PLAN**  
SCALE : 1:400

C.O.W. PROJECT # S-2061

APPROVED AS TO FORM IN RELIANCE UPON THE PROFESSIONAL SKILL AND ABILITY OF D.C. McCLOSKEY ENGINEERING LTD., AS TO DESIGN AND SPECIFICATIONS.  CITY ENGINEER WINDSOR, ONTARIO	 d.c. mccloskey engineering ltd. 200-5145 wyndolite street east, Windsor, Ontario N6S 1H6 Tel: (519) 917 8800	STAMP 	DATE (dd/mm/yy)	ISSUED FOR	<b>general notes:</b> 1. THIS PRINT IS AN INSTRUMENT OF SERVICE ONLY AND IS THE PROPERTY OF THE ENGINEER. 2. DRAWINGS SHALL NOT BE SCALED. 3. CONTRACTORS SHALL VERIFY AND BE RESPONSIBLE FOR ALL DIMENSIONS AND CONDITIONS ON THE JOB AND THIS OFFICE MUST BE NOTIFIED OF ANY VARIATIONS FROM THE DIMENSIONS AND CONDITIONS SHOWN BY THESE DRAWINGS. 4. ATTENTION IS DIRECTED TO PROVISIONS IN THE GENERAL CONDITIONS REGARDING CONTRACTOR'S RESPONSIBILITIES IN REGARDS TO SUBMISSION OF SHOP DRAWINGS. 5. IN THE EVENT THE DESIGNER IS RETAINED TO REVIEW SHOP DRAWINGS, SUCH REVIEW IS ONLY TO CHECK FOR CONFORMANCE WITH DESIGN CONCEPT AND WITH THE INFORMATION GIVEN IN THE CONTRACT DOCUMENTS. 6. CONTRACTORS SHALL PROMPTLY NOTIFY THE DESIGNER IN WRITING OF THE EXISTENCE OF ANY OBSERVED VARIATIONS BETWEEN THE CONTRACT DOCUMENTS AND ANY APPLICABLE CODES OR BY-LAWS. 7. THE DESIGNER IS NOT RESPONSIBLE FOR THE CONTRACTOR'S MEANS, METHODS AND OR TECHNIQUES IN THE CONSTRUCTION OF THIS FACILITY.	PROJECT <b>BERNARD ROAD SUBDIVISION</b>	SCALE : AS NOTED	DRAWING NO.
			13/08/19	C.O.W. & ERCA REVIEW		ADDRESS : WINDSOR, ONTARIO	DRAWN BY : JLD	3
			29/06/20	C.O.W. & ERCA REVIEW		CLIENT <b>NOC DEVELOPMENT</b>	CHECKED BY : MEM	
			21/08/20	UTILITY CO-ORDINATION		DRAWING TITLE <b>SITE PLAN</b>	DATE : OCT 2018	
			29/10/20	ECA APPROVAL			PROJECT FILE NO. M18-321	
			24/11/20	TENDER				
			21/01/21	BUILDING AND ENGINEERING PERMIT				
			26/03/21	FINAL APPROVAL				

## **CENTRAL AVENUE POND REPORT**

Prepared for:

**ROSATI GROUP and N.O.C. DEVELOPMENT**



PREPARED BY:

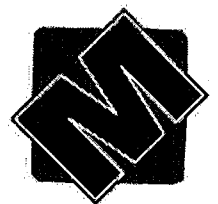
**D.C. McCLOSKEY ENGINEERING LTD.**

200-5745 Wyandotte Street East

Windsor, ON N8S 1M6

PROJECT M18-321

REVISED: 25 January 2021





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## **ACKNOWLEDGEMENTS**

**Special thanks to the team at Landmark Engineering; including Mr. Daniel Krutsch, P. Eng. And Mr. Alain Michaud, P. Eng., for their assistance and technical contributions in the preparation of this report.**



## **1.0 Introduction**

### ***1.1 Report Commissioning***

D.C. McCloskey Engineering Ltd. has been retained by Rosati Group and N.O.C. Development (the owners of the property known as the Grand Central Business Park (GCBP) and the former school at the south end of Bernard Road in order to to evaluate the capacity of the Central Avenue detention pond in support of the proposed developments on each of the proponents properties and for future developments in the watershed.

### ***1.2 Pond and Catchment Area Location Information***

The Central Avenue Pond; herein referred to as "the pond"; is a regional facility located at the southwest quadrant of the intersection of Plymouth Drive and Central Avenue (photograph 1) and owned and maintained by the Corporation of the City of Windsor. This pond; including the linear pond section located on the south side of Plymouth Drive north of Grand Central Business Park (GCBP) detention pond, has a footprint of approximately 3.8 hectares and a catchment area of 108 hectares. The GCBP development located between Pillette Road, Plymouth Road, Central Avenue and the railway to the south has an area of 63 hectares. The GCBP property has an extensive internal network of large diameter storm sewers outletting to a private detention pond located in the northwest corner of the GCBP property which outlets to the Central Avenue Pond. The NOC proposed residential development on Bernard Road has an area of 2.8 hectares; including the eight building lots for Mr. Tom Tomas located on the east side of Bernard Road will outlet to the 1200mm storm sewer on Street B. A plan depicting the catchment area plan and storm sewer network is provided in Figure 1.



Photograph #1 – Central Avenue Pond – (looking east)



Figure 1 - Central Avenue Pond Catchment Area Storm Sewer Network



### **1.3 Historical Information of Central Pond**

In 1993, MacLaren Engineers prepared a report for the Essex Region Conservation Authority (ERCA) to assess the upper Grand Marais Drain and provide recommendations for the mitigation of flooding occurring in the catchment area between Pillette Road and Walker Road. The MacLaren report; appended to the Stantec report in appendix A, provided several recommendations to prevent/reduce flooding in this area including the construction of a detention pond with a storage volume of 70,000 m<sup>3</sup> and a maximum 2 m<sup>3</sup>/s discharge rate into the Grand Marais Drain.

The initial phase of the Central Avenue Pond was constructed in 1995 with a design having one inlet pipe from the Pillette Drain No. 2 area north of Plymouth Drive and two outlets from the Chrysler Plant (now known as GCBP), outletting into the east side of the pond at the location of the three permanent pools (figure 2). The pond was graded and bermed to route the storm water southerly along the length of the pond and loop back northerly to the outlet located at the northwest corner of this pond. The pond outlet pipe is located below Central Avenue and the parking lot on the southwest corner of Central and Grand Marais East and outlets into the open channel of the Grand Marais Drain. The original design of the pond provided substantial contact and settling time in the flow route that provided the required water quality treatment of the runoff.

Following construction, the Windsor Airport raised concerns regarding waterfowl congregating in the Central Avenue Pond, which is in fairly close proximity to the runway and glide paths at Windsor Airport. To address these concerns, the City subsequently altered the pond by installing a berm at the northerly permanent pool; effectively eliminating the conveyance of frequent flows in the clockwise loop, and directing the low flows northerly to the outlet pipe. In addition, a pump was installed to lower the water level from the design elevation of 182.6m to 182.0m.

These alterations (completed in 1997) eliminated the large expanse of open water within the pond and allowed the perimeter vegetation to grow into the channels and permanent pools. This heavy vegetation deters waterfowl, primarily Canadian Geese, from congregating in areas where predators could be hidden.



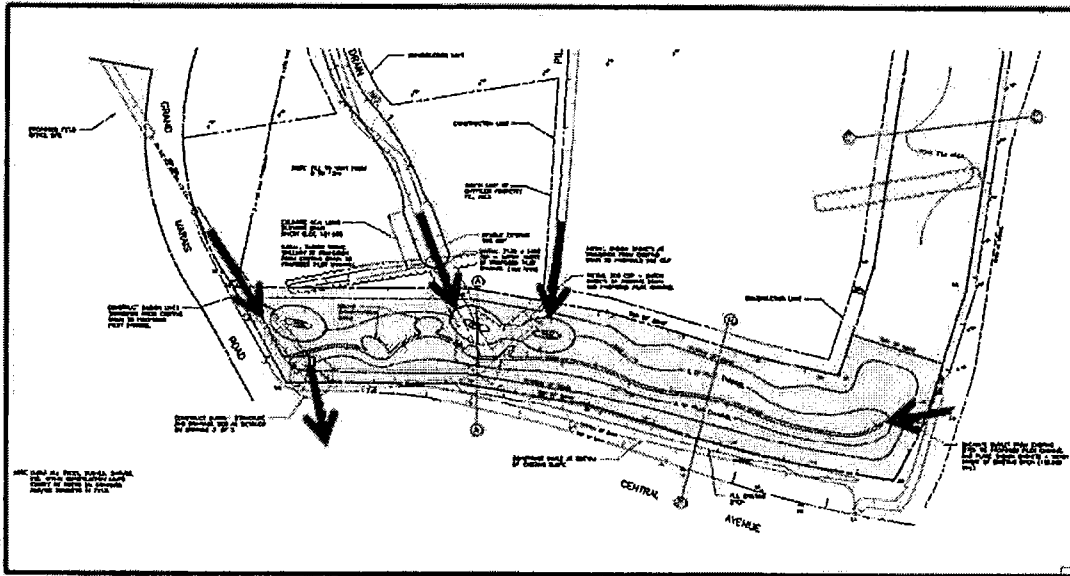


Figure 2 – Central Avenue Pond – Pond Inlet and Outlet (red arrow) Locations

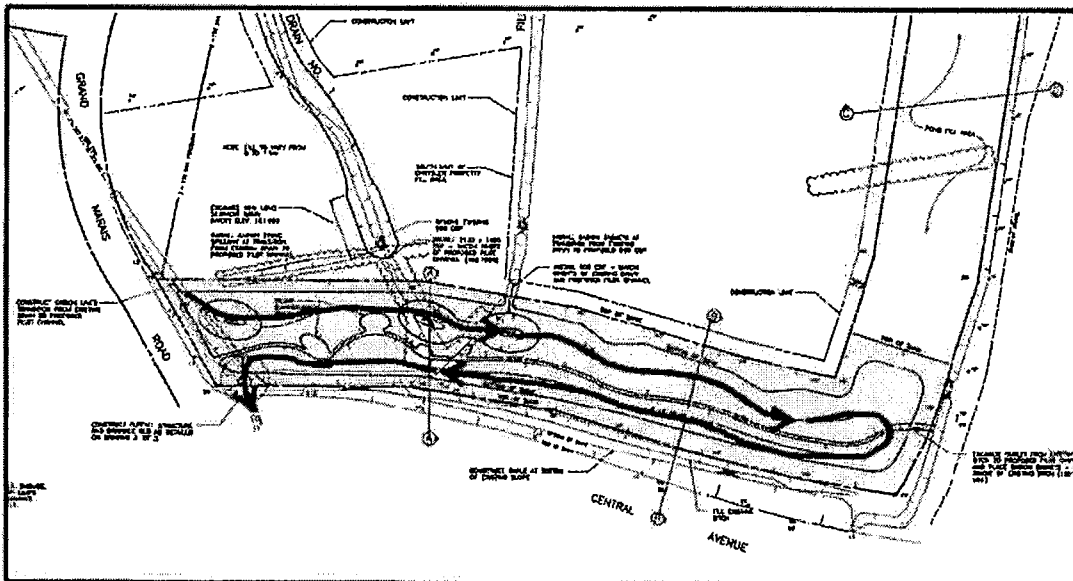


Figure 3 – Central Avenue Pond – Flow Route

#### **1.4 Goals and Objectives of this Assessment**

The goal of this assessment is to examine the potential for establishing a regional Stormwater Management (SWM) pond facility; within the existing Central Avenue Pond, to provide the required SWM quality and quantity requirements in accordance with the Ministry of the Environment, Conservation and Parks (MECP) SWM design guidelines and the Windsor/Essex Region Stormwater Management Standards Manual. This regional facility would provide the opportunity to provide SWM requirements for the entire Central Avenue Pond catchment area in lieu of more costly individual property measures.



After some initial discussion between representatives of the City of Windsor, Essex Region Conservation Authority and Landmark Engineers Inc., a preliminary meeting was held on December 4<sup>th</sup>, 2019 to discuss the potential for restoring/modifying the Central Avenue Pond to achieve some or all of the original SWM requirements for the proponent's developments and the Central Avenue Pond catchment area.

The City of Windsor and ERCA expressed their general receptiveness to the proposed initiative, subject to the proponents determining the feasibility of this initiative. This report outlines the findings of this initiative, more specifically: to assess and determine the full capabilities of the pond as a regional SWM facility; and determine the scope of improvements to be implemented to the pond and local conveyance systems to establish a properly functioning storm water system for the proposed development, as well as future development of the remaining undeveloped properties.

### **1.5 Report References**

The preparation of this report referenced the following information:

1. Stormwater Management Report for Daimler Chrysler (currently known as Grand Central Business Park (GCBP) – prepared by Stantec dated 12 June 2000.
2. Addendum Report on the Upper Grand Marais Drain – prepared by MacLaren Engineers dated March 1993. MacLaren report included in the above Stantec report (appendix C).
3. City of Windsor; Mr. Rob Perissinotti, P. Eng., email on March 17, 2020 – confirmed overland flow routing permitted on Plymouth Drive for flows having a short duration and low flow depth.
4. Pre-Consultation Meeting - ERCA and City of Windsor Meeting - December 4, 2020.  
Review of the terms of reference with the City and ERCA including the overland flow conveyance routing on Plymouth Drive.
5. In addition, reference was made to the correspondence between the City, ERCA, Windsor Airport, and MacLaren Engineers prior to implementing objectives of the pond, including fulfilling the modifications to the pond in 1996.



## **2.0 Assessment of Conveyance Capacity**

A hydrologic and hydraulic modelling analysis was performed to evaluate the conveyance capacity the existing minor system (typically sewers that convey frequent storm flows) and major system (typically all roadways, boulevards, swales or watercourses that convey infrequent flows). The analysis was performed using current PCSWMM software with a dual drainage modelling approach that accounts for minor/major system (i.e. typically sewer/roadway) interaction.

The major system (roadway or open channel conveyance) were represented as a 1D network – as conduits with representative cross-sections representing the road surface or channel. The analysis followed the standards of the Windsor / Essex Stormwater Management Standards Manual dated Dec 2018. Impervious levels were based on measured hard surfaces. The Proposed Condition model assumed the GCBP area to be fully developed at 90% impervious levels and undeveloped residential lands north of Plymouth Road to be developed as 60% impervious levels.

### **2.1 Minor / Major System Capacity**

The analysis findings confirm that the existing storm sewer system can convey a standard 5-year minor design storm from a fully developed condition without surface ponding as shown on the hydraulic grade line (HGL) profiles in appendix B.

For the 100-year major design storm, our analyses showed that local sewers combined with overland flow along roadways can effectively convey flows to the main drainage pathway, which can convey the 100-year flows to the pond. The main drainage pathway consists of the Grand Marais Drain open channel section (former Pillette No.1 Drain) from Central Pond to Tourangeau Rd as well as a trunk storm sewer varying from 750mm to 1200 mm diameter, which runs through Robert Park and along Lovric Road (the relevant HGL profiles are provided in appendix B).

It is acknowledged that the existing road grading results in surface ponding depths that exceed a typical standard maximum 0.3m at a few catch basins. Namely, there are two sag locations on both Robert Rd and Cappeletto Rd that range from 0.31m to 0.36m.

### **2.2 Boundary Conditions**

The hydrologic and hydraulic modelling analysis considered water levels in the Central Avenue Pond, including outflow and stage impacts from backwater conditions downstream of the pond. These impacts were considered using the recently updated modelling on the Grand Marias Drain undertaken by Landmark Engineering.



### **2.3 Low-Lying Area - External Flows**

Additional consideration was given to the low-lying area which exists between Bernard Rd and Tourangeau Rd, immediately south of Grand Marais Rd. A review of the topography north Grand Marais Rd confirmed that a sizable external area could potentially direct overland flow towards the low-lying area. A simplified approach was taken to estimate this potential and is summarized as follows. It was assumed that the existing minor system could convey flows from a typical 5-year storm sewer design storm and that all rainfall greater than 5-year would be 100% effective surface runoff (i.e. no losses). Therefore, a rainfall hyetograph representing the resultant 100-year minus 5-year rainfall was uniformly applied over the external area, which was bounded by Grand Marais Rd to the south, Tecumseh Rd to the north, Central Avenue to the west and Pillette Rd to the east. GeoHECRAS 2D software was used purely as a surface model to analyze the surface attenuation and surface flow over a 2D mesh derived from OMAFRA Lidar DTM 2016-2018. The model was used to capture surface flow hydrographs at specific locations, namely along the south side of Grand Marais Rd at intersection of Bernard Rd, Tourangeau Rd, Allyson Rd as well as along the south side of Plymouth Rd adjacent to the pond. These hydrographs were then inputted into the PCSWMM model as external inflows for the 100-year 4-hour Chicago storm scenarios.

### **2.4 Model Scenarios**

The following model scenarios were evaluated to compare various conditions such as; backwater conditions versus free outfall, impact of potential external flows from outside of the Central Pond catchment area, and impact of modifications to the GCBP pond:

- Proposed Condition Scenario 1 (Pr1): Considers the Central Pond catchment area only with no consideration to potential external flows.
- Pr2: Pr1 + external flows north of Grand Marais Rd
- Pr3: Same as Pr2, except for addition of recommended 900mm dia. storm relief to route external flows to the trunk storm sewer at the south end of Bernard Rd.
- Pr4: Same as Pr3, except for Central Pond outlet changed to free outfall.
- Pr5: Same as Pr3, except for recommended 300mm dia. orifice on GCBP 900mm dia. auxiliary outlet and 750mm dia. orifice on GCBP 1200mm dia. pond outlet.
- Pr6: Same as Pr1, except for recommended 300mm dia. orifice on GCBP 900mm dia. auxiliary outlet and 750mm dia. orifice on GCBP 1200mm dia. pond outlet. This scenario applies to the larger volume / lower intensity SCS 100-year 24-hour storm and AES 100-year 12-hour storm. Given the rainfall intensities are significantly lower than typical 5-year design intensities; it is assumed that the minor system of the external area can convey the peak flows from these storms (i.e. no overland flow from the external area under these storm events).

Appendix B includes HGL profiles for various scenarios under minor and major storm events.



### 3.0 Assessment of Storage Capacity

The hydrologic and hydraulic modelling analysis performed for conveyance assessment were also used to evaluate the stage/storage and outflow relationship of the Central Pond under various design storms. OMAFRA LiDAR DTM 2016-2018 mapping was used to determine the as-built sizing of the pond. As illustrated below, the resolution and accuracy of the LiDAR allows for a very useful and reliable representation of the pond and its storage capacity at various stages. Figure 4 below is a depiction of the LiDAR mapping.



Figure 4 – LiDAR Mapping of Central Avenue Pond (top) and GCBP Pond (right side)

The assessment was undertaken based on the following original design parameters:

- Normal Water Level (NWL) = 182.6m
- High Water Level (HWL) = 185.0m
- Maximum Outflow Rate = 2.0 m<sup>3</sup>/s

As mentioned in the previous section, existing impervious levels were based on measured hard surfaces, with the GCBP area assumed to be fully developed at 90% impervious and undeveloped residential lands north of Plymouth Road assumed to be developed as 60% impervious. The pond outlet is assumed to be restored similar to its original design intent, which includes a 300mm dia. low flow pipe with invert set at the NWL of 182.6m, a 900mm dia. opening with backflow protection as a secondary outlet starting at elevation 183.4m and a 9m wide weir for high stage relief at a spill elevation of 184.8m.



### 3.1 Central Pond Capacity

As illustrated in Table 1, the Central Pond is sufficiently sized to handle the expected 100-year storm flow while meeting the original design intent. The table further demonstrates that the boundary condition, external flow and storm distribution have a marginal effect on the pond water level. The pond provides 47,900 m<sup>3</sup> of storage at the 185.0m design maximum water level.

Scenario	Max. WL	Max. Volume	Peak Outflow
	m	m <sup>3</sup>	m <sup>3</sup> /s
Pr1_5y4h	184.14	25,640	0.97
Pr1_100y4h	184.89	45,050	1.73
Pr2_100y4h	184.92	45,870	1.94
Pr3_100y4h	184.94	46,410	2.08
Pr4_100y4h	184.79	42,380	2.01
Pr5_100y4h	184.92	45,850	1.94
Pr6_100y12h	184.93	46,140	2.00
Pr6_100y24h	184.85	43,900	1.60

Table 1 – Central Pond Hydraulics

During scenario Pr3\_100y4h the peak outflow rate of 2.08 m<sup>3</sup>/s exceeds the recommended release rate from Central Pond of 2.0 m<sup>3</sup>/s (design flow rate as per McLaren report appended to Stantec report in Appendix C). Table 1 shows a release rate of 2.08 m<sup>3</sup>/s for Scenario Pr3 (referenced below), which exceeds the recommended rate of 2.0 m<sup>3</sup>/s as defined by the MacLaren report (appended to Stantec report in Appendix C). We confirm that this exceedance has no impact on the Grand Marais Drain flow regime. Furthermore, we provide Figure 5 below to illustrate the short-duration and relatively negligible volume that exceeds the recommended rate.

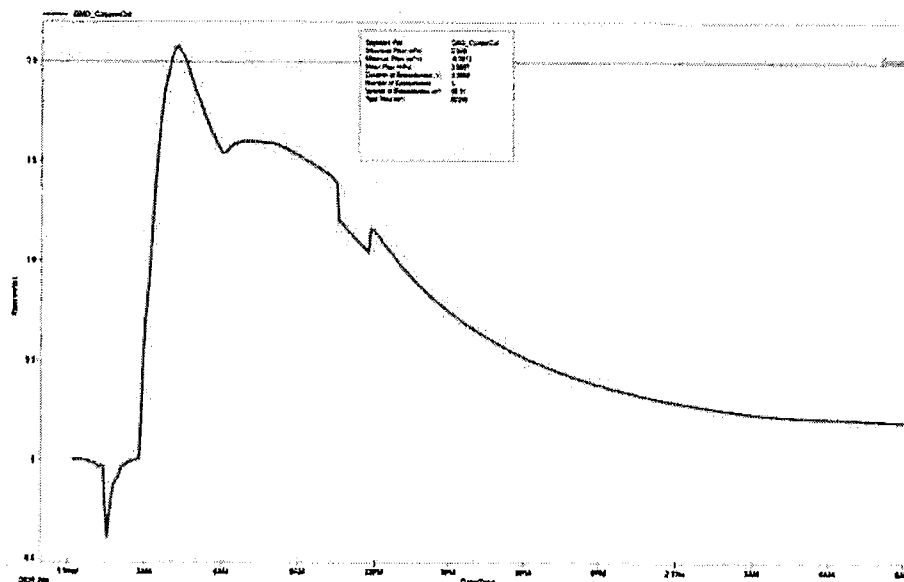


Figure 5 – Pr3 100-year 4-hour Central Pond peak outflow model scenario hydrograph.





### 3.2 GCBP Pond Capacity

As illustrated in the table below, the pond is sufficiently sized to handle the expected 100-year storm flows.

Scenario	Max. WL	Max. Volume	Peak Outflow
	m	m <sup>3</sup>	m <sup>3</sup> /s
Pr1_5y4h	184.15	6,730	1.94
Pr1_100y4h	185.10	13,600	3.51
Pr2_100y4h	185.11	13,680	3.46
Pr3_100y4h	185.18	14,260	3.03
Pr4_100y4h	185.10	13,620	3.50
Pr5_100y4h	185.55	17,190	7.95
Pr6_100y12h	185.40	15,980	2.98
Pr6_100y24h	185.44	16,280	3.92

Table 2 – GCBP Pond Hydraulics

The GCBP pond has an available capacity of 17,300m<sup>3</sup> at a low bank elevation of 185.6m. Table 2 demonstrates that an additional 3,500 m<sup>3</sup> of storage capacity can be achieved by controlling the outflow of the GCBP into the Central Pond. This recommendation proposes to install a 300mm dia. orifice on the GCBP 900mm dia. auxiliary outlet and a 750mm dia. orifice on the GCBP 1200mm dia. pond outlet. The two additional controls raise the pond 100-year maximum water level from 185.18m (Scenario Pr3) to 185.55m (Scenario Pr5). The aforementioned recommendation is not required to accommodate the proposed NOC development on Bernard Road or any future development within the catchment area. As depicted in Figure 6 below, the existing berming surrounding the GCBP, as well as the topography of the GCBP lands, can accommodate a higher water level. The modifications to the GCBP outlet also include lowering the 30m wide spill weir on the west bank of the pond from +/- 185.6m to 185.3m. These modifications maximize available storage based on existing top of bank elevations without creating undue backwater on the existing storm sewer system. The modifications also keep the Central Avenue Pond levels lower reducing the potential ponding in the low-lying area between Bernard Road and Tourangeau Road.

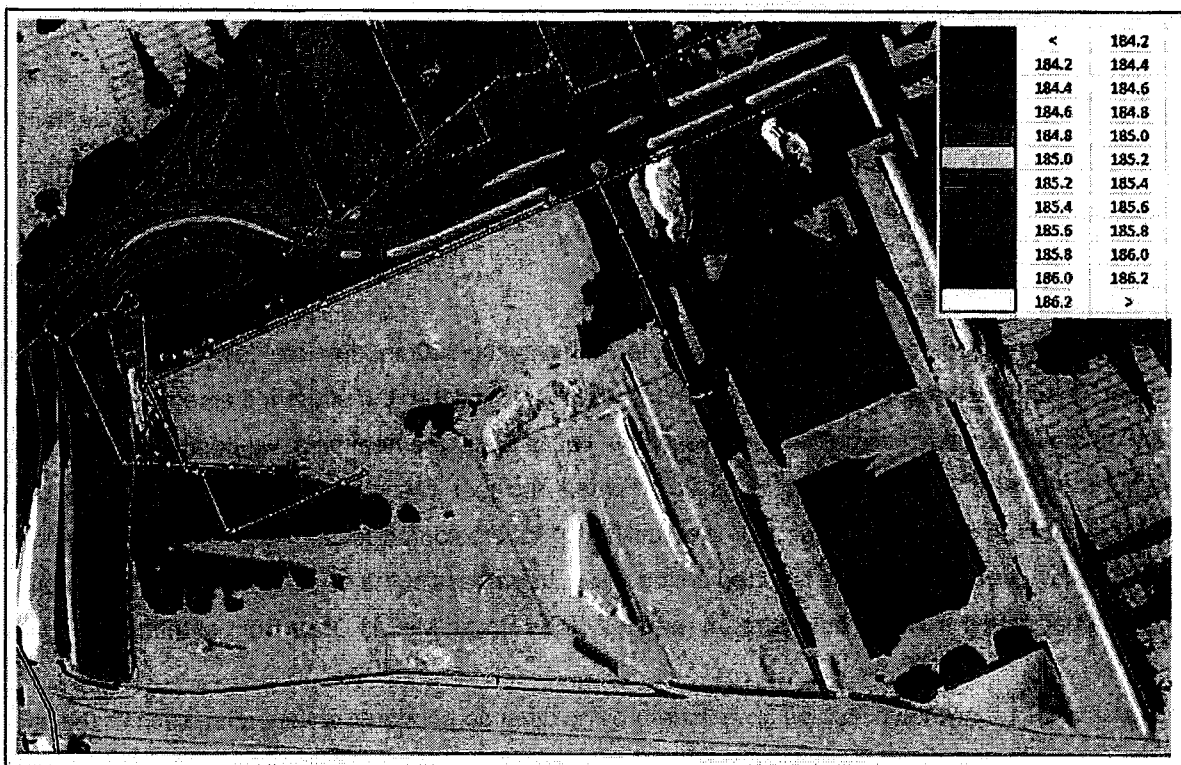


Figure 6 – GCBP Topography

### ***3.3 Future Development in Central Avenue Watershed***

Future residential has been assessed at 60% impervious. Should future development propose to exceed 60%, it is recommended that the PCSWMM model be utilized to consider the proposed change and recommend the appropriate SWM measures. NOC and Rosati Group are considering releasing the PCSWMM model to ERCA and the City of Windsor for their use. The model must be utilized by a qualified engineer experienced using PCSWMM modelling software and practical experience with stormwater management projects.



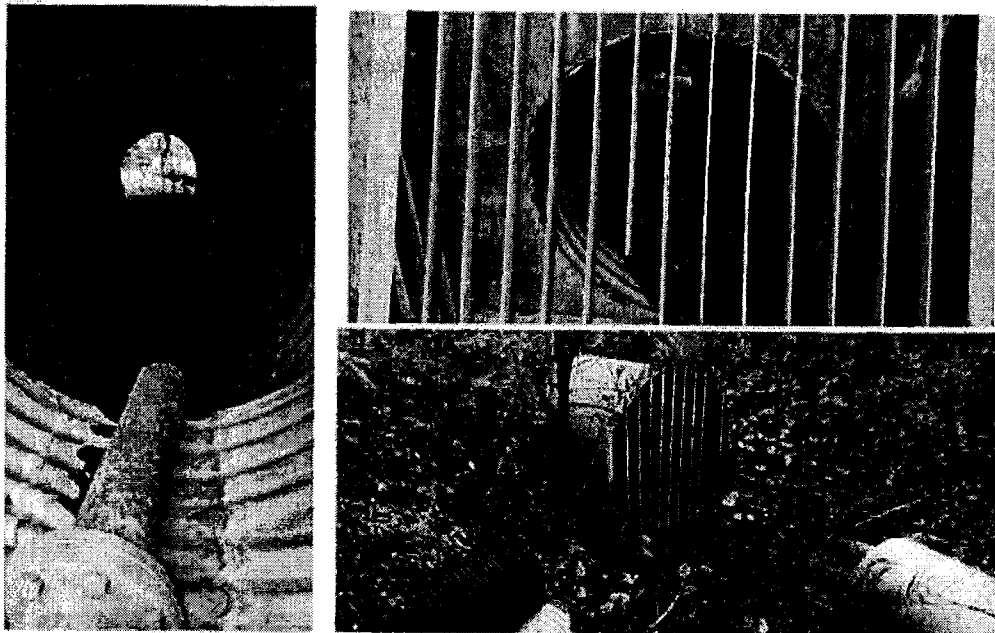
## 4.0 Recommended Improvements

This section discusses the potential improvements to the Central Avenue Detention Pond and its upstream watershed to improve the level of service of the stormwater conveyance elements. The improvements will not only benefit the two proponents (i.e. Rosati Group and NOC Development), but will also improve function of the overall pond catchment area.

### 4.1 Central Pond Improvements

The temporary outlet pipes should be removed, leaving only the 300mm diameter low flow pipe, the 900mm diameter secondary outlet and the weir wall. It is recommended that the 900mm diameter CSP outlet pipe shown on the left photograph below be removed. In lieu of a replacement pipe, we confirm that the existing opening in the weir wall is acceptable for flow control and that it would be preferable to modify grading downstream of the opening, including proper rock lining for erosion protection. Moreover, we recommend that a backflow prevention device be fitted on the downstream face of the existing wall or inside the opening to prevent backwater from the downstream reaches of the Grand Marais Drain from entering the pond.

Further consideration should also be given to improving other components of the outlet, such as the existing 300mm diameter low flow outlet and the existing pump station and associated plumbing. These improvements should be coordinated with the recommendations outlined in the recent report on the Grand Marais Drain, which identified the need for remedial work on the existing 2150mm dia. CSP outlet pipe which conveys flows from the pond across Central Avenue to the Grand Marais Drain.



Photograph 2 – Current Central Pond Outlet



Minor earthwork modifications to the Central pond are also recommended, including the removal of the temporary berming (circled in red below) and reinstatement of the berm identified by the white line. This will serve to restore the pond's original design intent and significantly increase the water quality function by creating a long flow path for settling and polishing through the fully-established vegetation.

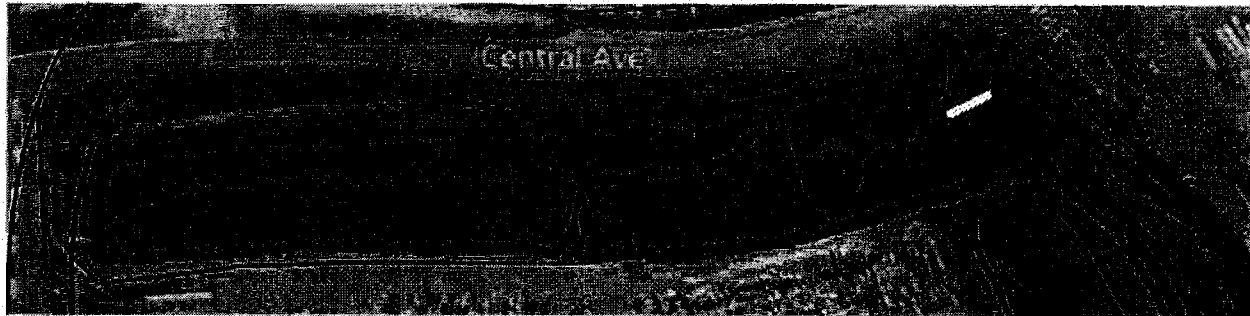


Figure 7 – Pond Modifications

#### ***4.2 Grand Central Business Park Pond Improvements***

As discussed in the previous section, there is an opportunity to provide additional capacity in the GCBP pond by restricting flow from this pond into the Central Avenue Pond, thus creating a higher HWL and creating additional storage volume. As described in section 3.2, the recommended modifications include installing a 750mm diameter orifice in the existing manhole of the GCBP 1200mm diameter pond outlet as well as the lowering of the 30m wide spill weir on the west bank of the pond from +/- 185.6m to 185.3m (circled in blue on Figure 7 above).

#### ***4.3 Consultation with Windsor International Airport***

Landmark Engineers Inc. prepared a report dated 30 November 2020 (Appendix F) to Mark Galvin, CEO of the Windsor International Airport to confirm that the proposed improvements to Central Pond discussed in section 4.1 will not promote the attraction of waterfowl, thus not negatively contributing to airport operations and aircraft safety.

Email correspondence from Mark Galvin; included in appendix F, provided Windsor International Airport's approval of Landmark's 30 November 2020 report with the condition that "additional mitigation be instituted if the site becomes 'fowl friendly'".



## **5.0 Conclusions and Recommendations**

The following conclusions from this study and recommended improvements are listed below:

### **5.1 Conclusions**

1. The existing minor and major storm systems have sufficient conveyance capacity to handle the runoff from the study area, including assumed full building conditions of 90% impervious for the GCBP lands and 60% impervious for residential development of undeveloped lands north of Plymouth Rd.
2. The Central and GCBP ponds have sufficient storage capacity to attenuate full buildout flows to a maximum rate of 2 m<sup>3</sup>/s, which is consistent with MacLaren's original design intent. The existing topography of the GCBP lands provide an opportunity to increase flow controls and subsequently raise the HWL in the GCBP pond to gain additional storage volume without undue backwater effects on the storm sewer system.
3. Minor earthwork modifications and removal of temporary outlet pipes will restore the Central Pond to its original design intent and significantly improve water quality.
4. The existing low-lying area south of Grand Marais Rd between Bernard Rd and Tourangeau Rd is susceptible to surface ponding, which may be exacerbated by overland flows from the north under an extreme storm event.

### **5.2 Recommendations**

1. Implement recommended improvements outlined in section 4.
2. As an added measure of resiliency for storms exceeding the 100-year design, construct an overland flow route along the Bernard Road right-of-way from the proposed NOC development to Plymouth Road. Re-grade the north boulevard and pathway on Plymouth if required to maintain the overland flow route across Plymouth Road.
3. Maintain overland routing along the south boulevard of Plymouth Road.
4. Install an oversized 900mm dia. storm sewer along the NOC development to serve as the local storm sewer as well as to provide the opportunity for a future sewer extension that would provide storm relief to the low-lying area near Grand Marais Rd. This consideration should be coordinated with the City of Windsor's ongoing Sewer Master Plan study.
5. Mr. Mark Galvin - CEO of the Windsor Airport, has approved of the proposed Central Pond modifications and function of the pond. Mr. Galvin stated the Windsor International Airport will require pond modifications if the presence of waterfowl is observed in the Central Pond.
6. The proposed development of GCBP should provide overland routing towards the GCBP pond.

**END OF REPORT**



**APPENDIX A**  
**Stantec SWM Report for Daimler Chrysler Plant**



M12-202

**STORMWATER MANAGEMENT REPORT  
FOR THE  
PILLETTE ROAD TRUCK  
ASSEMBLY PLANT  
DAIMLERCHRYSLER CANADA  
IN THE CITY OF WINDSOR**

Prepared for:

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12 June, 2000  
Project No. 65600450



**STORMWATER MANAGEMENT REPORT**  
**FOR THE**  
**PILLETTE ROAD TRUCK ASSEMBLY PLANT**  
**DAIMLERCHRYSLER CANADA**  
**IN THE**  
**CITY OF WINDSOR**

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**FIGURE 1 - EXISTING SITE**

**FIGURE 2 - PROPOSED STORMWATER DRAINAGE SYSEM**

**APPENDICES**

Appendix 'A' - Rainfall Data

Appendix 'B' - XPSWMM Input and Output Data

Appendix 'C' -- Addendum Report on the Upper Grand Marais Drain, March 1993, MacLaren Engineers

**STORMWATER MANAGEMENT REPORT**  
**FOR THE**  
**PILLETTE ROAD TRUCK ASSEMBLY PLANT**  
**DAIMLERCHRYSLER CANADA**  
**IN THE**  
**CITY OF WINDSOR**

**1.0 INTRODUCTION**

The DaimlerChrysler Canada Pillette Road Truck Assembly Plant (PRTAP) is located on Plymouth Road between Central Avenue and Pillette Road (Part of Lots 103 to 109), in the City of Windsor, County of Essex. As shown on Figure 1, it is generally bounded by Plymouth Road to the north, the Canadian National and Canadian Pacific Railway to the south, Central Avenue to the west and Pillette Road to the east.

There currently exists a vehicle assembly plant in the southeast quadrant of the site and a rail shipping facility in the southwest quadrant. The site drainage outlets to the Pillette Drain No. 2 which outlets into the City of Windsor's Central Avenue Storm Detention Facility and on to the Grand Marais Drain. The remainder of the site is currently undeveloped with grass cover.

Development of this site is proceeding with an expansion to the existing facility. The Rail Shipping Facility operation will be removed from this site. It is anticipated that a majority of the site will be developed with building and/or paved areas. The stormwater management plan has therefore taken into account these future conditions. The existing Pillette Drain No. 2 is being closed with agreement by the City of Windsor and will be replaced with an enclosed drainage system that will service the entire site.

Drainage of the site will be directed to the northwest corner where a storm detention facility will be located.

**2.0 MODELLING APPROACH AND PARAMETERS**

**2.1 Modelling Software**

Hydrological and hydraulic modelling was carried out using XPSWMM, a windows based program developed by WP Software and XP Software and based on the U.S. EPA's SWMM program. The XPSWMM program was selected because of its flexibility in modelling both rural and urban land uses to generate surface runoff from watersheds, ability to simulate real storm events, and sophisticated hydraulic flow routing for both open channel and closed conduits in branched and looped networks.

**2.2 Parameters**

Figure 1 shows the site with the existing grades. Soils information was obtained from the March 27, 2000 Geotechnical Investigation prepared by Agra Earth & Environmental Limited for the Proposed Expansion DaimlerChrysler PRTAP. The predominant soil type in this area is silty clay. The

Impervious area, which encompasses rooftops and pavements, represents 97% of the developed drainage area including the future buildings and pavements. The design storms used were a Chicago Storm Distribution based on the Windsor Atmospheric Environment Service (AES) rainfall data for 2, 5 and 100 year storms.

In accordance with the Addendum Report on the Upper Grand Marais Drain prepared by MacLaren Engineers, March 1993 (enclosed herein), the criteria for the stormwater storage requirements were established. The MacLaren Report made allowance for stormwater storage of existing residential and industrial developments (including the existing PRTAP) as well as undeveloped lands at a residential equivalent in the Central Avenue Storm Detention Facility. An allowance of 350m<sup>3</sup>/ha (residential equivalent) was made (see page 9 of MacLaren's Report) for future development of existing undeveloped areas.

This simulation was used to determine the size of the stormwater management facilities including the outlet and storage volumes.

### 3.0 STORMWATER MANAGEMENT MODELING RESULTS

Table 1 summarizes the results of the analysis performed for the 2 year, 5 year and 100 year design storms. The design storms, XPSWMM data and output files are included in the appendix.

The runoff rates for the 2, 5 and 100 year storms were controlled with a restricted gravity outlet so as not to exceed the 2, 5 & 100 year residential runoff rates.

**Table 1 Modeling Results**

	2 Year Storm		5 Year Storm		100 Year Storm	
	Residential	Developed	Residential	Developed	Residential	Developed
Peak Discharge (cfs)	98 ✓	100	174 ✓	143 ✓	299 ✓	201 ✓
Total Runoff Volume (ft <sup>3</sup> )	256,500 ✓	639,400 ✓	636,000 ✓	1,078,200 ✓	1,404,300 ✓	1,933,500 ✓
Storage Available in Central Avenue Pond (ft <sup>3</sup> )		339,000 (est.)		454,500 (est.)		770,300
Net Storage Required (ft <sup>3</sup> )		300,400 ✓		623,700 ✓		1,163,200
Storage Required XPSWMM (ft <sup>3</sup> )		382,900 ✓		442,200 ✓		529,200
Storage Provided On-Site (ft <sup>3</sup> )		400,000		630,000		1,200,000

\*Note that this design is providing over-control for the existing developed portion of the site. The MacLaren Report had allowed storage based on existing conditions and is not restricted to residential runoff

\*Storage available in the Central Avenue Pond is based on 350m<sup>3</sup>/ha (5000 ft<sup>3</sup>/acre) from the MacLaren Report

\*Residential refers to residential equivalent for the site.

\*On site storage is provided in the storm detention pond, storm sewers and short term roof top ponding

All simulations indicated that the hydraulic grade line was contained below grade and within the detention facility with short term ponding under the 100 year storm.

#### **4.0 PROPOSED STORMWATER MANAGEMENT PLAN**

The concept for the SWM facility is shown in Figure 2. Stormwater will be directed to the storm detention pond located in the northeast corner of the site. A small sedimentation pond will be located at the storm sewer outlet to collect the larger sediment with a vegetated low flow channel from this point to the outlet into the Central Avenue pond to promote quality control. Generally quality control is addressed in the municipality's storm detention facility through the use of sedimentation ponds and a restricted outlet which provides for the 24 hour detention period. Sizing of the storm detention pond will control up to the 100 year storm with allowance made for the use of the residential component which has been designed into the Central Avenue Storm Detention Pond. The maximum outlet rate from the site has been controlled to a rate at or below the residential equivalent rate for the site (see table 1).

A wet pond has not been used because of the proximity of the Windsor Airport (1.5km) which requires that permanent wet ponds not be used for quality control to minimize the attraction of large waterfowl.

The storm sewer will have a sluice gate installed on the outlet to close the storm drainage system in the event of a spill to allow for the containment of the spill on site.

#### **5.0 SEDIMENT AND EROSION CONTROL DURING CONSTRUCTION**

Specific sediment and erosion control measures to be implemented during the construction of the site will depend on the staging and location of construction activity. All guidelines that are in force at the time of the construction from the City, MOE, and ERCA will be consulted and followed. In general, appropriate care should be taken to ensure that sediment is kept out of the Pillette Drain Nos. 1 & 2 and Central Avenue Storm Detention Pond and sediment is not tracked off site by vehicles involved in the construction operations. Catchbasins within the site will be protected with catchbasin filters (Stream Guard Type II-S), silt fencing will be installed along the Pillette Drain Nos. 1 & 2 and other runoff routes and check dams and sediment traps will be provided in the drains.

#### **6.0 CONCLUSION**

The Stormwater Management concepts proposed within this report will meet all quantity and quality control requirements for this proposed development. The plan as outlined should be implemented.

## **APPENDIX 'A'**

### **Rainfall Data**



**Rainfall Intensity**  
**Pillette Road Truck Assembly Plant**  
**DaimlerChrysler Canada**  
**City of Windsor**

Total Rainfall:      2 Year Storm      1.31 "  
                                  5 Year Storm      2.12 "  
                                  100 Year Storm      3.83 "

Rainfall Intensity in mm/hour			
Time (minutes)	13 mm Storm (in/hr)	5 Year Storm (in/hr)	100 Year Storm (in/hr)
0	0.15	0.17	0.18
10	0.18	0.18	0.19
20	0.23	0.20	0.20
30	0.31	0.22	0.22
40	0.49	0.24	0.24
50	1.07	0.28	0.26
60	3.54	0.32	0.28
70	0.94	0.39	0.31
80	0.39	0.51	0.35
90	0.24	0.74	0.40
100	0.17	1.42	0.48
110	0.14	4.46	0.61
120		1.27	0.88
130		0.60	1.80
140		0.41	6.13
150		0.31	2.14
160		0.26	1.21
170		0.22	0.87
180		0.19	0.69
190		0.17	0.58
200		0.16	0.50
210			0.45
220			0.40
230			0.37
240			0.34
250			0.32
260			0.30
270			0.28
280			0.26
290			0.25
300			0.24
310			0.23
320			0.22
330			0.21
340			0.20
350			0.20
360			0.19

## **APPENDIX 'B'**

### **XPSWMM Input and Output Data**

**DaimlerChrysler PRTAP Expansion  
2 Year Runoff**

#####  
# Table R1. S U B C A T C H M E N T D A T A #  
# Physical Hydrology Data #  
#####

Subcatchment Number	Name	Channel or inlet	Width ft	Area ac	Per- cent Imperv	Slope ft/ft	"n" mrv	"n" Perv	Deptra Storage Imprv	Deptra Storage Perv	Pront Zero Deten -tion
1	MH 9#1	MH 9	600.00	15.760	100.00	0.005	0.014	0.030	0.100	0.250	0.00
2	MH 11#1	MH 11	900.00	36.640	95.00	0.005	0.014	0.030	0.100	0.250	0.00
3	MH 10#1	MH 10	450.00	7.2500	100.00	0.005	0.014	0.030	0.100	0.250	0.00
4	MH 8#1	MH 8	700.00	9.2300	100.00	0.005	0.014	0.030	0.100	0.250	0.00
5	MH 8#2	MH 8	300.00	3.0000	100.00	0.005	0.014	0.030	0.100	0.250	0.00
6	MH 7#1	MH 7	200.00	1.7200	100.00	0.005	0.014	0.030	0.100	0.250	0.00
7	MH 5#1	MH 5	250.00	14.600	95.00	0.005	0.014	0.030	0.100	0.250	0.00
8	MH 14#1	MH 14	400.00	7.3800	100.00	0.005	0.014	0.030	0.100	0.250	0.00
9	MH13#1	MH13	400.00	11.080	100.00	0.005	0.014	0.030	0.100	0.250	0.00
10	MH 12#1	MH 12	400.00	10.540	100.00	0.005	0.014	0.030	0.100	0.250	0.00
11	MH 4#1	MH 4	350.00	5.7900	95.00	0.005	0.014	0.030	0.100	0.250	0.00
12	MH 3#1	MH 3	800.00	9.8500	100.00	0.005	0.014	0.030	0.100	0.250	0.00
13	MH 2#1	MH 2	110.00	.28000	100.00	0.005	0.014	0.030	0.100	0.250	0.00
14	MH 1#1	MH 1	400.00	2.0000	0.00	0.005	0.014	0.030	0.100	0.250	0.00
15	RL-3#1	RL-3	450.00	3.8000	100.00	0.005	0.014	0.030	0.100	0.250	0.00
16	RL-2#1	RL-2	670.00	5.9000	100.00	0.005	0.014	0.030	0.100	0.250	0.00
17	RL-8#1	RL-8	200.00	1.6300	100.00	0.005	0.014	0.030	0.100	0.250	0.00
18	RL-7#1	RL-7	275.00	1.8900	100.00	0.005	0.014	0.030	0.100	0.250	0.00
19	RL-6#1	RL-6	500.00	3.7100	100.00	0.005	0.014	0.030	0.100	0.250	0.00

Total Number of Subcatchments... 19  
Total Tributary Area (acres).... 152.05  
Impervious Area (acres)..... 147.20 — 97%  
Pervious Area (acres)..... 4.85  
Total Width (feet)..... 8355.00  
Percent Imperviousness..... 96.81 ✓

\*\*\*\*\*  
\* Table R5. CONTINUITY CHECK FOR SURFACE WATER \*  
\* Any continuity error can be fixed by lowering the \*  
\* wet and transition time step. The transition time \*  
\* should not be much greater than the wet time step. \*  
\*\*\*\*\*

	cubic feet	Inches over Total Basin
Total Precipitation (Rain plus Snow)	7.219027E+05	1.308
Total Infiltration	9.209130E+03	0.017
Total Evaporation	1.361738E+04	0.025
Surface Runoff from Watersheds	6.394183E+05	1.158
Base Flow	0.000000E+00	0.000
Total Water remaining in Surface Storage	5.989246E+04	0.109
Infiltration over the Pervious Area...	9.209130E+03	0.523
Infiltration + Evaporation +		
Surface Runoff + Snow removal +		
Water remaining in Surface Storage +		
Water remaining in Snow Cover.....	7.221372E+05	1.308
Total Precipitation + Initial Storage.	7.219027E+05	1.308

The error in continuity is calculated as

\*\*\*\*\*  
\* Precipitation + Initial Snow Cover \*  
\* + Base Flow \*  
\* - Infiltration - \*  
\*Evaporation - Snow removal - \*  
\*Surface Runoff from Watersheds - \*  
\*Water in Surface Storage - \*  
\*Water remaining in Snow Cover \*  
\*-----\*  
\* Precipitation + Initial Snow Cover \*  
\* + Base Flow \*  
\*\*\*\*\*  
Percent Continuity Error..... -0.032

\*\*\*\*\*  
\* Table R6. Continuity Check for Channel/Pipes \*  
\* You should have zero continuity error \*  
\* if you are not using runoff hydraulics \*  
\*\*\*\*\*

	cubic feet	Inches over Total Basin
Initial Channel/Pipe Storage.....	0.000000E+00	0.000
Final Channel/Pipe Storage.....	0.000000E+00	0.000
Surface Runoff from Watersheds.....	6.394183E+05	1.158

Groundwater Subsurface Inflow.....	0.000000E+00	0.000
Evaporation Loss from Channels.....	0.000000E+00	0.000
Channel/Pipe/Inlet Outflow.....	6.394183E+05	1.158
Initial Storage + Inflow.....	6.394183E+05	1.158
Final Storage + Outflow.....	6.394183E+05	1.158
*****		
* Final Storage + Outflow + Evaporation - *		
* Watershed Runoff - Groundwater Inflow - *		
* Initial Channel/Pipe Storage		
* ----- *		
* Final Storage + Outflow + Evaporation *		
*****		
Percent Continuity Error.....		0.000

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Table E1 - Conduit Data

Inp Conduit Num Name	Length Conduit (ft) Class	Area (ft <sup>2</sup> )	Manning Coef.	Max Width (ft)	Depth (ft)	Trapezoid Side Slopes
1 102	100.00 Circular	50.27	0.01300	8.00	8.00	
2 103	850.00 Circular	33.18	0.01300	6.50	6.50	
3 105	1150.00 Circular	12.57	0.01300	4.00	4.00	
4 107	350.00 Circular	38.48	0.01300	7.00	7.00	
5 108	900.00 Circular	38.48	0.01300	7.00	7.00	
6 109	900.00 Circular	12.57	0.01300	4.00	4.00	
7 110	950.00 Circular	23.76	0.01300	5.50	5.50	
8 111	1000.00 Circular	23.76	0.01300	5.50	5.50	
9 RP-4	396.00 Circular	15.90	0.01300	4.50	4.50	
10 RP-3	396.00 Circular	19.63	0.01300	5.00	5.00	
11 RP-2	484.00 Circular	23.76	0.01300	5.50	5.50	
12 RP-1	144.00 Circular	7.07	0.01300	3.00	3.00	
13 RP-9	396.00 Circular	3.14	0.01300	2.00	2.00	
14 RP-7	396.00 Circular	4.91	0.01300	2.50	2.50	
15 RP-6	484.00 Circular	7.07	0.01300	3.00	3.00	
16 RP-5	426.25 Circular	7.07	0.01300	3.00	3.00	
17 104	850.00 Circular	33.18	0.01400	6.50	6.50	
18 112	475.00 Circular	19.63	0.01300	5.00	5.00	
19 113	475.00 Circular	15.90	0.01300	4.50	4.50	
20 114	500.00 Circular	8.71	0.01300	3.33	3.33	
21 controlout	125.00 Circular	12.57	0.02000	4.00	4.00	
Total length of all conduits ....		11747.2500 feet				

Table E3a - Junction Data

Inp Junction Num Name	Ground Elevation	Crown Elevation	Invert Elevation	Qinst cfs	Initial Depth-ft
1 MH 1	610.000	607.200	599.100	0.000	0.000
2 MH 2	611.000	607.230	599.230	0.000	0.000
3 MH 4	612.000	607.010	600.510	0.000	0.000
4 MH 5	612.000	605.580	601.580	0.000	0.000
5 MH 7	612.000	607.200	600.090	0.000	0.000
6 MH 8	612.000	607.430	600.430	0.000	0.000
7 MH 9	612.000	605.720	601.720	0.000	0.000
8 MH 10	612.000	607.000	601.380	0.000	0.000
9 MH 11	612.000	607.370	601.870	0.000	0.000
10 CENTRAL P	608.000	602.960	598.960	0.000	0.000
11 RL-3	611.600	605.830	599.910	0.000	0.000
12 RL-2	611.000	604.580	598.700	0.000	0.000
13 RL-1	610.500	604.150	598.480	0.000	0.000
14 RL-OUTLET	610.400	601.250	598.250	0.000	0.000
15 RL-8	613.600	605.790	603.790	0.000	0.000
16 RL-7	611.400	605.170	602.650	0.000	0.000
17 RL-6	610.600	604.860	601.860	0.000	0.000
18 RL-5	611.000	604.490	601.250	0.000	0.000
19 MH 3	612.000	606.800	600.230	0.000	0.000
20 MH 12	612.000	605.810	600.810	0.000	0.000
21 MHL3	612.000	605.690	601.190	0.000	0.000
22 MH 14	613.000	605.010	601.680	0.000	0.000

Storage Junction Data

STORAGE JUNCTION NUMBER OR NAME	JUNCTION TYPE	MAXIMUM OR CONSTANT SURFACE AREA (FT <sup>2</sup> )	PEAK OR CONSTANT VOLUME (CUBIC FEET)	CROWN ELEVATION (FT)
MH 1	Stage/Area	8.2764E+04	7.2527E+05	610.0

\*\*\*\*\*  
Variable storage data for node | MH 1  
\*\*\*\*\*

Data Point	Depth ft	Area ft^2	Volume ft^3
1	0.0000	6.2291E+04	0.0000
2	3.333	6.9115E+04	2.1901E+05
3	6.667	7.5940E+04	4.6077E+05
4	10.00	8.2764E+04	7.2527E+05

\*\*\*\*\*  
Table E9 - JUNCTION SUMMARY STATISTICS  
The Maximum area is only the area of the node, it does not include the area of the surrounding conduits  
\*\*\*\*\*

Junction Name	Ground Elevation feet	Uppermost Pipe Crown Elevation feet	Maximum Junction Elevation feet	Time of Occurrence Hr. Min.	Feet of Surge at Max Elevation	Freeboard of node feet	Maximum Junction Area ft^2
MH 1	610.00	610.00	602.63	2 1	0.00	7.37	6.951E+04
MH 2	611.00	607.23	603.50	1 22	0.00	7.50	5.000E+01
MH 4	612.00	607.01	604.98	1 21	0.00	7.02	5.000E+01
MH 5	612.00	605.58	605.20	1 21	0.00	6.80	5.000E+01
MH 7	612.00	607.20	604.15	1 22	0.00	7.85	5.000E+01
MH 8	612.00	607.43	604.53	1 21	0.00	7.47	5.000E+01
MH 9	612.00	605.72	604.80	1 20	0.00	7.20	5.000E+01
MH 10	612.00	607.00	605.26	1 19	0.00	6.74	5.000E+01
MH 11	612.00	607.37	605.76	1 16	0.00	6.24	5.000E+01
CENTRAL P	608.00	602.96	600.97	1 55	0.00	7.03	5.000E+01
RL-3	611.60	605.83	604.15	1 20	0.00	7.45	5.000E+01
RL-2	611.00	604.58	603.98	1 20	0.00	7.02	5.000E+01
RL-1	610.50	604.15	603.01	1 21	0.00	7.49	5.000E+01
RL-OUTLET	610.40	601.25	600.68	1 21	0.00	9.72	5.000E+01
RL-8	613.60	605.79	604.98	1 10	0.00	8.62	5.000E+01
RL-7	611.40	605.17	604.69	1 11	0.00	6.71	5.000E+01
RL-6	610.60	604.86	604.34	1 11	0.00	6.26	5.000E+01
RL-5	611.00	604.49	603.56	1 13	0.00	7.44	5.000E+01
MH 3	612.00	606.80	604.55	1 22	0.00	7.45	5.000E+01
MH 12	612.00	605.81	605.17	1 20	0.00	6.83	5.000E+01
MH 13	612.00	605.69	605.31	1 20	0.00	6.68	5.000E+01
MH 14	613.00	605.01	605.41	1 20	0.40	7.59	5.000E+01

\*\*\*\*\*  
Table E10 - CONDUIT SUMMARY STATISTICS  
Note: The peak flow may be less than the design flow and the conduit may still surge because of the downstream boundary conditions.  
\*\*\*\*\*

Name Conduit Name	Design Flow (cfs)	Design Velocity (ft/s)	Conduit Vertical Depth (in)	Maximum Computed Flow (cfs)	Time of Occurrence Hr. Min.	Maximum Computed Velocity (ft/s)	Time of Occurrence Hr. Min.	Ratio of Max. to Design Flow	Maximum Depth at Pipe Ends Upstream (ft)	Maximum Depth at Pipe Ends Downstream (ft)
102	1.58E+02	3.14	96.00	1.39E+02	1 23	6.19	1 24	0.88	603.50	602.63
103	86.	2.60	78.00	7.47E+01	1 21	3.56	1 20	0.87	604.55	603.50
105	32.	2.57	48.00	1.66E+01	1 17	1.57	1 5	0.52	605.20	604.98
107	1.02E+02	2.66	84.00	6.46E+01	1 21	3.63	1 9	0.63	604.15	603.50
108	1.02E+02	2.65	84.00	6.87E+01	1 14	3.63	1 11	0.67	604.53	604.15
109	41.	3.23	48.00	2.90E+01	1 11	3.18	1 8	0.71	604.80	604.53
110	67.	2.83	66.00	6.29E+01	1 15	3.87	1 14	0.94	605.26	604.53
111	65.	2.72	66.00	5.47E+01	1 12	3.35	1 10	0.85	605.76	605.26
RP-4	43.	2.71	54.00	3.26E+01	1 15	3.91	1 12	0.76	604.53	604.15
RP-3	75.	3.63	60.00	3.73E+01	1 23	2.87	2 8	0.50	604.15	603.98
RP-2	34.	1.44	66.00	4.45E+01	1 21	2.24	1 6	1.30	603.98	603.01
RP-1	27.	3.77	36.00	5.62E+01	1 21	8.44	1 21	2.11	603.01	600.68
RP-9	9.0	2.85	24.00	4.70E+00	1 10	2.63	1 6	0.53	604.98	604.69
RP-7	18.	3.73	30.00	9.94E+00	1 12	2.20	1 12	0.54	604.69	604.34
RP-6	18.	2.61	36.00	2.02E+01	1 11	3.64	1 10	1.10	604.34	603.56
RP-5	18.	2.50	36.00	1.84E+01	1 14	3.94	1 13	1.04	603.56	603.01
104	77.	2.31	78.00	6.30E+01	1 22	2.83	1 14	0.82	604.98	604.55
112	55.	2.79	60.00	4.89E+01	1 12	3.21	1 11	0.89	605.17	604.98
113	39.	2.47	54.00	3.41E+01	1 11	2.55	1 11	0.87	605.31	605.17
114	24.	2.79	39.96	1.61E+01	1 11	1.84	1 11	0.66	605.40	605.31
controlout	31.	2.49	48.00	4.45E+01	1 59	4.80	1 57	1.42	602.63	600.97
FREE # 1	Undefnd	Undefnd	Undefnd	5.62E+01	1 21					
GATE # 1	Undefnd	Undefnd	Undefnd	4.53E+01	1 55					

\*\*\*\*\*  
Table E15 - SPREADSHEET INFO LIST  
Conduit Flow and Junction Depth information for use in spreadsheets. The maximum values in this table are the true maximum values because they sample every time step. The values in the review results may only be the maximum of a subset of all the time steps in the run.  
Note: These flows are only the flows in a single barrel.  
\*\*\*\*\*

Conduit Name	Maximum Flow	Total Flow	Maximum Velocity	Junction Name	Invert Elevation	Maximum Elevation
102	139.2895	459032.7	6.186492	MH 1	599.1000	602.6252
103	74.68710	247986.8	3.558327	MH 2	599.2300	603.5040
105	16.64533	58766.03	1.566045	MH 4	600.5100	604.9751
107	64.63181	210404.4	3.626546	MH 5	601.5800	605.1967
108	68.72669	204165.7	3.628845	MH 7	600.0900	604.1538
109	28.95782	66662.89	3.183786	MH 8	600.4300	604.5280
110	62.86841	180208.3	3.873341	MH 9	601.7200	604.7954
111	54.71505	149082.6	3.353987	MH 10	601.3800	605.2597
RP-4	32.62695	94317.45	3.910106	MH 11	601.8700	605.7620
RP-3	37.34197	111258.5	2.865650	CENTRAL P	598.9600	600.9720
RP-2	44.47645	136196.8	2.244977	RL-3	599.9100	604.1544
RP-1	56.17105	167291.0	8.437283	RL-2	598.7000	603.9767
RP-9	4.702186	7074.614	2.634418	RL-1	598.4800	603.0105
RP-7	9.944954	15331.86	2.204394	RL-OUTLET	598.2500	600.6782
RP-6	20.20799	30877.36	3.636257	RL-8	603.7900	604.9822
RP-5	18.44537	30444.33	1.935117	RL-7	602.6500	604.6902
104	62.95874	208081.2	2.828854	RL-6	601.8600	604.3417
112	48.94267	124184.7	3.207419	RL-5	601.2500	603.5595
113	34.12568	78993.28	2.548021	MH 3	600.2300	604.5474
114	16.08377	31666.63	1.844056	MH 12	600.8100	605.1720
controlout	44.48521	387826.2	4.804981	MH13	601.1900	605.3099
FREE # 1	56.17130	167271.2	0.00000000	MH 14	601.6800	605.4050
GATE # 1	45.26084	388078.9	0.00000000			

Table E15a - SPREADSHEET REACH LIST  
Peak flow and Total Flow listed by Reach or those conduits or diversions having the same upstream and downstream nodes.

Upstream Node	Downstream Node	Maximum Flow	Total Flow
MH 2	MH 1	139.29	4.59033E+05
MH 3	MH 2	74.687	2.47987E+05
MH 5	MH 4	16.645	58766.
MH 7	MH 2	64.632	2.10404E+05
MH 8	MH 7	68.727	2.04166E+05
MH 9	MH 8	28.958	66663.
MH 10	MH 8	62.868	1.80208E+05
MH 11	MH 10	54.715	1.49083E+05
MH 8	RL-3	32.627	94317.
RL-3	RL-2	37.342	1.11259E+05
RL-2	RL-1	44.476	1.36197E+05
RL-1	RL-OUTLET	56.171	1.67291E+05
RL-8	RL-7	4.7022	7074.6
RL-7	RL-6	9.9450	15332.
RL-6	RL-5	20.208	30877.
RL-5	RL-1	18.445	30444.
MH 4	MH 3	62.959	2.08081E+05
MH 12	MH 4	48.943	1.24185E+05
MH13	MH 12	34.126	78993.
MH 14	MH13	16.084	31667.
MH 1	CENTRAL P	44.485	3.87826E+05

56.171  
+ 44.485  
100.656



**DaimlerChrysler PRTAP Expansion  
5 Year Runoff**

\*\*\*\*\*  
# Table R1. S U B C A T C H M E N T D A T A #  
# Physical Hydrology Data #  
\*\*\*\*\*

Subcatchment Number	Channel Name	Channel or inlet	Width ft	Area ac	Per- cent Imperv	Slope ft/ft	"n" mprv	"n" Perv	Deprs -sion Imprv	Deprs -sion Storge Perv	Prct Zero Deten -tion
1	MH 5#1	ME 5	250.00	14.600	95.00	0.005	0.014	0.030	0.100	0.250	0.00
2	MH 14#1	ME 14	400.00	7.3800	100.00	0.005	0.014	0.030	0.100	0.250	0.00
3	MH13#1	ME13	400.00	11.080	100.00	0.005	0.014	0.030	0.100	0.250	0.00
4	MH 12#1	ME 12	400.00	10.540	100.00	0.005	0.014	0.030	0.100	0.250	0.00
5	MH 4#1	ME 4	350.00	5.7900	95.00	0.005	0.014	0.030	0.100	0.250	0.00
6	MH 3#1	ME 3	800.00	9.8500	100.00	0.005	0.014	0.030	0.100	0.250	0.00
7	MH 9#1	ME 9	600.00	15.760	100.00	0.005	0.014	0.030	0.100	0.250	0.00
8	MH 11#1	ME 11	900.00	36.640	95.00	0.005	0.014	0.030	0.100	0.250	0.00
9	MH 10#1	ME 10	450.00	7.2500	100.00	0.005	0.014	0.030	0.100	0.250	0.00
10	MH 8#1	ME 8	700.00	9.2300	100.00	0.005	0.014	0.030	0.100	0.250	0.00
11	MH 8#2	ME 8	300.00	3.0000	100.00	0.005	0.014	0.030	0.100	0.250	0.00
12	RL-3#1	RL-3	450.00	3.8000	100.00	0.005	0.014	0.030	0.100	0.250	0.00
13	RL-2#1	RL-2	670.00	5.9000	100.00	0.005	0.014	0.030	0.100	0.250	0.00
14	RL-8#1	RL-8	200.00	1.6300	100.00	0.005	0.014	0.030	0.100	0.250	0.00
15	RL-7#1	RL-7	275.00	1.8900	100.00	0.005	0.014	0.030	0.100	0.250	0.00
16	RL-6#1	RL-6	500.00	3.7100	100.00	0.005	0.014	0.030	0.100	0.250	0.00
17	MH 7#1	ME 7	200.00	1.7200	100.00	0.005	0.014	0.030	0.100	0.250	0.00
18	MH 2#1	ME 2	110.00	.28000	100.00	0.005	0.014	0.030	0.100	0.250	0.00
19	MH 1#1	ME 1	400.00	2.0000	0.00	0.005	0.014	0.030	0.100	0.250	0.00

Total Number of Subcatchments... 19  
Total Tributary Area (acres).... 152.05 ✓  
Impervious Area (acres)..... 147.20 ✓  
Pervious Area (acres)..... 4.85  
Total Width (feet)..... 8355.00  
Percent Imperviousness..... 96.81 ✓

\*\*\*\*\*  
\* Table R5. CONTINUITY CHECK FOR SURFACE WATER \*  
\* Any continuity error can be fixed by lowering the \*  
\* wet and transition time step. The transition time \*  
\* should not be much greater than the wet time step. \*  
\*\*\*\*\*

	cubic feet	Inches over Total Basin
Total Precipitation (Rain plus Snow)	1.169067E+06	2.118
Total Infiltration	1.048495E+04	0.019
Total Evaporation	1.372291E+04	0.025
Surface Runoff from Watersheds	1.078187E+06	1.953
Base Flow	0.000000E+00	0.000
Total Water remaining in Surface Storage	6.700382E+04	0.121
Infiltration over the Pervious Area...	1.048495E+04	0.595
-----		
Infiltration + Evaporation +		
Surface Runoff + Snow removal +		
Water remaining in Surface Storage +		
Water remaining in Snow Cover.....	1.169399E+06	2.119
Total Precipitation + Initial Storage.	1.169067E+06	2.118

The error in continuity is calculated as

\*\*\*\*\*  
\* Precipitation + Initial Snow Cover \*  
\* + Base Flow \*  
\* - Infiltration - \*  
\*Evaporation - Snow removal - \*  
\*Surface Runoff from Watersheds - \*  
\*Water in Surface Storage - \*  
\*Water remaining in Snow Cover \*  
\*-----\*  
\* Precipitation + Initial Snow Cover \*  
\* + Base Flow \*  
\*\*\*\*\*  
Percent Continuity Error..... -0.028

\*\*\*\*\*  
\* Table R6. Continuity Check for Channel/Pipes \*  
\* You should have zero continuity error \*  
\* if you are not using runoff hydraulics \*  
\*\*\*\*\*

	cubic feet	Inches over Total Basin
Initial Channel/Pipe Storage.....	0.000000E+00	0.000
Final Channel/Pipe Storage.....	0.000000E+00	0.000
Surface Runoff from Watersheds.....	1.078187E+06	1.953
Groundwater Subsurface Inflow.....	0.000000E+00	0.000

Evaporation Loss from Channels..... 0.000000E+00 0.000  
Channel/Pipe/Inlet Outflow..... 1.078187E+06 1.953  
Initial Storage + Inflow..... 1.078187E+06 1.953  
Final Storage + Outflow..... 1.078187E+06 1.953  
\*\*\*\*\*  
\* Final Storage + Outflow + Evaporation - \*  
\* Watershed Runoff - Groundwater Inflow - \*  
\* Initial Channel/Pipe Storage \*  
\*  
\* Final Storage + Outflow + Evaporation \*  
\*\*\*\*\*  
Percent Continuity Error..... 0.000

DaimlerChrysler FRTAP Expansion  
100 Year Extran

Table E9 - JUNCTION SUMMARY STATISTICS  
The Maximum area is only the area of the node, it  
does not include the area of the surrounding conduits

Junction Name	Ground Elevation feet	Uppermost Pipe Crown Elevation feet	Maximum Junction Elevation feet	Time of Occurrence Hr. Min.	Feet of Surcharge at Max Elevation	Freeboard of node feet	Maximum Junction Area ft^2
MH 1	610.00	610.00	604.22	2 33	0.00	5.78	7.278E+04
MH 2	611.00	607.23	605.10	2 5	0.00	5.90	5.000E+01
MH 4	612.00	607.01	607.12	2 6	0.11	4.88	5.000E+01
MH 5	612.00	605.58	608.07	2 0	2.49	3.93	5.000E+01
MH 7	612.00	607.20	606.05	2 6	0.00	5.95	5.000E+01
MH 8	612.00	607.43	606.57	2 6	0.00	5.43	5.000E+01
MH 9	612.00	605.72	607.33	2 3	1.61	4.67	5.000E+01
MH 10	612.00	607.00	607.55	2 6	0.55	4.45	5.000E+01
MH 11	612.00	607.37	608.20	2 6	0.83	3.80	5.000E+01
CENTRAL P	608.00	602.96	601.50	2 32	0.00	6.50	5.000E+01
RL-3	611.60	605.83	606.33	2 5	0.50	5.27	5.000E+01
RL-2	611.00	604.58	606.11	2 6	1.53	4.89	5.000E+01
RL-1	610.50	604.15	604.63	2 6	0.48	5.87	5.000E+01
RL-OUTLET	610.40	601.25	600.94	2 6	0.00	9.46	5.000E+01
RL-8	613.60	605.79	606.22	2 1	0.43	7.38	5.000E+01
RL-7	611.40	605.17	605.92	2 2	0.75	5.48	5.000E+01
RL-6	610.60	604.86	605.60	2 2	0.74	5.00	5.000E+01
RL-5	611.00	604.49	605.01	2 2	0.52	5.99	5.000E+01
MH 3	612.00	606.80	606.52	2 6	0.00	5.48	5.000E+01
MH 12	612.00	605.81	607.66	2 4	1.85	4.34	5.000E+01
MH13	612.00	605.69	608.11	2 3	2.42	3.89	5.000E+01
MH 14	613.00	605.01	608.56	2 1	3.55	4.44	5.000E+01

Table E10 - CONDUIT SUMMARY STATISTICS  
Note: The peak flow may be less than the design flow  
and the conduit may still surcharge because of the  
downstream boundary conditions.

Name Conduit Name	Design Flow (cfs)	Design Velocity (ft/s)	Conduit Vertical Depth (in)	Maximum Computed Flow (cfs)	Time of Occurrence Hr. Min.	Maximum Computed Velocity (ft/s)	Time of Occurrence Hr. Min.	Ratio of Max. to Design Flow	Maximum Depth at Pipe Ends (ft)	Maximum Depth Downstream (ft)
102	1.58E+02	3.14	96.00	2.50E+02	2 7	7.59	2 8	1.58	605.10	604.22
103	86.	2.60	78.00	1.41E+02	2 3	4.90	2 2	1.64	606.52	605.10
105	32.	2.57	48.00	3.59E+01	2 0	2.85	2 0	1.11	608.07	607.12
107	1.02E+02	2.66	84.00	1.22E+02	2 7	3.75	2 4	1.19	606.05	605.10
108	1.02E+02	2.65	84.00	1.25E+02	2 3	3.78	2 2	1.23	606.57	606.05
109	41.	3.23	48.00	4.33E+01	2 1	3.38	2 2	1.07	607.33	606.57
110	67.	2.83	66.00	9.70E+01	2 2	4.27	2 1	1.44	607.55	606.57
111	65.	2.72	66.00	8.87E+01	2 1	3.79	2 0	1.37	608.20	607.55
RP-4	43.	2.71	54.00	4.16E+01	2 59	4.23	3 0	0.97	606.57	606.33
RP-3	75.	3.83	60.00	4.61E+01	2 11	3.04	1 32	0.61	606.33	606.11
RP-2	34.	1.44	66.00	5.70E+01	2 7	2.36	2 8	1.67	606.11	604.63
RP-1	27.	3.77	36.00	7.27E+01	2 6	10.51	2 6	2.73	604.63	600.94
RP-9	9.0	2.85	24.00	6.07E+00	2 1	2.63	1 54	0.68	606.22	605.92
RP-7	18.	3.73	30.00	1.27E+01	2 1	2.58	2 1	0.69	605.92	605.60
RP-6	18.	2.61	36.00	2.59E+01	2 0	3.79	1 57	1.41	605.60	605.01
RP-5	18.	2.50	36.00	2.16E+01	2 2	3.78	1 58	1.22	605.01	604.63
104	77.	2.31	78.00	1.28E+02	2 1	4.08	2 1	1.67	607.12	606.52
112	55.	2.79	60.00	8.70E+01	2 0	4.34	2 0	1.59	607.66	607.12
113	39.	2.47	54.00	5.66E+01	2 0	3.55	2 0	1.44	608.10	607.66
114	24.	2.79	39.96	2.46E+01	2 0	2.81	2 0	1.01	608.56	608.11
controlout	31.	2.49	48.00	7.05E+01	2 32	6.58	2 32	2.26	604.22	601.50
FREE # 1	Undefnd	Undefnd	Undefnd	7.27E+01	2 6					
GATE # 1	Undefnd	Undefnd	Undefnd	7.05E+01	2 32					

Table E15 - SPREADSHEET INFO LIST  
Conduit Flow and Junction Depth Information for use in

spreadsheets. The maximum values in this table are the true maximum values because they sample every time step. The values in the review results may only be the maximum of a subset of all the time steps in the run. Note: These flows are only the flows in a single barrel.

Conduit Name	Maximum Flow	Total Flow	Maximum Velocity	##	Junction Name	Invert Elevation	Maximum Elevation
102	249.7416	702322.0	7.588300	##	MH 1	599.1000	604.2219
103	141.1724	417745.3	4.900123	##	MH 2	599.2300	605.1049
105	35.93641	99976.84	2.852824	##	MH 4	600.5100	607.1181
107	122.3925	285720.1	3.747711	##	MH 5	601.5800	608.0723
108	125.4993	275649.1	3.783746	##	MH 7	600.0900	606.0505
109	43.28393	112439.5	3.375704	##	MH 8	600.4300	606.5742
110	97.02595	306173.4	4.273667	##	MH 9	601.7200	607.3294
111	88.68945	253903.6	3.794172	##	MH 10	601.3800	607.5530
RP-4	41.63178	231476.9	4.232961	##	MH 11	601.8700	608.2032
RP-3	46.05176	259425.7	3.039678	##	CENTRAL P	598.9600	601.4370
RP-2	57.03634	302145.0	2.359527	##	RL-3	599.9100	606.3272
RP-1	72.69639	354939.8	10.51101	##	RL-2	598.7000	606.1123
RP-9	6.068426	11752.79	2.629450	##	RL-1	598.4800	604.6330
RP-7	12.68164	25542.27	2.579062	##	RL-OUTLET	598.2500	600.9367
RP-6	25.94663	52333.05	3.788678	##	RL-8	603.7900	606.2234
RP-5	21.58526	51841.70	3.781216	##	RL-7	602.6500	605.9240
104	127.8616	348789.8	4.078230	##	RL-6	601.8600	605.6043
112	87.02078	207544.1	4.335969	##	RL-5	601.2500	605.0145
113	56.61584	132248.4	1.549373	##	MH 3	600.2300	606.5175
114	24.61951	53062.30	2.808396	##	MH 12	600.8100	607.6613
controlout	70.46332	604087.2	6.582188	##	MH13	601.1900	608.1060
FREE # 1	72.69450	355045.9	0.0000000##	##	MH 14	601.6800	608.5559
GATE # 1	70.46450	604369.4	0.0000000##				

Table E15a - SPREADSHEET REACH LIST  
Peak flow and Total Flow listed by Reach or those conduits or diversions having the same upstream and downstream nodes.

Upstream Node	Downstream Node	Maximum Flow	Total Flow
MH 2	MH 1	249.74	7.02322E+05
MH 3	MH 2	141.17	4.17745E+05
MH 5	MH 4	35.936	99977.
MH 7	MH 2	122.39	2.85720E+05
MH 8	MH 7	125.50	2.75649E+05
MH 9	MH 8	43.284	1.12440E+05
MH 10	MH 8	97.026	3.06173E+05
MH 11	MH 10	88.689	2.53904E+05
MH 8	RL-3	41.632	2.31477E+05
RL-3	RL-2	46.052	2.59426E+05
RL-2	RL-1	57.036	3.02145E+05
RL-1	RL-OUTLET	72.696	3.54940E+05
RL-8	RL-7	6.0684	11753.
RL-7	RL-6	12.682	25542.
RL-6	RL-5	25.947	52333.
RL-5	RL-1	21.585	51842.
MH 4	MH 3	127.86	3.48790E+05
MH 12	MH 4	87.021	2.07544E+05
MH13	MH 12	56.616	1.32248E+05
MH 14	MH13	24.620	53062.
MH 1	CENTRAL P	70.463	6.04087E+05

70.604  
70.463  
70.463

**DaimlerChrysler PRTAP Expansion  
100 year Runoff**

\*\*\*\*\*  
 \* Table R5. CONTINUITY CHECK FOR SURFACE WATER \*  
 \* Any continuity error can be fixed by lowering the \*  
 \* wet and transition time step. The transition time \*  
 \* should not be much greater than the wet time step. \*  
 \*\*\*\*\*

	cubic feet	Inches over Total Basin
Total Precipitation (Rain plus Snow)	2.096587E+06	3.799
Total Infiltration	1.089605E+04	0.020
Total Evaporation	1.379854E+04	0.025
Surface Runoff from Watersheds	1.933558E+06	3.503
Base Flow	0.000000E+00	0.000
Total Water remaining in Surface Storage	1.391762E+05	0.252
Infiltration over the Pervious Area...	1.089605E+04	0.619
-----		
Infiltration + Evaporation +		
Surface Runoff + Snow removal +		
Water remaining in Surface Storage +		
Water remaining in Snow Cover.....	2.097429E+06	3.800
Total Precipitation + Initial Storage.	2.096587E+06	3.799

The error in continuity is calculated as

\*\*\*\*\*  
 \* Precipitation + Initial Snow Cover \*  
 \* + Base Flow \*  
 \* - Infiltration - \*  
 \*Evaporation - Snow removal - \*  
 \*Surface Runoff from Watersheds - \*  
 \*Water in Surface Storage - \*  
 \*Water remaining in Snow Cover \*  
 \*-----\*  
 \* Precipitation + Initial Snow Cover \*  
 \* + Base Flow \*  
 \*\*\*\*\*  
 Percent Continuity Error..... -0.040

\*\*\*\*\*  
 \* Table R6. Continuity Check for Channel/Pipes \*  
 \* You should have zero continuity error \*  
 \* if you are not using runoff hydraulics \*  
 \*\*\*\*\*

	cubic feet	Inches over Total Basin
Initial Channel/Pipe Storage.....	0.000000E+00	0.000
Final Channel/Pipe Storage.....	0.000000E+00	0.000
Surface Runoff from Watersheds.....	1.933558E+06	3.503
Groundwater Subsurface Inflow.....	0.000000E+00	0.000
Evaporation Loss from Channels.....	0.000000E+00	0.000
Channel/Pipe/Inlet Outflow.....	1.933558E+06	3.503
Initial Storage + Inflow.....	1.933558E+06	3.503
Final Storage + Outflow.....	1.933558E+06	3.503
*****		
* Final Storage + Outflow + Evaporation - *		
* Watershed Runoff - Groundwater Inflow - *		
* Initial Channel/Pipe Storage *		
*-----*		
* Final Storage + Outflow + Evaporation *		
*****		
Percent Continuity Error.....		0.000

**DaimlerChrysler PRTAP Expansion  
100 Year Extran**

\*\*\*\*\*  
 Table E9 - JUNCTION SUMMARY STATISTICS  
 The Maximum area is only the area of the node, it  
 does not include the area of the surrounding conduits  
 \*\*\*\*\*

Junction Name	Ground Elevation feet	Uppermost Pipe Crown Elevation feet	Maximum Junction Elevation feet	Time of Occurrence Hr. Min.	Feet of Surcharge at Max Elevation	Freeboard of node feet	Maximum Junction Area ft^2
MH 1	610.00	610.00	606.83	3 3	0.00	3.17	7.812E+04
MH 2	611.00	607.23	607.56	2 30	0.33	3.44	5.000E+01
MH 4	612.00	607.01	611.51	2 30	4.50	0.49	5.000E+01
MH 5	612.00	605.58	612.05	2 33	6.47	0.00	2.005E+04
MH 7	612.00	607.20	609.36	2 30	2.16	2.64	5.000E+01
MH 8	612.00	607.43	610.59	2 30	3.16	1.41	5.000E+01
MH 9	612.00	605.72	612.08	2 32	6.36	0.00	2.005E+04
MH 10	612.00	607.00	611.97	2 28	4.97	0.03	5.000E+01
MH 11	612.00	607.37	613.11	2 39	5.74	0.00	2.005E+04
CENTRAL P	608.00	602.96	602.04	2 53	0.00	5.96	5.000E+01

RL-3	611.60	605.83	610.30	2	30	4.47	1.30	5.000E+01
RL-2	611.00	604.58	610.12	2	30	5.54	0.88	5.000E+01
RL-1	610.50	604.15	607.62	2	29	3.47	2.88	5.000E+01
RL-OUTLET	610.40	601.25	601.17	2	30	0.00	9.23	5.000E+01
RL-8	613.60	605.79	612.42	2	29	6.63	1.18	5.000E+01
RL-7	611.40	605.17	611.43	2	32	6.26	0.00	2.005E+04
RL-6	610.60	604.86	610.61	2	31	5.75	0.00	2.005E+04
RL-5	611.00	604.49	609.14	2	29	4.65	1.86	5.000E+01
MH 3	612.00	606.80	610.36	2	30	3.56	1.64	5.000E+01
MH 12	612.00	605.81	612.01	2	30	6.20	0.00	2.005E+04
MH13	612.00	605.69	612.60	2	37	6.91	0.00	2.005E+04
MH 14	613.00	605.01	613.36	2	29	8.35	0.00	5.000E+01

\*\*\*\*\*  
Table E10 - CONDUIT SUMMARY STATISTICS  
Note: The peak flow may be less than the design flow  
and the conduit may still surcharge because of the  
downstream boundary conditions.  
\*\*\*\*\*

Name Conduit Name	Design Flow (cfs)	Design Velocity (ft/s)	Conduit Vertical Depth (in)	Maximum Computed Flow (cfs)	Time of Occurrence Hr. Min.	Maximum Computed Velocity (ft/s)	Time of Occurrence Hr. Min.	Ratio of Max. to Design Flow	Maximum Depth at Pipe Ends Upstream (ft)	Maximum Depth Downstream (ft)
102	1.58E+02	3.14	96.00	4.40E+02	2 30	9.96	2 30	2.79	607.56	606.83
103	86.	2.60	78.00	2.23E+02	2 29	6.77	2 29	2.58	610.36	607.56
105	32.	2.57	48.00	5.07E+01	2 38	4.00	2 38	1.57	612.00	611.51
107	1.02E+02	2.66	84.00	2.44E+02	2 30	6.32	2 30	2.38	609.37	607.56
108	1.02E+02	2.65	84.00	2.43E+02	2 29	6.16	2 29	2.37	610.58	609.36
109	41.	3.23	48.00	6.91E+01	2 35	5.45	2 35	1.70	612.00	610.59
110	67.	2.83	66.00	1.49E+02	2 28	6.24	2 28	2.21	611.97	610.59
111	65.	2.72	66.00	1.26E+02	2 28	5.27	2 28	1.94	612.00	611.97
RP-4	43.	2.71	54.00	6.00E+01	3 17	4.17	4 41	1.39	610.59	610.30
RP-3	75.	3.83	60.00	6.28E+01	3 13	3.19	3 13	0.84	610.30	610.12
RP-2	34.	1.44	66.00	6.98E+01	2 52	2.90	2 48	2.04	610.12	607.63
RP-1	27.	3.77	36.00	9.71E+01	2 30	13.70	2 30	3.64	607.62	601.17
RP-9	9.0	2.85	24.00	9.78E+00	2 29	3.05	2 29	1.09	612.42	611.40
RP-7	18.	3.73	30.00	2.11E+01	2 34	4.24	2 34	1.15	611.40	610.60
RP-6	18.	2.61	36.00	3.83E+01	2 29	5.37	2 29	2.08	610.60	609.14
RP-5	18.	2.50	36.00	3.72E+01	2 29	5.23	2 29	2.10	609.14	607.62
104	77.	2.31	78.00	1.81E+02	2 29	5.36	2 29	2.37	611.51	610.36
112	55.	2.79	60.00	1.14E+02	2 28	5.77	2 28	2.08	612.00	611.51
113	39.	2.47	54.00	8.02E+01	2 46	5.00	2 46	2.04	612.00	612.00
114	24.	2.79	39.96	3.68E+01	2 30	4.16	2 30	1.51	613.36	612.00
controlout	31.	2.49	48.00	1.04E+02	3 2	8.92	3 2	3.32	606.83	602.04
FREE # 1	Undefnd	Undefnd	Undefnd	9.71E+01	2 30					
GATE # 1	Undefnd	Undefnd	Undefnd	1.04E+02	2 53					

\*\*\*\*\*  
Table E15 - SPREADSHEET INFO LIST  
Conduit Flow and Junction Depth Information for use in  
spreadsheets. The maximum values in this table are the  
true maximum values because they sample every time step.  
The values in the review results may only be the  
maximum of a subset of all the time steps in the run.  
Note: These flows are only the flows in a single barrel.  
\*\*\*\*\*

Conduit Name	Maximum Flow	Total Flow	Maximum Velocity	## Junction Name	Invert Elevation	Maximum Elevation
102	440.3955	1132421.	9.964121	## MH 1	599.1000	606.8296
103	222.8436	724164.6	6.765549	## MH 2	599.2300	607.5589
105	50.72111	176525.8	3.998869	## MH 4	600.5180	611.5112
107	244.0083	414201.5	6.317394	## MH 5	601.5800	612.0462
108	242.5155	399713.0	6.164145	## MH 7	600.0900	609.3570
109	69.12789	199544.2	5.453870	## MH 8	600.4300	610.5855
110	148.7150	544081.8	6.236500	## MH 9	601.7200	612.0784
111	125.5440	453555.6	5.267745	## MH 10	601.3800	611.9743
RP-4	60.02718	492859.7	4.173371	## MH 11	601.8700	613.1130
RP-3	62.78531	541443.8	3.190975	## CENTRAL	598.9600	602.0425
RP-2	69.76055	616919.6	2.898355	## RL-3	599.9100	610.2998
RP-1	97.11944	709265.2	13.69969	## RL-2	598.7000	610.1209
RP-9	9.782442	21018.49	3.053040	## RL-1	598.4800	607.6240
RP-7	21.10667	45975.37	4.236153	## RL-OUTLET	598.2500	601.1728
RP-6	38.33557	93919.41	5.373071	## RL-8	603.7900	612.4203
RP-5	37.17097	93030.36	5.228590	## RL-7	602.6500	611.4257
104	181.4053	606188.3	5.359520	## RL-6	601.8600	610.6149
112	113.8123	364516.8	5.770677	## RL-5	601.2500	609.1440
113	80.23139	233285.5	5.003797	## MH 3	600.2300	610.3567
114	36.77255	94148.61	4.160080	## MH 12	600.8100	612.0101
controlout	103.7442	939706.5	8.923007	## MH13	601.1900	612.6005
FREE # 1	97.08273	709385.8	0.000000	## MH 14	601.6800	613.3601
GATE # 1	103.7579	939867.6	0.000000			

\*\*\*\*\*  
Table E15a - SPREADSHEET REACH LIST  
Peak flow and Total Flow listed by Reach or those  
conduits or diversions having the same  
upstream and downstream nodes.  
\*\*\*\*\*

\*\*\*\*\*

Upstream Node	Downstream Node	Maximum Flow	Total Flow
MH 2	MH 1	440.40	1.13242E+06
MH 3	MH 2	222.84	7.24165E+05
MH 5	MH 4	50.721	1.76526E+05
MH 7	MH 2	244.01	4.14202E+05
MH 8	MH 7	242.52	3.99713E+05
MH 9	MH 8	69.128	1.99544E+05
MH 10	MH 8	148.71	5.44082E+05
MH 11	MH 10	125.54	4.53556E+05
MH 8	RL-3	60.027	4.92860E+05
RL-3	RL-2	62.785	5.41444E+05
RL-2	RL-1	69.761	6.16920E+05
RL-1	RL-OUTLET	97.119	7.09265E+05
RL-8	RL-7	9.7824	21018.
RL-7	RL-6	21.107	45975.
RL-6	RL-5	38.336	93919.
RL-5	RL-1	37.171	93030.
MH 4	MH 3	181.41	6.06188E+05
MH 12	MH 4	113.81	3.64517E+05
MH13	MH 12	80.231	2.33285E+05
MH 14	MH13	36.773	94149.
MH 1	CENTRAL F	103.74	9.39706E+05

97.119  
103.74  
200.859



DaimlerChrysler PRTAP Expansion  
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#####  
# Table R1. S U B C A T C H M E N T D A T A #  
# Physical Hydrology Data #  
#####

Subcatchment Number	Channel Name or inlet	Width ft	Area ac	Per- cent Impr	Slope ft/ft	"n" mprv	"n" Perv	Deprs -sion Imprv	Deprs -sion Strge	Prct Zero Deten -tion	
1	PRTAP Res#1	PRTAP Res	1685.0	154.80	25.00	0.005	0.014	0.030	0.100	0.250	0.00

Total Number of Subcatchments... 1  
Total Tributary Area (acres).... 154.80  
Impervious Area (acres)..... 38.70  
Pervious Area (acres)..... 116.10  
Total Width (feet)..... 1685.00  
Percent Imperviousness..... 25.00

\*\*\*\*\*  
\* Table R5. CONTINUITY CHECK FOR SURFACE WATER \*  
\* Any continuity error can be fixed by lowering the \*  
\* wet and transition time step. The transition time \*  
\* should not be much greater than the wet time step. \*  
\*\*\*\*\*

	cubic feet	Inches over Total Basin
Total Precipitation (Rain plus Snow)	7.349591E+05	1.308
Total Infiltration	4.173672E+05	0.743
Total Evaporation	1.404810E+04	0.025
Surface Runoff from Watersheds	2.564898E+05	0.456
Base Flow	0.000000E+00	0.000
Total Water remaining in Surface Storage	4.710761E+04	0.084
Infiltration over the Pervious Area...	4.173672E+05	0.990
Infiltration + Evaporation +		
Surface Runoff + Snow removal +		
Water remaining in Surface Storage +		
Water remaining in Snow Cover.....	7.350128E+05	1.308
Total Precipitation + Initial Storage.	7.349591E+05	1.308

The error in continuity is calculated as

\*\*\*\*\*  
\* Precipitation + Initial Snow Cover \*  
\* + Base Flow \*  
\* - Infiltration - \*  
\*Evaporation - Snow removal \*  
\*Surface Runoff from Watersheds - \*  
\*Water in Surface Storage - \*  
\*Water remaining in Snow Cover \*  
\*-----\*  
\* Precipitation + Initial Snow Cover \*  
\* + Base Flow \*  
\*\*\*\*\*  
Percent Continuity Error..... -0.007

\*\*\*\*\*  
\* Table R6. Continuity Check for Channel/Pipes \*  
\* You should have zero continuity error \*  
\* if you are not using runoff hydraulics \*  
\*\*\*\*\*

	cubic feet	Inches over Total Basin
Initial Channel/Pipe Storage.....	0.000000E+00	0.000
Final Channel/Pipe Storage.....	0.000000E+00	0.000
Surface Runoff from Watersheds.....	2.564898E+05	0.456
Groundwater Subsurface Inflow.....	0.000000E+00	0.000
Evaporation Loss from Channels.....	0.000000E+00	0.000
Channel/Pipe/Inlet Outflow.....	2.564898E+05	0.456
Initial Storage + Inflow.....	2.564898E+05	0.456
Final Storage + Outflow.....	2.564898E+05	0.456
*****		
* Final Storage + Outflow + Evaporation - *		
* Watershed Runoff - Groundwater Inflow - *		
* Initial Channel/Pipe Storage *		
* ----- *		
* Final Storage + Outflow + Evaporation *		
*****		
Percent Continuity Error.....		0.000

#####  
# Table R9. Summary Statistics for Subcatchments #  
#####

Note: Total Runoff Depth includes pervious & impervious area  
Pervious and Impervious Runoff Depth is only the runoff from those two areas.

Subcatchment.....	PRTAP Res#1
Area (acres).....	154.80000
Percent Impervious.....	25.00000
Total Rainfall (in)....	1.30793
Max Intensity (in/hr)..	3.53840
Pervious Area	
Total Runoff Depth (in)	0.21695
Total Losses (in).....	1.01529
Remaining Depth (in)...	0.07570
Peak Runoff Rate (cfs) ..	19.01163
Total Impervious Area	
Total Runoff Depth (in)	1.17496
Peak Runoff Rate (cfs) ..	85.56944
Impervious Area with depression storage	
Total Runoff Depth (in)	1.17496
Peak Runoff Rate (cfs) ..	85.56944
Impervious Area without depression storage	
Total Runoff Depth (in)	0.00000
Peak Runoff Rate (cfs) ..	0.00000
Total Area	
Total Runoff Depth (in)	0.45645
Peak Runoff Rate (cfs) ..	<u>97.68636</u>
Unit Runoff (in/hr)....	<u>0.63105</u>

DaimlerChrysler PRTAP Expansion  
Residential Runoff - 5 Year

#####  
# Table R1. SUBCATCHMENT DATA #  
# Physical Hydrology Data #  
#####

Subcatchment Number	Channel Name or inlet	Width ft	Area ac	Per- cent Imperv	Slope ft/ft	"n" mprv	"n" Parv	Deprs Storge Imprv	Deprs Storge Parv	Prctn Zero Deten -tion
1	PRTAP Res#1	PRTAP Res	1685.0	154.80	25.00	0.005	0.014	0.030	0.100	0.250 0.00

Total Number of Subcatchments... 1  
Total Tributary Area (acres).... 154.80  
Impervious Area (acres)..... 38.70  
Pervious Area (acres)..... 116.10  
Total Width (feet)..... 1685.00  
Percent Imperviousness..... 25.00

\*\*\*\*\*  
\* Table R5. CONTINUITY CHECK FOR SURFACE WATER \*  
\* Any continuity error can be fixed by lowering the \*  
\* wet and transition time step. The transition time \*  
\* should not be much greater than the wet time step. \*  
\*\*\*\*\*

	cubic feet	Inches over Total Basin
Total Precipitation (Rain plus Snow)	1.190211E+06	2.118
Total Infiltration	3.999051E+05	0.712
Total Evaporation	1.404610E+04	0.025
Surface Runoff from Watersheds	6.360504E+05	1.132
Base Flow	0.000000E+00	0.000
Total Water remaining in Surface Storage	1.403115E+05	0.250
Infiltration over the Pervious Area...	3.999051E+05	0.949
-----		
Infiltration + Evaporation +		
Surface Runoff + Snow removal +		
Water remaining in Surface Storage +		
Water remaining in Snow Cover.....	1.190315E+06	2.118
Total Precipitation + Initial Storage.	1.190211E+06	2.118

The error in continuity is calculated as

\*\*\*\*\*  
\* Precipitation + Initial Snow Cover \*  
\* + Base Flow \*  
\* - Infiltration - \*  
\*Evaporation - Snow removal - \*  
\*Surface Runoff from Watersheds - \*  
\*Water in Surface Storage - \*  
\*Water remaining in Snow Cover \*  
\*-----\*  
\* Precipitation + Initial Snow Cover \*  
\* + Base Flow \*  
\*\*\*\*\*  
Percent Continuity Error..... -0.009

\*\*\*\*\*  
\* Table R6. Continuity Check for Channel/Pipes \*  
\* You should have zero continuity error \*  
\* if you are not using runoff hydraulics \*  
\*\*\*\*\*

	cubic feet	Inches over Total Basin
Initial Channel/Pipe Storage.....	0.000000E+00	0.000
Final Channel/Pipe Storage.....	0.000000E+00	0.000
Surface Runoff from Watersheds.....	6.360504E+05	1.132
Groundwater Subsurface Inflow.....	0.000000E+00	0.000
Evaporation Loss from Channels.....	0.000000E+00	0.000
Channel/Pipe/Inlet Outflow.....	6.360504E+05	1.132
Initial Storage + Inflow.....	6.360504E+05	1.132
Final Storage + Outflow.....	6.360504E+05	1.132
*****		
* Final Storage + Outflow + Evaporation - *		
* Watershed Runoff - Groundwater Inflow - *		
* Initial Channel/Pipe Storage *		
*-----*		
* Final Storage + Outflow + Evaporation *		
*****		
Percent Continuity Error.....		0.000

#####  
# Table R9. Summary Statistics for Subcatchments #  
#####

Note: Total Runoff Depth includes pervious & impervious area  
Pervious and Impervious Runoff Depth is only the runoff from those two areas.

Subcatchment.....	PRTAP Res#1
Area (acres).....	154.80000
Percent Impervious.....	25.00000
Total Rainfall (in)....	2.11810
Max Intensity (in/hr)...	4.45880
Pervious Area	
Total Runoff Depth (in)	0.85117
Total Losses (in).....	0.97376
Remaining Depth (in)...	0.29317
Peak Runoff Rate (cfs)...	65.04111
Total Impervious Area	
Total Runoff Depth (in)	1.97414
Peak Runoff Rate (cfs)...	123.10258
Impervious Area with depression storage	
Total Runoff Depth (in)	1.97414
Peak Runoff Rate (cfs)...	123.10258
Impervious Area without depression storage	
Total Runoff Depth (in)	0.00000
Peak Runoff Rate (cfs)...	0.00000
Total Area	
Total Runoff Depth (in)	1.13192
Peak Runoff Rate (cfs)...	174.42420
Unit Runoff (in/hr).....	1.12677

**DaimlerChrysler PRTAP Expansion  
Residential Runoff - 100 Year**

#####  
# Table R1. S U B C A T C H M E N T D A T A #  
# Physical Hydrology Data #  
#####

Subcatchment Number	Channel Name or inlet	Width ft	Area ac	Per- cent Imperv	Slope ft/ft	"n" mprv	"n" Perv	Deprs Storage	Deprs Storage	Prct Zero Deten
1	PRTAP Res#1	PRTAP Res	1685.0	154.80	25.00	0.005	0.014	0.030	0.100	0.250 0.00

Total Number of Subcatchments... 1  
Total Tributary Area (acres).... 154.80  
Impervious Area (acres)..... 38.70  
Pervious Area (acres)..... 116.10  
Total Width (feet)..... 1685.00  
Percent Imperviousness..... 25.00

\*\*\*\*\*  
\* Table R5. CONTINUITY CHECK FOR SURFACE WATER \*  
\* Any continuity error can be fixed by lowering the \*  
\* wet and transition time step. The transition time \*  
\* should not be much greater than the wet time step. \*  
\*\*\*\*\*

	cubic feet	Inches over Total Basin
Total Precipitation (Rain plus Snow)	2.114506E+06	3.799
Total Infiltration	3.948855E+05	0.703
Total Evaporation	1.404810E+04	0.025
Surface Runoff from Watersheds	1.404295E+06	2.499
Base Flow	0.000000E+00	0.000
Total Water remaining in Surface Storage	3.223353E+05	0.574
Infiltration over the Pervious Area...	3.948855E+05	0.937
Infiltration + Evaporation + Surface Runoff + Snow removal + Water remaining in Surface Storage + Water remaining in Snow Cover.....	2.1135564E+06	3.800
Total Precipitation + Initial Storage.	2.114506E+06	3.799

The error in continuity is calculated as

\*\*\*\*\*  
\* Precipitation + Initial Snow Cover \*  
\* + Base Flow \*  
\* - Infiltration - \*  
\*Evaporation - Snow removal - \*  
\*Surface Runoff from Watersheds - \*  
\*Water in Surface Storage - \*  
\*Water remaining in Snow Cover \*  
\*-----\*  
\* Precipitation + Initial Snow Cover \*  
\* + Base Flow \*  
\*\*\*\*\*  
Percent Continuity Error..... -0.050

\*\*\*\*\*  
\* Table R6. Continuity Check for Channel/Pipes \*  
\* You should have zero continuity error \*  
\* if you are not using runoff hydraulics \*  
\*\*\*\*\*

	cubic feet	Inches over Total Basin
Initial Channel/Pipe Storage.....	0.000000E+00	0.000
Final Channel/Pipe Storage.....	0.000000E+00	0.000
Surface Runoff from Watersheds.....	1.404295E+06	2.499
Groundwater Subsurface Inflow.....	0.000000E+00	0.000
Evaporation Loss from Channels.....	0.000000E+00	0.000
Channel/Pipe/Inlet Outflow.....	1.404295E+06	2.499
Initial Storage + Inflow.....	1.404295E+06	2.499
Final Storage + Outflow.....	1.404295E+06	2.499
*****		
* Final Storage + Outflow + Evaporation - *		
* Watershed Runoff - Groundwater Inflow - *		
* Initial Channel/Pipe Storage *		
*-----*		
* Final Storage + Outflow + Evaporation *		
*****		
Percent Continuity Error.....		0.000

#####  
# Table R9. Summary Statistics for Subcatchments #  
#####

Note: Total Runoff Depth includes pervious & impervious area  
Pervious and Impervious Runoff Depth is only the runoff from those two areas.

Subcatchment.....	PRTAP Res#1
Area (acres).....	154.80000
Percent Impervious.....	25.00000
Total Rainfall (in).....	3.79857
Max Intensity (in/hr)...	5.12580
Pervious Area	
Total Runoff Depth (in)	2.15552
Total Losses (in).....	0.96018
Remaining Depth (in)...	0.68286
Peak Runoff Rate (cfs)...	146.63124
Total Impervious Area	
Total Runoff Depth (in)	3.52976
Peak Runoff Rate (cfs)...	178.67815
Impervious Area with depression storage	
Total Runoff Depth (in)	3.52976
Peak Runoff Rate (cfs)...	178.67815
Impervious Area without depression storage	
Total Runoff Depth (in)	0.00000
Peak Runoff Rate (cfs)...	0.00000
Total Area	
Total Runoff Depth (in)	2.49908
Peak Runoff Rate (cfs)...	298.60327
Unit Runoff (in/hr)....	1.92896



## **APPENDIX 'C'**

### **Addendum Report on the Upper Grand Marais Drain March 1993 MacLaren Engineers**

**MacLAREN ENGINEERS**

016056

20 April 1993

MacLaren Engineers (1991) Inc.  
Adelaide Street South  
London, Ontario  
Canada N5Z 3L2

Essex Region Conservation Authority  
360 Fairview Avenue West  
ESSEX, Ontario  
N8M 1Y6

phone: (519) 686-5711  
(519) 686-5770

Attention: Mr. Stan R. Taylor, P. Eng.  
Water Management Supervisor

Upper Grand Marais Drain Study  
Walker Road to Tourangeau Road

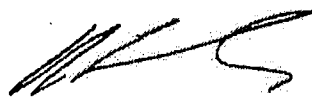
Gentlemen:

We are pleased to submit our Addendum Report on the Upper Grand Marais Drain for your review and comments.

The Report outlines our investigations; determines flood damages; identifies measures for reducing the existing flood potential; and provides recommendations to accommodate future flows consistent with the downstream channelization works to be undertaken by the Authority.

In presenting this Report, we would like to acknowledge the assistance and valuable comments provided throughout the course of our studies by Mr. S. Taylor, P. Eng. of the Essex Region Conservation Authority and Mr. Tom Murray, P. Eng. of the City of Windsor.

Yours very truly,

**FENCO MacLAREN INC.**

W. L. C. Knowles, P. Eng.  
Project Manager

/hj

Attachment



Member of **SNC-LAVALIN**

**UPPER GRAND MARAIS DRAIN  
(WALKER ROAD TO TOURANGEAU ROAD)  
ADDENDUM NO. 2  
TO  
FLOOD DAMAGE REDUCTION ALTERNATIVES  
FOR THE TURKEY CREEK WATERSHED**

**March 1993  
Project No. 016056**

**MacLAREN ENGINEERS  
SNC-LAVALIN INC.**

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## UPPER GRAND MARAIS DRAIN FLOOD CONTROLS ADDENDUM REPORT

### 1.0 INTRODUCTION

#### 1.1 General

Recently, a report was prepared for the Essex Region Conservation Authority which outlined the investigations, predicted the flood levels and flood damages and identified measures for reducing the existing flood potential on the Turkey Creek Watershed. The report, entitled "Flood Damage Reduction Alternatives for the Turkey Creek Watershed" did not include the study of upper portion of the Grand Marais Drain east of Howard Avenue. Subsequently, the section between Howard Ave and Walker Road was subject to a study carried out for the City of Windsor.

#### 1.2 Authorization and Terms of Reference

By a letter dated November 5, 1991, MacLaren Engineers was authorized to carry out a study and prepare an addendum report which will address only the upper portion of the Grand Marais Drain from Walker Road to Pillette Road, which lies within the Turkey Creek Watershed. The scope of the study was to determine existing flood damages; identify measures for reducing flood potential and to make recommendations in this regard which are consistent with the previous studies.

#### 1.3 Study Area

The principal area of interest consists of the Grand Marais Drain between Walker Road and Tourangeau Road. The entire watershed, and particularly the area upstream of Howard Avenue was needed to be considered in detail in formulating our recommendations.

## **2.0 STUDY RESULTS**

### **2.1 Field Reconnaissance and Survey**

Field data obtained during MacLaren's Stormwater Management Alternatives Report (1989) was reviewed and, where applicable, was used as an aid for the HEC-2 computer modelling. The previous data included sizes of existing bridges and culverts, invert elevations and road grades. Photographs of these crossings were also included in the previous field surveys and were reviewed.

During this study, several field surveys were conducted to supplement previous surveys and/or obtain additional information as regards existing conditions.

### **2.2 Mapping**

The most current mapping was used for the floodline mapping and to obtain first floor elevations for dwellings and structures in or near the floodplain for input to the flood damage computation model.

### **2.3 Existing Conditions**

Mapping for this area show that a significant area of development has been subjected to flooding - particularly during the flood event of October 1981.

The physical characteristics of the existing drain through this reach are as follows:

- |                  |   |   |
|------------------|---|---|
| Depth:           | - | varies (1.0 m to 2.2 m)                             |
|                  | - | generally not deep enough for adequate sewer outlet |
| Sideslopes:      | - | steep (1.5 horizontal/1 vertical typical)           |
|                  | - | naturally vegetated                                 |
| Invert Gradient: | - | approximately 0.13 percent typical                  |



This section of the Grand Marais Drain is as a result of channelization, improvements and cleaning carried out in past years to improve agricultural use of the tributary land.

The catchment tributary to this reach has undergone substantial urbanization since approximately 1950, which has increased both the amount of runoff and rate at which it occurs. By comparison, no major improvements to the drain have been carried out since that time.

The area along the drain has been identified in the previous floodline study as a flood prone area. In fact, extensive flood damage has been experienced on several occasions in past years, particularly in 1981.

#### 2.4 Sub-Catchment Areas

The study area has been divided into ten sub-catchment areas for purposes of analysis. These are shown on Figure 1 and existing land uses are summarized in Table 1.

#### 2.5 Design Flows

Based on the sub-catchment discretization outlined above, we have carried out hydrologic/hydraulic calculations to determine 1:100 year flood flows under existing conditions having regard for the restricted outlet capacity provided for lands lying south of the Canadian Pacific rail line and of the E.C. Row Expressway.

These computed flows, using the AES 30% distribution, agree well with the flows used in computing flood elevations presented in our Addendum No. 1 Report "Floodway Analysis/Stormwater Management Guidelines".

These design flows were also used for the functional design study on the Grand Marais Drain for the section between Howard Avenue and Walker Road.

As the study area is quite small, we considered it prudent to determine flood flows using the Chicago rainfall distribution in order to ensure that the higher flows generated would not exceed the design hydraulic capacity of the channels proposed to be enlarged in the area upstream of Howard Avenue.

The following design flows are recommended, are based on current development levels and are consistent with our previous studies:

Howard Avenue to Langois Boulevard	17.0 m <sup>3</sup> /s
	(Avg. Flow 15.4 m <sup>3</sup> /s)
Langois Boulevard to Walker Road	13.7 m <sup>3</sup> /s
Walker Road to Casson Transport	10.0 m <sup>3</sup> /s
Upstream of Central Avenue	6.7 m <sup>3</sup> /s

Runoff from a fully developed watershed would result in flows exceeding these design capacities and consequently stormwater management detention is required to maintain future flows within the design capacities. As noted in Table 1, the total area of land tributary to the Grand Marais Drain upstream of Howard is 895 ha and of which approximately 147 ha is undeveloped. Further, upstream of Central, the total tributary area is 196 ha, of which 77 ha is undeveloped.

484 acre

We would note that in developing recommendations in this regard, as well as in computing flood flows, we have assumed that industrial/commercial developments will have on-site controls to limit runoff rates to those equivalent from residential land uses.

## 2.6 Major Constrictions

Two major constrictions to the passage of design flows were determined:

- culvert at Central Avenue/Casson Transport;
- culvert at Plymouth Avenue on Pillette No. 2 Drain.

In addition, existing channel depths upstream of Walker Road and in particular, upstream of Central Avenue preclude the existing water course from being an adequate outlet for storm sewers.

## 2.7 Flood Damages

One of our study tasks, was to characterize the type of development in the previously identified damage zones lying upstream of Walker Road.

We have computed flood damages using the FLDAM model developed for the Ministry of Natural Resources. All dollar values have been updated to 1992 values.

The scenarios modelled were:

- with Plymouth culvert as existing; existing Pilette No. 1; existing conditions downstream of Central;
- with Plymouth culvert enlarged and existing Pilette No. 1 deepened; existing conditions downstream of Central.

The results of these analyses are given in Table 2 which shows:

i)	Present value of flood damages prevented by replacing the Plymouth culvert and deepening the Pilette No. 1 to Tourangeau.	\$149,600
ii)	Present value of flood damage prevented by carrying out necessary channelization downstream of Central Avenue and stormwater detention upstream of Central.	<u>\$168,000</u>
	TOTAL	\$317,600

## 2.8 Other Considerations

The City has expressed concern about:

- i) the effectiveness of existing stormwater management ponds;
- ii) the impact of providing additional ponds vis-a-vis:
  - a) future maintenance;
  - b) effectiveness;
  - c) ramifications to developers of relatively small parcels.

It is for these reasons that investigations were required to ascertain the feasibility of constructing a single, central stormwater detention facility to compensate for future development and to permit the abandonment of existing small ponds for the purposes of flow control in the Grand Marais Drain itself.

In carrying out these investigations, we have been guided by the following principles:

- i) the maximum flow to be discharged to downstream of Howard Avenue should not exceed 17 m<sup>3</sup>/s under regional-type storm conditions;
- ii) the design capacities of various reaches of channel should not be exceeded under local, high intensity rainfall conditions. (See Section 2.5)

### 3.0 CONCLUSIONS AND RECOMMENDATIONS

The basic philosophy for Turkey Creek improvements downstream are that 1:100 year flood flows to the downstream area would be controlled to the existing 1:100 year flow which was based on the 1989 extent of development. In order to achieve this, outlet flows at Howard Avenue would need to be controlled to 17 m<sup>3</sup>/s. This flow was determined previously through use of the OTTHYMO model and is fundamental to the proposed Turkey Creek project currently being undertaken by the Authority.

This current study has determined that if the entire area upstream of Howard Avenue were allowed to discharge uncontrolled runoff, the peak 1:100 year flow at Howard Avenue (future conditions) would reach approximately 24.2 m<sup>3</sup>/s under 'regional-type' rainfall conditions and 30.9 m<sup>3</sup>/s under high-intensity, local rainfall conditions. Computed flows at selected points are given in Table 1, assuming uncontrolled and controlled conditions.

As noted in Table 1, the total area of land tributary to the Grand Marais Drain upstream of Howard is 895 ha and of which approximately 147 ha is undeveloped. Further, upstream of Central, the total tributary area is 196 ha, of which 77 ha is undeveloped.

We would note that in developing recommendations in this regard, as well as in computing flood flows, we have assumed that industrial/commercial developments will have on-site controls to limit runoff rates to those equivalent from residential land uses.

Our recommendations to reduce the outlet 1:100 year flows at Howard Avenue to 17 m<sup>3</sup>/s under full development conditions are as follows. These recommendations are not independent of one another and in particular, recommendation b) is contingent upon the implementation of recommendation c).

17 m<sup>3</sup>/s 633045

### 3.1 Recommendations

- a) Lands to the south of the Canadian Pacific Railroad (CPR) east of Walker Road will require stormwater management facilities to reduce flows to the capacity of the existing culverts under the E.C. Row Expressway and under the CPR. As these culverts are effective flow control devices, the storage to be provided south of the CPR is only that which would be required to control local flooding. The culverts to be maintained are shown on the Plan located in the pocket at the end of this report.
- b) Lands lying between Howard and Central Avenue north of the E.C. Row Expressway/CPR will not require stormwater detention facilities. Existing facilities can be abandoned provided they are not required to reduce flows in the secondary system that is tributary to the Grand Marais Drain.
- c) Lands north of the CPR and east of Central will require stormwater detention to reduce outlet flows not only for new development, but also as compensation for allowing developments downstream to discharge uncontrolled.

The total storage volume of the pond is recommended to be 70,000 m<sup>3</sup> to control the outflow from a fully developed area upstream of Central to 2 m<sup>3</sup>/s. With this controlled outflow, downstream flows would be controlled within the limits imposed by the principles cited above.

It is recommended that this pond be of the 'wet-type' to effect a measure of pollution reduction of stormwater runoff. The permanent pond would have a total volume of 10,000 m<sup>3</sup>.

It must be remembered that the total area north of the CPR/E.C. Row Expressway benefits as:

- i) existing stormwater ponds west of Central Avenue could be abandoned;



- ii) developments that proceed and are west or east of Central would not require individual storm detention facilities.

Finally, we note that areas south of the E.C. Row Expressway/CPR would not benefit from this stormwater detention facility.

We have shown on the Plan (inside rear cover of Report) the general location and shape of the proposed pond. In Table 3, we have presented a range of width-length relationships for the proposed facility to satisfy ultimate requirements. The estimated final cost of the facility is \$400,000, exclusive of land acquisition costs.

We recommend that the initial volume of the pond be 35,000 m<sup>3</sup> with 5,000 m<sup>3</sup> as a permanent pond. Pond size should be increased by 350 m<sup>3</sup>/ha of development that occurs north of the E.C. Row Expressway/CPR line (104 ha) with 50 m<sup>3</sup>/ha adding to the permanent pond. Pond outflow should be controlled to a maximum of 2 m<sup>3</sup>/s at its top water elevation.

- d) The channel between Walker Road and the downstream end of the culvert through Casson Transport should be widened, deepened and graded to match the section recommended for between Howard and Walker Road as follows:

- bottom width	2.5 m
- side slopes	3:1
- grade	0.045%

The estimated cost of this work is \$300,000. The work would not entail replacement of any of the existing structures. This work is required for both flood control upstream of Central and for accommodating development for existing and future direct contributing lands.

- e) The channel (Pilette No. 1) upstream of Central to Tourangeau Avenue should be widened, deepened and graded as follows:

-	bottom width	2 m
-	side slopes	3:1
-	grade	0.045 %

The estimated cost of this work is \$130,000. This work (as well as f) below) is required for both flood control and for providing outlet capacity for tributary lands.

- f) As well, the culvert at Plymouth Avenue would require replacement at an estimated cost of \$200,000.

We note that, provided the local drainage systems are extended to the Pilette No. 1 Drain, the existing Grand Marais Drain could be filled in and abandoned.

Regarding e) and f) above, the undersized culvert at Plymouth (Pilette No. 1) and on the Grand Marais Drain result in flood damages commencing at a return frequency of 1:10 years, i.e. water reaches elevation 608 to 608.5.

With the replacement of the Plymouth Culvert and improvement to Pilette No. 1, which then becomes the major drainage outlet, commencement of flood damages would be reduced to a frequency of approximately 1:50 years.

Consequently, improving the Pilette No. 1 system would reduce the amount of storage (back-up) that now occurs at the lower flow ranges. By shifting storage to a higher flow range, more for effective attenuation should result, thereby reducing somewhat flood levels. Therefore, a reduction in the Authority's regulatory flood datum (including freeboard) to 610.0 could be considered as reasonable if these components were to proceed without downstream channel improvements and storage facilities in place.

### 3.2 Summary

The works recommended are as follows:

1.	Improve channel from Walker Road to Casson Transport	\$300,000
2.	Replace Plymouth Avenue Culvert	\$200,000
3.	Improve Pillette No. 1 Drain	\$130,000
4.	Construct Stormwater Retention Pond (initial capacity 35,000 m <sup>3</sup> )	\$200,000
		<hr/>
	TOTAL	\$830,000

The flood damage reduction benefits resulting from these works are:

a)	Replace Plymouth Avenue Culvert/improve Pillette No. 2 Drain	\$149,600
b)	Improve Channel - Walker Road to Casson Transport and initial Stormwater Detention Pond	\$168,000
		<hr/>
	TOTAL	\$317,600

It should be noted that should the channelization works from Walker to Casson be constructed before the works from Howard and Walker, then some temporary constriction at Walker may be necessary.

These proposed works will remove from risk of flooding 74 houses under 1:100 year design flow conditions. However, the City should ensure the minor drainage system tributary to the recommended works is adequate.

The final works recommended is the enlargement of the stormwater detention pond to its ultimate size of 70,000 m<sup>3</sup> to compensate for future development being allowed to discharge uncontrolled.

The cost of the enlargement is estimated to be \$200,000.

$$70,000 \text{ m}^3 \div 2.2 \frac{\text{m}^3}{\text{s}} = 31,818 \text{ s} - \text{Duration of detention}$$

---

TABLE 1 LAND USE AND FLOWS

LAND USE:	Residential ha	Comm/Ind ha	Undeveloped ha	Open Space ha	Totals ha
Area 1	73.1	26.9	35.5		135.5
Area 2		19.4	41.4		60.8
Area 3		57.3			57.3
Area 4A		56.0			56.0
Area 4B		20.0	29.0		49.0
Area 4A1	18.5	35.7	14.4		68.6
Area 6	144.6	4.0	3.2		151.8
Area 7	66.0	15.8	14.0	6.5	102.3
Area 8	55.1	39.2		8.0	102.3
Area 9	62.1	39.4	9.9		111.4
Totals	419.4	313.7	147.4	14.5	895.0

FLows:	AES 30% 1:100 year		CHICAGO 1:100 year		DESIGN
(future)	Uncontrolled	Controlled	Uncontrolled	Controlled	
Location	m3/s	m3/s	m3/s	m3/s	m3/s
U/S Howard	24.2	15.3	30.9	18.7	17.0
D/S Walker	19.4	10.5	24.8	12.6	13.7
D/S Casson	15.1	6.2	19.2	7.0	10.0
U/S Central	5.3	2.0	6.7	2.0	6.7

TABLE 2. PRESENT VALUE OF FLOOD DAMAGES

## A: Existing Conditions

Return period	Diff.	Damages	Average Damages (Total)	Expected Annual Damages
1	1.00	\$0.0		
2	0.50	\$0.0	\$0.0	\$0.0
5	0.20	\$0.0	\$0.0	\$0.0
10	0.10	\$0.0	\$0.0	\$0.0
20	0.05	\$155.7	\$77.9	\$3.9
50	0.02	\$215.4	\$185.6	\$5.6
100	0.01	\$361.9	\$288.7	\$2.9
1000	0.001	\$361.9	\$361.9	\$3.3

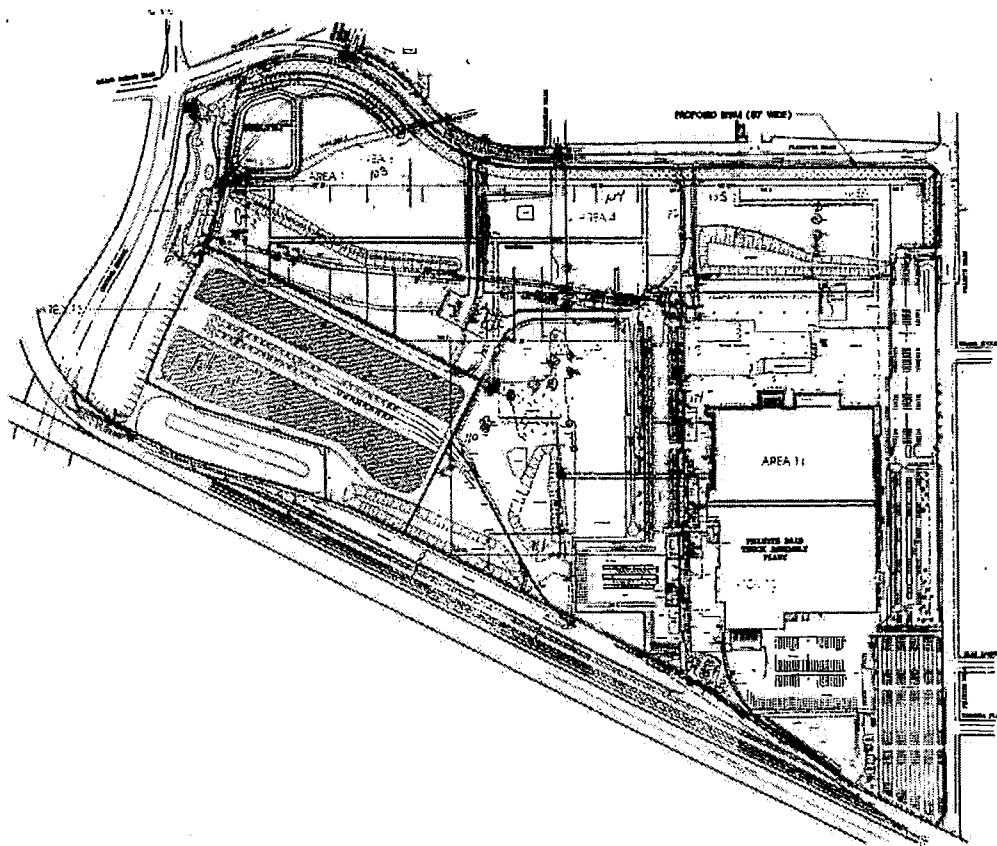
EXPECTED ANNUAL DAMAGE (\$ 1000's)	\$15.6
EXPECTED ANNUAL DAMAGE (\$ 1000's) PREVENTED	\$12.3
PRESENT VALUE (7% - 50yrs) \$1000's	\$170.4
PRESENT VALUE (3% - 50yrs) \$1000's	\$317.6

B: Existing Conditions D/S Central  
Plymouth Ave. Culvert/U/S Channel Improved

Return period	Diff.	Damages	Average Damages (Total)	Expected Annual Damages
1	1.00	\$0.0		
2	0.50	\$0.0	\$0.0	\$0.0
5	0.20	\$0.0	\$0.0	\$0.0
10	0.10	\$0.0	\$0.0	\$0.0
20	0.05	\$0.0	\$0.0	\$0.0
50	0.02	\$200.2	\$100.1	\$3.0
100	0.01	\$361.9	\$281.1	\$2.8
1000	0.001	\$361.9	\$361.9	\$3.3

EXPECTED ANNUAL DAMAGE (\$ 1000's)	\$9.1
EXPECTED ANNUAL DAMAGE (\$ 1000's) PREVENTED	\$5.8
PRESENT VALUE (7% - 50yrs) \$1000's	\$80.2
PRESENT VALUE (3% - 50yrs) \$1000's	\$149.6





**STORM WATER MANAGEMENT AREAS**

AREA 1	= 0.23 acres
AREA 2	= 1.72 acres
AREA 3	= 0.85 acres
AREA 4	= 5.79 acres
AREA 5	= 10.64 acres
AREA 6	= 14.60 acres
AREA 7	= 0.23 acres
AREA 8	= 15.76 acres
AREA 9	= 11.06 acres
AREA 10	= 7.25 acres
AREA 11	= 7.59 acres
AREA 12	= 36.84 acres
AREA 13	= 12.93 acres
POND	= 4.75 acres
<b>TOTAL DRAINAGE AREA = 124.50 acres</b>	
<b>RUNOFF COEFFICIENT = 0.95</b>	



STORM WATER MANAGEMENT REPORT  
FOR THE PILLETTE ROAD TRUCK ASSEMBLY PLANT  
DAIMLERCHRYSLER CANADA

STORM DRAINAGE AREAS

0 200 400 600 800 1000

FIGURE 3

# STORM SEWER DESIGN SHEET (IMPERIAL) # 2

## DESIGN CRITERIA

YEAR STORM CURVE

2 year

ENTRY TIME

20 min

VELOCITY RANGE

2.5 ft/s

to 10 ft/s

MINIMUM PIPE SIZE

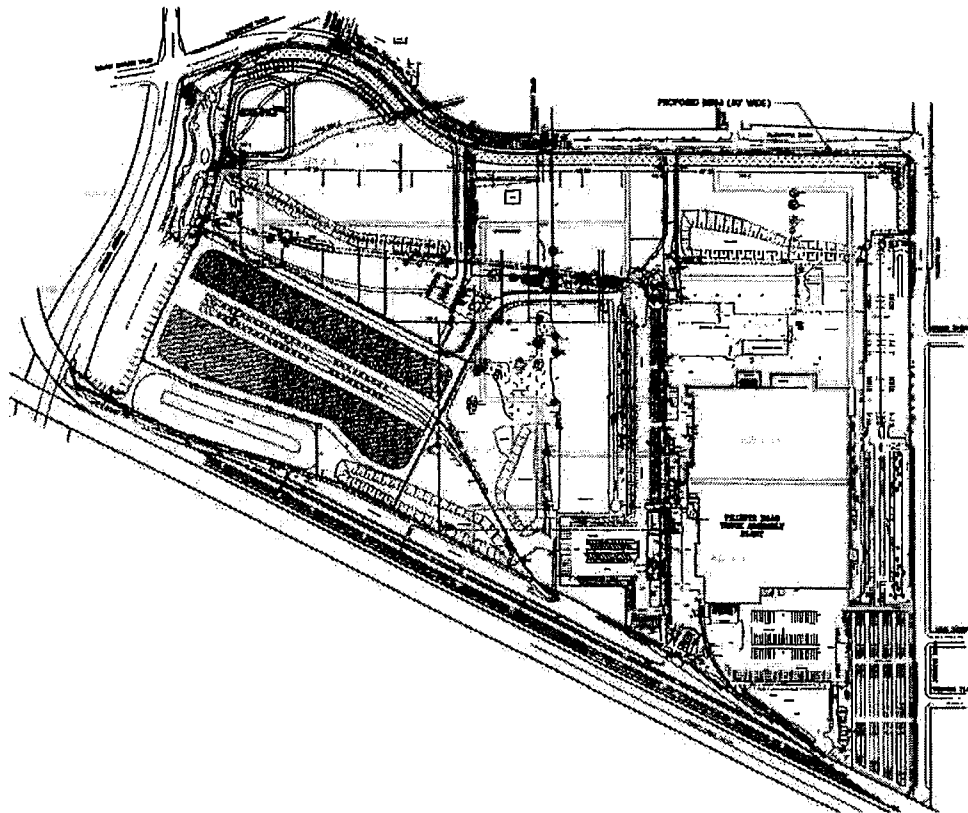
12 in

Project: BRAD EXPANSION

Client: DAWSON COUNTY

Project No: 15993465

LOCATION				UNITS: FEET/POUNDS/SECONDS										FIGURE NO.: 1399-140									
STREET OR BASEMENT	FROM STREET AND M.H.		SEWER LENGTH (ft)	CUMULATIVE DESIGN AREA SERVED (ACRES) PERSEMENT TOTAL		RUNOFF FACTOR C	A x C		RAINFALL INTENSITY		MAXIMUM FLOW EXPECTED (cfs)	KIND OF PIPE	SEWER DESIGN		CAPACITY FULL (cfs)	VELOCITY FULL (ft/s)	PROFILE				AVERAGE COVER ft		
	TO STREET AND M.H.	INVERT ELEVATION ft		INCL. A x C	TOTAL A x C		SECT. ACCUM. INCL. INTENSITY	DIAMETER IN	MANHOLE IN	UPSTREAM ELEVATION INVERT ft			DOWNSTREAM ELEVATION INVERT ft	DOWNSTREAM ELEVATION GROUND ft									
	14	13	600	7.589	7.589	0.85	7.211	7.211	3.08	20.00	2.18	15.3	0.075%	30	0.013	22.7	2.73	601.88	612.00	601.30	612.00	7.20	
	13	12	475	11.080	18.440	0.85	10.626	17.537	3.19	23.06	1.97	34.5	0.149%	54	0.013	36.4	2.48	601.18	612.00	601.00	612.00	8.40	
	12	4	475	10.540	29.000	0.85	10.013	27.660	2.84	26.24	1.79	48.4	0.044%	60	0.013	54.3	2.79	600.81	612.00	600.90	612.00	8.30	
	8	5	800	14.800	14.800	0.85	13.87	13.870	6.37	20.00	2.18	30.2	0.047%	48	0.013	31.2	2.48	601.58	612.00	601.20	612.00	8.81	
	5	4	350	0.000	14.800	0.85	0	13.870	2.35	25.37	1.64	29.8	0.047%	48	0.013	31.2	2.48	601.18	612.00	601.00	612.00	8.80	
	4	5	856	5.790	48.390	0.85	6.5005	48.821	6.88	29.08	1.87	78.3	0.025%	78	0.013	83.1	2.50	600.51	612.00	600.30	612.00	8.94	
	3	2	860	9.850	59.240	0.85	9.3576	68.278	8.44	34.74	1.47	82.7	0.027%	78	0.013	86.4	2.86	600.23	612.00	600.00	612.00	8.93	
	11	10	1000	36.040	36.040	0.85	34.808	34.808	8.11	25.00	1.80	84.7	0.037%	90	0.013	94.8	2.73	601.87	612.00	601.50	612.00	4.90	
	10	8	950	7.250	43.890	0.85	6.8476	41.805	8.63	31.11	1.69	66.3	0.040%	60	0.013	87.3	2.83	601.28	612.00	601.00	612.00	5.31	
	8	8	900	15.780	15.78	0.85	14.872	14.87	4.83	20.00	2.18	32.8	0.060%	48	0.013	40.7	3.24	601.72	612.00	601.00	612.00	8.84	
	8	7	800	8.220	88.840	0.85	8.7985	88.438	8.70	36.70	1.41	82.8	0.025%	84	0.013	101.3	2.63	600.43	612.00	600.20	612.00	4.86	
	7	2	350	1.720	70.600	0.85	1.854	87.070	2.22	42.40	1.28	38.8	0.025%	84	0.013	101.3	2.63	600.09	612.00	600.00	612.00	4.86	
	2	1	100	0.380	120.120	0.85	0.268	123.81	0.50	44.82	1.23	152.0	0.033%	96	0.013	106.1	3.31	600.23	612.00	599.20	612.00	4.78	



**STORM WATER MANAGEMENT AREAS**

AREA 1	= 0.25 acres
AREA 2	= 1.72 acres
AREA 3	= 9.85 acres
AREA 4	= 5.70 acres
AREA 5	= 10.54 acres
AREA 6	= 14.50 acres
AREA 7	= 5.25 acres
AREA 8	= 10.76 acres
AREA 9	= 11.06 acres
AREA 10	= 7.25 acres
AREA 11	= 7.39 acres
AREA 12	= 28.54 acres
AREA 13	= 12.93 acres
AREA 14	= 4.75 acres
POND	= 4.75 acres
<b>TOTAL DRAINAGE AREA = 154.50 acres</b>	
<b>RUNOFF COEFFICIENT = 0.95</b>	

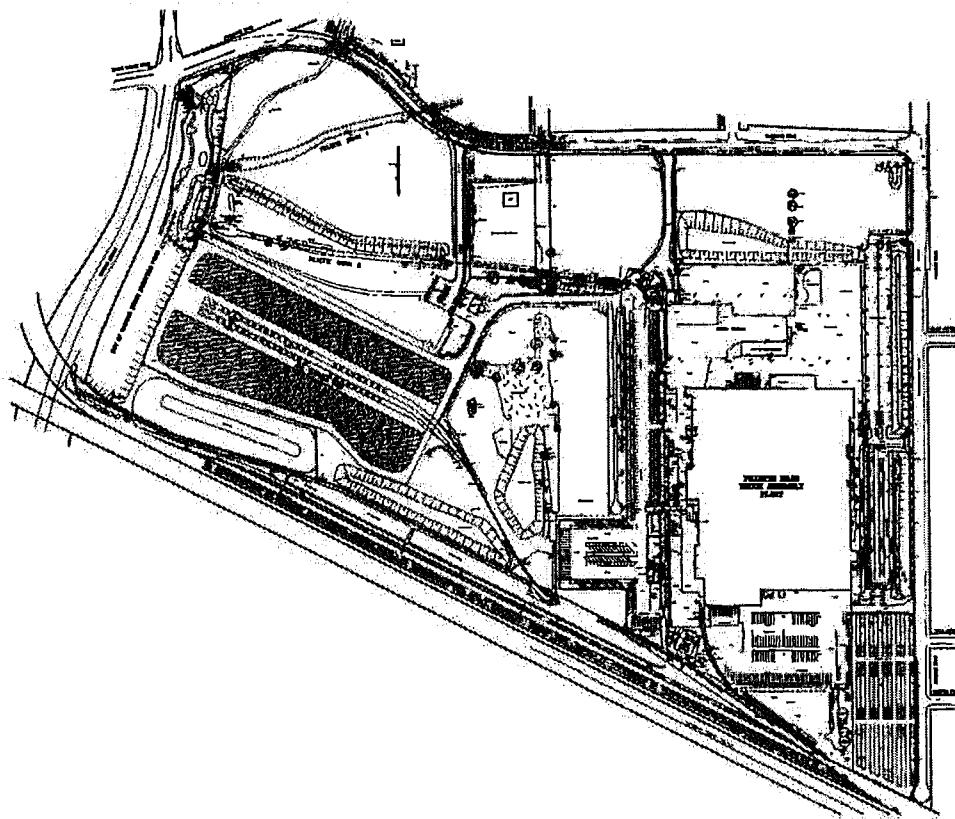


**STORM WATER MANAGEMENT REPORT  
FOR THE PILLETTE ROAD TRUCK ASSEMBLY PLANT  
DAIMLERCHRYSLER CANADA**

**STORM DRAINAGE AREAS**



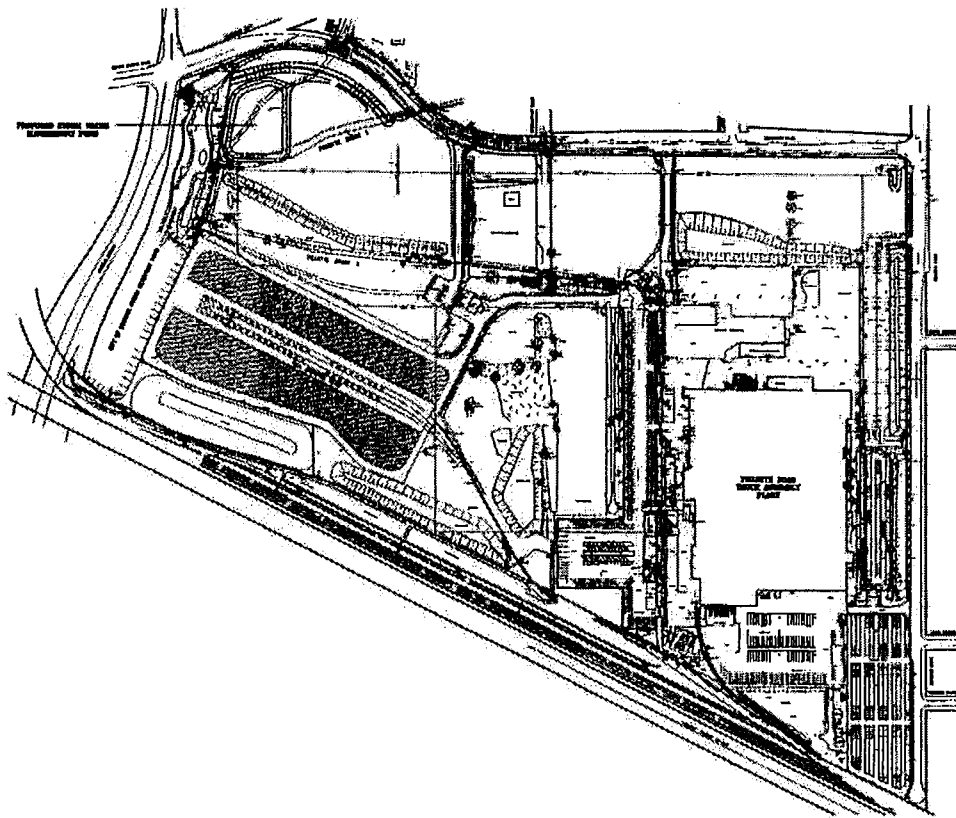
**FIGURE 3**



STORM WATER MANAGEMENT REPORT  
FOR THE PILLETTE ROAD TRUCK ASSEMBLY PLANT  
DAIMLERCHRYSLER CANADA

EXISTING SITE  
0 200 400 600 800 1000

FIGURE 1



STORM WATER MANAGEMENT REPORT  
FOR THE PILLETTE ROAD TRUCK ASSEMBLY PLANT  
DAIMLERCHRYSLER CANADA

PROPOSED STORM WATER DRAINAGE SYSTEM

0 200 400 600 800 1000

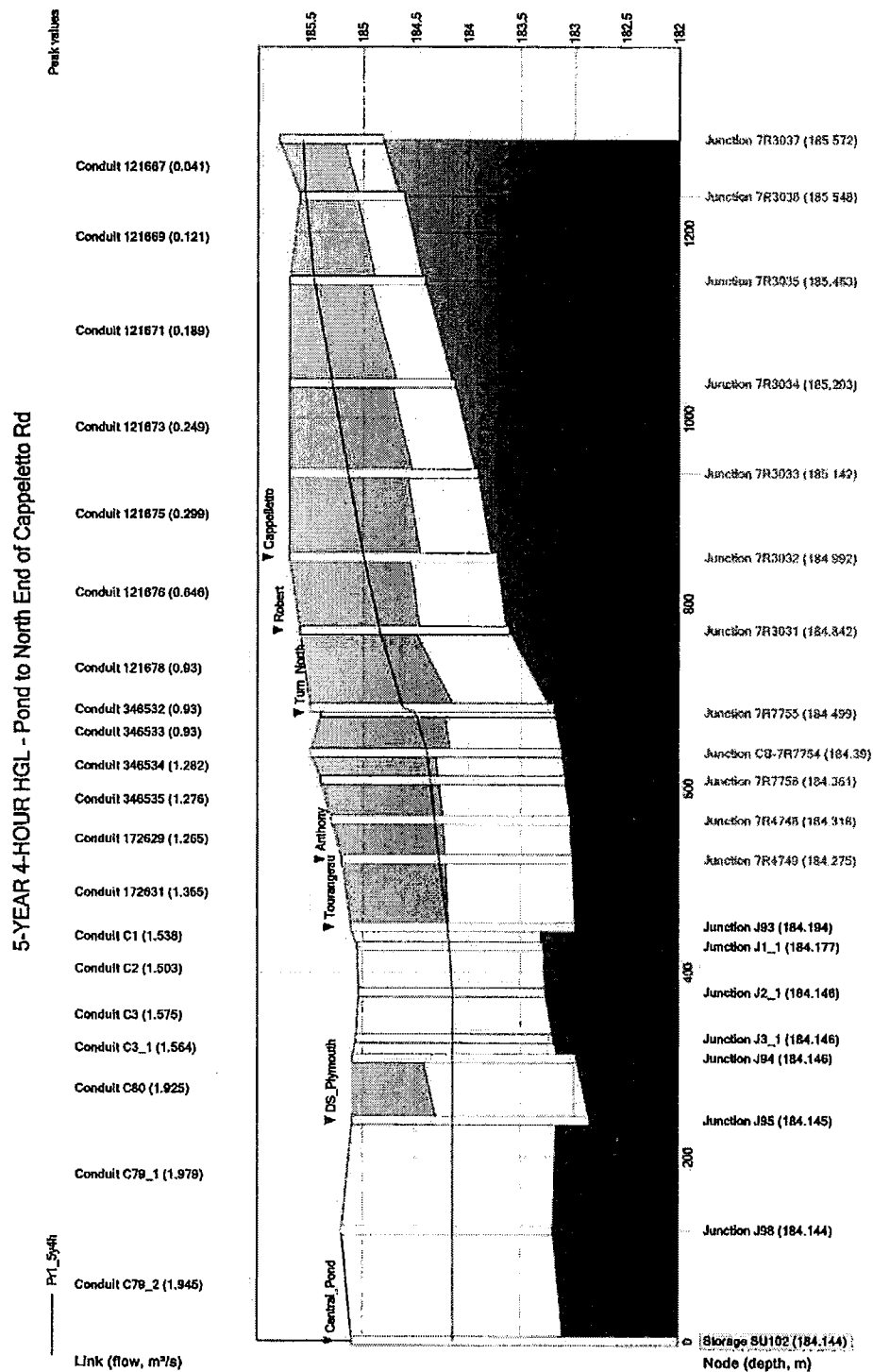
FIGURE 2



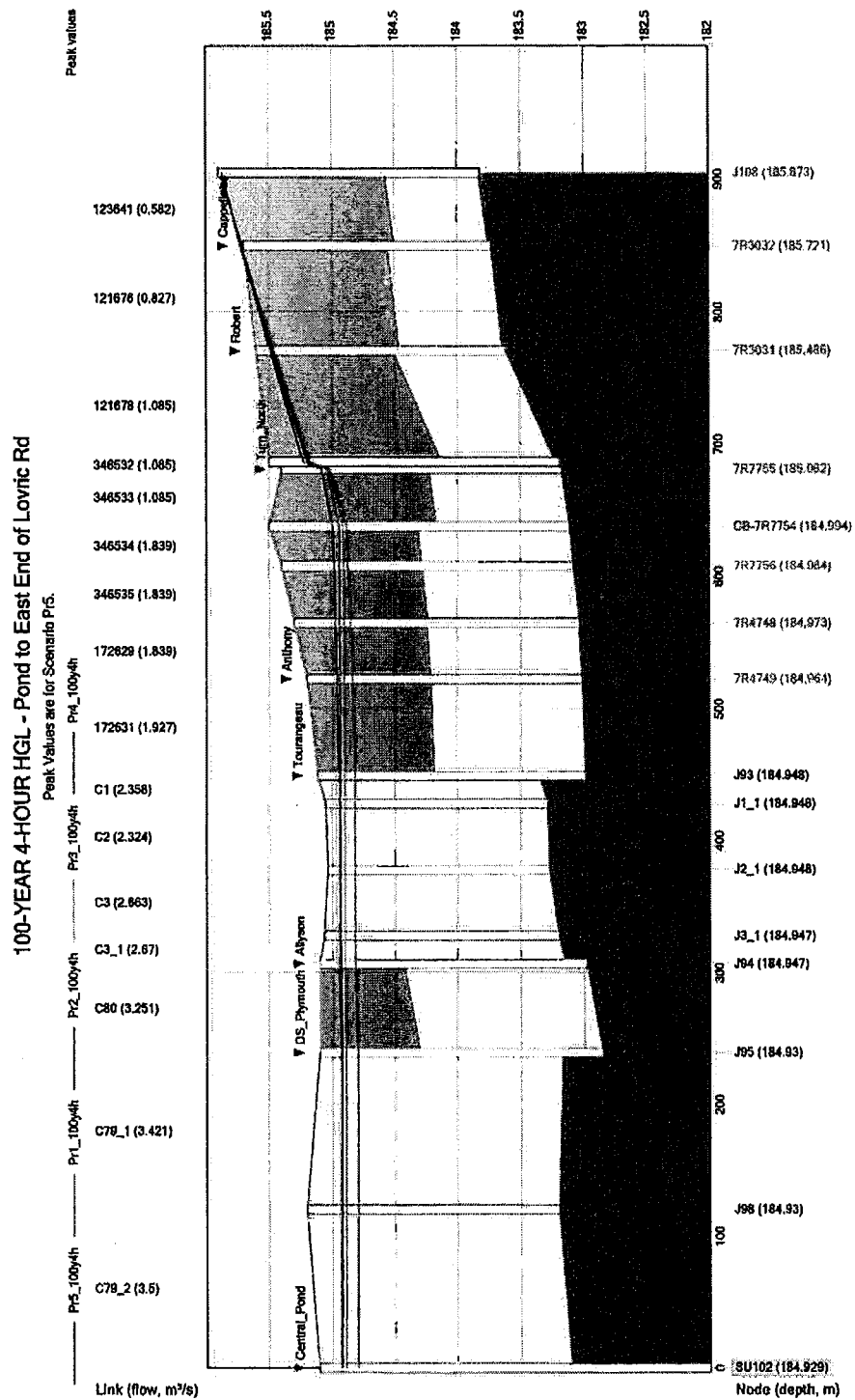
## **APPENDIX B**

### **Storm Sewer HGL Profiles**





**Figure B.1 – 5-year HGL Profile**

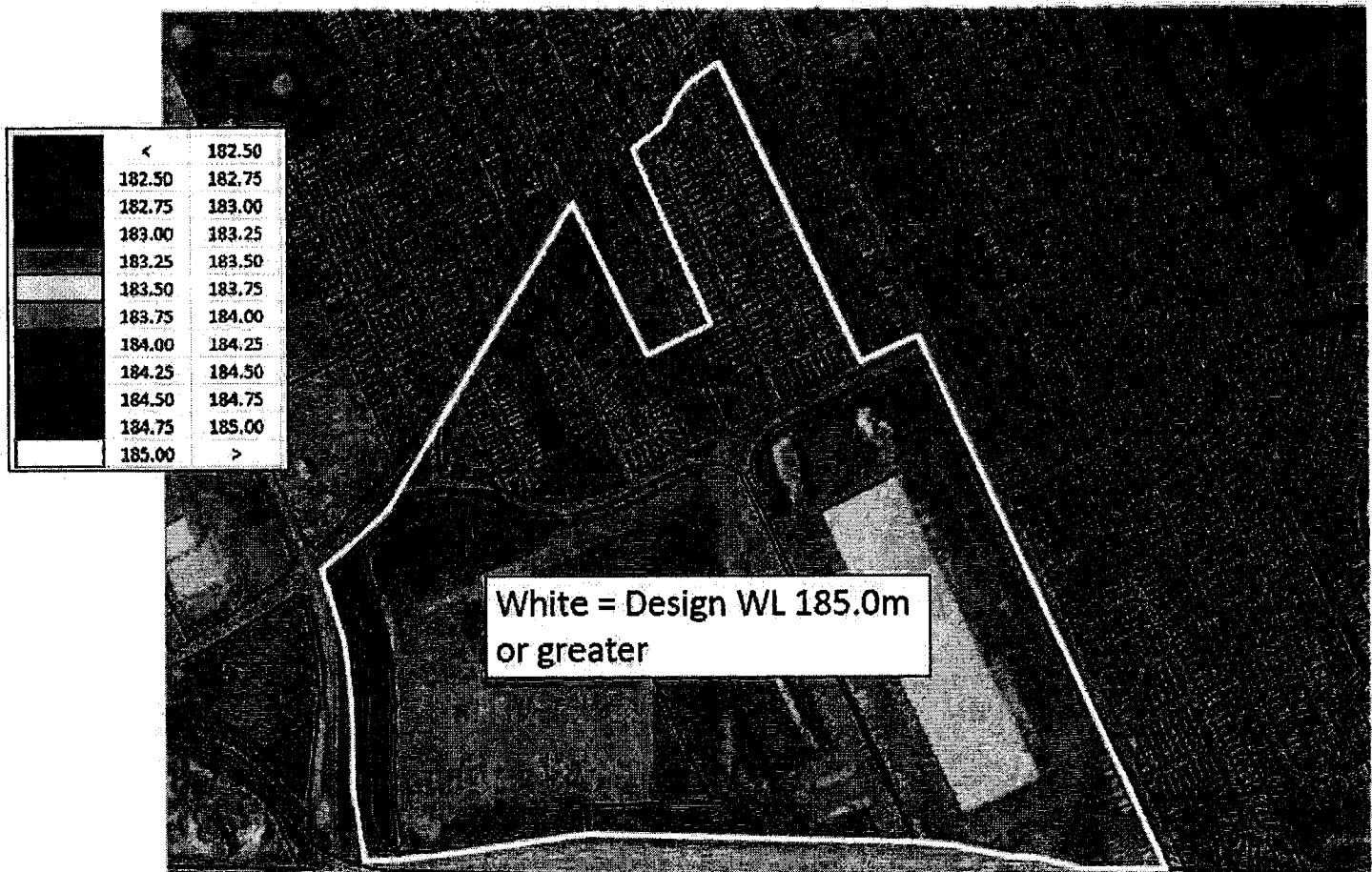


**Figure B.2— 100-year HGL Profile**

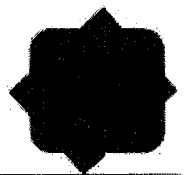


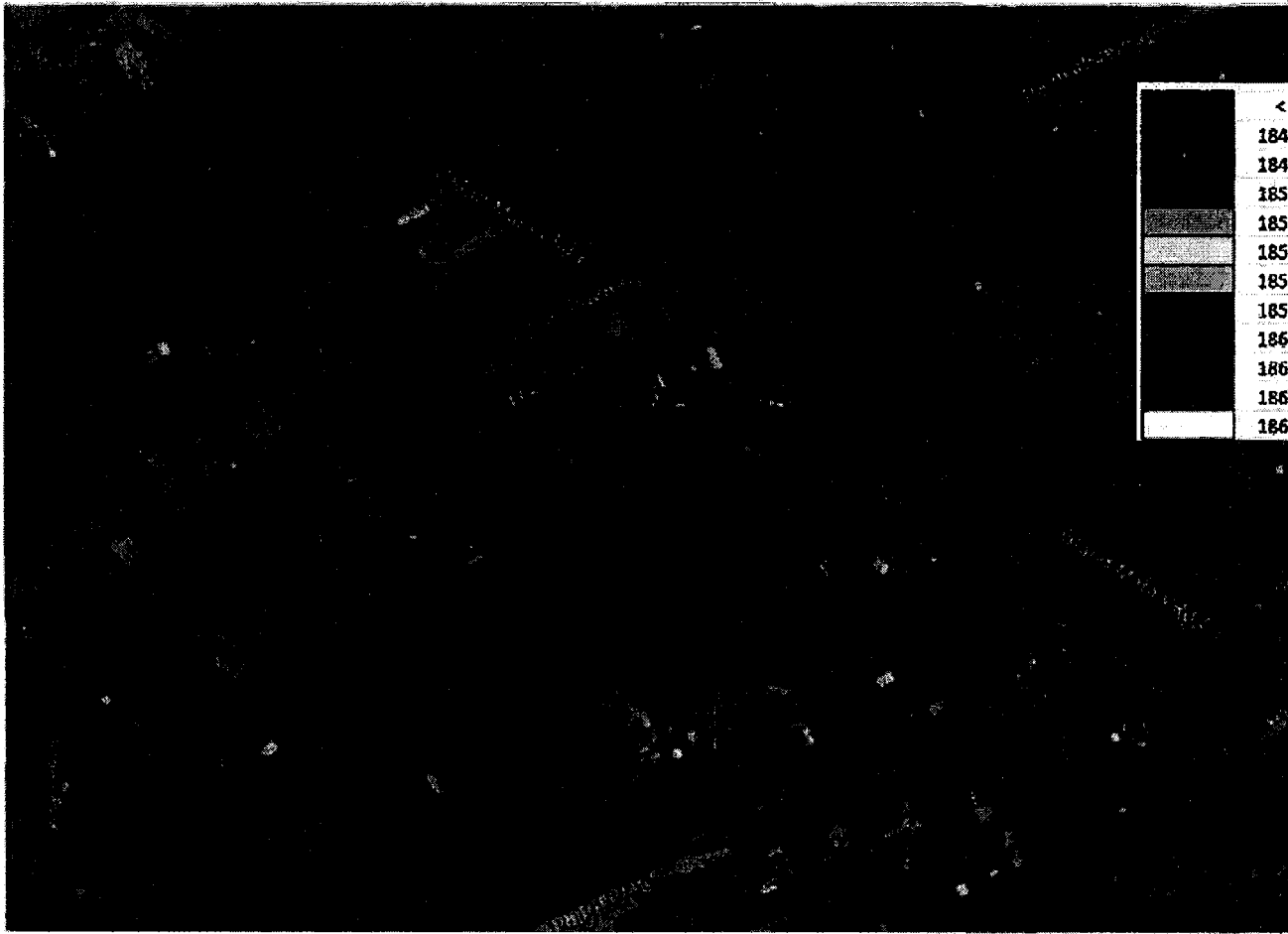
## **APPENDIX C**

### **Lidar Maps**

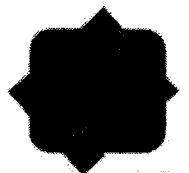


**Figure C.1 – Design Water Level: 185.0 m**





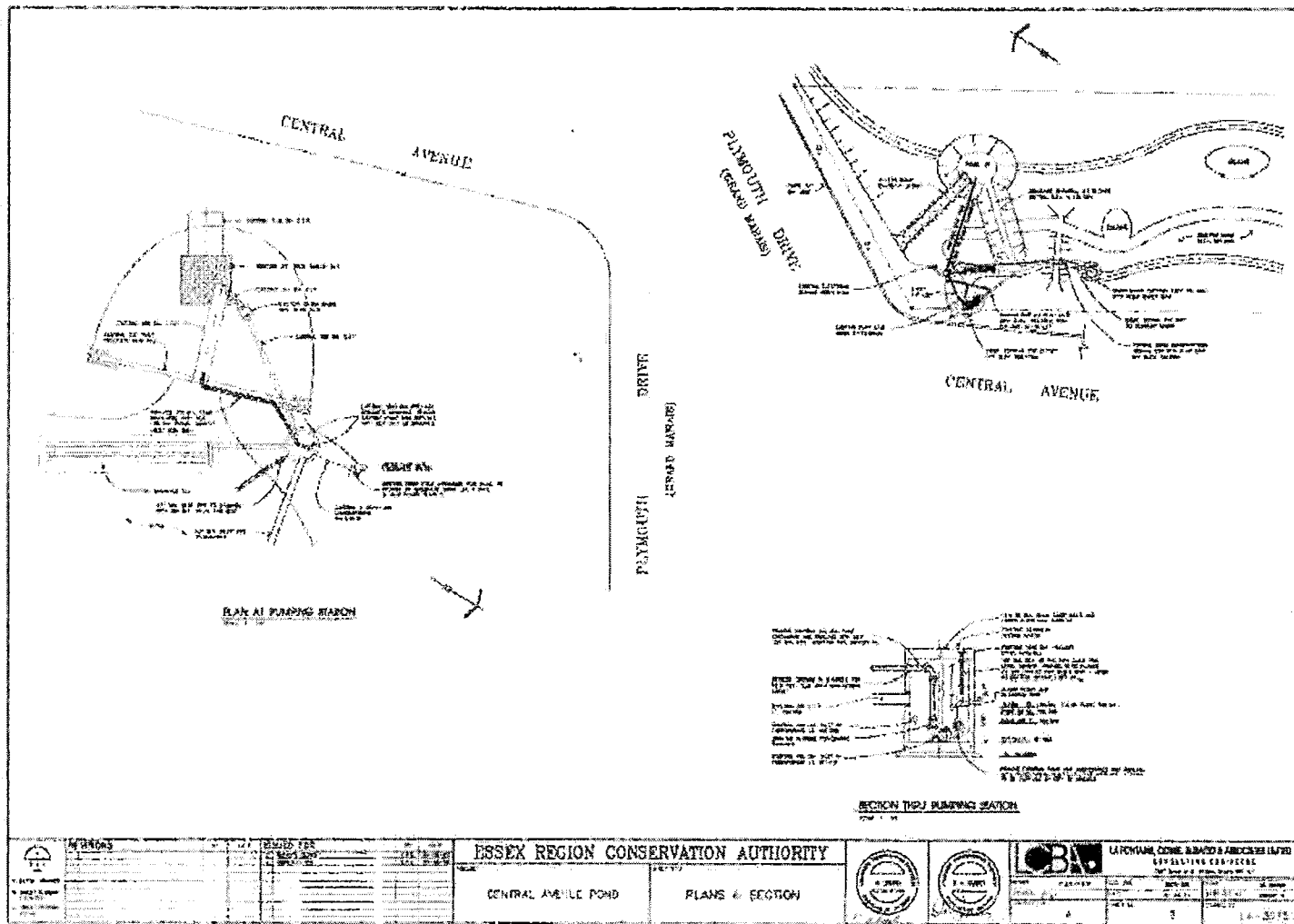
**Figure C.2 – Flooding – South of Grand Marais (Tourangeau to Bernard)**





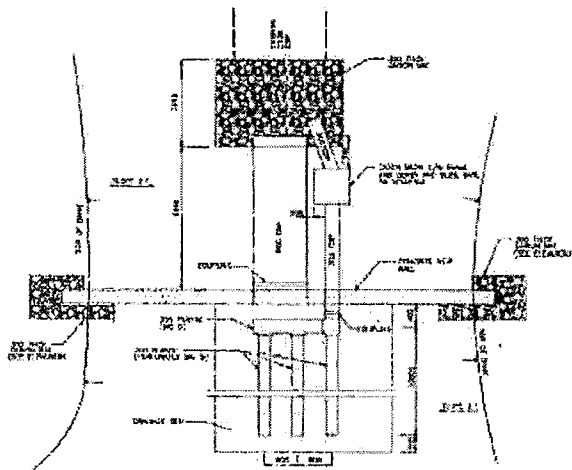
**APPENDIX D**  
**Central Pond Drawings (LCBA Plans – 1997)**



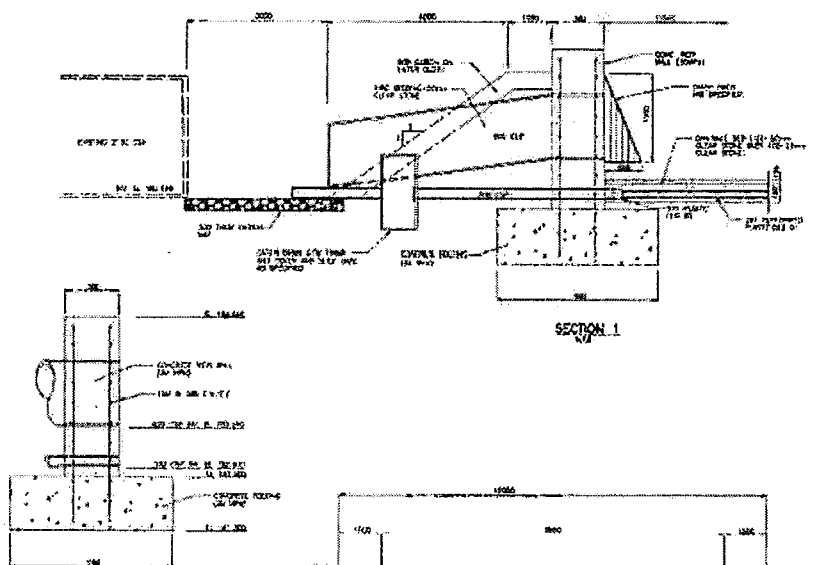


# LCBA Drawing – Plan and Sections

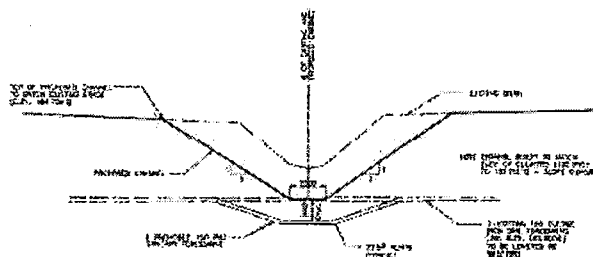




OUTFALL STRUCTURE PLAN  
N.T.S.

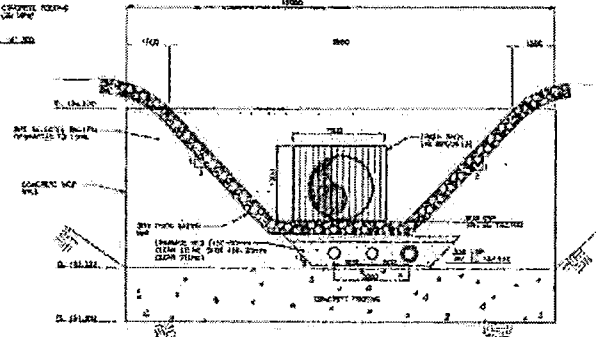


SECTION 1  
N.T.S.



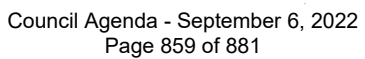
TYPICAL CHANNEL CROSS-SECTION  
N.T.S.

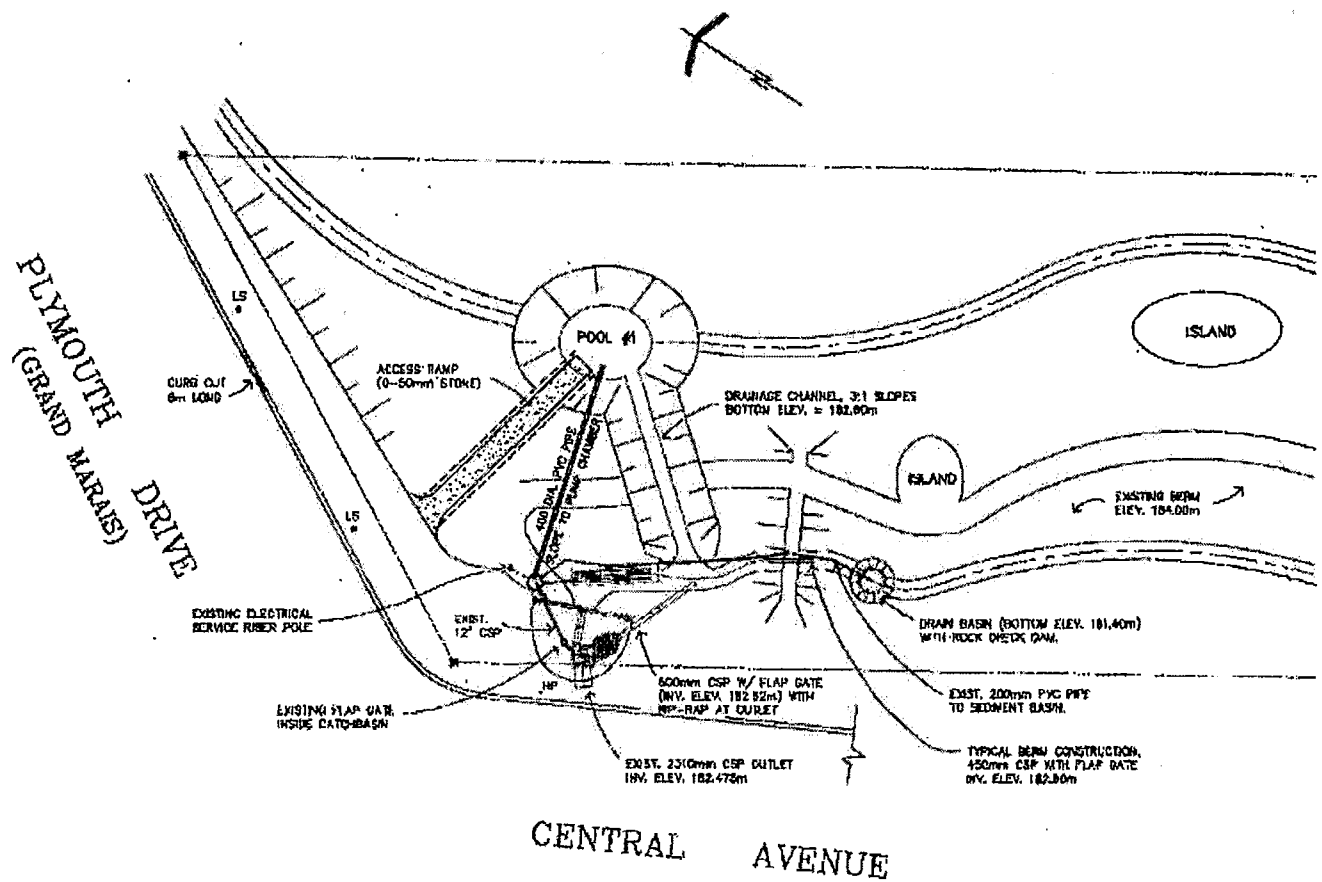
DETAIL A  
N.T.S.



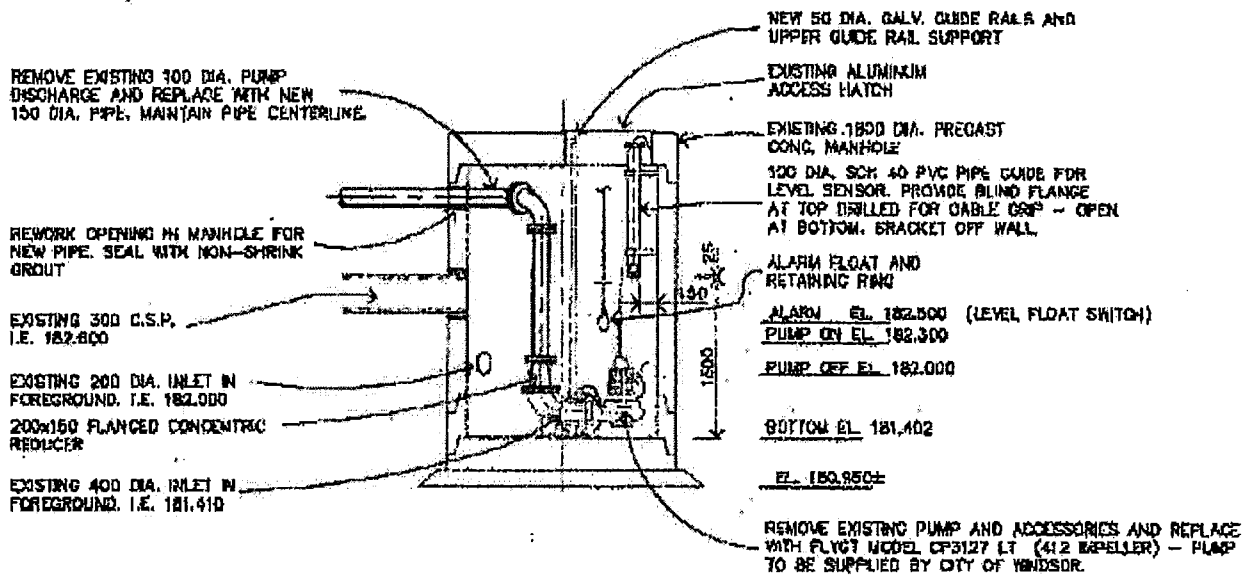
CONCRETE WEIR WALL ELEVATION  
N.T.S.

## LCBA Drawing – Outlet and Pumps Details



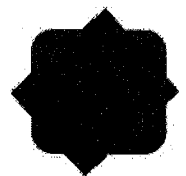


## LCBA Drawing – Enlarged Plan of Outlet

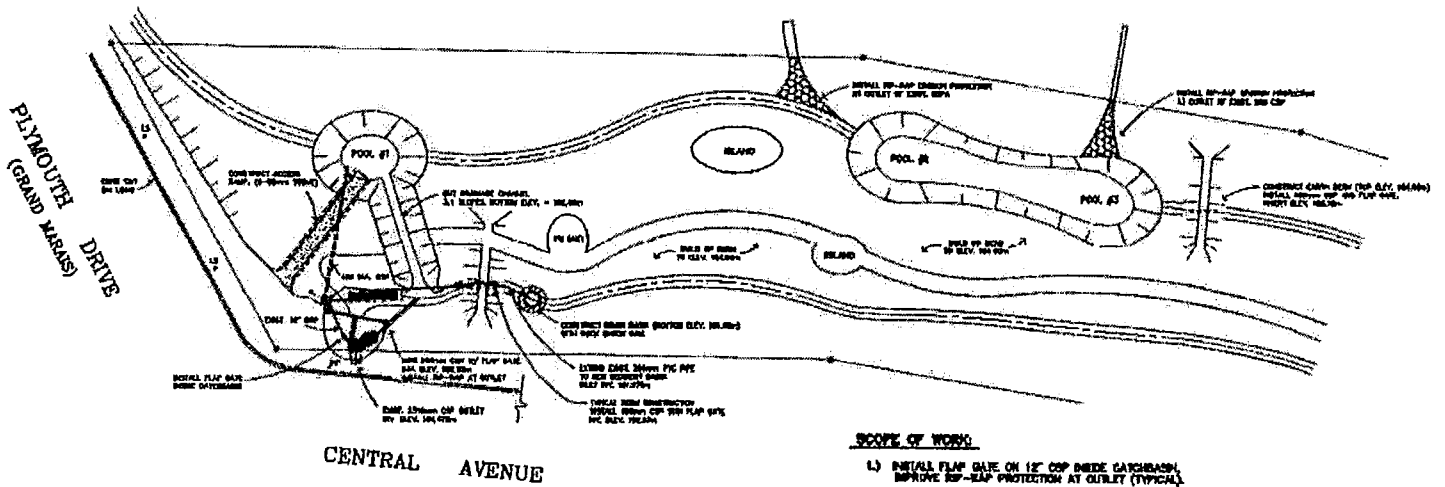


### SECTION THRU PUMPING STATION

SCALE 1 : 50



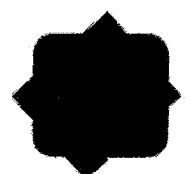




**SCOPE OF WORK:**

- 1.) INSTALL FLAP GATE ON 12" CSP DIODE CATCHBASIN, IMPROVE TOP-RAP PROTECTION AT OUTLET (TYPICAL).
- 2.) EXTEND 300mm PVC PIPE AS SHOWN. CONSTRUCT SEDIMENT BASIN AND ROCK CHECK DAM AT PIPE INLET.
- 3.) INSTALL NEW 400mm CSP AND FLAP GATE AT NEW STRUCTURE. PLACE TOP-RAP ON GEOTEXTILE AT OUTLET.
- 4.) CUT CHANNEL THROUGH BERM AT POOL #2 (AS SHOWN). BOTTOM WIDTH = 2m, INVERT ELEV. = 181.43m.
- 5.) CONSTRUCT 2 EARTH BERMES C/W 400mm CSP AND FLAP GATES. TOP BERM = 184.00m, TOP WIDTH = 2m, 3:1 SIDE SLOPES.
- 6.) FILL IN EMBANKMENT CUT AT RAILROAD SWITCH INLET.
- 7.) INSTALL 400mm CSP PIPE FROM POND #2 TO BOTTOM OF PUMPING CHAMBER. INVERT = 181.43m. INSPECT CONDITION AND OPERATION OF EXIST. 300mm V&B.
- 8.) BUILD UP EXISTING BERM TO ELEV. 184.00m.
- 9.) CONSTRUCT ACCESS RAMP TO POOL #2. GRADE & COMPACT USING 0-30mm STONE.
- 10.) CUT ENTRANCE INTO EXISTING CURB (8m LG.) ON GRAND MARAIS ROAD.
- 11.) EXCAVATE POND AND INSTALL CATTAIL VEGETATION AROUND PERIMETER OF POND AND AROUND LOW-FLOW CHANNEL (FOLLOW THE DIRECTION OF E.A.C.A.).

# LCBA Drawing – Overall Pond Plan



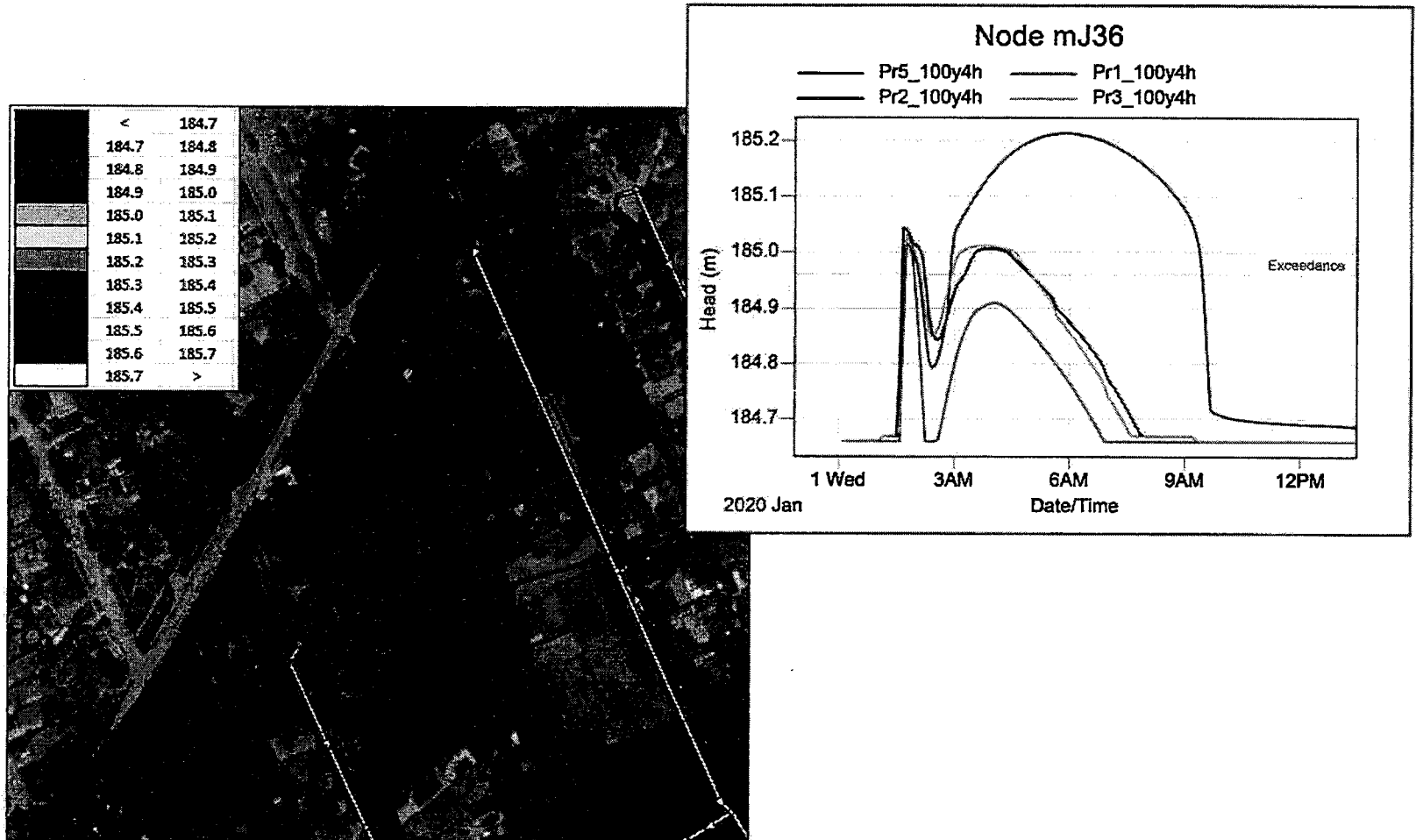


## **APPENDIX E**

### **Hydrographs and PCSWMM Model**

Figure E.1 – Impact of Potential Overland Flows from External Area

# IMPACT OF POTENTIAL OVERLAND FLOWS FROM EXTERNAL AREA



## Link GMD\_CassenCul

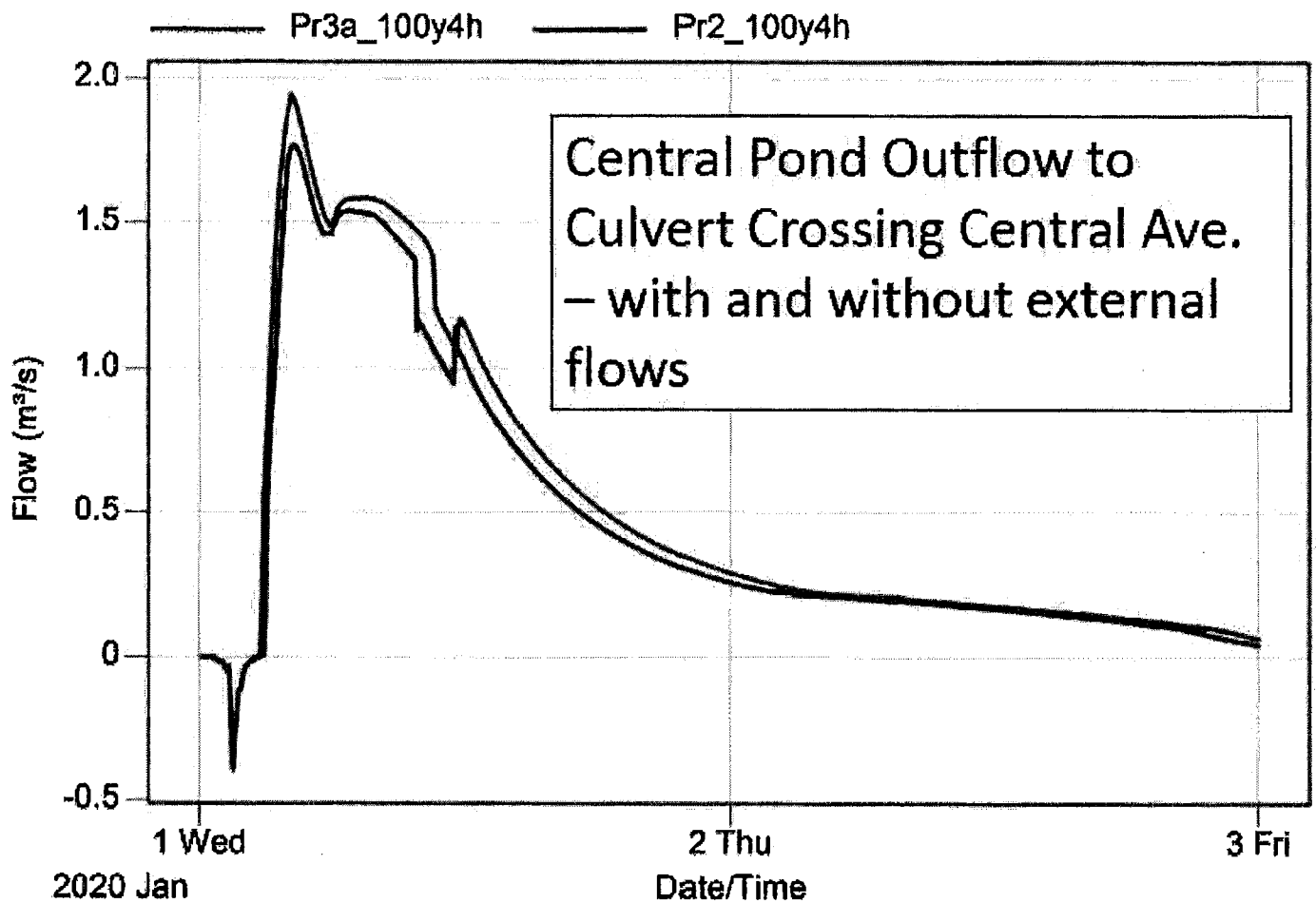
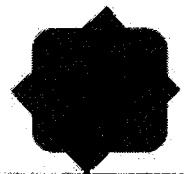
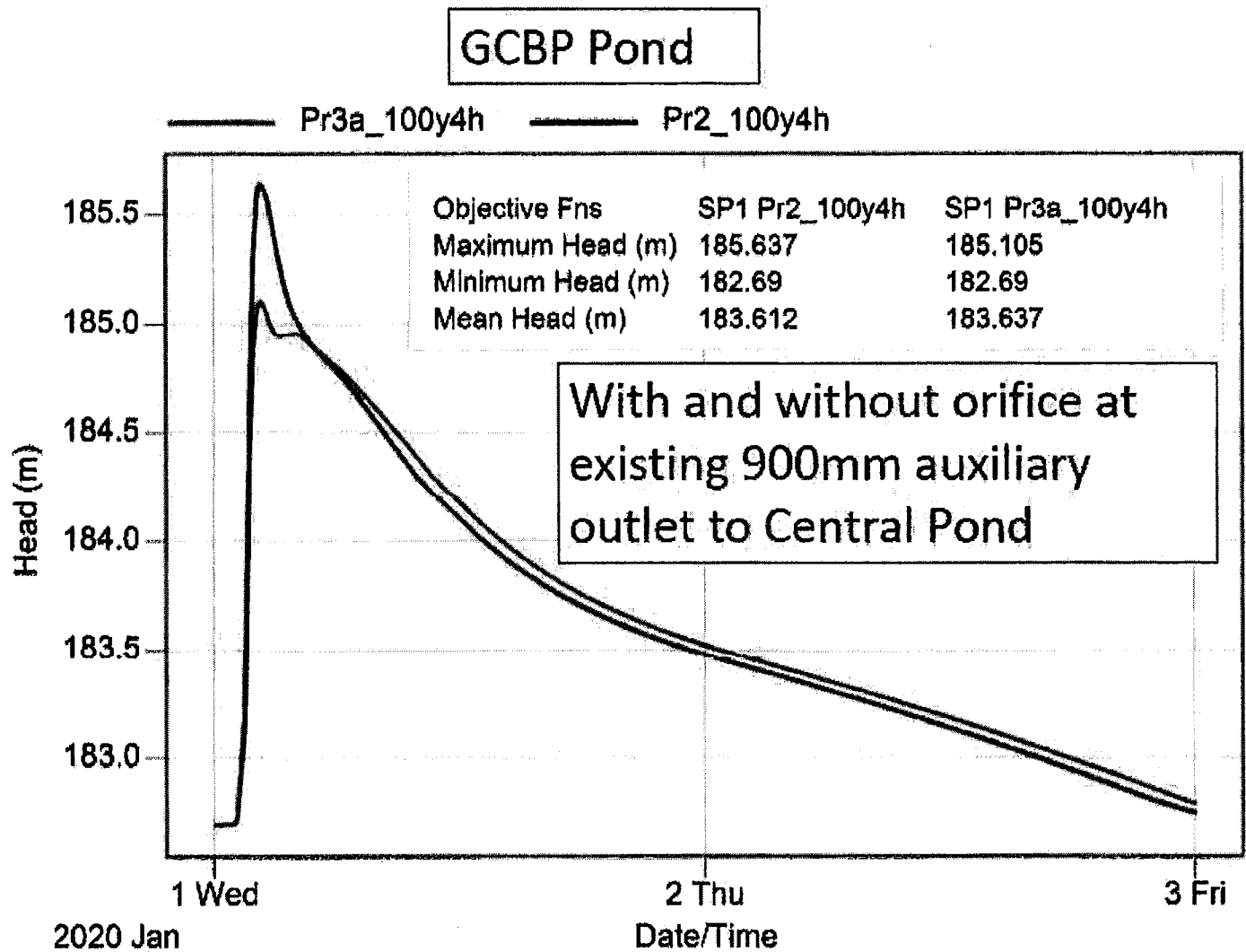


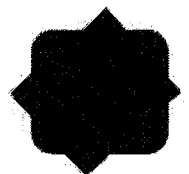
Figure E.2 – Hydrograph – Central Pond Outflow







**Figure E.4 – Central Pond Maximum Flood Elevation – With and Without External Auxillary Pipe form GCBP**







## **APPENDIX F**

### **Landmark Engineers Inc. Supplemental Letter Addressing Waterfowl to the Windsor International Airport and Email Correspondence**



November 30, 2020

Project No.: 19-026

Windsor International Airport  
3200 County Road 42  
Unit #200  
Windsor, ON  
N8V 0A1

Attention: Mr. Mark Galvin, P.Eng.  
CAO

Re: **Central Avenue Stormwater Management Facility**  
**Supplemental Letter addressing Waterfowl**

Dear Mr. Galvin:

Further to our recent discussions and your request, I am pleased to provide this brief letter report that addresses the issue of waterfowl use of the pond.

**Background**

A report that was prepared to address proposed modifications to the existing stormwater pond, located immediately southeast of the intersection of Central Avenue and Grand Marais Road, was submitted to the Airport on August 28, 2020 for review and comment. Other relevant information pertaining to the history of the pond was also submitted.

On September 1, 2020, we emailed additional project background that set out the purpose and scope of the pond assessment, as well as our recent correspondence with the City that indicated their satisfaction with the conclusions of the assessment. The email expressed that the City was satisfied with the recommendations of the assessment, subject to the Airport indicating their support.

During our subsequent discussions, you requested that we address the extent to which the pond is being utilized by waterfowl. This letter addresses our subsequent investigations and findings for your consideration.

2280 Ambassador Drive  
Windsor, Ontario  
Canada  
N9C 4E4

Phone:  
(519) 972-8052  
Fax:  
(519) 972-8644

[www.landmarkengineers.ca](http://www.landmarkengineers.ca)



Professional Engineers  
Ontario

### Approach

Since October 25<sup>th</sup>, the undersigned has attended the site on four separate occasions, at different times of the day, for the purpose of determining whether waterfowl are utilizing the facility. Our most recent attendance was on November 18<sup>th</sup>.

### Summary of Findings

The following summarizes the observations that were made during the aforementioned site inspections:

- No waterfowl were observed using the facility; and,
- No physical evidence of recent or past use of the facility by waterfowl was observed, such as feathers, tracks in the pond bottom near water's edge, old nesting areas, etc.

Based on the foregoing, it seems apparent that waterfowl (i.e., ducks and geese) are not using the area. In addition to the aforementioned evidence to support this conclusion, our observations concerning the condition of the facility are also worth noting, more specifically:

- The entire floor of the existing pond is heavily vegetated with stemmy and woody vegetation (e.g., reeds, rushes, shrubs and trees). Only two very small areas of open water exist throughout the entire pond;
- The type of vegetation that exists in the pond, which can harbour predators, extends to the edge of the open water areas. This serves as a significant deterrent to use of the facility by ducks and geese.

### Closing Remarks

We trust that the foregoing satisfactorily addresses your concerns regarding use of the facility by waterfowl. We also wish to confirm our understanding that should any modifications to the pond be planned by the City in the future, such initiatives would be planned in close consultation with Airport staff to ensure that conditions that are attractive to waterfowl are not created. In addition, no modifications or improvements to the pond will be undertaken without the full consent of the Airport.

If you have any questions or concerns regarding this proposal, please do not hesitate to call.

Yours truly,

**Landmark Engineers Inc.**



Daniel M. Krutsch, P.Eng.



## Kevyn Janisse

---



**From:** Galvin, Mark <mgalvin@yqq.ca>  
**Sent:** December 1, 2020 10:19 AM  
**To:** Dan Krutsch  
**Cc:** Perissinotti, Robert; Mikhael, Fahd; Winterton, Mark; Tim Byrne; James Bryant; Dowie, Andrew; Mark McCloskey; Tuffin, Steve  
**Subject:** RE: Central Avenue Pond

Thank you Dan – we have reviewed the letter and acknowledge the items pertaining to continuous consultation if the pond is to be changed or altered in any way and appreciate that fact – we also add that it is of utmost importance that additional mitigation be instituted if the site becomes 'fowl friendly', for lack of a better term. Thank you for your letter and your cooperation.

Mark

Mark Galvin  
Chief Executive Officer



3200 County Rd. 42, Unit 200, Windsor, ON, Canada N8V 0A1  
phone: (519) 969-2430 Ext. 420 · fax: (519) 969-6053  
cell: (519) 890-9215  
email: [mgalvin@yqq.ca](mailto:mgalvin@yqq.ca) · web: [www.yqq.ca](http://www.yqq.ca) ·  

-----  
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-----

**From: Dan**

Krutsch <dkrutsch@landmarkengineers.ca>  
**Sent:** Monday, November 30, 2020 3:35 PM  
**To:** Galvin, Mark <mgalvin@yqq.ca>  
**Cc:** Perissinotti, Robert <rperissinotti@citywindsor.ca>; Mikhael, Fahd <fmikhael@citywindsor.ca>; Winterton, Mark <mwinterton@citywindsor.ca>; Tim Byrne <TByrne@erca.org>; James Bryant <JBryant@erca.org>; Dowie, Andrew <adowie@citywindsor.ca>; Mark McCloskey <mmccloskey@mcclloskeyengineering.com>  
**Subject:** RE: Central Avenue Pond

**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.

Further to my prior emails, and our subsequent discussions, please find attached our supplemental report that addresses the potential for waterfowl to use the Central Avenue Pond in its current and proposed modified state.

I have copied those individuals that have participated in this process to facilitate your reply.

Thanks,  
Dan

Daniel M. Krutsch, P.Eng.



**Landmark Engineers Inc.**  
2280 Ambassador Drive  
Windsor, ON, N9C 4E4  
p (519) 972-8052  
f (519) 972-8644  
e-mail [dkrutsch@landmarkengineers.ca](mailto:dkrutsch@landmarkengineers.ca)

---

**From:** Dan Krutsch <[dkrutsch@landmarkengineers.ca](mailto:dkrutsch@landmarkengineers.ca)>  
**Sent:** Tuesday, September 1, 2020 12:40 AM  
**To:** Galvin, Mark <[mgalvin@ygg.ca](mailto:mgalvin@ygg.ca)>  
**Cc:** Perissinotti, Robert <[rperissinotti@citywindsor.ca](mailto:rperissinotti@citywindsor.ca)>; Mikhael, Fahd <[fmikhael@citywindsor.ca](mailto:fmikhael@citywindsor.ca)>; Winterton, Mark <[mwinterton@citywindsor.ca](mailto:mwinterton@citywindsor.ca)>; Tim Byrne <[TByrne@erca.org](mailto:TByrne@erca.org)>; James Bryant <[JBryant@erca.org](mailto:JBryant@erca.org)>  
**Subject:** FW: Central Avenue Pond

**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 Mark,

As a follow-up to my email on Friday and our discussion today, this email is intended to provide further context on the purpose and scope of the assessment that we completed, in cooperation with McCloskey Engineering.

There are a number of aspects of this undertaking that I want to highlight in terms of purpose and scope, namely:

1. I was made aware of some challenges that two developers east of Central Avenue were having identifying a suitable SWM strategy for their respective developments. Based on my prior history and knowledge of the design and construction of Central Avenue Pond, I had proposed to McCloskey (engineers for developers) that consideration should be given to restoring the original design intent of the pond, to serve the SWM needs of the developments. After some initial dialogue with the City and ERCA, a meeting was held to discuss the feasibility of the proposed strategy. A copy of the meeting agenda and the slides that were referenced during the meeting are attached. Minutes of the meeting were not prepared.
2. At the conclusion of the above-noted meeting, the City consented to further assessing the merits of the strategy, subject to our thoroughly evaluating its technical feasibility. The report that I submitted previously, presents the outcome of our assessment, and recommends a SWM strategy for the area.
3. One of the principal items of the assessment involved demonstrating the capability for major storm flows to be conveyed down the Plymouth right-of-way.
4. As I had indicated during our discussion, we had originally suggested this plan to McCloskey, and then to the City and ERCA, because we considered it would be a win-win for all stakeholders. Principal beneficiaries were of course the developers, who would avoid having to establish independent SWM facilities. We surmised that even if the developers had to finance the assessment and any resulting capital works to restore the intended function of the Pond, it would be a financial win for them. On the other hand, we proposed that the City would benefit by centralizing SWM for the developments, avoiding establishment of redundant SWM facilities that they would have to maintain in the future, and achieving some improvement to the water quality of the upper Grand Marais Drain.

5. The assessment has been completed and the City has issued their conditional support for the proposed plan. The remaining condition is that the proposal is acceptable to the Airport.

As I indicated, shortly after the pond was constructed in 1995, the pond began attracting substantial numbers of Canada geese, which immediately became a concern to the Windsor Airport. Although the pond was planned under the Class EA process, I understand that the City and their consultant failed to seek input from Airport during the EA process. Over the course of the following year, the City and ERCA developed a scope of pond modifications to substantially dewater the pond. This effectively alleviated the waterfowl issue and was deemed satisfactory to the Airport operations staff.

I attached all of the correspondence that occurred between the Airport staff and the City/ERCA (and their consultants) in 1996. Some of the correspondence acknowledged that the pond would eventually become less attractive to waterfowl when the fresh plantings matured. The correspondence suggests that the concerned parties anticipated that it would take a couple years for the site conditions to change in this regard. I wish to note that it has been 24 years since the pond was constructed. The overgrown state of the pond no longer suits the nesting and rearing habitat preferences of geese. As I indicated, there is no intention to implement changes that would alter the vegetation communities that currently exist in the pond. If any changes to the vegetation were to be made, we would recommend that additional trees be planted around the perimeter of the pond, and along the central berm to provide additional canopy, to further deter use of the facility by waterfowl.

You inquired why this information was being circulated to the Airport by Landmark, rather than the City. As Indicated above, the City consented to this process provided the developers financed the entire process. McCloskey Engineering, with the assistance of landmark Engineers, undertook the assessment on behalf of the developers. In a similar spirit, we have assumed the role of marshalling the proposal through the review process.

I wish to confirm (as noted in Item 5 above) that the City has recently indicated their approval of the proposal. I have attached for your reference, an email from Mark McCloskey that we received on August 21<sup>st</sup>, which contained the response from the City regarding their satisfaction with the proposed SWM plan.

At this time, we are seeking input from the Airport on the permissibility of the proposal. Assuming that you will find the proposal satisfactory, we would ask that you express this by way of some form of written communication to Mr. Perissinotti, P.Eng. ([rperissinotti@citywindsor.ca](mailto:rperissinotti@citywindsor.ca)). By copy of this email, I am inviting the City and ERCA to offer any addition clarification regarding their understanding and intentions with respect to the subject matter.

Thank you for your time and consideration. Do not hesitate to call if you have any additional questions or require additional information.

Sincerely,  
Dan

Daniel M. Krutsch, P.Eng.



Landmark Engineers Inc.  
2280 Ambassador Drive  
Windsor, ON, N9C 4E4  
p (519) 972-8052  
f (519) 972-8644  
e-mail [dkrutsch@landmarkengineers.ca](mailto:dkrutsch@landmarkengineers.ca)

From: Dan Krutsch  
Sent: August-28-20 6:56 PM



**To:** [mgalvin@yqg.ca](mailto:mgalvin@yqg.ca)  
**Subject:** Central Avenue Pond

Mark,

Further to our discussion this week, please find attached the following for your review and comment:

- Report by McCloskey Engineering on Central Avenue SWM Pond (which we assisted with)
- Historic correspondence (associated with the Pond) between the facility designer, the City, ERCA and the Airport that pertains to concerns with waterfowl use after initial construction of the pond in 1995/1996.

In summary, as I explained, it is being proposed that the pond be restored to more closely function as originally intended as a SWM facility that serves existing and proposed future development in the area. The attached report presents the results of our analysis of the ponds potential to satisfy the SWM needs of proposed developments. It is also proposed that the existing heavy overgrowth of vegetation around and within the pond that deters use of the facility by waterfowl be maintained. However, it is proposed that the retrofit berming, that was installed in 1996 to minimize short term ponding within the facility, be removed to increase the flow length through the pond to improve water quality.

The documentation that was prepared in 1996 following construction of the pond indicated that it would take a couple years for vegetation to mature sufficiently to deter waterfowl use. It has been 24 years since the pond was constructed. The current state of the vegetation effectively deters, and will continue to deter, use of the facility by geese and other significant waterfowl. Accordingly, we believe that the proposed minor modifications will not alter the characteristic of the pond in that regard.

Once you have had opportunity to review this information, we would appreciate opportunity to discuss next steps towards implementing the proposed changes with the consent of Windsor Airport.

Respectfully,  
Dan

**Daniel M. Krutsch, P.Eng.**



**Landmark Engineers Inc.**  
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**APPENDIX G**  
**N.O.C. Development Overall Servicing Plan**

**NOT INCLUDED IN PERMIT 9-21**



**Subject: Additional Information - Cost Sharing for Oversizing Servicing Fees Related to the Bernard Road Subdivision Development (report C 104/2022)---Ward 5**

**Reference:**

Date to Council: September 6, 2022

Author: Robert Perissinotti

Development Engineer (A)

519-255-6100 ext. 6615

rperissinotti@citywindsor.ca

Engineering

Report Date: 8/2/2022

Clerk's File #: Z2022

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

**Additional Information:**

**Recommendations:**

- I. That Council provide DIRECTION on recommendations I-III from report C 104/2022 as revised below:
  - I. *THAT Council **APPROVE** payment to NOC Development Inc. for oversizing costs to service privately owned lands (Bernard Rd Benefiting Properties shown on Appendix 'A', being Lots 62 to 69 inclusive 12M-319) as part of the Bernard Road Subdivision Development, of up to \$46,288.11 (inclusive of HST), for each of the eight (8) Bernard Rd benefitting properties totaling \$370,304.89 (inclusive of HST), to be funded from Project ID #7035119 – New Infrastructure Development; and*
  - II. *That Council **APPROVE** \$178,134.90 (inclusive of HST) to be paid to NOC Development Inc. as the City of Windsor's portion of the storm sewer oversizing costs for Bernard Road Subdivision Development and \$66,500.21 (61% of the total costs) for the Central Pond improvements, to be funded from the Project ID #7035119 – New Infrastructure Development; and*
  - III. *THAT Council **APPROVE** the recovery of the \$370,304.89 (inclusive of HST) oversizing costs, noted in Recommendation I, from the eight (8) Bernard Rd Benefiting Properties prior to the issuance of building permits for them, plus an annual interest charge applied based on the Infrastructure Ontario 5-year borrowing rate plus 1% (currently 5.27%), such interest to start accruing following payment to NOC Development Inc. by the City for Recommendation II above.*

**Background:**

On July 11, 2022, Council considered agenda item 11.1, a report titled “Bernard Road Subdivision – NOC Development Inc. Cost Sharing/Oversizing/Servicing – Ward 5”. Report C 104/2022 is appended as Schedule ‘A’ for reference.

Council deferred the report to the August 8, 2022 meeting of Council to allow administration to meet with the owner of the Bernard Road benefitting properties to discuss their share of servicing costs.

This memo provides an update and revises recommendations outlined in report C 104/2022.

**Discussion:**

On July 22, 2022, administration met with the representation for the owner of the eight (8) Bernard Rd benefitting properties. The individuals were given the opportunity to state their reasoning as to why they believe the cost sharing sum does not accurately represent the value of the servicing that their client should be responsible to contribute. Administration has taken these concerns into consideration and has provided new cost sharing values based on input received from both parties using a detailed review of each expense line item and every asset constructed in the field. Following additional communication between all parties, a consensus has not been reached; however; administration has deemed the revised cost sharing values are a fair evaluation of the services provided by NOC to benefit these eight (8) properties.

**Financial Matters:**

The table below outlines a high level review of the cost sharing scheme developed by the City with input from NOC Development Inc. and the owner of the eight (8) benefitting properties on Bernard Road. All parties have been provided a detailed breakdown of all costs.

Item Description	Share of the Cost		
	NOC Development Inc.	Bernard Benefiting Properties	City of Windsor (oversizing)
Services (roadwork, storm and sanitary sewers and PDC's, watermain)	\$1,099,539.75	\$241,084.41	\$104,770.02
Engineering and Contract Administration	\$139,898.15	\$60,779.38	\$0
Miscellaneous Costs (exploratory work, QC/QA, traffic control, financing and administrative costs)	\$128,673.61	\$15,077.12	\$52, 871.48
Central Pond Report and Improvements	\$26,622.48	\$11,422.77	*\$58,849.75
Permit Fees	\$7,726.20	\$2,053.80	\$0
HST (13%)	\$182,319.82	\$39,887.41	\$28,143.86
<b>TOTAL COST (HST included)</b>	<b>\$1,584,780.01</b>	<b>\$370,304.89</b>	<b>\$244,635.11</b>

\* The City of Windsor will collect costs related to the Central Pond improvements from the remaining undeveloped properties within the catchment area of the pond that will benefit from those improvements if/when they apply for a permit to develop the relevant properties.

The table below outlines the **original** estimated costs owed to pay the Developer.

Description	Amount (Inclusive of HST)
Total Costs to service 8 benefiting properties	\$364,443.38
Bernard Rd storm sewer oversizing costs	\$92,134.41
75% of the cost to improve the Central Pond	\$65,168.51
<b>Amount Payable to NOC Development Inc.</b>	<b>\$521,746.30</b>



The table below outlines the **revised** estimated costs owed to pay the Developer.

<b>Description</b>	<b>Amount</b> <b>(Inclusive of HST)</b>
Total Costs to service 8 benefiting properties	\$370,304.89
Bernard Rd storm sewer oversizing costs	\$178,134.90
61% of the cost to improve the Central Pond	\$66,500.21
<b>Amount Payable to NOC Development Inc.</b>	<b>\$614,940.00</b>

### Conclusions:

Administration recommends proceeding with the cost sharing arrangement noted above which represents a fair and equitable distribution of costs for the development of the Bernard Road lots.

### Approvals:

<b>Name</b>	<b>Title</b>
France Isabelle-Tunks	Executive Director of Engineering
Chris Nepszy	Commissioner of Infrastructure
Wira Vendrasco	Deputy City Solicitor
Dan Seguin	Commissioner, Corporate Services CFO/City Treasurer (A)
Onorio Colucci	Acting Chief Administrative Officer

### Appendices:

- 1 CR 302/2022 - July 11, 2022 Council Meeting

Phone: (519)255-6211

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**City Council  
Decision  
Monday, July 11, 2022**

Moved by: Councillor McKenzie  
Seconded by: Councillor Kaschak

Decision Number: CR302/2022

That the report of the Development Engineer dated June 17, 2022 entitled "Bernard Road Subdivision – NOC Development Inc. Cost Sharing/Oversizing/Servicing – Ward 5" **BE DEFERRED** to the August 8, 2022 meeting of Council to allow for the applicant to meet with administration to discuss the client's share of servicing costs.

Carried.

Report Number: C 104/2022

Clerk's File: Z2022 11.1

*Anna Ciacelli*

Deputy City Clerk  
August 2, 2022

Department Distribution

Robert Perissinotti	(Acting) Development Engineer
Stacey McGuire	Manager of Development
France Isabelle-Tunks	Executive Director of Engineering / Deputy City Engineer
Chris Nepszy	Commissioner, Infrastructure Services
Wira Vendrasco	Deputy City Solicitor – Legal Services & Real Estate
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer / City Treasurer
Onorio Colucci	(Acting) Chief Administrative Officer