

**City Council Meeting**

**Date:** Monday, April 11, 2022

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

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

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

**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

Item #	Item Description
--------	------------------

1.	<b>ORDER OF BUSINESS</b>
----	--------------------------

1.1.	In the event of the absence of the Mayor, Councillor Morrison has been Appointed Acting Mayor for the month of April, 2022 in accordance with By-law 176-2018, as amended.
------	--

2.	<b>CALL TO ORDER</b> - Playing of the National Anthem
----	---

**READING OF LAND ACKNOWLEDGEMENT**

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

3.	<b>DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF</b>
----	--

4.	<b>ADOPTION OF THE MINUTES</b>
----	--------------------------------

5.	<b>NOTICE OF PROCLAMATIONS</b>
----	--------------------------------

**Proclamations**

“Run for Rocky Day” – Saturday, April 9, 2022

**Flag Raising Ceremony**

“Run for Rocky Day” – Friday, April 8 to Wednesday, April 13, 2022

**Illumination**

“World Parkinson’s Day” – Monday, April 11, 2022

6.	<b>COMMITTEE OF THE WHOLE</b>
----	-------------------------------

7.	<b>COMMUNICATIONS INFORMATION PACKAGE</b> (This includes both Correspondence and Communication Reports)
----	---

- 7.2. Summary of Ministry of Labour (MOL) and Labour Canada visits from July to December 2021 - City Wide (**CM 5/2022**)
- 7.3. YQG - 3rd Quarter 2021 Financial Statements - City Wide (**C 49/2022**)
- 7.4. 2021 Year End Risk Management Report - City Wide (**C 42/2022**)
- 7.5. Engineering/Architectural Consultants Engaged via Roster – July 1 2021 to December 31 2021 - City Wide (**CM 3/2022**)

## 8. **CONSENT AGENDA**

- 8.1. Cost of Adding the BIAs as Community Safety Zones (**C 20/2022**)
- 8.2. Renewal of Radio System Tripartite Agreement: City of Windsor, CBSA & WPS (**C 45/2022**)
- 8.3. Status of the Corporation's Unpaid and Paid Student and Work Agency Programs in 2021 - City Wide (**C 50/2022**)
- 8.4. RFP 134-21 Acquisition of Three Fire Trucks Engines - City Wide (**C 41/2022**)
- 8.5. Vendor Relationship Management Policy - City Wide (**C 47/2022**)
- 8.6. By-Law to Amend By-Law 161-2008 - Municipal Capital Facility Agreement - Ward 1 (**C 52/2022**)
- 8.7. 2022 Municipally Significant Event Status, Wards 2, 3, 4, 6, 7 (**S 38/2022**)
- 8.8. Exemption to Noise By-law 6716 for Nighttime Construction Work – Lauzon Parkway from Cantelon Drive to Forest Glade Drive and EC Row Expressway from Dougall Avenue to Dominion Boulevard - Wards: 8 and 10 (**C 48/2022**)
- 8.9. Consent for Breakwall Encroachment - 10976 Riverside Drive East - Ward 7 (**C 39/2022**)
- 8.10. Approval of Tender #96-21 - Lou Romano Water Reclamation Plant (LRWRP) Raw Sewage Pump Control System Upgrade - CITY WIDE (**C 32/2022**)

## CONSENT COMMITTEE REPORTS

- 8.11. Essex-Windsor Solid Waste Authority Regular Board Meeting Minutes of Meeting Held January 12, 2022 (**SCM 84/2022**) (**SCM 75/2022**)
- 8.12. Home Flood Protection Program - City-Wide (**SCM 85/2022**) (**S 29/2022**)
- 8.13. Zero Emission Transit Fund Application for an Electrification Road Map Planning Study - City Wide (**SCM 86/2022**) (**S 30/2022**)

9. **REQUEST FOR DEFERRALS, REFERRALS AND/OR WITHDRAWALS**
  
10. **PRESENTATIONS AND DELEGATIONS**  
**PRESENTATION:**
  - 10.1. Essex Region Conservation Authority 2022 Draft Budget with 2021 Annual Report and Transition Plan (**SCM 77/2022**)  
**Clerk's Note:** Administration providing memo regarding Update on Changes to Conservation Authority Programs and Services (**SCM 88/2022**)  
a) Tania Jobin, Chair; Kieran McKenzie, Vice Chair; Tim Byrne, CAO/Secretary-Treasurer; and Shelly McMullen, CFO/Director of Finance & Corporate Services, ERCA
  
11. **REGULAR BUSINESS ITEMS (Non-Consent Items)**
  - 11.1. Homelessness Prevention Program (HPP) - City Wide (**C 51/2022**)
  
12. **CONSIDERATION OF COMMITTEE REPORTS**
  - 12.1. (i) Report of the Special In-Camera meeting or other Committee as may be held prior to Council (if scheduled)
  - 12.2. Adoption of the Development & Heritage Standing Committee minutes of its *Planning Act* Training Session held March 3, 2022 (**SCM 83/2022**)
  
13. **BY-LAWS (First and Second Reading)**
  
14. **MOVE BACK INTO FORMAL SESSION**
  
15. **NOTICES OF MOTION**
  
16. **THIRD AND FINAL READING OF THE BY-LAWS**

17. **PETITIONS**

18. **QUESTION PERIOD**

19. **STATEMENTS BY MEMBERS**

20. **UPCOMING MEETINGS**

Development & Heritage Standing Committee  
Monday, April 4, 2022  
4:30 p.m., Zoom video conference

Community Services Standing Committee  
Wednesday, April 6, 2022  
9:00 a.m., Zoom video conference

21. **ADJOURNMENT**



**Council Report: CM 5/2022**

**Subject: Summary of Ministry of Labour (MOL) and Labour Canada visits from July to December 2021 - City Wide**

**Reference:**

Date to Council: April 11, 2022

Author: Julie Ryckman, Occupational Health & Safety & Wellness Manager  
jryckman@citywindsor.ca; 519-255-6515, ext. 6408

Vincenza Mihalo, Executive Director of Human Resources  
vmihalo@citywindsor.ca; 519-255-6515, ext. 6259  
Human Resources

Report Date: March 25, 2022

Clerk's File #: AS2022

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 July 1<sup>st</sup> to December 31<sup>st</sup> 2021.

**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 is 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.

The following is a summary of the Field Reports issued to the Corporation for the timeframe from July 1<sup>st</sup> to December 31<sup>st</sup> 2021:

1 – On August 9<sup>th</sup> 2021 the MOL visited the Lou Romano Water Reclamation Plant to investigate an anonymous complaint about concerns regarding workplace harassment. Through their investigation the MOL representatives were advised by Administration that an investigation into the concern had been conducted and that the parties to the incident had been provided with the results of the investigation.

The Corporation's Workplace Harassment Procedure and the associated training were reviewed. It was noted that workers receive training on the Harassment Procedure when hired and then again every five years. The Procedure is reviewed annually. **As a result of this site visit, no deficiencies were noted and no orders were issued.**

2 – Also on August 9<sup>th</sup> 2021, in their site visit to the Lou Romano Water Reclamation Plant, the MOL conducted a proactive review of confined space work processes and the internal responsibility system. As it relates to the internal responsibility system, the MOL representatives were advised that there are 44 employees at the Plant and a functioning Joint Health and Safety Committee that meets and inspects in compliance with the requirements of the Occupational Health and Safety Act. Further the MOL representatives were apprised that workers receive mandatory health and safety training at the time of hire and then refresher training every five years. The 50 pump stations operated by the Corporation are overseen by a crew of 5 employees and a supervisor. The pump stations are inspected semi-annually. Members of the Pump Station Crew are provided with a two-way radio as a means of maintaining communication.

As it relates to confined space entry processes, the MOL representatives were advised that all Lou Romano staff, with the exception of Administration and Office staff, receive confined space training by our internal Health & Safety Advisors. It was further reported that there are 36 identified confined spaces at the Plant, which are included in the Corporation's Confined Space Inventory. The Plant poses five air monitors and these monitors are used to conduct air quality sampling and a confined space hazard assessment of the entry, both conducted prior to beginning an entry. The MOL representatives were provided with copies of the Corporate Confined Space Procedure, training program manual, the Confined Space Entry Coordination form, Hazard Assessment form, Entry Permit, and the PowerPoint used in the Confined Space training program. **No deficiencies were noted and no orders issued as a result of this investigation.**

3 – A field visit was conducted by the MOL on August 10<sup>th</sup> 2021 at Mic Mac Park to investigate a report of a worker having lost consciousness. At the time of the reported loss of consciousness, the affected worker was reportedly holding a plumb line as part of the preparation of a baseball diamond located at the Park. The incident was reported to have occurred just after the worker had started their shift. Through discussions with the employee's supervisor it was confirmed that the affected worker had received both Heat Stress and WHMIS training. **No deficiencies were identified and no orders were issued as a result of this investigation.**

4 – On August 10<sup>th</sup> 2021, the MOL conducted a site visit to Environmental Services to investigate a report of the loss of consciousness to a worker who was working collecting recycling at the time of the incident. It was reported to the MOL representatives that Emergency services attended the scene, the worker declined treatment and was driven back to the Environmental Services site by a supervisor who attended the incident scene. It was reported to the MOL representatives that the affected workers' truck was equipped with air conditioning and that the worker had been drinking water throughout their shift. **No deficiencies were identified and no orders were issued as a result of this investigation.**

5 – Also on August 10<sup>th</sup> 2021, while at the Environmental Services worksite, the MOL representatives conducted a proactive review of safe work practices while working with the garbage and recycling trucks. Training and procedures were reviewed with the MOL representatives and rear-loading and side-loading refuse trucks were viewed. The MOL representatives were advised that all Environmental Services drivers are required to have and maintain a DZ drivers' licence. Workers work 12-hour shifts. All trucks are diesel-powered and equipped with four emergency control stops. In addition to the Corporate Employee Safety Orientation training, it was reported that workers receive training in Sharps, proper handling of refuse containers and safe lifting techniques in order to reduce the likelihood of injuries. Trucks at the Environmental Services worksite are maintained on a weekly basis. Workers are provided with personal protective equipment and risk assessments are conducted annually on vehicle operation and procedures. **No deficiencies were identified and no orders were issued as a result of this investigation.**

6 – On November 23<sup>rd</sup> 2021, Labour Canada issued findings on a work refusal by a Transit Windsor Bus Operator indicating that a danger did not exist. The refusal was based on the Bus Operators concern for potential covid exposure when interacting with members of the public while securing wheel chairs into their bus. No orders were issued as a result of the Officers' investigation of the work refusal. The Officer recommended that passive screening signs be posted on buses to raise awareness of covid symptoms. Further the Officer recommended Transit Windsor standardize the type of mask Operators use and wear to reduce the likelihood of transmission of air borne contaminants. Both recommendations were accepted and an Assurance of Voluntary Compliance Report was completed and provided to Labour Canada. **No orders were issued as a result of this investigation, two recommendations implemented.**



The following table summarizes the details of the Field Reports for the period of July to December 2021

Report	Note	Compliance Date	Disposition
Field Visit No. 04222QNWS816 Complaint investigation	No orders issued	Not Applicable	No further follow up required
Field Visit No. 04222QPCW818 Proactive Visit	No orders issued	Not Applicable	No further follow up required.
Field Visit No. 04222QPDT826  Injury Investigation	No orders issued	Not applicable	No further follow up required.
Field Visit No. 04222QPDS824  Injury Investigation	No orders issued	Not Applicable	No further follow up required.
Field Visit No. 044222QPDT826  Proactive Visit	No orders issued	Not Applicable	No further follow up required.
Field Report No. M0KIC00432  Work Refusal Investigation	No orders issued, recommendations were made on assessing screening of passengers and masks suitable to the risk posed by the public for Bus Operators.	December 7 <sup>th</sup> 2021	1 – Passive screening signs were posted at the front entrance door of all buses.  2 – Implementation of standardized surgical mask for Operators.

**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:**

N/A

**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 OHSA 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 OHSA 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
Vincenza Mihalo	Executive Director, Human Resources
Ray Mensour	Commissioner, Community Services
Andrew Daher for Jelena Payne	Commissioner Human & Health Services
Joe Mancina	Commissioner, Corporate Services, Chief Financial Officer & City Treasurer -
Shelby Askin Hager	Commissioner, Legal and Legislative Services
Chris Nepszy	Commissioner, Infrastructure Services
Jason Reynar	Chief Administrative Officer

**Notifications:**

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

**Appendices:**



**Subject: YQG - 3rd Quarter 2021 Financial Statements - City Wide**

**Reference:**

Date to Council: April 11, 2022

Author: Dan Seguin

Deputy Treasurer - Financial Accounting & Corporate Controls

519-255-6100 Ext. 1663

dseguin@citywindsor.ca

Financial Accounting

Report Date: March 24, 2022

Clerk's File #: APM/9795

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

**Recommendation:**

THAT City Council **RECEIVE** for information, the Your Quick Gateway (Windsor) Inc. 3<sup>rd</sup> Quarter 2021 Financial Statements.

**Executive Summary:**

N/A

**Background:**

The Windsor Airport Management Agreement requires that Quarterly Financial Statements be provided to City Council.

**Discussion:**

In compliance with this requirement, Your Quick Gateway (Windsor) Inc. (YQG) has provided 3<sup>rd</sup> Quarter 2021 financial statements.

**Risk Analysis:**

N/A

**Climate Change Risks**

**Climate Change Mitigation:**

N/A

**Climate Change Adaptation:**

N/A

**Financial Matters:**

See attached Appendix A which includes:

- 2021 3<sup>rd</sup> Quarter Variance & Performance Analysis

**Consultations:**

N/A

**Conclusion:**

Information is submitted to City Council in compliance with the requirements of the Windsor Airport Management Agreement.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Dan Seguin	Deputy Treasurer-Financial Accounting & Corporate Controls
Joe Mancina	Commissioner, Corporate Services Chief Financial Officer & City Treasurer
Jason Reynar	Chief Administrative Officer

**Notifications:**

Name	Address	Email
Mark Galvin	3200 County Rd. 42, Unit 200, Windsor, ON, N8V 0A1	mgalvin@yqg.ca

**Appendices:**

- 1 Appendix A- YQG 2021 Q3 Variance and Performance Analysis

YQG 2021 Q3 Variance and Performance Analysis

	Board Approved Budgets		Q3 Budget Calculations (Straight Line)		Q3 Actuals	% of Budget	Variance Analysis				Projection	
	1	2	3	4	5		Actuals to Pre-Covid Budget		Actuals to Covid Budget		Projected Year End Balance	Projected Variance to COVID Budget
	2021 Pre-Covid Budget	2021 Covid Budget	2021 Pre-Covid Q2 Jan-Sep	2021 Covid Q2 Jan-Sep	2021 Q2 Actuals Jan-Sep		\$ Change (3) vs. (5)	% Change (3) vs. (5)	\$ Change (4) vs. (5)	% Change (4) vs. (5)	2021 Covid Projection	\$ Change (10) vs. (2)
<b>Income</b>												
1 Passenger Facility Fees	2,393,401	305,000	1,795,051	228,750	198,645	65%	(1,596,406)	-89%	(30,105)	-10%	456,214	151,214
2 Terminal and Landing Fees	1,557,945	542,000	1,168,459	406,500	385,803	71%	(782,656)	-67%	(20,697)	-4%	591,382	49,382
3 Leases	1,690,540	1,200,000	1,267,905	900,000	726,411	61%	(541,495)	-43%	(173,589)	-14%	983,863	(216,137)
4 Ground Handling	486,981	142,000	365,236	106,500	101,918	72%	(263,317)	-72%	(4,582)	-3%	142,000	-
5 Miscellaneous	46,314	90,000	34,736	67,500	47,600	53%	12,864	37%	(19,900)	-22%	63,467	(26,533)
6 Parking Revenue	1,157,550	145,000	868,162	108,750	81,372	56%	(786,790)	-91%	(27,378)	-19%	136,989	(8,011)
7 Café-Lounge Sales	421,046	15,000	315,785	11,250	-	0%	(315,785)	-100%	(11,250)	-75%	-	(15,000)
8 Fuel Sales	264,527	96,000	198,395	72,000	61,241	64%	(137,155)	-69%	(10,759)	-11%	81,654	(14,346)
9 Licensing (Other)	72,587	50,000	54,440	37,500	28,793	58%	(25,647)	-47%	(8,707)	-17%	38,390	(11,610)
10 Property Taxes*	-	-	-	-	515,960	N/A	515,960	N/A	515,960	n/a	826,409	826,409
11 Interest	76,038	10,000	57,029	7,500	9,597	96%	(47,432)	-83%	2,097	21%	12,796	2,796
<b>Total Income</b>	<b>8,166,929</b>	<b>2,595,000</b>	<b>6,125,197</b>	<b>1,946,250</b>	<b>2,157,339</b>	<b>83%</b>	<b>(3,967,858)</b>	<b>-65%</b>	<b>211,089</b>	<b>8%</b>	<b>3,333,163</b>	<b>738,163</b>
<b>Gross Profit</b>	<b>8,166,929</b>	<b>2,595,000</b>	<b>6,125,197</b>	<b>1,946,250</b>	<b>2,157,339</b>	<b>111%</b>	<b>(3,967,858)</b>	<b>-65%</b>	<b>211,089</b>	<b>8%</b>	<b>3,333,163</b>	<b>738,163</b>
<b>Expenses</b>												
20 Salaries and Benefits	2,599,940	1,445,000	1,949,955	1,083,750	978,940	68%	(971,016)	-50%	(104,810)	-7%	1,268,390	176,610
21 Safety and Security	509,736	400,000	382,302	300,000	315,273	79%	(67,029)	-18%	15,273	4%	423,000	(23,000)
22 Repairs and Maintenance	852,801	660,000	639,601	495,000	479,953	73%	(159,648)	-25%	(15,047)	-2%	703,685	(43,685)
23 Sales and Marketing (Incl. Café)	546,349	90,000	409,762	67,500	18,701	21%	(391,061)	-95%	(48,799)	-54%	75,000	15,000
24 Office	63,047	70,000	47,285	52,500	23,831	34%	(23,454)	-50%	(28,669)	-41%	36,266	33,734
25 Utilities	345,623	270,000	259,217	202,500	240,113	89%	(19,104)	-7%	37,613	14%	267,600	2,400
26 Insurance	41,984	55,000	31,488	41,250	46,159	84%	14,671	47%	4,909	9%	46,159	8,841
27 Professional Fees	224,106	90,000	168,080	67,500	46,386	52%	(121,694)	-72%	(21,114)	-23%	75,000	15,000
28 Depreciation	100,800	100,800	75,600	75,600	75,090	74%	(510)	N/A	(510)	-1%	100,120	680
29 Property Taxes	-	-	-	-	413,755	N/A	413,755	0%	413,755	n/a	826,409	(826,409)
<b>Total Expenses</b>	<b>5,284,387</b>	<b>3,180,800</b>	<b>3,963,290</b>	<b>2,385,600</b>	<b>2,638,201</b>	<b>83%</b>	<b>(1,325,089)</b>	<b>-33%</b>	<b>252,601</b>	<b>8%</b>	<b>3,821,628</b>	<b>(640,828)</b>
<b>Net Income</b>	<b>2,882,542</b>	<b>(585,800)</b>	<b>2,161,906</b>	<b>(439,350)</b>	<b>(480,862)</b>	<b>82%</b>	<b>(2,642,769)</b>	<b>-122%</b>	<b>(41,512)</b>	<b>7%</b>	<b>(488,466)</b>	<b>97,334</b>

\* Property Taxes collected are to be remitted to City of Windsor and have no impact on the budget



**Subject: 2021 Year End Risk Management Report - City Wide**

**Reference:**

Date to Council: April 11, 2022

Author: Dana Paladino

Deputy City Solicitor - Purchasing, Risk Management and Provincial Offences

519-255-6100 ext 1845

dpaladino@citywindsor.ca

Legal Services, Real Estate & Risk Management

Report Date: March 9, 2022

Clerk's File #: AL2022

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

**Recommendation:**

THAT Council **RECEIVE** the report titled 2021 Year End Risk Management Report for information.

**Executive Summary:**

N/A

**Background:**

The primary role of the Risk Management Division is to administer the City's insurance portfolio, manage loss exposure associated with claims made against the City, and manage recovery of loss to City assets. The Division achieves this by using risk management, legal, and insurance practices.

The purpose of this report is to give Council an overview of Risk Management costs and statistics for 2021 in comparison to prior years, and a look at what may lie ahead.

**Discussion:**

**Claims Review**

The Risk Management Division is a division within the Legal department tasked with managing, making payments on, and entering into and/or authorizing settlements on bodily injury, personal injury, property damage, and other types of insurance claims that fall within the City's insurance deductible.

The Risk Management Division addresses all claims that are submitted to the City. A claim is a demand for compensation by a party alleging fault on the City. Each claim

received is investigated, and based on that investigation, an assessment of liability is made. If the investigation reveals that there is no liability exposure, the claim is denied. If the investigation reveals that there is a liability exposure, damages are assessed and attempts are made to settle the matter.

When a claimant disagrees with an assessment or presents new evidence, Risk Management may review the claim for reconsideration. If after a review, the Division’s position remains unchanged, the claimant may accept the decision or choose to commence a lawsuit. Sometimes lawsuits are commenced directly, without the claimant first going through the claims process. Lawsuits are primarily defended by internal Legal Counsel.

From 2010 to 2021, the City’s insurance deductible for General Liability and Errors & Omissions claims was \$250,000 per occurrence. This was recently increased to \$500,000 per occurrence for 2022 claims. Over this same period, the insurance deductible for Transit and Auto claims has been and remains \$100,000, as automobile insurance is governed differently and does not allow for as much under-deductible control of claims. The Risk Management Division works closely with the City’s insurers in resolving claims. With the insurers’ agreement, the Risk Management Division has authority to resolve claims falling well under the applicable deductible, while the insurer authorizes claim payments that are over the deductible. The Risk Management Division and the insurers work together in assessing claims that have potential to breach the deductible but are still within the City’s exposure.

**A. Number of Claims Against the City**

The table below shows the number of claims/lawsuits [collectively “Claims”] made against the City by loss type over the past five years.

<b>Claims made against the City</b>					
<b>Loss Type</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Slip and Falls	22	37	27	13	17
Trip and Falls	33	42	53	41	50
Claimant Property Damage	35	50	28	20	23
Road Conditions	51	185	87	15	30
Sewer Backup	31*	13	8	11	12
Tree Liability	49	59	52	70	73
Police Liability	7	6	10	7	10
Independent Contractors	39	35	43	68	52
Error & Omissions	9	4	1	4	2



Auto Liability	17	15	18	10	20
Auto Liability - Transit Windsor	42	34	30	19	5
Bodily Injury-General	14	9	22	18	16
<b>Total Claims</b>	<b>349</b>	<b>489</b>	<b>379</b>	<b>296</b>	<b>310</b>

\*Note: 15 claims relate to the August 28, 2017 flooding event. Nine insurers/adjusters brought subrogated claims on behalf of 1615 addresses, and 6 individual homeowners made claims.

In 2021, a total of 310 Claims were advanced against the City. All Claims received were investigated and have been, or will eventually be, either paid in full, partially paid, or denied, depending on the extent of the City's liability, if any.

Typically, certain Claim categories, such as slip and fall claims and road condition claims are largely weather dependent. The more severe the winter or freeze-thaw cycles, the greater likelihood of slips on ice, potholes, and other weather related claims.

Slip and fall claims were up in 2021 over 2020, but still lower than the historical average. Similarly, road condition claims saw a slight increase, but still much lower than typical over the past five years. With less commuting during the pandemic, there is less opportunity for a claim to arise. This is also evident in the reduction of transit related claims. A decrease in transit ridership naturally results in a decrease in transit claims.

Auto liability claims saw a spike in 2021. These are claims involving the use or operation of a City owned vehicle. The majority of these claims are limited to property damage caused by snow plows, recycling trucks, and garbage trucks, due to lack of spatial awareness. The collision review committee now meets quarterly throughout the year to review incidents and determine whether they were preventable. In an effort to increase its effectiveness, in 2021 the collision review committee undertook a review of its mandate and is in the process of bringing forward a number of corporate wide changes with an aim to reducing the number of preventable collisions. Some of these changes include 1) increasing the frequency of meetings to give more contemporaneous feedback (increased from twice annually to quarterly); 2) the addition of simulator based spatial awareness training for more drivers; 3) Conducting Infrastructure Health and Safety Association driver evaluations; 4) preparing safety talk videos targeted toward staff who drive as part of their employment; 5) requiring defensive driving course for new hires; 6) requiring that drivers submit a driver abstract before hiring and running quarterly abstracts thereafter; and 7) reviewing and revising training and retraining requirements, the Fleet Use Policy, and the Driver Abstract Procedure as needed to tighten hiring requirements and facilitate continuous driver improvement.

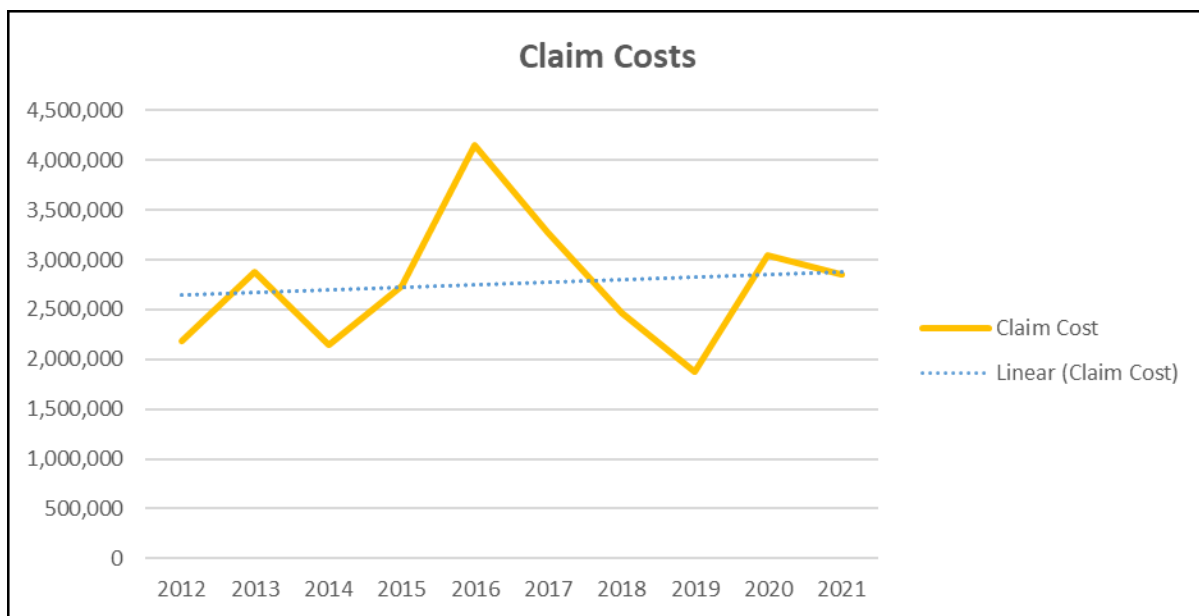
The category of claims entitled "Tree Liability" relate to any property damage or personal injury claims arising from fallen tree branches, tree obstructions, and any other tree related hazards. An influx of these claims are typically experienced in clusters following a windstorm. Tree claims saw a slight increase in 2021 over 2020, with a number of occurrences on July 24, 2021 and September 14, 2021.

The category called “Independent Contractors” refer to claims that the City receives but transfers responsibility to the contractor that caused the loss. The City is generally not required to make any payments on these types of claims unless the City was negligent beyond the scope of the contractor’s indemnity. These claims were down from 2020.

The remaining categories are unremarkable.

## B. Claim Costs

Claim costs typically include third party claim settlements, external adjusting fees, external legal fees, and all other costs incurred as part of the investigation, defence, and payment of a Claim. The chart below shows the Claims costs paid by the City since 2012. On average, claim costs have seen a slight increase, but the variation in claims costs over the years has been significant. Claims costs for 2021 were \$2,857,254.17, which was \$55,607.17 over budget.



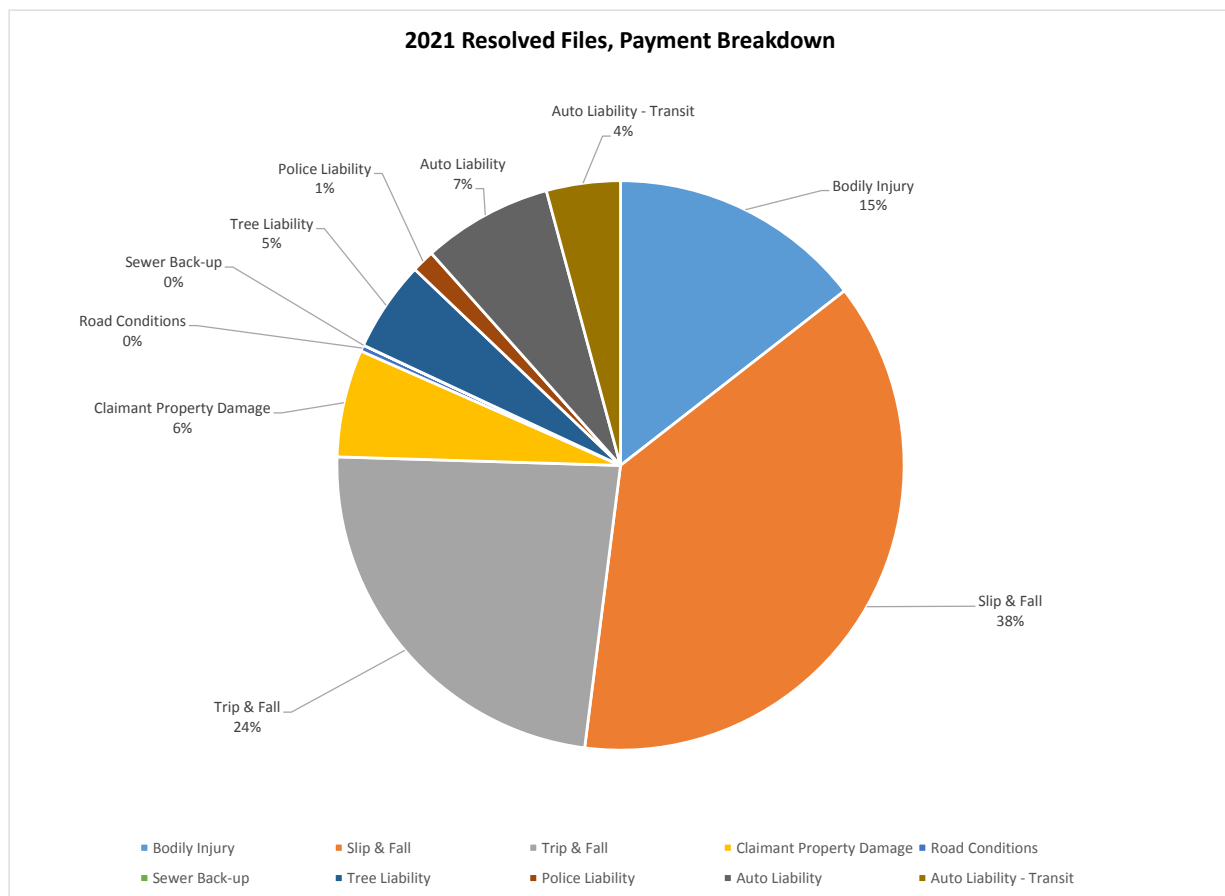
Typically, a larger claim results in litigation, and takes around two years or longer from the date of loss before it resolves. Because of the general two year lag, there is a correlation between claim payments and weather conditions from two years prior. For example, in 2012, Windsor experienced a very mild winter, which resulted in low claims costs incurred in 2014. In 2013 and 2014, Windsor experienced a very severe winter, which resulted in significant claims costs in 2016.

There was a downward trend that the City experienced between 2016 and 2019, which was attributable to a combination of factors. Weather patterns will always play a role. In addition, there were some savings realized due to re-structuring the City’s insurance program. In 2017, the City’s insurance portfolio moved to Jardine Lloyd Thompson (“JLT” and now Marsh). As part of that program, all claims falling under the City’s auto insurance policy (which include City fleet, police fleet, and transit fleet) are investigated and defended by the insurer, at the insurer’s cost. The City’s \$100,000 auto deductible only applies in the event of a settlement. This means that the City pays less in external

adjusting fees and legal defence fees. Lastly, in 2015, Risk Management implemented a Risk Reporting program where it meets semi-annually with operating departments to go over identified claims risks and mitigation strategies. Administration as a whole has become more risk aware, and as a result, certain claims are mitigated or defended more effectively.

Claims peaked in 2020, largely due to a few large files that were settled within the year. While the pandemic led to court closures and delays, and lower overall claims volume, it also resulted in plaintiff lawyers dedicating more time to resolving existing litigation. In 2021, overall claim payout decreased slightly.

In examining the files that closed in 2021, the Claim costs were distributed as follows:



Consistent with previous years, most of the Claim costs can be attributed to slip and falls and trip and falls on City property (primarily roads and sidewalks). The breakdown by payment category is similar to 2020, with some notable changes in auto liability payments that increased from 0 to 7%, road conditions that reduced from 10% to 0, and claimant property damage, that went from 0 to 6%.

Most of the Auto liability claim payments made in 2021 were relatively minor, with the exception of one outstanding accident benefits file and a personal injury matter involving a police vehicle. In both those cases, the deductible was reached, and no further payments are owed by the City. There were very few pothole and similar type claims received and paid out in 2021. Those that were paid were of relatively low value. The

increase in claimant property damage claims is primarily attributable to one incident where a tree limb fell and caused severe damage to a building.

### **Claims Made By the City and Recoveries**

In addition to claims made against the City, the City also makes claims against third parties and/or its insurer when it suffers a loss. Given the City’s high deductible for property damage, only very few claims are made to the City’s insurer. In 2021, the City submitted a claim relating to water damage at the WFCU centre. This claim is still ongoing. In 2021, the City finalized its claim for damaged artwork along the riverfront, and continued to advance its claim for damages arising from the Westcourt fire. The Westcourt fire claim has proceeded to litigation, and that matter is still ongoing.

When a third party is at fault for a City loss, the City can try to recover from the at-fault third party or the at-fault party’s insurer. Recoveries are carried out by Risk Management on behalf of other City departments. The program has grown over the years, as more avenues of recovery have been realized and more departments participate in the program.

Below is a summary of the number of recoveries pursued by the City since 2016, and the amount recovered. These figures do not include money reimbursed by the City’s insurers following a loss.

<b>Year</b>	<b># of Recoveries</b>	<b>Amount Recovered</b>
<b>2017</b>	<b>291</b>	<b>\$320,196.48</b>
<b>2018</b>	<b>249</b>	<b>\$298,968.33</b>
<b>2019</b>	<b>231</b>	<b>\$405,572.17</b>
<b>2020</b>	<b>104</b>	<b>\$229,428.87</b>
<b>2021</b>	<b>104</b>	<b>\$438,454.45</b>

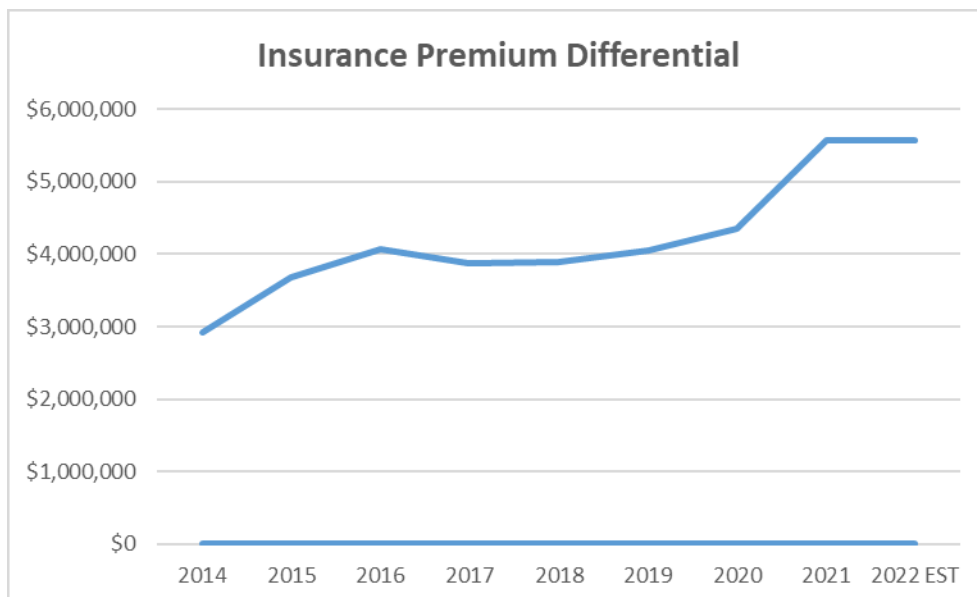
As with any year, all recoveries depend on the frequency and severity of damage to City property, where the identity of the at-fault party can be determined, and the number of incidents to which Windsor Fire and Rescue is called to respond. Since the onset of the pandemic, there have been fewer opportunities for recovery. With less vehicles on the road, there is less chance of broken guardrails, damaged street signs, and other items for which Risk Management can recover. In addition, the Fire department expenses recovered are for motor vehicle accident attendances where there is a non-resident driver at fault. Not only are there fewer accident attendances with fewer vehicles on the road, but with less individuals travelling, there are also fewer non-resident drivers from whom the City can recover.

Between April to December of 2021, there was a process error where Fire recovery files were not being received. This has since been corrected, so increased Fire recoveries should be realized in 2022.

Despite the low volumes, the magnitude of the recoveries were the highest they have ever been. This is in large part due to a new agreement with Enwin, wherein the City conducts its own recoveries for damaged streetlight poles. This alone brought in over \$117,000.00. There was also one recovery for a damaged guard rail that brought in over \$20,000.

### Insurance Premiums

In 2016, the City issued an RFP for insurance and Jardine Lloyd Thompson (JLT) took over the City's insurance program effective January 1, 2017. Premium rates were steady for the first three years of the program, subject to fluctuations in insurable asset values. Rates increased approximately 8.5% in 2020, with a large portion of that increase attributable to purchasing a new line of coverage to address emerging threats to information and operations. In 2021, rates skyrocketed across the market, with the City's premiums increasing by approx. 26%. In preparation for the 2022 budget, brokers advised that 2022 would likely see the same type of increases as 2021. While actual 2022 premiums came in lower than budgeted (16% increase was budgeted), it was still significant. In order to save on premium, insurance was renewed with a \$500,000 deductible on the City's primary liability policy. This reduced the 2022 premium increase over the 2021 actual premiums to only 2%. An increased deductible will result in higher future claim costs, but this has been budgeted, and is outweighed by the premium savings. Notably, the relative stability in premiums for 2022 evidenced in the chart below is also attributable to the fact that cyber insurance is not included in the 2022 figures, as its cost is not yet determined.



Some of the premium savings seen by moving to a \$500,000 deductible will be offset by increased claims costs, as the City's claims funding will no longer be capped at \$250,000.

The insurance industry is in what is referred to as a “hard market”. A hard market is when there is a high demand for insurance and reduced supply. During a hard market, insurance rates go up industry-wide. Hard markets are attributable to a few factors, including large catastrophic losses, pricing corrections to make up for under-pricing during procurements, and mergers leaving fewer insurers in the market. The pandemic further contributed, as business interruption claims have erupted throughout North America and the UK.

Fortunately, the City was able to secure a two year long term agreement on the City’s insurance policies, locking in liability premium increases for 2023 (subject to conditions) significantly below recent market trends.

The City is actively exploring alternative insurance options prior to going to RFP for insurance in 2023.

### **Recent Changes and Looking Forward**

The Risk Management division is always looking for ways to improve service to both internal and external customers, while protecting the City’s interests within its risk tolerance.

Over the past year, Risk Management has implemented, or is in the process of implementing, the following changes to modernize and be more efficient, effective, and responsive:

1. Easing liquor liability insurance requirements for third parties – any time liquor will be sold or consumed on City property, the City requires proof of liquor liability insurance. Historically, the City required \$2M coverage. Over the past year, this insurance has been difficult for parties to obtain, or has been cost prohibitive, adding a hurdle to restaurateurs and bar owners looking to make use of sidewalk cafes, particularly during pandemic restrictions. Risk Management assessed the risk profile, and was agreeable to accepting \$1M in coverage until markets improved.
2. Easing demands of strict COI compliance – historically, Risk Management demanded strict compliance with insurance requirements when reviewing Certificates of Insurance (COIs) from vendors. This would often result in numerous back and forth exchanges with insurance brokers and vendors and was a bottleneck in contract execution. While compliance is still required, and certain requirements must be satisfied, Risk Management undertook a review of what minor deviations posed minimal risk, and how to mitigate them. As a result of this review, some COIs will be approved, even if they include minor deviations. The deviations chosen as acceptable were ones that are highly unlikely to result in a bar to coverage, and the risk was mitigated by amending contract language, such that a failure on the City’s part to demand strict compliance is not a waiver of the City’s rights and does not free the vendor from compliance.
3. Automating COI renewal reminders – in the past, the Risk Analyst would spend up to two days per week communicating with project managers and other City staff on the status of insurance certificates across all ongoing projects. While this is an important task, it was recognized that it is labour intensive, and

not aneting efficient use of time. Working with IT and our COI/claims database provider, Risk Management is in the final stages of testing an automated system that will automatically generate updates and reminders on COI status to relevant staff when their COI is about to, or has, expired.

4. Online Damage Claim Forms – When a claimant wants to make a claim against the City, they currently need to pick up a physical damage claim form from a City facility, or download a pdf from the City’s website. They fill it out by either hand printing it, or using a software that allows typing over a pdf. They then scan or mail it back to the Clerk’s office. Once received, it gets distributed to the appropriate parties, and the Risk Management clerk manually enters the information provided and sets up a claim file in the City’s claims database. Working with IT and our COI/claims database provider, Risk Management is in the final stages of converting to an online damage claim form. This means that claimants can submit their claim directly online by visiting the City website, populating requisite fields, and clicking submit. When the claim is submitted, it will automatically populate the claims database with the information entered, and alert the Clerks office and Risk Management that a new claim has been submitted.
5. Paperless File Management – Given that Risk Management already has a claims management database, it is now utilizing its capabilities to store files electronically, and move away from paper files. With claims received in 2022 onward, only a skeleton paper file will be kept to hold some paper based payment requirements and any original documents that cannot be destroyed.

In 2022, Risk Management will focus on implementing these new advancements. In addition, it will continue to explore and take advantage of creative insurance options to assist in minimizing premium and maximizing coverage.

## **Risk Analysis:**

This report is for information purposes. Various risks and factors influencing the City’s loss experience are outlined in this report.

### **Climate Change Risks**

There are no climate change risks associated with the recommendation.

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

While there is no climate change risk posed by the recommendation, this report exemplifies some climate change impacts. With increased extreme weather events, claims are more likely and insurance underwriters are more cautious. This drives up insurance premiums. Risk Management has adapted by analyzing the types of weather related claims, working with departments on available defences and how to mitigate loss, and applying those defences where appropriate.

## Financial Matters:

The table below provides a historical summary of the budget vs. actuals surplus (deficit) over the past 5 years relating to the claims cost account.

Claims Cost Summary			
Year	Budget	Actuals	Surplus(Deficit)
2017	\$2,362,000	\$3,270,979	(\$908,979)
2018	\$3,020,000	\$2,463,621	\$556,379
2019	\$3,001,647	\$1,876,943	\$1,124,704
2020	\$3,001,647	\$3,039,054	(\$38,407)
2021	\$2,801,647	\$2,857,354	(\$55,607)

Claims budgeting is not an exact science, but based on an actuarial estimate. It is anticipated that in some years, Claims will come under budget, and will be over budget in other years. The goal is to set the budget at an amount that will allow a buildup of surplus to be transferred to the Self Insurance Reserve in those years, and the Self Insurance Reserve can in turn fund annual shortfalls, assist in reducing the City's overall claims deficit, and fund contingencies such as an insurance retro-assessment or unanticipated Claim behaviour. The table below shows the closing balances of the Self Insurance Reserve over the past 4 years. We note that the total surplus realized in 2019 resulted in a \$1.3M transfer to the Self Insurance Reserve fund. Of this total surplus, \$1,1M came from claim cost surplus.

Fiscal Year	Fund 142 Self Insurance Closing Balance
2018	\$5,496,354
2019	\$7,345,652
2020	\$7,478,365
2021(Nov)	\$7,513,128

As a budget reduction measure, the claims budget was reduced by \$200,000 for 2021, bringing the 2021 budget to \$2,801,647. For 2022, the claims budget will be increased by \$140,000 via a budget adjustment. This budget adjustment will help fund increased claim costs by moving to a \$500,000 deductible, and will be taken from the savings realized in the insurance budget.



**Consultations:**

Angela Marazita, Manager of Fleet  
Julie Ryckman, Manager of Occupational Health & Safety & Wellness  
Emilie Dunnigan, Manager Development Revenue and Financial Administration  
Mark DiPasquale, Financial Planning Administrator

**Conclusion:**

In 2021, claims volumes increased over 2020, but not yet at pre-pandemic levels. However, given the lag between the time a claim is submitted and its ultimate resolution, claim costs for the year were actually down. Insurance rates continued to increase due to an extremely hard market. Those costs were mitigated by increasing the liability deductible and locking in premiums for the next two years while exploring insurance alternatives. The Risk Management recoveries for 2021 were at an all-time high, due to a few large losses recovered, as well as taking over for the streetlight pole recoveries. Risk Management found ways to work more effectively in 2021, and intends to leverage technology to make further improvements going forward.

**Approvals:**

Name	Title
Dana Paladino	Deputy City Solicitor – Purchasing, Risk Management and Provincial Offences
Shelby Askin Hager	City Solicitor/Commissioner, Legal and Legislative Services
Mark DiPasquale	Financial Planning Administrator
Joe Mancina	Commissioner, Corporation Services CFO/City Treasurer
Jason Reynar	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**



**Subject: Engineering/Architectural Consultants Engaged via Roster – July 1 2021 to December 31 2021 "City Wide"**

**Reference:**

Date to Council: April 11, 2022

Author: Alex Vucinic

Purchasing Manager

519-255-6100 ext. 6280

avucinic@citywindsor.ca

Purchasing

Report Date: February 18, 2022

Clerk's File #: SW/13041

To: Mayor and Members of City Council

**Recommendation:**

THAT this report **BE RECEIVED** by Council for information in compliance with section 163 of Bylaw 93-2012 (the "Purchasing Bylaw").

**Background:**

Section 163 of the Purchasing Bylaw provides:

163 ... "The responsible CLT Member and Manager of Purchasing and Risk Management (now Purchasing Manager) shall provide a semi-annual report to Council disclosing all consultants engaged through any rostering process in Part IX of this Bylaw."

This report is provided in satisfaction of these requirements.

**Discussion:**

Section 163 of the Purchasing Bylaw permits direct contract awards to firms listed on the engineering roster for professional services valued under \$100,000.

This method recognizes the fact that professional services for public works services are frequently utilized and are often of a repetitive or similar nature. Accordingly, proceeding with a request for proposals for each such project would be unnecessarily time- and resource- intensive. Instead, qualified professionals competed for inclusion on a roster and were categorized based on area of expertise, and contracts are awarded having regard to compatibility of work to be performed and consultant skill and expertise, with an intention to distribute work equitably.

Projects exceeding the established threshold must be addressed in accordance with the Purchasing Bylaw, either by issuing a Request for Proposals or, if applicable, proceeding with a sole source.

Section 163 the Bylaw requires the Manager of Purchasing and Risk Management (now Purchasing Manager) and the responsible CLT member to provide a semi-annual report outlining the nature of the awards made under this section.

All contracts awarded by roster as described above are shown at Appendix “A.”

**Risk Analysis:**

There is no risk associated with receipt of this report.

**Financial Matters:**

Fifty One consultant contracts were awarded under section 163 of the Purchasing Bylaw during the second half of 2021 totalling \$1,548,351.00 (excluding HST).

**Consultations:**

Jennifer Musson, Senior Buyer

**Conclusion:**

Fifty One consultant contracts were awarded under section 163 of the Purchasing Bylaw during the second half of 2021 totalling \$1,548,351.00 (excluding HST).

**Approvals:**

Name	Title
Alex Vucinic	Purchasing Manager
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Jake Renaud for Chris Nepszy	Commissioner, Infrastructure Services
Jason Reynar	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**

1 Appendix "A" - Rostered Consultants Used by Public Works, Parks and Facilities – July 1 2021 to December 31 2021

**APPENDIX "A"**

**Rostered Consultants Used by Public Works, Parks and Facilities – July 1 2021 to December 31 2021**

<b>Contract Number</b>	<b>Consultant</b>	<b>Description</b>	<b>\$ Value</b>
CO6268	Bold Engineering	Building Condition Assessments 35 Facility Locations	\$73,450.00
CO6269	Smith & Anderson	Willistead Manor Fluid Cooler Replacement	\$31,900.00
CO6270	Dillon Consulting	2021 Malden Landfill ECA Amendment Application Support	\$20,000.00
CO6271	Wood Environment	MUT Phase II SAR Reporting	\$14,896.00
CO6279	Clarke Surveyors	topographical survey in MTO standards on west side of Matchette	\$9,700.00
CO6284	Stantec	LRWRP Dewatering Centrifuges Study	\$99,360.00
CO6291	Stantec	Development of Plant Hydraulic Profiles	\$18,360.00
CO6296	Archon Architects	Lanspeary Pool and Building Concept Design	\$14,500.00
CO6297	CT Soils	Chemical Analysis of soil Farrow Riverside Miracle Baseball Park	\$5,275.00
CO6303	Dillon Consulting	Matchette Road Multi Use Trail Phase 2	\$97,860.00
CO6305	EXP Services	HVAC Replacement Capitol Theatre	\$52,000.00
CO6306	Dillon Consulting	Provincial Road Excess Soils Management	\$98,250.00
CO6310	GHD Limited	Replacement of Existing Temporary Fuel Aboveground Tank	\$12,250.00
CO6314	Stantec	Lou Romano Confined Space Elimination Study	\$15,190.00
CO6316	Dillon Consulting	Assistance for DMAF 2021 Application	\$10,000.00
CO6320	Wood Environment	Geotechnical Investigation Howard South Cameron	\$16,562.00
CO6321	CES Engineering	Windsor Justice Facility Building Automation System Upgrade	\$16,460.00
CO6327	Wood Environment	Materials Testing & Inspection Eastlawn Ave Reconstruction	\$5,073.00
CO6333	Landmark Engineers	EU Magazine Relocation from Training Branch to Lou Romano	\$7,000.00
CO6336	CT Soils	Matthew Brady Soils Sampling Reporting DMAF	\$30,115.00
CO6337	Golder	Geotechnical Review/Excess Soils Sunset Avenue	\$33,200.00
CO6342	Wood Environment	Excess Soil Investigation Dougall (Eugenie/Ouellette)	\$21,325.00
CO6344	Golder	Geotech/Excess Soil Testing Ojibway Pkwy	\$48,100.00
CO6352	NA Engineering	Topographic Surveys 11 park playgrounds	\$16,770.00
CO6355	Verhaegan Stubberfield	Topographic Surveys 4 park playgrounds	\$14,700.00
CO6356	CT Soils	Geotech/Excess Soil Testing Westminster/Josephine/Rooney	\$80,765.00
CO6357	Clarke Surveyors	Topographic Surveys 10 park playgrounds	\$29,000.00
CO6359	Clarke Surveyors	Topographic Surveys 10 park playgrounds	\$29,000.00
CO6372	CT Soils	Geotech/Excess Soil Testing Lincoln/Langlois	\$62,210.00
CO6374	WSP	Archaeological/Geotechnical Investigation McKee Park	\$14,300.00
CO6386	Glos Associates	Jackson Park Greenhouse Hoop House Relocation	\$5,000.00
CO6388	Wood Environment	Geotech & Soils Investigation Giles Boulevard	\$48,812.00
CO6390	Dillon Consulting	2021 Malden Road Landfill ECA Amendment Observation Platform	\$10,000.00
CO6392	Wood Environment	Geotech Investigation Riverside Drive Vista Phase 2	\$20,312.00
CO6393	Wood Environment	LRWRP Asphalt Pavement Rehabilitation – Testing and Inspection Services	\$4,265.00
CO6395	Wood Environment	Geotechnical Investigation St. Luke Road	\$13,912.00
CO6396	Wood Environment	Excess Soils Management St. Luke Road	\$24,550.00
CO6397	Dillon Consulting	2020 NPRI & GHG reporting for WBPF	\$3,800.00
CO6398	Stantec	LRWRP RSP1/2 VFD Upgrades Tender Support & Construction Services	\$41,960.00
CO6399	Golder	Excess Soil Support Banwell Phase 2	\$40,625.00

**APPENDIX "A"****Rostered Consultants Used by Public Works, Parks and Facilities – July 1 2021 to December 31 2021**

<b>Contract Number</b>	<b>Consultant</b>	<b>Description</b>	<b>\$ Value</b>
CO6402	Verhaegan Stubberfield	Property Survey 3860 Lauzon Road	\$1,825.00
CO6403	Wood Environment	Excess Soil Investigation Jos St. Louis	\$25,000.00
CO6404	Golder	2021 Annual Monitoring East Riverside Landfill	\$45,100.00
CO6405	Dillon Consulting	Dominion/Ojibway Traffic Control Study	\$9,850.00
CO6411	RWDI Air Inc.	Climate Assessment Transit Bus purchase	\$12,400.00
CO6415	Wood Environment	Geotechnical & Soils Investigation Wellesley Avenue	\$51,737.00
CO6419	Dillon Consulting	TW East Terminal Site Reconfiguration	\$30,882.00
CO6420	Callidus Engineering	Two Chiller Replacements at Huron Lodge	\$44,450.00
CO6424	Dillon Consulting	New Transfer Trip System WFCU CHP & Enwin Enclosure	\$16,350.00
CO6426	Golder	Excess Soils & Environmental Mgmt Grand Marais Drain	\$61,450.00
CO6428	JACE	Replacement of Dewatering Make Up Air Unit No. 1	\$19,500.00
CO6432	Verhaegan Stubberfield	Topo Survey Legacy Beacon Riverside Dr	\$19,000.00
<b>TOTAL:</b>			<b>\$1,548,351.00</b>

**Subject: Cost of Adding the BIAs as Community Safety Zones****Reference:**

Date to Council: April 11, 2022  
Author: Rania Toufeili, Policy Analyst  
rtoufeili@citywindsor.ca  
519-255-6543 ext. 6830

Report Date: February 1, 2022  
Clerk's File #: MI2022

To: Mayor and Members of City Council

**Recommendation:**

1. THAT report C 20/2022 **BE RECEIVED** for information; and,
2. THAT Traffic By-law 9148 **BE AMENDED** to implement Community Safety Zones in all of the Business Improvement Areas (BIAs), and; THAT the City Solicitor **BE DIRECTED** to prepare the necessary documents to amend the by-law; and,
3. THAT the required ongoing annual maintenance costs associated with the signs installed for Community Safety Zones in the BIAs **BE REFERRED** to the 2023 Operating Budget, and that the \$48,000 in capital costs **BE FUNDED** in the manner detailed in the Financial Matters section of the report.

**Background:**

At its April 19, 2019 meeting, Council adopted the Community Safety Zone Policy and the related Traffic By-law 9148 amendment. Furthermore, Council adopted the following decision.

*That Administration BE REQUESTED to provide a report back on the cost of adding the nine Business Improvement Areas as Community Safety Zones.*

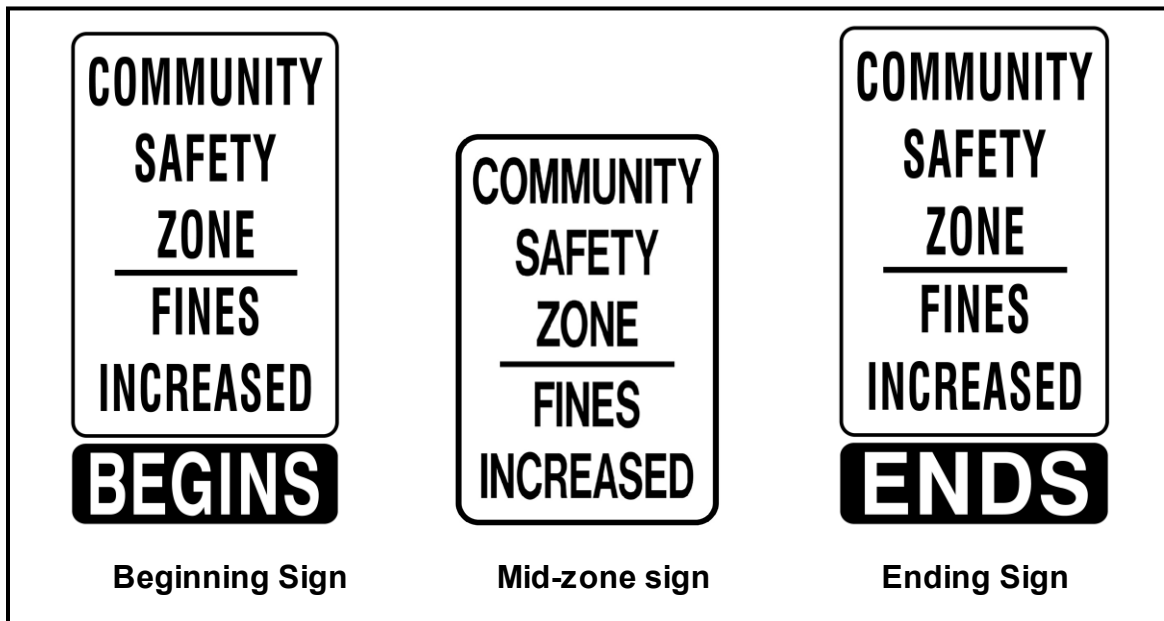
This report will outline the costs associated with adding the nine BIAs as Community Safety Zones and the associated implications.

The Ministry of Transportation provides guidance on the use of Community Safety Zones. The use of Community Safety Zone (CSZ) signs are to inform drivers that they are entering a zone that the community has designated as an area where the safety of its children/citizens is paramount. Furthermore, traffic related offences committed within the zone are subject to increased fines. The City of Windsor Community Safety Zone Policy outlines that the presence of facilities that attract and/or generate high volumes of pedestrian or cyclist traffic may warrant a Community Safety Zone. Furthermore, the

Policy indicates that a CSZ is initiated by a 311 request or a referral from another Policy. The Windsor BIAs are meant to provide development activities and stimulate local business in the districts, more particularly with increased traffic during their special events.

### Community Safety Zones

The Ministry of Transportation outlines direction on where and how Community Safety Zone signs are placed through the Ontario Traffic Manual. Community Safety Zone signs must be installed at the beginning and end of a zone to indicate their location. Also, where a zone is longer than 1 km, additional signs are required every 300 meters or less where the speed limit is equal or less than 60 km/h.



Many of the main roads within the BIAs are comprised of road segments that are longer than 1km.

### Discussion:

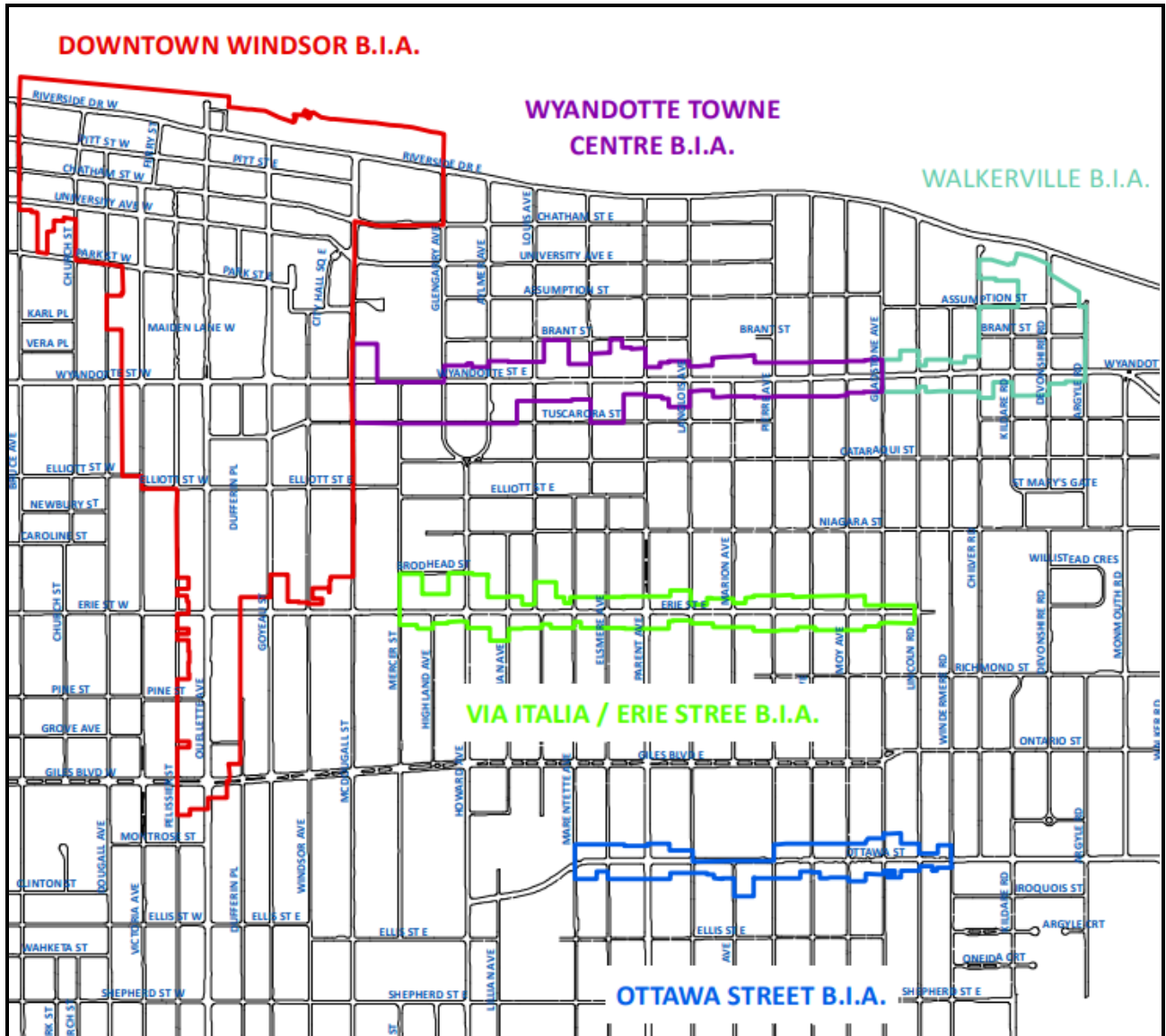
#### Community Safety Zone Locations and the BIAs

Currently only one small block within the BIAs is designated as a Community Safety Zone, in the Downtown BIA on Wyandotte Street West from approximately Church Street to Victoria Street. Other areas of the city are designated as Community Safety Zones as per the Policy and traffic by-law amendment approved in 2019.

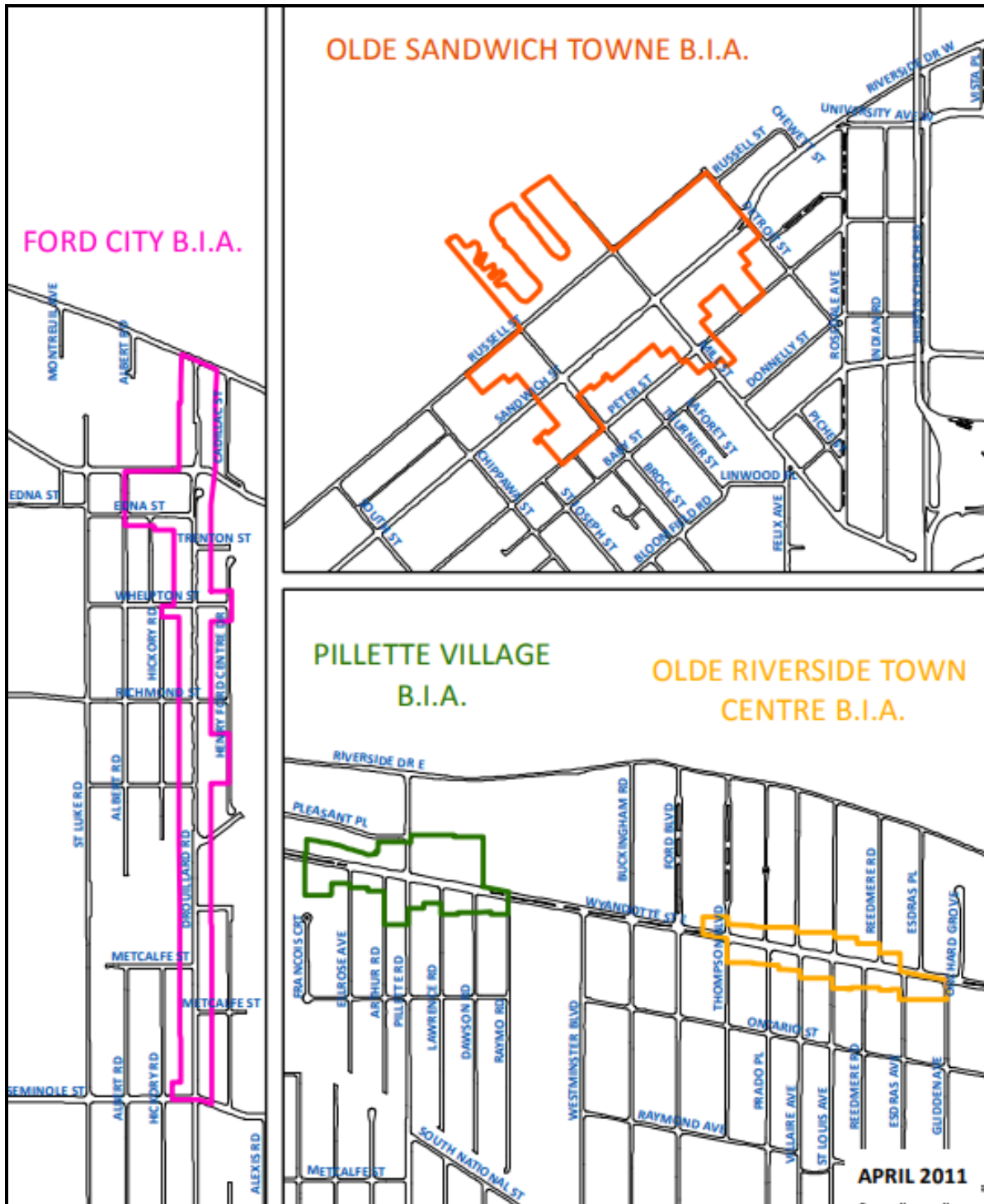
For this report, the main major roads of the BIAs were reviewed for Community Safety Zone designation and signage. The main major roads are where businesses are primarily located and most traffic is expected. Additional required signs throughout the zones are recommended to be placed at significant cross streets. The extent of the Community Safety Zones for the BIAs are shown in the BIA Maps in **Figures 1 and 2**. Converting the nine BIAs to CSZs would include 8 zones and a total of approximately 13km of roadway.



A single Community Safety Zone is proposed along Wyandotte Street from Argyle Road to Dougall Avenue through the Downtown Windsor BIA, Wyandotte Towne Centre BIA, Walkerville BIA, and Walkerville BIA.



**Figure 1 - Downtown Windsor, Wyandotte Towne Centre, Walkerville, Via Italia/Erie Street and Ottawa Street B.I.A.s**



**Figure 2 - Ford City, Olde Sandwich Towne, Pillette Village and Olde Riverside Town Centre B.I.A.s**

The City of Windsor Community Safety Zone Policy outlines that Community Safety Zones are intended for locations where public safety is a special concern on that part of the roadway.

Furthermore, any of the following factors may be considered in deciding if a Community Safety Zone is appropriate:

- The presence of community buildings, including schools, parks, or hospitals.
- The presence of other facilities that attract and/or generate high volumes of pedestrian or cyclist traffic.
- The presence of School Areas or School Zones, as outlined under the School Neighbourhood Policy or Traffic By-law 9148, or
- The frequency of collisions and/or injuries on a given section of roadway.

Overall, BIA areas can be expected to attract higher than usual volumes of pedestrian and cyclist traffic given the particular nature and purpose of BIA areas, especially during community events. However, it is important to note that overuse of Community Safety Zones may limit their effectiveness. The Ontario Traffic Manual indicates that ideally there should be documented evidence that public safety is of special concern in the area being considered for a Community Safety Zone.

There are areas within the BIAs which could be prioritized as a Community Safety Zone based on the frequency of collisions and/or injuries on the section of roadway and special concerns along the roadways:

- *Wyandotte Street Corridor (Across 3 BIAs):* The Wyandotte Street Corridor is identified in the strategic priorities of the Vision Zero Action Plan as part of Priority 3A: High Injury Corridor. Different types of collisions are prioritized based on the different section of Wyandotte Street; Gladstone Ave to Pelissier St (motor vehicle collisions), Chilver Rd to Ouellette Ave (pedestrian collisions) and Parent Ave to Pelissier St (cyclist collisions).
- *Drouillard Road (Ford City):* A Traffic Calming Plan has been created and presented to Council for Drouillard Road as traffic speeds and safety are warranted concerns per the Traffic Calming Policy along this corridor.

Automated Speed Enforcement (ASE) unit are allowed, as per the MTO, to be installed in CSZs or in School Zones. However, in order for the units to be able to process tickets for speeding, they require a clear line of sight from the sidewalk to the travelled lanes. In most cases, this is not possible in the BIAs due to on-street parking. Therefore, ASE units would likely not be able to be installed in BIAs and enforcement of speeding would have to rely on Windsor Police involvement.

### **Windsor Police Services Feedback**

Windsor Police Services provided the following comments on the proposed Community Safety Zones:

*The Windsor Police Service appreciates the opportunity to weigh in on the proposed implementation of Community Safety Zones within the nine BIAs as outlined in this draft plan. Please know, that while WPS unequivocally supports initiatives that seek to enhance the safety of our community, it must be understood that our day to day resource allocation is done so on a priority basis.*

*As such, the WPS cannot guarantee consistent monitoring of these areas. We continue to encourage the public to contact the WPS to report any concerns. We also advocate the continued use of all available reporting avenues, including the Roadwatch Program, so that we, as a service, can appropriately allocate our resources to all areas within the City of Windsor, including the Community Safety Zones within the BIAs.*

### **Cost of Community Safety Zones for BIAs**

Adding the BIAs as Community Safety Zones would result in costs associated with providing signage and maintenance.

The total initial cost per sign is \$600 with installation, and a total of 80 signs would be needed to meet minimum spacing requirements. Furthermore, an operating cost of \$10 per year per sign is required for maintenance and inspection. **Table 1** below shows the associated cost with converting the BIA main roads as community safety zones.

**Table 1 - Costs of Community Safety Zone Signs for BIA Main Roads**

<b>BIA</b>	<b>Community Safety Zone Boundaries/Major Roads</b>	<b>Number of Signs</b>
<b>Olde Riverside Town Center</b>	<b>Wyandotte Street East</b> Orchard Grove to Thompson Boulevard	4
<b>Pillette Village</b>	<b>Wyandotte Street East</b> Raymo Road to near Francois Court	4
<b>Ford City</b>	<b>Drouillard Road</b> Riverside Drive East to Seminole Street	12
<b>Ottawa Street</b>	<b>Ottawa Street</b> Windermere Road to Marentette Ave	10
<b>Via Italia/Erie Street</b>	<b>Erie Street East</b> Lincoln Road to Mercer Street	12
<b>Walkerville</b>	<b>Wyandotte Street East</b> Argyle Road to Gladstone Avenue	20
<b>Wyandotte Towne Center</b>	<b>Wyandotte Street East</b> Gladstone Avenue to McDougall Street	
<b>Downtown Windsor</b>	<b>Wyandotte Street West</b> McDougall Street to near Dougall Avenue	14
	<b>Ouellette Avenue</b> Riverside Drive to Giles Boulevard East	
<b>Sandwich Towne</b>	<b>Sandwich Street</b> Detroit Street to near Brock Street	4
<b>Total Number of Signs</b>		80
<b>Total Cost of Signs (600\$/sign)</b>		<b>\$ 48,000</b>
<b>Annual Maintenance Cost of Signs (\$10/year/sign)</b>		<b>\$800/year</b>

## Risk Analysis:

No critical or significant risks have been identified with the recommendations of this report.

## Climate Change Risks

### Climate Change Mitigation:

Indirect GHG decreases may come from decreased car travel speeds due to potentially higher enforcement priority and speed control measures through the implementation of a Community Safety Zones. Furthermore, the implementation of Community Safety Zones may increase cycling and shifts to active transportation due to decreased road speeds and increased safety.

### Climate Change Adaptation:

The gradual increase in annual mean temperatures, along with the decreasing frequency of days below -10°C due to climate change may lead to an increase in cycling/pedestrian traffic during traditionally colder months. Because of this modal shift, demand for Community Safety Zones may gradually increase over time.

## Financial Matters:

The costs associated with adding approximately 13 kilometers of CSZ roadways in the BIA's as outlined in this report is \$48,000 for the initial installation of signage and annual maintenance costs for the yearly sign inspections, general maintenance and replacement costs. The initial \$48,000 cost associated with adding the BIAs as Community Safety Zones would be funded from the capital project Traffic Calming Initiatives (7069022). The current uncommitted balance in the project is \$737,034 which is made up of:

Current Available funds in the Traffic Calming Initiatives project	\$1,264,274
Drouillard Traffic Calming Project	\$(458,440)
Cabana Radar Speed Feedback Signs	\$(13,800)
Arterial Speed Control Programs	\$(50,000)
Please Slow Down Lawnsigns	\$(5,000)
Balance Uncommitted	\$737,034

The average life of a sign is up to 10 years, however in high traffic areas, signs are required to be replaced sooner due to damage and loss of reflectivity. An additional \$10/year/per sign is required, which equates to an annual operating budget requirement of approximately \$800 for maintenance. The required ongoing annual maintenance costs associated with 80 new signs installed for CSZ's would be referred to the 2023 operating budget development for consideration.

**Consultations:**

Roberto Peticca – Supervisor of Signs and Markings  
Inspector Jennifer Crosby – Windsor Police Services  
Cindy Becker – Financial Planning Administrator – Public Works

**Conclusion:**

The cost of new signage to implement approximately 13 kilometers of Community Safety Zone roadways in the 9 BIAs is \$48,000 with additional annual maintenance costs for the signage of approximately \$800. Both Ford City and the Wyandotte Street Corridor (across Walkerville, Wyandotte Towne Center and Downtown) are areas which would be prioritized as community safety zones based on specific traffic issues; Ford City warrants Traffic Calming per the Traffic Calming Policy, and the Wyandotte Street corridor was identified as a high injury corridor in the Vision Zero Action Plan. All BIAs are considered areas where there are facilities that may attract high pedestrian or cyclist traffic, and would be considered for implementation of a Community Safety Zones per the Community Safety Zone Policy. It is recommended that all BIAs be designated as Community Safety Zones and that the costs associated with maintenance be referred to the 2023 operating budget.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Jeff Hagan	Transportation Planning Senior Engineer
Josie Gualtieri	Financial Planning Administrator
John Revell	Chief Building Official
Shawna Boakes	Executive Director of Operations
Chris Nepszy	Commissioner of Infrastructure Services
Shelby Askin Hager	Commissioner of Legal and Legislative Services
Joe Mancina	Commissioner of Corporate Services, Chief Financial Officer/City Treasurer
Jason Reynar	Chief Administrative Officer

**Notifications:**

Name	Address	Email
Windsor BIA Advisory Committee		
Pillette Village BIA		
Olde Riverside BIA		
Ford City BIA		
Via Italia/Erie Street BIA		
Ottawa Street BIA		
Walkerville BIA		
Wyandotte Towne Center BIA		
Downtown Windsor BIA		
Sandwich Towne BIA		

**Appendices:**



**Subject: Renewal of Radio System Tripartite Agreement: City of Windsor, CBSA & WPS**

**Reference:**

Date to Council: April 11, 2022  
Author: Stephen Cipkar  
Manager of Financial Accounting  
519-255-6100 ext. 6234  
scipkar@citywindsor.ca

Financial Accounting  
Report Date: March 22, 2022  
Clerk's File #: MC/9936

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

**Recommendation:**

THAT City Council **AUTHORIZE** the Chief Administrative Officer and the City Clerk to sign a renewed five year tripartite agreement between a) The Corporation of the City of Windsor, b) The Windsor Police Service Board, and c) Her Majesty the Queen, in Right of Canada as Represented by the Minister responsible for the Canada Border Services Agency (CBSA), which will provide CBSA use of the corporate radio system for a fee, as defined within this report, with the agreement being approved as to form by the City Solicitor, as to technical content by the Chief Information Officer /Executive Director of Information Technology and as to financial content by the Chief Financial Officer/City Treasurer; and,

THAT City Council **DIRECT** that the City of Windsor revenues generated via this agreement be credited to the Pay-As-You-Go Radios Reserve Fund 198 to offset any future funding requirements that may be necessary from the City's operating budget to ensure the continued sustainability of the Reserve Fund; and,

THAT City Council **AUTHORIZE** the continued provision of radio services by the City to the CBSA under the terms of the previous agreement past its March 31, 2022 expiry date until such time as the renewed agreement is finalized.

**Executive Summary:**

N/A.

## **Background:**

The Corporation of the City of Windsor (the City) owns a public safety grade radio system, which is operated as a shared service for Windsor Fire & Rescue Services, Windsor Police Service, Transit Windsor, YQG and various operating departments within the City.

There is a governance model for the corporate radio system, including a Steering Committee, which provides strategic direction for this critical asset. The Steering Committee consists of:

- Chief Administrative Officer (Chair)
- Chief, Windsor Police Service
- Chief, Windsor Fire & Rescue Services
- Deputy Chief, Operational Support, Windsor Police Service
- Deputy Chief, Support Services, Windsor Fire & Rescue Services
- Commissioner of Corporate Services & Chief Financial Officer/City Treasurer
- Commissioner of Legal & Legislative Services & City Solicitor
- Superintendent, Corporate Services, Windsor Police Service
- Director, Finance, Windsor Police Service
- Director, Technology Services, Windsor Police Service
- CIO / Executive Director of Information Technology

In 2015, an upgrade to the corporate radio system was approved by City Council through two Council Resolutions, CR209/2015 (November 2, 2015 – radio system upgrade) and B19/2015 (December 21, 2015 – addition of geo-redundancy to the radio system). In recognition of the significant investment required to own and operate a public safety grade radio system, the following was noted in those Council Reports:

*“New corporate radio system sharing agreements with regional partners is a strategy that could reduce the net radio system costs for the City. Revenue from new sharing agreements would offset the funding requirements from the operating budget. The Windsor Police Service is exploring an opportunity that will be brought forward to City Council for approval should the discussions proceed successfully. The details and financial information related to this opportunity, or any other regional opportunities, will be brought forward to City Council for consideration and possible approval.”*

In 2016, City Council approved an initial five year agreement between the City, Windsor Police Services (WPS) and Canada Border Services Agency (CBSA) via CR549/2016 to provide CBSA the use of the corporate radio system for a fee. This agreement is expiring on March 31, 2022. The incremental revenue generated by this agreement was split between the City (32%) and WPS (68%). The WPS portion represented a cost recovery for the effort required to provide services to CBSA under the agreement, while the City portion was credited to the Pay-As-You-Go Radios Reserve Fund 198 to ensure ongoing sustainability of that reserve.

This report is seeking approval to enter into a renewed system sharing agreement with the CBSA, as a means to continue to manage net radio system costs for the City and WPS.

## **Discussion:**

As a result of the initial agreement between the City, WPS and the CBSA, the City and WPS were able to provide the CBSA with an inter-operable public safety grade radio system, while providing the City with a revenue source to help offset its significant radio system investment.



As the initial agreement approaches its expiry date, the City, WPS and the CBSA entered into discussions in June 2021 and are nearing finalization of a renewed agreement, which provides the CBSA use of the City's radio system and WPS's dispatch services:

- CBSA will continue to purchase and own all radios, end user equipment and replacement parts that they will use under this new agreement. This will result in no additional costs for the City or WPS.
- The City will continue to provide the radio system infrastructure. The infrastructure is the core of the system, including the control and transmission equipment. It is important to note that the City already owns this infrastructure and there is sufficient capacity to include the CBSA radios with no detrimental impact to other users of the system. This will result in no additional costs for the City or WPS. The City will retain full ownership of the radio system infrastructure.
- WPS E911 will continue to provide dispatch/emergency communications monitoring services to CBSA WPS will continue to authorize and facilitate required CBSA radio network access.
- WPS will provide radio inhibit/un-inhibit services for CBSA radios.
- CBSA will pay the City and WPS for the use of the radio infrastructure, dispatch services and support services.
- The agreement will be five years in duration, expiring in the first quarter of 2027.

Upon Council approval, a tripartite agreement will be finalized and signed by the City, WPS and CBSA specifying the terms and conditions of the above.

This agreement will continue to provide CBSA with an emergency grade radio system, with inter-operability capabilities to other emergency services, and with WPS dispatching services. The agreement provides the City and WPS with an ongoing revenue source to help off-set the costs required to operate a radio system and dispatch centre. Nationally, the CBSA has signed numerous similar agreements with local police agencies and local/regional governments.

### **Risk Analysis:**

There are no major risks related to this agreement. The agreement through 2027 will include termination clauses should this arrangement pose unforeseen and unresolvable problems.

The City and/or WPS, in no event, will be liable for any indirect, special, incidental or consequential damages of any kind in connection with or arising from CBSA's use of the radio system, however caused.

CBSA will obtain and maintain a comprehensive policy of insurance covering any equipment used in connection with the Windsor System.

The agreement will also include restriction, limited liability and indemnity clauses to protect the City.

### **Climate Change Risks**

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

N/A.

## Climate Change Adaptation:

N/A.

## Financial Matters:

There are no new costs for the City related to the renewal of this agreement. CBSA will continue to purchase and own all radios, end user equipment and replacement parts that they will use under this agreement. The City will allow additional CBSA radios (subject to a pre-defined upper limit) to connect to the City's existing radio system. The City will retain full ownership of the radio system infrastructure.

CBSA will make annual payments, on a per radio basis, to the City and WPS for the use of the radio system infrastructure, radio system support, and WPS dispatch services.

The annual fee per radio has been determined using the same guiding principles as in the original agreement. These radio fees are incremental revenue for the City and WPS and therefore were derived primarily based on available CBSA budgetary funding, consideration of similar CBSA agreements and prevailing market rates for similar services. This is consistent with the methodology from the original contract. This fee will increase in the range of 2.0% to 3.75% per year, in each year of the 5 year agreement.

Approximately 32% of the annual fee will go to WPS, and approximately 68% will go to the City. The WPS portion represents a cost recovery for the effort required to provide services to the CBSA related to this agreement, with the balance going to the City's Pay-As-You-Go Radios Reserve Fund 198 to help offset the costs to operate the radio system.

Using current operational requirements as a baseline, it is anticipated that this agreement will yield the revenues for the City and WPS as outlined in the chart below:

	<b>Estimated Annual Revenues</b>	<b>Estimated City Portion (68%)</b>	<b>Estimated Police Portion (32%)</b>
<b>2022</b>	\$ 355,841	\$ 241,972	\$ 113,869
<b>2023</b>	\$ 369,186	\$ 251,047	\$ 118,140
<b>2024</b>	\$ 383,031	\$ 260,461	\$ 122,570
<b>2025</b>	\$ 397,397	\$ 270,230	\$ 127,167
<b>2026</b>	\$ 412,259	\$ 280,336	\$ 131,923
<b>2027</b>	\$ 427,758	\$ 290,875	\$ 136,883
<b>TOTAL</b>	<b>\$ 2,345,472</b>	<b>\$ 1,594,921</b>	<b>\$ 750,551</b>

However, if the CBSA's operational requirements make additional radios necessary, revenues from this agreement will exceed these projections.

Revenues identified within this agreement will assist to offset the operating budget impacts resulting from the corporate radio system upgrades previously approved by City Council. Successful completion of this and future similar agreements will assist to reduce operating budget funding requirements necessary to own and operate a public safety grade radio system.

**Consultations:**

The Corporate Radio System Steering Committee

Mark Nazarewich, Senior Legal Counsel, City of Windsor

Matt Caplin, Director of Technology Services, Windsor Police Services

Canada Border Services Agency

**Conclusion:**

The City has committed significant resources into owning and operating a public safety grade radio system. This renewed agreement provides a continuing revenue source to help off-set those costs. The agreement will not result in additional costs for the City. The ongoing impact of this agreement will be monitored and governed by the Corporate Radio System Steering Committee.

**Approvals:**

Name	Title
Norm Synnott	Chief Information Officer & Executive Director of Information Technology
Shelby Askin Hager	Commissioner of Legal & Legislative Services & City Solicitor
Joe Mancina	Commissioner of Corporate Services & Chief Financial Officer
Jason Reynar	Chief Administrative Officer

**Notifications:**

Name	Address	Email
Canada Border Services Agency		

**Appendices: N/A.**



## **Subject: Status of the Corporation's Unpaid and Paid Student and Work Agency Programs in 2021 - City Wide**

### **Reference:**

Date to Council: April 11, 2022

Author: Vincenza Mihalo, Executive Director Human Resources

519-255-6515, ext. 6259; vmihalo@citywindsor.ca

Amy MacNeill, Human Resources Business Partner (HRBP)

519-255-6515, ext. 6803; amacneill@citywindsor.ca

Human Resources

Report Date: March 25, 2022

Clerk's File #: AS2022

To: Mayor and Members of City Council

### **Recommendation:**

THAT City Council **RECEIVE FOR INFORMATION** the report of the Human Resources Department dated March 25, 2022 entitled "Status of the Corporation's participation in Unpaid and Paid Student and Work Placement Agency Programs in 2021"; and,

THAT City Council **DIRECT** the Human Resources Department to report annually to City Council the Corporation's participation in Unpaid and Paid Student and Work Placement Agency Programs.

### **Executive Summary:**

Administration strives to uphold our Corporate responsibility to all members of the local community by supporting our students, youth, the unemployed and under employed and in particular the members of these groups who face added obstacles, in gaining the skills, work experience and abilities they need to live productive lives, make successful transition to the work place and to thrive in the local community.

The intent of this report is to provide City Council with information as it relates to the Corporation's participation in Student and Work Placement Agency Programs for 2021. As City Council will note, with two hundred seventy nine (279) student placements in 2021, we are still trending low as compared with prior years in our assisting the community in obtaining valuable work experience within the City of Windsor's extensive municipal government work environment. The COVID-19 pandemic has been an influencing factor, primarily on the number of unpaid student placements for 2021. In the past, the Corporation has hosted large groups of students at Huron Lodge from various St. Clair College programs such as Nursing, Dental Hygiene and Personal Support Workers but we've been unable to this for the past two (2) years.

## Background:

Authority for the Corporation's participation in Student & Work Placement Agency Programs is delegated to the Chief Administrative Officer through CR 467/2008, Appendix "A" By-law 206-2008, Section 1.37 Student & Youth Employment Opportunities Programs and by CR530/2006 and By-law 206-2008, Section 1.27 Work Placement Program Initiatives with accredited educational institutions and approved agencies that service disadvantaged underemployed or disabled populations.

The Chief Administrative Officer through the Human Resources Department is committed to providing City Council with annual reports summarizing the Corporation's participation in Student/Youth & Work Placement Agency Programs.

The table below demonstrates the total number of Student and Work Placement Agency participants hosted by the Corporation over the last five years.

Year	Number of Unpaid Placements Corporate Wide	Number of Paid Placements Corporate Wide
2016	215	190
2017	157	186
2018	168	197
2019	194	179
2020	69	144
2021	44	235

## Discussion:

### 1. UNPAID PROGRAMS

In partnership with School Boards, Universities and Community Colleges accredited by the Ontario Ministry of Education and approved training organizations (Community – based) the Human Resources Department has effectively coordinated the placement of unpaid students and other work placement agency participants throughout the Corporation's diverse work environments since at least 1993. The total number of unpaid student and work placement agency participants placed throughout the Corporation in 2021 totaled forty four (44). A breakdown of the number of unpaid placements by institution/agency for 2021 is attached hereto as Appendix "A".

Unpaid placements vary in length depending on the agency the participant is affiliated with. However, student placements do not last more than one (1) school term and other training organization participants are normally not placed for periods longer than six (6) months.

The Corporation's participation in Unpaid Student & Work Placement Agency Programs in general is governed by CAO2919. Depending on the type of program, additional Delegation of Authority approvals may be required for participation. Unpaid placements are not included in the Collective Agreements between the Corporation and its union groups. Therefore, union concurrence is required for participation in these programs within the unionized work environment through Memorandum of Agreements (MOA). Further, individual Memorandums of Understanding/Agreement exist between the Corporation and various accredited Educational Institutions and approved training organizations to illustrate the terms of the Corporation's participation in these programs.

For the purposes of the Corporation's participation in 2021, Unpaid Student/Work Placement Agency Programs are largely broken down into three (3) groupings:

- a) *Student Programs*
- b) *Training Organization Programs*
- c) *Job Shadowing Programs*

**a) *Student Programs***

Student Programs are unpaid post-secondary school internship and secondary school co-operative education placements. These programs are a combined effort between post-secondary institutions, school boards and the community to provide participating students with learning experience outside of the classroom in the world of work. Participating students are placed in work situations to assist with day-to-day operations and special projects, which compliment specific in-school learning experiences. Students participate in these programs as a requirement of their field of study and receive course credits towards diplomas/degrees for their participation and successful completion of these placements.

**b) *Training Organization Programs***

Unpaid Training Organization placements occur via approved agencies and are typically Community – based. These programs assist our local underemployed and unemployed populations in gaining work experience in their chosen field. Further, these unpaid placements provide valuable training and improve employability for disadvantaged persons who may be members of visible minority groups or persons with disabilities.

### **c) Job Shadowing Programs**

For close to twenty (20) years, the Corporation has annually participated in the Learning Partnership “Take Our Kids to Work Day” event. This event gives our employees an opportunity to host eligible grade nine (9) students for a one (1) day Job Shadow experience. The intent of this program is to provide participating students an initial understanding and appreciation for the skills required to succeed in the world of work. In 2021, again due to the pandemic the Corporation continued to hold the “Take Our Kids to Work Day” in a virtual format. Understandably, the virtual event did not elicit the number of participants as in past years with only twenty five (25) students participating but it was a safe and interactive way to provide students with an introduction to the City of Windsor and the various corporate departments. (Approved by CAO4220)

## **2. PAID PROGRAMS**

Paid placements vary in length depending on the placement/program the participant is affiliated with. Paid placements are either included in the Collective Agreements between the Corporation and its union groups or a Delegation of Authority approval exists with required union concurrence through Memorandum of Agreements (MOA) for participation. Typically, Students & Work Placement Agency participants employed by the Corporation are paid in accordance with the CUPE Local 543 & 82 Student Salary Schedules which for 2021 was \$17.20 per hour. In the interest of equality, paid participants in the Non-Union and WPPFA also typically receive this hourly rate. However, in rare instances, the wage rate is dictated by individual program rules and differs from the corporate student rate depending on the program the participant is affiliated with.

In each of the paid placements, authority through the CAO’s DOA is obtained to participate in the programs and to proceed with the appropriate MOA’s, funding for all placements is the responsibility of the individual departments to ensure they have the budget to cover these costs, usually through wage gapping.

The Corporation’s 2021 participation in paid programming wherein participants are temporarily employed by the Corporation and compensated for their labour is broken down as follows:

- a. *(i) Post-Secondary - Co-operative Education*
  - (ii) Law Society of Upper Canada – Articling Student*
- b. *City of Windsor - Summer Student Lottery Program*
- c. *Government of Canada – Department of Canadian Heritage - Young Canada Works In Heritage Organizations (the Corporation did not participate in this program in 2020 and 2021)*
- d. *Government of Canada - Canada Summer Jobs Program*

- e. *Community Living – Employment Services for people with intellectual disabilities funded in part by Service Canada’s – Opportunities Fund (delivered by the Ontario March of Dimes)*
- f. *St. Clair College of Applied Arts & Technology - Horticulture Technician – Landscape Program (the Corporation did not hire for this program in 2020 and 2021)*
- g. *City of Windsor - Sculpture Park Maintenance Project*
- h. *City of Windsor - St. Clair College of Applied Arts & Technology - Award of Academic Excellence*

### **Total Paid Program Participants**

In 2021, the total number of paid program participants employed by the Corporation totaled two hundred thirty five (235) with a total of **\$418,252.80** in grants/subsidies. A breakdown of the number of paid placements by student/youth program per union in 2021 is attached hereto as Appendix “A”. In 2021, the number of paid placements increased by ninety one (91) students from 2020, our highest number of paid placements in the past five (5) years. This was largely due to the increase in students hired from the Student Lottery to help staff the Mass Vaccination Centre, Huron Lodge, United Way and the Unemployed Help Centre. In 2021 the Corporation was successful in increasing grants/subsidies by more than \$360,000.00, mainly because of an increase in the amount of Canada Summer Jobs positions approved for 2021. The Corporation received subsidies for ninety nine (99) Parks Students and two (2) Ojibway Park students at 75% of the provincial adult minimum wage. As well, the Corporation continued to participate in the Government of Canada’s Student Work Placement Program for the cooperative education students with grants/subsidies from 50% - 75% of the student wages. Unfortunately, changes to eligibility requirements in late 2021 prevented us from participating in this program for the Fall semester, decreasing the amount of funding received in 2021 by approximately \$2,000 from 2020.

The number of paid placements that the Corporation is able to provide is dependent on whether a particular department has available budget dollars, either through gapping or temporary staffing to accommodate such a placement.

The Corporation’s success with participation in Student and Work Placement Agency Programs continues. In keeping with the Corporation’s Community Strategic Plan to develop appropriate partnerships with the public, private, and not for profit sector to encourage development of a skilled and adaptable workforce by encouraging increased partnership between industry, educational institutions, and Community – based training organizations; the Corporation should embrace such partnerships to sustain a cooperative, healthy & vibrant community.



Participation in Student and Work Placement Agency programs not only transfers knowledge from our aging workforce to the youth (current/future workforce) in our local community but helps to build supervisory skills/abilities in our current employees including, providing an opportunity to develop the required qualities to assume key leadership positions within the organization. Further these placements expose students to the numerous departments and opportunities that exist within the Corporation.

## **Risk Analysis:**

### ***Cross-Corporate Impact Risks/Resource Risks:***

The low possibility exists that a student or other training participant or a disabled participant could undergo a workplace injury while on placement with the Corporation.

It is mutually understood that the Corporation of the City of Windsor is liable for any Workplace Safety & Insurance Board (WSIB) costs (if incurred) for any person employed/paid under Student and Work Placement Agency Programs.

Conversely, the Corporation of the City of Windsor is typically not liable for WSIB costs for any “student” on an unpaid placement with the Corporation. WSIB and coverage against personal injury or death arising from activities at the Corporation is provided by the Ontario Government for students compelled to participate as a requirement of their field of study/educational requirements and WSIB costs (if incurred) for persons participating in Community-based training programs are typically provided by the Work Placement Agency the participant is affiliated with.

The Corporation is also not liable for WSIB costs for participation on a voluntary basis (such as University of Windsor – Volunteer Internship Program). The Government of Ontario, through MAESD, pays the Workplace Safety and Insurance Board (WSIB) for the cost of benefits provided to Student Trainees enrolled in an approved program at University of Windsor and participating in unpaid work placements with employers who are either compulsorily covered or have voluntarily applied to have WSIB coverage.

In all cases an investigation is completed by the Human Resources Department to understand exactly what responsibility the Corporation has surrounding WSIB coverage before any commitment to the placement is made. As always, necessary agreements are executed with agencies and participants to address all WSIB and Liability issues prior to the commencement of placements. Any such agreements are reviewed and approved by Legal, Risk Management and Financial Services prior to circulation with outside agencies.

The low risk remains that participants could delete significant information or damage costly corporate equipment (vehicles). As noted below, a mitigating strategy to minimize this risk is through Corporate Training provided to participants.

**Community Impact Risks:**

The benefits to participants who are students and/or vulnerable members of the local community are immeasurable as outlined in various sections of this report. Should the Corporation choose not to participate in this worthwhile initiative, local placements would be limited and hundreds of annual work placement opportunities would be lost.

**Timing Risks:**

N/A

**Other Risks:**

N/A

**Mitigating measures:**

The majority of Student and Work Placement Agency participants will be accompanied by a trained professional and/or corporate employee in the initial stages, if not the duration of their work placement period.

Further, any student or other work placement agency participant accepted for placements (paid or unpaid) by the Corporation is required to complete a mandatory Corporate Employee Safety Orientation tailored to the duties they will be performing prior to commencing placements in their respective work locations.

Should it be determined that a fully licensed participant will need to operate a vehicle at any time during the course of their placement with the Corporation, a mandatory Commercial Defensive Driving workshop is added to their Corporate Health & Safety Training Program at the onset.

Appropriate precautions have been put into practice, including participants holding a valid and lawful Ontario Class “G” or “G2” driver’s license who may be required to operate a city vehicle as part of their duties being required to provide an up-to-date Driver’s Record/Abstract prior to commencing placement with the Corporation.

**Climate Change Risks**

**Climate Change Mitigation:**

N/A

**Climate Change Adaptation:**

N/A

## **Financial Matters:**

Typically, students employed by the Corporation are paid in accordance with Student Salary Schedules as outlined in the applicable Union Collective Agreements. The 2021 student hourly rate of pay as per the CUPE Local 543 and 82 Collective Agreements was \$17.20 per hour. In the interest of equality, paid students in the Non-Union and WPPFA typically receive the Corporate Student hourly rate depending on the rules governing individual programs. In general, persons participating in work experience placement via Community-based Training organizations also receive the corporate student hourly rate.

The various paid Student/Youth and Work Placement Agency programs range from partial to full funding through Government subsidies to cover the cost of wages. Departments employing participants are responsible for any costs associated with participation through respective departmental budgets including any training, equipment or special preparation that is required to perform the activity. Mandatory Employer Related Costs (MERC's) associated with the hiring of participants is also a departmental budget responsibility of participating departments. MERC's which approximates 16% of the employee's gross wages, includes: Employment Insurance premiums, Canada Pension Plan contributions, Vacation pay, Employer Health Tax and Employment Insurance Benefits.

Paid placements being offered by the Corporation have decreased over the past five (5) years due to limited resources/budget restraints of corporate managers/supervisors who might otherwise choose to participate, however, as previously noted, 2021 was a record year for paid placements so it is likely this number is beginning to rebound. Steps were taken with the approval of CAO 3135 which now also provides opportunities for paid employment programming to disabled/disadvantaged members of the local community who are not students.

## **Consultations:**

The Human Resources Department continues to circulate information to all corporate departments regarding interest in participating in approved programs and the type of placements our departments would be interested in.

For the success of Student & Work Placement Agency programs, extensive consultation, communication and record keeping will continue between the Human Resources Department, Unions/Associations and various Community Partners including accredited educational institutions and approved agencies that service disadvantaged underemployed and/or disabled populations.

## **Conclusion:**

The 2021 placements are described in this report. The 2022 placements will be reported in 2023.

For the benefit of Windsor, administration will continue to participate in Unpaid and Paid Student & Work Placement Programs Initiatives that service youth, disadvantaged, underemployed and disabled populations and will seek Chief Administrative Officer approval and union concurrence for participation where required. The Human Resources Department will keep Windsor City Council apprised of the status of our participation in these important programs.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Vincenza Mihalo	Executive Director, Human Resources
Rosa Scalia	Financial Planning Administrator
Joe Mancina	Commissioner, Corporate Services/CFO
Jason Reynar	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**

1 Appendix "A" - 2021 Unpaid/Paid Student & Work Placement Agency Participants

2 Appendix "B" - 2021 Paid Student/Work Placement Agency Program Groupings

**The Corporation of the City of Windsor - 2021 Paid / Unpaid Student & Work Placement Agency Participants  
APPENDIX "A"**

<b>UNPAID PROGRAMS</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
Greater Essex County District School - Secondary School Co-operative Education	3	3	6
Windsor Essex Catholic District School Board - Secondary School Co-operative Education	0	3	4
Take Our Kids to Work Day (1 Day Event)	25	28	80
University of Windsor - Various Programs	14	19	43
St. Clair College of Applied Arts & Technology - Various Programs	1	16	58
Women's Enterprise Skills Training Inc.	0	0	1
Northern College – Various Programs	0	0	2
Brock University	1	0	0
<b>Totals:</b>	<b>44</b>	<b>69</b>	<b>194</b>

<b>PAID PROGRAMS</b>	<b>2021</b>					<b>2020</b>					<b>2019</b>				
	<b>NU</b>	<b>L543</b>	<b>L82</b>	<b>WPFFA</b>	<b>TOTAL</b>	<b>NU</b>	<b>L543</b>	<b>L82</b>	<b>WPFFA</b>	<b>TOTAL</b>	<b>NU</b>	<b>L543</b>	<b>L82</b>	<b>WPFFA</b>	<b>TOTAL</b>
Post-Secondary - Co-operative Education	0	17	0	0	17	2	14	0	0	16	0	18	0	7	25
Summer Student Lottery Program	0	46	156	0	202	0	15	85	0	100	0	15	98	0	113
Young Canada Works in Heritage Organization Program	0	0	0	0	0	0	0	0	0	0	0	2	0	0	2
Government of Canada - Canada Summer Jobs Program	0	2	0	0	2	0	0	14	0	14	0	0	10	0	10
Canadian Parks and Recreation Association – Green Jobs Initiative	0	0	0	0	0	0	0	0	0	0	0	0	7	0	7
Community Living – Service Canada's Opportunities Fund	0	0	7	0	7	0	0	7	0	7	0	0	8	0	8
YMCA – Service Canada's Opportunities Fund	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
Law Society of Upper Canada – Articling Student	1	0	0	0	1	1	0	0	0	1	1	0	0	0	1
St. Clair College – Landscape – Horticulture Technician	0	0	0	0	0	0	0	0	0	0	0	0	7	0	7
Windsor Sculpture Park Maintenance Project	0	0	4	0	4	0	0	4	0	4	0	0	4	0	4
St. Clair College – Award of Excellence	0	2	0	0	2	0	2	0	0	2	0	1	0	0	1
<b>Totals:</b>	<b>1</b>	<b>67</b>	<b>167</b>	<b>0</b>	<b>235</b>	<b>3</b>	<b>31</b>	<b>110</b>	<b>0</b>	<b>144</b>	<b>1</b>	<b>37</b>	<b>134</b>	<b>7</b>	<b>179</b>

**The Corporation of the City of Windsor - 2021 Paid / Unpaid Student & Work Placement Agency Participants  
APPENDIX "A"**

	2021	2020	2019
<b>UNPAID PLACEMENTS</b>	<b>44</b>	<b>69</b>	<b>194</b>
<b>PAID PLACEMENTS</b>	<b>235</b>	<b>144</b>	<b>179</b>
<b>TOTAL PAID AND UNPAID PLACEMENTS</b>	<b>279</b>	<b>213</b>	<b>373</b>

AGENCIES	SUBSIDY AVAILABLE	2021	2020	2019
Government of Canada - Canada Summer Jobs Program	100% of the Adult Minimum wage for approved claim period	\$363,165.00	\$43,610.00	\$30,156.00
Government of Canada - Student Work Placement Program	Up to maximum of 75% of total cost of wages	\$55,087.80	\$57,928.10	Not available
Canadian Parks and Recreation Association (CPRA) Green Jobs Initiatives	50% of the Adult Minimum wage for approved claim period	Did not apply in 2021	Not available in 2020	\$36,364.26
Young Canada Works in Heritage Organization Program	Up to maximum of 75% of total cost of wages	\$0 (pandemic related)	\$0 (pandemic related)	\$11,945.68
YMCA Opportunities Fund	Up to \$14 per hour approved training period	Not available	Not available	\$3,605.00
<b>TOTAL:</b>		<b>\$418,252.80</b>	<b>\$101,538.10</b>	<b>\$82,070.94</b>

2021 Paid Student/Work Placement Agency Programs Groupings

a)	<b><u>Post Secondary - Co-operative Education/Internship</u></b>	
	<b><i>Co-op (Governed by the Collective Agreements or Approved by CAO)</i></b>	<ul style="list-style-type: none"> <li>• Co-op provides students with a well-rounded education that is found both in academic theory and real world application.</li> <li>• Students hired through co-op programs assist with special projects during peak periods and are studying in specialized fields, such as: Urban Planning, Engineering (Civil), Business and Environmental Studies.</li> <li>• In 2021, a total of seventeen (17) students were placed in the Building and Planning, Parks, Legal, Engineering, Pollution Control and Public Works Operations Departments and were paid \$17.20 per hour.</li> <li>• Typically, there are no subsidies available for participation with co-op placements but in 2020 the Student Work Placement program was introduced by the Government of Canada and the City received wage subsidies up to 75% for each student hired. In August 2021, the government revised the eligibility criteria and municipalities were no longer eligible to apply for this funding.</li> </ul>
	<b><i>Law Society of Upper Canada - Articling Student</i></b>	<ul style="list-style-type: none"> <li>• Articling students provide valuable legal services at a very competitive rate.</li> <li>• Hiring an Articling student is beneficial to the City Legal Services Department as it assists municipal legal counsel with research and drafting required by-laws thus freeing up time to concentrate on higher priority work. The Legal Services Department employed one (1) articling student in 2021.</li> <li>• In accordance with the provisions of the Pay Equity Act, the Corporation's established Articling Student rate is NU03 Step 3 for 2021 with a bi-weekly rate of \$1,660.40. There is no subsidy available for hiring under this program.</li> </ul>

	<b>Note:</b> <i>The wage rate and rules governing paid Internship programs vary and are unique.</i>
<b>b)</b>	<b><u>Summer Student Lottery Program (Governed by the Union Collective Agreements)</u></b> <i>Except in the case of Windsor Fire and Rescue where a Memorandum of Agreement governs participation).</i>
	<ul style="list-style-type: none"> <li>• Post-secondary students hired through the Summer Student Lottery Program satisfy corporate departments who require additional assistance with general labourer type positions during the summer months.</li> <li>• Students employed under this program assist in the maintenance of safe areas for taxpayers including sidewalk and roadway repair, sign installation and road markings. The majority of students hired through the Student Lottery assist in fulfilling contractual obligations and plays a major role in environmental improvement by performing maintenance in all municipal parks and facilities during the summer months.</li> <li>• In 2021, the Corporation hired one hundred sixty nine (169) students through this program. As per applicable provisions of the Collective Agreements, these students were paid the student rate of \$17.20 per hour.</li> </ul>
<b>c)</b>	<b><u>Government of Canada – Department of Canadian Heritage - Young Canada Works In Heritage Organizations delivered by Canadian Museum Association (YCW-HO) (Approved by CAO3841)</u></b>
	<ul style="list-style-type: none"> <li>• YCW-HO is a federal program that provides funds to Heritage Organizations to hire students for summer projects. The YCW-HO Program is a job creation program under the Government of Canada’s, Youth Employment Strategy that aims to provide summer work experience students can build on.</li> <li>• The Corporation did not participate in the program in 2020 and 2021 due to delays and changes as a result of the pandemic.</li> </ul>
<b>d)</b>	<b><u>Government of Canada - Canada Summer Jobs (CSJ) (Approved by CAO3881)</u></b>
	<ul style="list-style-type: none"> <li>• CSJ is a Government of Canada initiative that provides funding to help employers create summer job opportunities for students. The program provides secondary and post-secondary students the opportunity to acquire skills, gain valuable work experience and help finance their return to school.</li> <li>• In 2021, the Corporation received \$418,252.80 in wage subsidies for ninety nine (99) Parks students hired through the Student Lottery and two (2) Ojibway Nature Centre students hired.</li> <li>• Students employed through CSJ were paid the student rate of \$17.20 per hour. The Corporation received reimbursement at a rate of \$10.69 per hour (75% of the Adult minimum wage rate) for an approved 10 week funding period.</li> </ul>



e)	<b><i>Community Living – Employment Services (Approved by CAO3135) (Funded in part by Service Canada’s - Opportunities Fund) (Approved by CAO3140)</i></b>
	<ul style="list-style-type: none"> <li>• The Corporation was referred to the Opportunities Fund (delivered by the Ontario March of Dimes) by the Community Living Windsor – Employment Service Programming.</li> <li>• In an effort to find sustainable employment for persons with disabilities, Service Canada’s - Opportunities Fund offers financial assistance through the provision of wage subsidy to qualified organizations for employing eligible participants who they may not have otherwise employed.</li> <li>• The criteria set out by Service Canada to assess applications for funding is based on regional and local priorities, community needs, program terms &amp; conditions, and available funding.</li> <li>• As per the rules governing the program, employers accepting Community Living – Employment Services participants for paid work experience must pay participants at least the provincial adult minimum wage.</li> <li>• As per Corporate practice, any participant employed by the Corporation under this and other similar programs receive the corporate student rate \$17.20 (2021 rate).</li> <li>• In partnership with Community Living – Windsor and Community Living Essex with the agreement of C.U.P.E Local 82 and W.P.F.F.A., the Windsor Fire &amp; Rescue Services, Parks and Recreation Departments employs a total of seven (7) referred clients of Community Living – Windsor on a temporary basis.</li> </ul>
f)	<b><i>St. Clair College - Horticulture Technician – Landscape Program (Approved by CAO3341)</i></b>
	<ul style="list-style-type: none"> <li>• The goal of the St. Clair College of Applied Arts &amp; Technology - Horticulture Technician - Landscape Program is to provide the education and experience required for its graduates to excel in the areas of landscape design, construction and grounds maintenance.</li> <li>• There are significant benefits in employing students under this program as it provides a high caliber of formally trained students who will bring a fresh perspective with expertise in the areas of landscape/horticulture.</li> <li>• Like many areas, the Corporation is expecting a large turnover rate in this area of expertise within the next few years. The hiring of Horticultural students provides these students with hands on experience of the work performed by the Corporation in the hopes that they will apply to work for the Corporation when a position is vacated. Illustrating to the community and to the students the type of work performed by the Corporation will assist with our Succession Planning efforts.</li> <li>• The Corporation did not hire any students for this program in 2020 due to concerns from St. Clair regarding the pandemic and was unable to hire students in 2021 as the union did not approve the memorandum of agreement.</li> </ul>

g)	<b><u>City of Windsor - Sculpture Park Maintenance Project (Approved by CAO3411)</u></b>
	<ul style="list-style-type: none"> <li>• Students employed under the Windsor Sculpture Park – Conservation and Maintenance Project assisted in the undertaking of stripping, washing and waxing of the sculpture pieces.</li> <li>• It is essential that the integrity of the Sculpture Park collection be maintained. To this end, the students selected to work on this project were enrolled in Ontario college/university conservation programs in an effort to ensure they had an understanding of the most up to date materials, techniques and expertise/detail required to execute this maintenance project successfully.</li> <li>• Four (4) students were employed through this program in 2021 who received the Corporate student rate of \$17.20 per hour.</li> <li>• There is no subsidy available for the employment of students under this program.</li> </ul>
h)	<b><u>City of Windsor - St. Clair College of Applied Arts &amp; Technology - Award of Academic Excellence (Approved by CAO3403)</u></b>
	<ul style="list-style-type: none"> <li>• From 2000 to 2009 this program employed up to (2) two students annually selected by the College based on high level of academic achievement in the Civil Engineering Technology Program.</li> <li>• Through proper approvals, this Award was resurrected in 2016, and employed 2 students in the Field Services Division during the 2017 and 2018 summer work terms, 1 student in 2019, 2 students in 2020 and 2 students in 2021.</li> <li>• Participants employed under this program receive the Corporate student rate (\$17.20 per hour – 2021 rate) while assisting municipal staff members in the Operations Department with the undertaking of surveys, layouts of proposed road projects, camera inspections of sewers and site inspections of ongoing sewer /road projects.</li> <li>• In 2021 the Government of Canada’s Student Work Placement Program funding was applied to these student hires and 75% of wages were reimbursed.</li> </ul>



**Subject: RFP 134-21 Acquisition of Three Fire Truck Engines - City Wide.**

**Reference:**

Date to Council: April 11, 2022  
Author: Jonathan Wilker  
Deputy Fire Chief  
(519) 253-3016 ext.274  
jwilker@citywindsor.ca  
Fire and Rescue Services  
Report Date: March 4, 2022  
Clerk's File #: SF/14337

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

**Recommendation:**

**THAT** City Council **APPROVE** the purchase of Three Fire Truck Engines at a total cost of \$2,800,086 CAD (including non-recoverable HST) comprised of \$2,647,446 CAD (including non-recoverable HST) for the three engines and \$152,640 CAD (including non-recoverable HST) for the additional equipment to be funded from 2022 Fire Fleet Replacement project 7221000; and,

**THAT** City Council **APPROVE** a transfer of \$106,586 from the Fire Major Equipment Reserve (Fund 163) to the 2022 Fire Fleet Replacement Project 7221000 to provide additional funding required for this purchase; and,

**THAT** the CAO and City Clerk **BE AUTHORIZED** to execute an agreement with ResQTech Systems Inc. for the purchase of Three Fire Truck Engines, to an upset limit of \$2,601,657 CAD (excluding HST), satisfactory in form to the City Solicitor, in financial content to City Treasurer, and in technical content to the Fire Chief.

**Executive Summary:**

N/A

**Background:**

Windsor Fire & Rescue Services (WFRS) maintains a 15-year replacement schedule for all front line fire apparatus in accordance with the Insurers Advisory Organization Inc., Fire Underwriters Survey regarding age/acceptance of fire fighting apparatus, the National Fire Protection Association (NFPA) standards and with the 15-year replacement policy established by City Council as per CR363/2010, Report 14903.

Accordingly, each year WFRS brings forward to Council a summary of its current and future capital requirements by way of a Capital budget review. During the 2022 budget submission process, City Council approved the replacement of Units #4022, 4023 and 4024, three (3) Fire Engines (B28/2022, Project FRS-001-07).

Purchasing issued an RFP based on WFRS specifications that were developed in accordance to the technical and operational requirements of the service provided to the City of Windsor. Advertisement was placed in Biddingo a national electronic bidding and advertising website, which is broadly accessible to all potential bidders, both within and outside of Canada.

**Discussion:**

Purchasing department received three (3) submissions for RFP 134-21 acquisition of three Firefighting Engine Trucks. The RFP Review Committee reviewed the submissions and undertook an analysis to grade the technical submissions that were received in accordance with the RFP. All proposals met the minimum technical requirement of 70%. The RFP Review Committee and Fire Administration are recommending that the contract be awarded to ResQTech Systems Inc. as they displayed all of the required technical requirements. Table below provides summary of submissions:

<b>Proponents submitted</b>	<b>Result</b>
Safetek Emergency Vehicles Ltd.	Score of 87.5%
Fort Gary	Score of 93.6%
ResQTech Systems Inc.	Score of 96.5%

***Review of Specifications:***

The requirements developed for the RFP proposal were written in a manner that would have a vehicle specifications brought forward that would be similar to our existing fleet of rear mount pumpers. The specifications clearly and accurately represent the valid requirements of the Windsor Fire and Rescue services. The design, form and function of these units must be consistent with our existing vehicles to provide reliable training and operational procedures. Some technologies were incorporated in the designs as they became available to improve the functionality and reliability of the vehicle. Hard lessons learned regarding corrosion were applied to the specification in the manner of hot dipped galvanized frames and corrosion resistant fuel tanks both of which have been maintenance issues in the past. The National Fire Protection Agency (NFPA) standard 1901 2016 edition was used as the base criteria in the design of the unit. The vehicle also must meet an array of other standards including the Canadian motor vehicle safety standards and applicable SAE standards. These chassis are built specifically for the fire service with those standards in mind. Improvements to the occupant protection have seen the same advancements much like the ones a private vehicle provides.

***Consideration of market issues:***

There is no single standard design for fire fighting vehicles. Fleets are built over time, and as with any fleet, similarity – if not uniformity – is the goal in order to gain efficiency in training and servicing. Because of this, fire trucks are all custom-made vehicles composed of different elements. Vendors are aligned with certain suppliers, each of whom offers a different product.

The City has a number of different in-service vehicles representing different brands and manufacturers. There is no natural bias in the fleet overall, but within the different classes of vehicle (engines and aerials) more uniformity in type can be seen. This is a common trait in the development of any type of vehicle fleet and it is desirable because it reduces the learning curve on training and maintenance and allows for efficient stocking of materials (smaller parts inventory).

### **Risk Analysis:**

There are no significant or critical risks associated with the recommendation of this report. However, there is a moderate risk associated with not purchasing the vehicle according to the replacement schedule because an aged vehicle will be responding regularly as a front line apparatus. As the vehicle continues to age, it will be more difficult to keep it in good running condition and the associated cost of repairs will continue to rise thus increasing financial risk to WFRS. Furthermore, advancements in firefighting vehicle design have resulted in new apparatus being equipped with desirable safety systems, such as airbags and antilock brakes.

### **Climate Change Risks**

N/A

### **Financial Matters:**

ResQTech Systems Inc. initial bid for the three Rosenbauer Engines was \$2,910,000 CAD plus HST. The initial bid amount for this unit was higher than the approved 2022 Capital Budget of \$2,693,500. Fire & Rescue department met with the proponent and reviewed options and/or customizations included in the quote. Cost savings were identified and accepted by ResQTech Systems Inc. resulting in the revised bid of \$2,601,657 CAD plus HST (\$2,647,446 including non-recoverable HST).

As with all new Fire major equipment vehicles, additional equipment on the vehicle such as hoses, adapters, forcible entry tools, hand held auto-extrication and ventilation equipment, etc. are necessary to make the vehicle operational. This additional expenditure is normally \$80,000 CAD per truck, however at this time only, \$50,000 CAD per truck is estimated. This is largely due to the age of equipment currently on trucks where some savings are anticipated. The total expenditure for additional equipment is estimated at \$150,000 CAD plus HST (\$152,640 including non-recoverable HST).

The total replacement cost will be \$2,800,086 (including non-recoverable HST) funded from project 7221000 – 2022 Fire Truck Replacement, which has an approved capital budget of \$2,693,500. The difference between the total cost of replacement and the approved budget is (\$106,586). Administration is recommending that the shortfall be transferred to project 7221000 from the Fire Major Equipment Reserve Fund 163 to provide additional funding required. Administration confirms the Fire Major Equipment

Reserve can sustain the additional charge of \$106,586 at this time. The reserve is monitored annually during budget development for the following year with the completion of detailed analysis of required annual contributions to sustain the 15-year replacement plan.

**Consultations:**

Brent Paisley, Lead Technician of Emergency Apparatus and Equip. – Fire & Rescue  
 Monika Schneider, Financial Planning Administrator – Fire & Rescue  
 Cindy Becker, Financial Planning Administrator – PW Operations  
 Angela Marazita, Manager Fleet Operations – PW Operations  
 Karen Revel, Buyer – Purchasing  
 Michael Dennis, Financial Manager - Asset Planning

**Conclusion:**

In accordance with Council’s direction to maintain a 15-year replacement schedule, ensure greater safety features and meet all the current standards, WFRS is undertaking the process to replace its current aging Fire truck engines.

Furthermore, replacement will provide an operational and business continuity necessary for the service delivery.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Monika Schneider	Financial Planning Administrator
Stephen Laforet	Fire Chief
Alex Vucinic	Purchasing Manager
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer / City Treasurer
Jason Reynar	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Monika Schneider	Finance	mschneider@citywindsor.ca
Cindy Becker	Finance	cbecker@citywindsor.ca

**Appendices:**

N/A



**Subject: Vendor Relationship Management Policy - City Wide**

**Reference:**

Date to Council: April 11, 2022  
Author: Alex Vucinic- Purchasing Manager  
(519) 255-6100 ext 6280  
avucinic@citywindsor.ca

Purchasing  
Report Date: March 23, 2022  
Clerk's File #: AL2022 & AF/14041

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

**Recommendation:**

**THAT** this report **BE RECEIVED** by Council for information in response to PWC Audit Finding #159 which recommended that the City develop a procedure around the use of the Vendor Management System in accordance with the Purchasing By-Law 93-2012; and,

**THAT** the Vendor Relationship Management Policy **BE APPROVED** for implementation Corporate-wide.

**Executive Summary:**

Not applicable

**Background:**

The City introduced an innovative Vendor Management System in 2015 based on PWC Audit Finding # 7 Procurement Purchasing & Payables – Vendor Performance Evaluation & Consideration, which recommended that

*Management should implement a process to collect vendor performance on a given project and centralize the storage of the results. Debriefs with vendors as to the project outcomes and performance assessment should be conducted.*

*Management should consider revising the vendor/service provider selection process to include consideration of past performance and known recurring issues to enable reasonable fiduciary responsibility.*

*Management should investigate a process to deal with consistently recurring vendor service delivery issues.*

*Additional details follow.*

*Through experience with other organizations, public sector entities and municipalities, it was noted that they leverage a formal evaluation process to document evidence of the issues encountered, warnings given to the vendor, remedial actions taken and actions to be taken by the City when the issues cannot be remediated. The City should consider implementing a formal vendor evaluation form or template created by Purchasing, which could be applied consistently throughout the City. Purchasing should track the completion of projects to ensure that a quality survey is administered in a timely manner.*

*The form should address concerns relating to contractor relations as well as service quality. This would aid in ensuring that vendors with a good performance record receive a better score in proposal evaluations and pre-qualification processes. In contrast, a process for reviewing vendors with poor performance ensures that appropriate actions are taken to prevent quality issues in the future. The City may want to consider outlining disciplinary actions, depending on the severity of issues, which can be taken against vendors that are determined to have poor performance, as well as including provisions as to when other parties need to be involved.*

*Furthermore, it is recommended that completed vendor evaluation forms be returned to Purchasing for oversight and monitoring purposes. The completed forms should be kept in the procurement files for future reference and vendor/bid evaluations*

In response to Finding #7, administration determined that a vendor evaluation/feedback mechanism needed to be formally developed and documented to assess vendor performance at project completion. Prior to 2015, centralized awareness of vendor performance was difficult to establish. Given that majority of projects are awarded via RFQ and RFT, without a formal evaluation in place, the City may be forced to engage with vendors who have a poor performance record or history of recurring issues.

As a result, administration created a detailed, rational Vendor Management System (VMS) process to better ensure value from the City's vendors. The system was born out of a desire to accurately evaluate vendors across the City, permit comparisons, identify City wide performance concerns, communicate them to contractors, and foster improved service. The VMS is completely automated and paperless, it consists of a three part system (Contract Performance Appraisal); first being a general information stage where the departments fill out basic information about the vendor(s), second is a strategically constructed survey with specific, measurable, objective, contract based questions, and third is assigned analytically derived weightings to all questions with determined scoring threshold warnings through the compilation of the questions.

Each City department has the ability to measure the performance of vendors across various criteria using a contract performance appraisal (CPA) in a VMS scorecard



format, which is available for completion electronically. The CPA is comprised of Key Performance Indicators (KPI), which are selected by the departments in six (6) categories:

1. Regulations Management
2. Quality Systems & Continuous Improvement
3. Cost Management and Non-conformance Reporting
4. Performance / Schedule / Timeline
5. Management and Allocation of Resources
6. Communication

In order to decrease the potential for interpretation differences among appraisers, each KPI category and sub-category is clearly defined.

The City uses a five-point scale to measure each of the KPI categories and sub-categories to accurately differentiate between levels of performance. Appraisers have the ability to add notes under the comment section to provide further insights into a vendor performance.

The ratings are determined by a weighted average of each contract performance appraisal conducted for a vendor. The weighted average is formulated based on the importance and monetary value of a contract.

The ratings result in scores that represent the overall performance of the vendor for each contract. The chart below provides a summary of the interpretation of the scores.

<b>Final Score</b>	<b>Score Interpretation</b>
If the final score is 4 or above (Favorable -Exceptional)	<ul style="list-style-type: none"> <li>● Overall, the vendor exceeds contractual expectations.</li> </ul>
If the final score is between 3-3.99 (Satisfactory-Favorable)	<ul style="list-style-type: none"> <li>● Vendor meets the expectations and there are no performance issues.</li> </ul>
If the final score is between 2-2.99 (Unfavorable-Satisfactory)	<ul style="list-style-type: none"> <li>● The vendor fails to meet some expectations. With few performance issues/errors.</li> </ul>
If the final score is between 1-1.99 (Poor-Unfavorable)	<ul style="list-style-type: none"> <li>● The vendor fails to meet most/all expectations with frequent errors/concerns.</li> </ul>

After completion of the survey, the system will automatically generate a radar chart summary report which becomes the vendor's report card per each project. Each report card is stored in a central location for the duration of seven (7) years or as otherwise required under the City's Records Retention By-law # 21-2013, as amended or superseded. Subsequent report cards can be used for comparison purposes. The VMS helps ensure that capital projects and all goods and services provided and delivered to the City are the best value for money. This system leads to better contract

management, compliance with contract requirements and quality. The system is transparent, documented and ranked providing unbiased continuous evaluations to vendors for continuous improvement.

The Purchasing Bylaw 93-2012 allows the City to levy sanctions against vendors for various issues, including performance. The VMS mechanism complements the existing By-law provisions dealing with sanctions for under-performing vendors. Debriefs with vendors as to the project outcomes and performance assessment continues to be conducted by the Purchasing Department.

The VMS is only efficient if utilized by all City departments. Currently, the VMS is a non-mandatory/optional tool and since inception has only generated 110 report cards for projects over \$75,000 out of 886 projects from 2017 - 2022, drastically limiting its effectiveness in managing third party contracts. In addition, the City's VMS report cards are currently internal documents and are not distributed to vendors for performance management. While intended to manage performance, optional use of VMS report cards prohibits the City from distributing them to vendors because of inconsistency in the process and standard practices, which could be interpreted as biased if not applied for all, at all times.

The City has taken measures to continue to improve its controls over monitoring of suppliers, managing issues and mitigating risks. With all of these changes occurring simultaneously, successfully managing third party contracts has become a significant priority.

PWC Audit Finding #159: Monitoring of Supplier Issues and Risks, recommended the following:

*A standard operating procedure, including the mandatory use of VMS, should be developed to enable the departments to identify, track, and close key risks. The City should identify other matters to be incorporated in the standard operating procedures that would enable the City to reduce operational costs, increase revenues, and gain efficiencies in supplier management performance. Risks should be aggregated by service provider, by supplier, by service, and by owners/responsible City Personnel.*

## **Discussion:**

### **VRM Program**

In response to Finding #159, administration has created the Vendor Relationship Management Policy and is formulating the Vendor Relationship Management Procedures and Guidelines (collectively "VRM"). The VRM program is designed to capture and qualify the performance of vendors on a contract-by-contract basis, across the City with the aid of the previously created Vendor Management System. It will ensure that an appropriate level of oversight and structure is established for every vendor that works for the City. VRM supplements standard contract management

procedures to maximize relationships between the City and its vendors, generating value for both the vendor and the City.

VRM has the following primary objectives:

- To develop and establish formal standard operating procedures and governance structures to manage vendor relationships;
- To support the City departments in managing their vendors;
- To maximize the potential value delivery from all vendors;
- To ensure vendor collaboration that promotes innovation, cost reduction and maximization of efficiency;
- To evaluate vendor performance in accordance with value based goals and objectives along with contract specific criteria intended to drive compliance with project requisites through the VMS;
- To conduct regular review sessions identifying gaps in performance and expectations; and,
- To integrate the vendor report cards as criteria for managing existing contracts and future RFX evaluations.

Ultimately, a strong Vendor Relationship Management program brings significant benefits for both the departments and for the vendor:

- For the departments:
  - Long term strategic planning;
  - Improved efficiency;
  - Improved service;
  - Cost savings and cost avoidance; and,
  - Mutual collaboration.
- For the vendor:
  - **One Voice:** Clearer expectations from the City by synthesizing directions from many individuals into one form.
  - **Standardization and common language:** Consistent management processes across all City departments. This provides the potential for increased reputation, business volume and profit.
  - **Performance driven:** Identification of performance – enhancing opportunities through quantitative measurement of vendor performance.
  - **Transparent communications:** Clear communications route for all parties. Feedback goes both ways in an open and transparent manner.
  - **Stronger vendor relationships:** Provides a framework for objective and equitable communications helping to remove obstacles created by the City that may impact a vendor's performance.
  - **Value generation:** Provides a platform in which vendors can bring value opportunities and ideas to the City that may be outside the contract.

To achieve the benefits noted above, a comprehensive Vendor Relationship Management framework will comprise of the following business practices:

1. Vendor governance;
2. Vendor performance management;
3. Continuous improvement; and,
4. Appeals.

### **1. Vendor Governance**

Vendor Governance deals with organizing and ensuring consistent communication between the City and the vendor, through key points of contact and defined meeting schedules.

### **2. Vendor Performance Management**

Will utilize contract performance appraisals to establish a report card for each project through the VMS, which may be used in subsequent RFX submission evaluations. CPA may also be used by the City to impose vendor sanctions for contractual breaches and/or consistently poor performance, in accordance with the Purchasing Bylaw 93-2012.

### **3. Continuous Improvements**

This includes development of performance improvement plans with vendors to improve project delivery in relation to Key Performance Indicators such as: regulations management; quality systems and continuous improvement; cost management and non-conformance reporting; performance/ schedule/ timeliness; allocation of resources; and communication.

### **4. Appeals**

The program will provide a progressive opportunity for the vendor to meet with the City to discuss any part of the CPA that is in dispute. The appeal process will be established in the procedures and guidelines.

## **VRM Policy**

The policy sets out the requirements and processes for the VRM framework used to track supplier risks, issues, and for performance feedback.

The Policy serves two key purposes:

- (1) to make it mandatory for all City departments to utilize the VMS and participate in the VRM program, which provides for the centralized and standardized management of vendors by creating an operating procedure for

tracking, aggregating, and closing supplier issues and risks by supplier, service type, and owners; and,

(2) to outline the business practices which are utilized in the VRM program, including: vendor governance, vendor performance management, continuous improvements, and appeals.

The policy applies to all departments within the City that purchase goods or services.

The policy assigns important responsibilities to key employees in the City, such as:

1. The Manager of Purchasing is assigned several important responsibilities, four of which include:
  - The VRM program and VMS process, pursuant to section 142 of the Purchasing By-law 93-2012.
  - Establishing procedures and guidelines for implementing this Policy and to amend those procedures as required in the best interests of the City with the concurrence of the CAO and Deputy City Solicitor pursuant to section 168 of the Purchasing By-law 93-2012.
  - Ensuring that any changes or amendments to this Policy or the accompanying procedures and guidelines are communicated throughout the City.
  - Integrating the Contract Performance Appraisals as criteria for managing existing contracts and in criteria relating to reference checks for subsequent RFX evaluations.
2. The Purchasing Department is assigned several responsibilities, including the responsibility for ongoing monitoring, training and administration of the VRM program, VMS process and recommending changes as required.
3. Managers and Supervisors key responsibilities include:
  - Ensuring that the employees under their supervision who are responsible for department or City-wide purchasing are trained in the use and implementation of the VRM program and VMS process;
  - Ensuring that their departments operate in a manner in compliance with the VRM program and VMS process and that any changes or amendments are communicated throughout their departments;
  - Providing relevant feedback to the Purchasing Department to improve the VRM program and VMS process.

4. Appraisers key responsibilities would include:
  - Ensuring that the VRM program is implemented at all times as required;
  - Reporting any difficulties with implementing the VRM program and VMS process to their immediate manager or supervisor;
  - Adhering to the City's Code of Ethics and Conflict of Interest Policy and shall disclose all conflicts of interest in writing to the Purchasing Manager and the Deputy City Solicitor and shall take adequate steps to address any actual or perceived conflicts of interest.

## **Vendor Relationship Management Procedures and Guidelines**

The procedures and guidelines provide the implementation details of the VRM policy to ensure an appropriate level of oversight and structure is established for every vendor that contracts with the City. An example of a procedural requirement would be that all vendors who complete contracts valued over \$75,000 (excluding HST) would be given a Contract Performance Appraisal.

### **Risk Analysis:**

If the Vendor Relationship Management policy is not adopted, critical aspects of the policy including the VMS program will not be mandatory Corporate-wide. This will hinder the City's ability to require departments to comply with a standard operating procedure to track, aggregate, and close supplier issues and risks.

Not requiring mandatory participation in the VMS program could lead to a further risk of poor performing vendors continuing to participate in the City's purchasing activities thereby affecting the City's operational and strategic objectives. Furthermore, informal procedures to track the supplier issues and risks could lead to different standards of resolving supplier issues, risks, and complaints across the City.

### **Climate Change Risks**

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

Not applicable

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

Not applicable

### **Financial Matters:**

There are no financial implications to this process.

**Consultations:**

Management comments and concerns were addressed through agreed changes to the draft policy, the opportunity to develop complementary managing practices regarding specific types of purchases, or through an information exercise. Following the finalization of the proposed policy from an internal standpoint, it was circulated to the following external stakeholders for comment:

- Windsor Construction Association
- Heavy Construction Association
- Windsor Public Library Board
- Windsor Police Service
- Roseland Golf and Curling Club
- Your Quick Gateway (YQG) Ltd.
- EnWin Utilities Ltd.
- Transit Windsor

Feedback on the proposed policy was positive, and concerns were addressed through meetings, provision of additional information, minor wording changes and further related procedural development and recommendations around concerns specific to certain industries and practices.

**Conclusion:**

The Vendor Relationship Management Policy is a response to PWC Audit Finding #159 which deals with the monitoring of supplier issues and risks. The policy makes it mandatory for all City departments to participate in the Vendor Relationship Management program while engaged in purchasing activities. The policy outlines the business practices which are utilized in the VRM program, including: vendor governance, vendor performance management, continuous improvement, and appeals.

In conclusion, the VRM program and VMS process supplements standard contract management procedures to maximize relationships between the City and its vendors, generating value for both the vendor and the City by effectively and consistently tracking, aggregating, and closing supplier issues and risks.

**Planning Act Matters:**

Not applicable

**Approvals:**

Name	Title
Alex Vucinic	Purchasing Manager

Name	Title
Dana Paladino	Deputy City Solicitor, Purchasing, Risk Management, and Provincial Offences
Shelby Askin Hager	City Solicitor, Corporate Leader, Economic Development and Public Safety
Joe Mancina	Chief Financial Officer
Jason Reynar	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**

- 1 Vendor Relationship Management Policy



**THE CORPORATION OF THE CITY OF WINDSOR  
POLICY**

Service Area:	<b>Office of the City Solicitor</b>	Policy No.:	
Department:	<b>Purchasing</b>	Approval Date:	
Division:	Purchasing	Approved By:	<b>DRAFT</b>
		Effective Date:	
Subject:	<b>Vendor Relationship Management</b>	Procedure Ref.:	
<b>Review Date:</b>		<i>Pages:</i>	Replaces:
Prepared By:	Alex Vucinic		Date:

**1. POLICY**

**1.1** This policy sets out the requirements and processes for the Vendor Relationship Management framework ("VRM") used to track supplier risks, issues, for performance management and feedback.

**2. PURPOSE**

**2.1** This Policy makes it mandatory for all City departments to participate in the VRM program, which provides for the centralized and standardized management of Vendors by creating an operating procedure for tracking, aggregating, and closing supplier issues and risks by supplier, service type, and owners.

**2.2** The VRM program is comprised of the following business practices: Vendor governance, Vendor performance management, continuous improvement and appeals.

**3. SCOPE**

**3.1** This policy applies to all departments within the City that purchase goods or services from a Vendor.

**4. RESPONSIBILITY**

**4.1** The Manager of Purchasing is responsible for:

**4.1.1** The VRM program and Vendor Management System process, pursuant to section 142 of the Purchasing By-law 93-2012.

**4.1.2** Establishing procedures and guidelines for implementing this Policy and to amend those procedures as required in the best interests of

the City with the concurrence of the CAO and Deputy City Solicitor pursuant to section 168 of the Purchasing By-law 93-2012.

- 4.1.3** Ensuring that any changes or amendments to this Policy or the accompanying procedures and guidelines are communicated throughout the City.
- 4.1.4** Integrating the Contract Performance Appraisals as criteria for managing existing contracts and in criteria relating to reference checks for subsequent RFX evaluations.

**4.2** The Purchasing Department is responsible for:

- 4.2.1** Ensuring compliance by various City departments with the VRM program.
- 4.2.2** Supporting various City departments in their implementation of the VRM program.
- 4.2.3** Ongoing monitoring, training and administration of the VRM program.
- 4.2.4** Recommending changes to the VRM program, as required.

**4.3** Managers and Supervisors are responsible for:

- 4.3.1** Ensuring that employees under their supervision who are responsible for department or City-wide purchasing are trained in the use and implementation of the VRM program and vendor management system process.
- 4.3.2** Ensuring that all employees under their supervision operate in a manner that is in compliance with this Policy and its accompanying procedures and guidelines.
- 4.3.3** Ensuring that any changes or amendments to this Policy or the accompanying procedures and guidelines are adequately communicated and understood by employees under their supervision who are responsible for department or City-wide purchasing.
- 4.3.4** Ensuring that Contract Performance Appraisals are completed at project's completion or annually for multi-year projects.
- 4.3.5** Ensuring that regular review sessions are conducted with employees responsible for implementing the VRM program to identify gaps in performance and expectations with regards to the implementation of the VRM program.

4.3.6 Providing relevant feedback to the Purchasing Department to improve the VRM program.

4.4 All Designated Contract Appraisers are responsible for:

4.4.1 Ensuring that the VRM program is implemented at all times as required.

4.4.2 Reporting any difficulties with implementing the VRM program to their immediate manager or supervisor.

4.4.3 Adhering to the City's Code of Ethics and Conflict of Interest Policy and shall disclose all conflicts of interest in writing to the Purchasing Manager and the Deputy City Solicitor and shall take adequate steps to address any actual or perceived conflicts of interest.

## 5. **DEFINITIONS**

5.1 "**City**" means The Corporation of The City of Windsor and includes any of its designated employees, officials or agents who are engaged to represent the City in its capacity as owner of a project and also includes an employee designated to exercise discretion on behalf of the City.

5.2 "**Contract Performance Appraisal**" (CPA) means either an interim or a final contractual performance appraisal used to evaluate a Vendor's performance annually for multi-year projects, or at the substantial completion of each project valued over \$75,000 (excluding HST), or as determined by the Purchasing Manager with the concurrence of the CAO and Deputy City Solicitor through the City's vendor management system process. CPAs shall be presented in a scorecard format (online) which includes Key Performance Indicators (KPIs) that are specific to the contract and drive the desired performance characteristics of the Vendor for the duration of the contract.

5.3 "**Designated Contract Appraisers**" include a City Department's project manager, project coordinator, and analyst or individual that is designated to evaluate a Vendor's performance through scheduled Contract Performance Appraisals. The designated contract appraiser should be the liaison between the City and the Vendor, or the individual within the City with the most knowledge of the City's working relationship with the Vendor for the Deliverable.

5.4 "**Deliverable**" means the Good, Service or construction being purchased.

5.5 "**Department**" means an area of operation of the City as defined by its organizational charts.

5.6 "**Department Head**" means the designated lead of a City Department responsible for direction and operation of a Department.

**5.7 “Good”** means any moveable property, including the costs of installing, maintaining or manufacturing such moveable property, including raw materials, products, equipment and other physical objects of every kind and description, whether in solid, liquid, gaseous or electronic form, unless they are purchased in connection with construction.

**5.8 “Purchase”** means the acquisition of Deliverables by any means, including rental and leasing, and the functions that pertain to the acquisition of Deliverables, and “Purchasing” shall have a corresponding meaning.

**5.9 “Services”** Intangible products not having a physical presence.

**5.10 “Vendor”** means any business entity that provides Goods and Services to the City. A Vendor may therefore be, but not limited to, a contractor (general building, general engineering, specialty, etc.), contract administrator, engineering firm, consultant, professional services firm or Goods supplier, consortium or legal partnerships.

## **6. GOVERNING RULES AND REGULATIONS**

### **6.1 Vendor Governance**

**6.1.1** Is to include an establishment of organized and consistent communication between the City and the Vendor, through key points of contact and defined meeting schedules.

**6.1.2** The frequency and nature of interaction is to be commensurate with the criticality of the Vendor, as determined by the City based on project importance at the City’s discretion.

### **6.2 Vendor Performance Management**

**6.2.1** Vendor performance is to be evaluated through a Contract Performance Appraisal which is conducted at project completion or annually for multi-year project.

**6.2.2** A Contract Performance Appraisal shall be completed by the Designated Contract Appraiser where a Deliverable is equal to or exceeds \$75,000, excluding HST.

**6.2.3** The Contract Performance Appraisal is conducted through the online vendor management system’s scorecard format which evaluates Vendor performance in accordance with KPIs, value based goals, objectives, and contract specific criteria intended to drive compliance with project requisites.

**6.2.4** Contract Performance Appraisal may be used in subsequent RFX submission evaluations criteria relating to reference checks, at the discretion of the Purchasing Manager.

**6.2.5** Contract Performance Appraisal may be used by the City to impose Vendor sanctions for contractual breaches and/or consistently poor performance, pursuant to the Purchasing By-law 93-2012, as amended from time to time.

### **6.3 Continuous Improvement**

**6.3.1** Performance improvement plans may be established with Vendors, to improve project delivery from perspectives of KPIs such as: regulations management, quality systems and continuous improvement, cost management and non-conformance reporting, performance/ schedule/ timeliness, allocation of resources, and communication.

### **6.4 Appeal Process**

**6.4.1** All Contract Performance Appraisals shall contain an appeal process. This process is designed to provide a progressive opportunity for the Vendor to meet with the City to discuss any part of the CPA that is in dispute, the appeal process shall be established in the procedures and guidelines.

## **7. RECORDS, FORMS AND ATTACHMENTS**

**7.1** Records for this Policy shall be prepared and retained in accordance with Records Retention By-Law 21-2013, as amended or superseded.

**7.2** The Purchasing Bylaw 93-2012, as amended or superseded.

**7.3** Vendor management system forms shall be used as the primary source of Contract Performance Appraisals, associated with this policy.



**Subject: By-Law to Amend By-Law 161-2008 - Municipal Capital Facility Agreement - Ward 1**

**Reference:**

Date to Council: April 11, 2022  
Author: Aaron Farough  
Legal Counsel  
519 255-6100 ext. 6850  
afarough@citywindsor.ca  
Legal Services, Real Estate & Risk Management  
Report Date: March 25, 2022  
Clerk's File #: AB2022

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

**Recommendation:**

- I. THAT Council consider, and if advisable, **PASS** By-Law XX-2022, being a By-Law to Amend By-Law 161-2008.

**Executive Summary:**

N/A

**Background:**

By-Law Number 161-2008 is a by-law authorizing the City to enter into an agreement with Centres for Seniors Windsor for the provision of a Municipal Capital Facility at 8787 McHugh Street.

Centres for Seniors Windsor (CSW) is a membership based non-profit, multi-service organization and registered charity. It is mandated to provide social, recreational, educational, volunteer and service opportunities for adults, 50 years and older. CSW has operated part of 8787 McHugh Street, also know as the WFCU Centre since 2009. As part of the occupation of that space by CSW, the City authorized entering into a Municipal Capital Facility Agreement with CSW by By-law 161-2008. Since the time of the original by-law's passing, CSW has located to a different location within the WFCU Centre. Accordingly, to enter into a new Municipal Capital Facility Agreement with CSW, Schedule "A" to the existing by-law must be updated to reflect CSW's new location within the premises.

**Discussion:**

CSW’s lease of part of the WFCU was identified as due for renewal as of April 1, 2022. In approving the renewal, administration identified that CSW would be occupying space not previously covered by By-Law 161-2022. In order for CSW’s lease of space in the WFCU to continue to be considered a Municipal Capital Facility under Section 110 of the *Municipal Act*.

**Risk Analysis:**

Failure to amend By-Law 161-2008 will prevent the CSW from entering into a new Municipal Capital Facility Agreement with the City and the space occupied by CSW could lose its exemption from taxes levied for municipal and school purposes.

**Climate Change Risks**

**Climate Change Mitigation:**

n/a

**Climate Change Adaptation:**

n/a

**Financial Matters:**

There is no cost related to the amending of By-Law 161-2008.

**Consultations:**

Denise Wright, Lease Administrator

**Conclusion:**

Amending By-law 161-2008 will reflect the new space occupied by CSW at the WFCU Centre.

**Approvals:**

Name	Title
Aaron Farough	Legal Counsel
Frank Scarfone	Manager of Real Estate
Shelby Askin Hager	Commissioner, Legal and Legislative Services
Jason Reynar	Chief Administrative Office

**Notifications:**

Name	Address	Email

**Appendices:**



**Subject: 2022 Municipally Significant Event Status, Wards 2,3,4,6,7**

**Reference:**

Date to Council: April 11, 2022

Author: Mike Taylor

Supervisor, Special Events

519-253-2300 ext. 2716

mtaylor@citywindsor.ca

Recreation and Culture

Report Date: March 15, 2022

Clerk's File #: SR/14344

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

**Recommendation:**

THAT the request from; 1214631 Ontario Inc.; 1933900 Ontario Ltd; 11845217 Canada Corp.; 2502014 Ontario Inc.; 365 Sports Inc.; Changing Lives Together Foundation; Northern Heat Rib Series; Rotary Club of Windsor (1918); Poutine Feast Ontario Inc.; Windsor Eats Inc.; and Windsor-Essex Pride Fest; for approval of designation as 'municipally significant' for the purpose of applying for their Special Occasions Permit – Public Event **BE APPROVED** by Council subject to the terms and conditions of the Special Event Agreement with the City.

Thursday May 19, 2022

- Caesars Fest Private (Private Location) hosted by 2502014 Ontario Inc.

Friday May 20, 2022

- Street Food Fair (Lanspeary Park and Outdoor Rink) hosted by Windsor Eats Inc.

Saturday May 28, 2022

- Heart Breaker Challenge (Malden Park) hosted by Changing Lives Together Foundation

Friday June 3, 2022 through Sunday June 5, 2022

- Windsor Rib Fest (Riverfront Festival Plaza and Riverfront Civic Terrace) hosted by Northern Heat Rib Series
- Art in the Park (Willistead Park) hosted by Rotary Club of Windsor (1918)

Thursday June 9, 2022 through Sunday June 12, 2022

- Poutine Feast (Riverfront Festival Plaza and Riverfront Civic Terrace) hosted by Poutine Feast Ontario Inc.



Friday July 15, 2022 and Saturday July 16, 2022

- Urban Wine Fest (Lanspeary Park and Outdoor Rink) hosted by Windsor Eats Inc.

Saturday July 16, 2022

- Summer Festival Celebration (Private Location) hosted by 2502014 Ontario Inc.

Thursday July 21, 2022

- Dinner on the Pier (Assumption Park) hosted by Windsor Eats Inc.

Friday July 22, 2022 and Saturday July 23, 2022

- Celtic Music Fest (Lanspeary Park and Outdoor Rink) hosted by 1214631 Ontario Inc.

Friday July 22, 2022 through Sunday July 24, 2022

- Tequila Expo and Taco Fest (Riverfront Festival Plaza and Riverfront Civic Terrace) hosted by 11845217 Canada Corp.

Friday August 5, 2022 through Sunday August 7, 2022

- Pride Fest (Lanspeary Park and Outdoor Rink) hosted by Windsor-Essex Pride Fest

Saturday August 6, 2022

- Whiskey Fest (Private Location) hosted by Windsor Eats Inc.

Friday August 12, 2022

- Street Food Fair (Riverfront Festival Plaza and Riverfront Civic Terrace) hosted by Windsor Eats Inc.

Saturday August 27, 2022

- Foam Fest (Malden Park) hosted by 365 Sports Inc.

Friday October 14, 2022 and Saturday October 15, 2022

- Windsor Eats Craft Beer Fest (Willistead Park) hosted by 1933900 Ontario Ltd.

### **Executive Summary:**

N/A

### **Background:**

The Alcohol and Gaming Commission of Ontario (AGCO) administers the Special Occasion Permit (SOP) program, which allows for the sale, service and in most cases consumption of liquor on special occasions, such as cash bars at weddings or private

receptions, as well as larger scale events that are open to the public, such as charity fundraisers.

A Special Occasion Permit (SOP) is required any time liquor is sold or served anywhere other than in a licensed establishment or a private place. SOPs are for occasional, special events only, and not for personal profit or running an ongoing business.

AGCO defines a Public Event as an event that is advertised to the public to attend. These events can be advertised and fundraising and/or profit from the sale of liquor at the event is permitted

Public Event permits can be issued for events of “municipal significance”.

An event of municipal significance requires a designation by the municipality in which the event will take place. SOP applications for a municipally significant public event must be accompanied by either a municipal resolution or a letter from a delegated municipal official designating the event as municipally significant. Requests for municipal significance must be requested on an annual basis.

### **Discussion:**

Previously, Council approved eleven events as “municipally significant” at its meeting of March 25, 2019 as per CR 145/2019. Administration has received a request for 16 events for the 2022 season to be designated as “municipally significant”. All 16 events listed above have received no objection from either Administration or the Special Events Resources Team (SERT). Administration has met with the local AGCO representatives, who did not object to the events applying for “municipal significance” status.

The event organizers will enter into an agreement with the Corporation to the extent similar to the other festivals and events that currently are presented at other City of Windsor municipal locations, including indemnifying the City of Windsor from liability associated with the event.

Administration notes that the designation of an event as “municipally significant” can be delegated to a municipal official, pursuant to [Section 3 of the Ontario Special Occasion Permit Guide](#). Council could direct Administration to include this item in the next round of Delegation of Authority Bylaw updates, along with the requirement to notify Council when the designations are provided.

### **Risk Analysis:**

Consumption of alcohol within the festival/event site will occur at these events. The applicant will be required to provide the required insurance. All liquor services will adhere to the AGCO regulations and Municipal Alcohol Policy, which provides information that covers requirements for Smart Service staffing resources.

Significant Event Status allows the organizer to control the services of alcoholic beverages as well as the revenues and expenditures associated with the event. If Significant Event Status were not approved, these public events would not be able to occur.

## Climate Change Risks

### Climate Change Mitigation:

N/A

### Climate Change Adaptation:

N/A

### Financial Matters:

The applicants hosting events on City owned public property would be required to rent the respective venue and pay the applicable fees as per the 2022 Schedule of Fees.

### Consultations:

SERT (Special Events Resource Team)

### Conclusion:

The City of Windsor recognizes the importance of special events and festivals enhancing the quality of life, tourism, culture, recreation and education, not all of which would be possible without the invaluable services of volunteers, community groups, and sponsors that add their support and skills to enhancing the community events.

### Planning Act Matters:

N/A

### Approvals:

Name	Title
Michelle Staaedegaard	Manager, Culture & Events
Jen Knights	Executive Director, Recreation & Culture
Ray Mensour	Commissioner, Community Services
Dana Paladino	Deputy City Solicitor – Purchasing, Risk Management & Provincial Offences
Jason Reynar	Chief Administrative Officer

### Notifications:

Name	Address	Email
Mr. Adriano Ciotoli		info@windsoreats.com
Ms. Linda Kowal		linda@nhrs.ca

Name	Address	Email
Ms. Linda D'Aloisio		Linda.DAloisio@hdgh.org
Mr. James Doucet		james@poutinefeast.com
Mrs. Suzanne Guttman		suzanne@rotary1918.com
Mr. Chris Ryan		chris.ryan62@gmail.com
Mr. Pablo Tovar		stereocaliente@gmail.com
Mr. Jesse Fulton		jesse@365sports.ca
Ms. Wendy Nicholson		wnicholson12@gmail.com
Mr. Allan Kidd		allankidd@live.ca
SERT		

**Appendices:**



**Subject: Exemption to Noise By-law 6716 for Nighttime Construction Work – Lauzon Parkway from Cantelon Drive to Forest Glade Drive and EC Row Expressway from Dougall Avenue to Dominion Boulevard - Wards: 8 and 10**

**Reference:**

Date to Council: April 11, 2022

Author: Joseph Bressan

Engineer I

519-255-6100 x 6890

[jbressan@citywindsor.ca](mailto:jbressan@citywindsor.ca)

Public Works - Operations

Report Date: March 24, 2022

Clerk's File #: AB2022

To: Mayor and Members of City Council

**Recommendation:**

- I) That the following exemption requests to the provisions of the Noise By-law 6716 (as amended), **BE GRANTED:**

**a. Specific exemption request:**

The Public Works Department of the City of Windsor is requesting a noise by-law exemption for the time periods for the operation of construction equipment as dictated by the City of Windsor **By-Law No. 6716** in order to allow 24/7 construction work.

**b. Scope of Exemption:**

The project limits are located in the City of Windsor at Lauzon Parkway from Cantelon Drive to Forest Glade Drive.

**c. Duration of Exemption:**

This Noise By-Law Exemption is requested for the dates commencing on May 2, 2022 and continuous through November 4, 2022.

- II) That the following exemption requests to the provisions of the Noise By-law 6716 (as amended), **BE GRANTED:**

**d. Specific exemption request:**

The Public Works Department of the City of Windsor is requesting a noise by-law exemption for the time periods for the operation of

construction equipment as dictated by the City of Windsor **By-Law No. 6716** in order to allow 24/7 construction work.

**e. Scope of Exemption:**

The project limits are located in the City of Windsor at EC Row Expressway from Dougall Avenue to Dominion Boulevard.

**f. Duration of Exemption:**

This Noise By-Law Exemption is requested for the dates commencing on April 12, 2022 and continuous through September 30, 2022.

**Executive Summary:**

N/A

**Background:**

The City's Asset Management plan indicates that Lauzon Parkway, from Cantelon Drive to Forest Glade Drive, and EC Row Expressway, from Dougall Avenue to Dominion Boulevard, are in need of rehabilitation due to their states of disrepair.

The Operations department will be issuing a tender this spring to have Lauzon Parkway rehabilitated in the summer and fall of 2022. The tender for the construction work on EC Row Expressway was previously issued in the spring of 2021 with the intention for the rehabilitation work to be completed in the spring, summer, and fall of 2022. These have been on Operation's agenda for the last 3 to 4 years.

The expected start date of Lauzon Parkway is largely dependant on the tendering process; however a completion date will be set for December 15, 2022. The expected start date of EC Row is April 19, 2022 with an expected completion of August 31, 2022.

**Discussion:**

The City of Windsor is undertaking two projects. Lauzon Parkway from Cantelon Drive to Forest Glade Drive is the first project, which consists of the removal and replacement of the roads surface. The second project includes the complete reconstruction of both the eastbound lanes of EC Row Expressway and the eastbound Dougall Avenue off ramp. The eastbound Dominion Boulevard on ramp will be milled and paved.

Lauzon Parkway is a major arterial road that connects much of the Forest Glade and Riverside regions to EC Row Expressway. This section of Lauzon Parkway has significantly deteriorated due to the heavy volumes of traffic and the annual freeze-thaw cycles: thus, requiring rehabilitation. Based on the findings of a geotechnical report provided by Golder Associates the intent of this project is to remove and replace the existing concrete pavement with the addition of an open graded drainage layer (OGDL) to improve the structure and lessen the effects of the freeze thaw cycle.

The project consists of the following components:

- Demolition and removal of existing concrete road and concrete median from Cantelon Drive to Forest Glade Drive
- Demolition and removal of existing concrete sidewalk from Cantelon Drive to Forest Glade Drive
- Addition of OGDL
- Construction of new concrete pavement, sidewalks and median islands.
- Construction of new asphalt multi-use trail
- Drainage improvements.

EC Row Expressway is a major expressway that connects the City's east and west sides. This section of EC Row Expressway is significantly deteriorated due to the heavy volumes of traffic and the annual freeze-thaw cycles: thus, requiring reconstruction. Based on the findings of a geotechnical report provided by CT Soil and Materials Engineering Inc. the intent of this project is to divert the eastbound traffic to the westbound lanes; maintaining one lane of traffic in each direction that is separated by a concrete barrier wall. This will be followed by the full depth reconstruction of the expressways eastbound lanes; including the full depth reconstruction of the east bound Dougall Avenue off ramp, milling and paving of the eastbound Dominion Boulevard on ramp, and the rehabilitation of the Dominion Boulevard EC Row Expressway overpass. The full depth reconstruction will also utilize the addition of an open graded drainage layer (OGDL) to improve the structure and lessen the effects of the freeze thaw cycle.

The project consists of the following components:

- Demolition and removal of the existing asphalt on concrete road structure in both the eastbound lanes of EC Row Expressway from Dougall Avenue to Dominion Boulevard and the eastbound Dougall Avenue off ramp
- Excavate to a depth to allow for the construction of a new road base
- Addition of OGDL
- Construction of new asphalt pavement
- Mill and pave the east bound Dominion on ramp
- Rehabilitation of the Dominion Boulevard EC Row Expressway overpass
- Removal of sections of the noise barrier wall
- Drainage improvements
- New street lighting infrastructure

Construction activities for these projects will be permitted to be carried out 7 days a week and 24 hours a day to the extent that the construction operations will allow.

Access to businesses will remain open throughout the construction works.

The properties adjacent to both projects are primarily residential and commercial. Commercial properties would normally render these areas exempt as per the Noise By-law 6716 however, due to residential properties adjacent to this work as well as the proximity of other residential properties on adjacent streets to both projects, Public Works is seeking a Noise By-Law Exemption in order to:

- Minimize the potential safety hazards during construction to the traveling public.
- Minimize the total duration of construction.

The proposed night time works will involve the reconstruction of the road and associated infrastructure within the right-of-way and will involve the use of the following noise producing machinery:

- Construction vehicles such as: dump trucks and material delivery trucks
- Construction equipment such as: excavators, loaders, bulldozers, rollers
- Paving units (concrete and OGDL pavers)
- Use of power tools such as: air compressors and portable power generators;
- Compaction equipment; and,
- Concrete saws and coring machines.

The control of construction noise from these projects requires that the Contractors maintain equipment in a good operating condition that prevents unnecessary noise (e.g. machinery must be kept in good working order, and no excessive idling of equipment will be permitted). A notification area for the by-law exemptions are illustrated in Appendices A and B.

**Risk Analysis:**

Risk Description	Impacted Objective(s)	Risk Level	Mitigating Strategy / Status	Responsibility
Noise will exceed generally acceptable nighttime levels	Consideration of community	Low	To minimize noise nuisance from construction activities to adjacent businesses and private properties, private construction firms working under contract for the City will be required to minimize the idling of construction vehicles, maintain equipment in good working order, and apply standard noise mitigation measures. If construction noise complaints arise during construction, they will be investigated by City staff in an attempt to mitigate the concerns and reach a resolve to the complaint.	City / General Contractor

**Climate Change Risks**

**Climate Change Mitigation:**

N/A



**Climate Change Adaptation:**

N/A

**Financial Matters:**

There is no financial impact to the City in granting the Public Works Department the requested exemption to By-Law 6716.

**Consultations:**

A letter will be delivered to all properties within 150m of the proposed works (see- attached properties in Appendix A and Appendix B).

Public Works Operations - Charles Hartford

Public Works Operations – Andrew Lewis

**Conclusion:**

Administration supports the Public Works Department’s requested exemptions to the Noise By-law as nighttime work will minimize the duration of the construction works resulting in a return to normal traffic flow as quickly as possible.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Phong Nguy	Manager, Contracts, Field Services & Maintenance
Shawna Boakes	Executive Director of Operations
Chris Nepszy	Commissioner, Infrastructure Services
Steve Vlachodimos	City Clerk
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Jason Reynar	Chief Administrative Officer

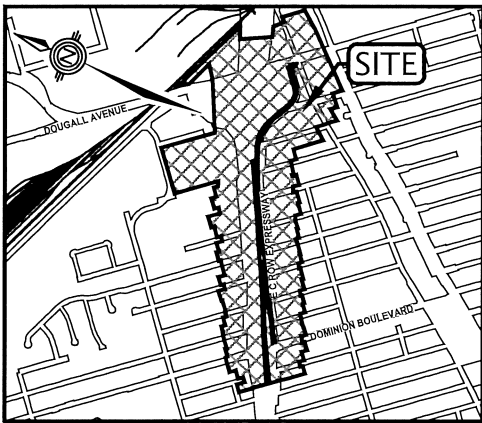
**Notifications:**

Name	Address	Email

**Appendices:**

- 1 Attachment A - EC Row between Dominion and Dougall
- 2 Attachment B - Lauzon Parkway between Cantelon and Forest Glade

NOISE BY-LAW EXEMPTION FOR  
 PROPERTIES WITHIN A 150m RADIUS  
 OF E C ROW EXPRESSWAY  
 EAST BOUND CENTRELINE



KEY PLAN N.T.S.

**LEGEND**

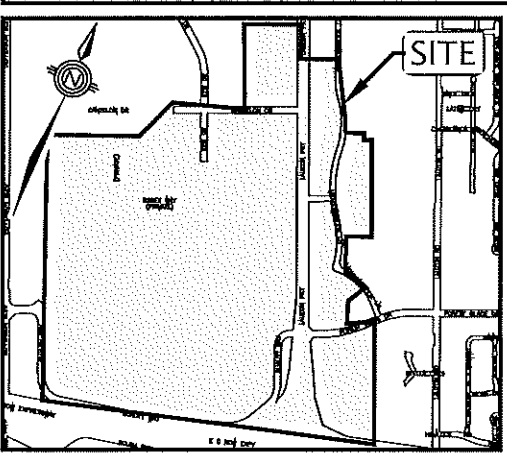
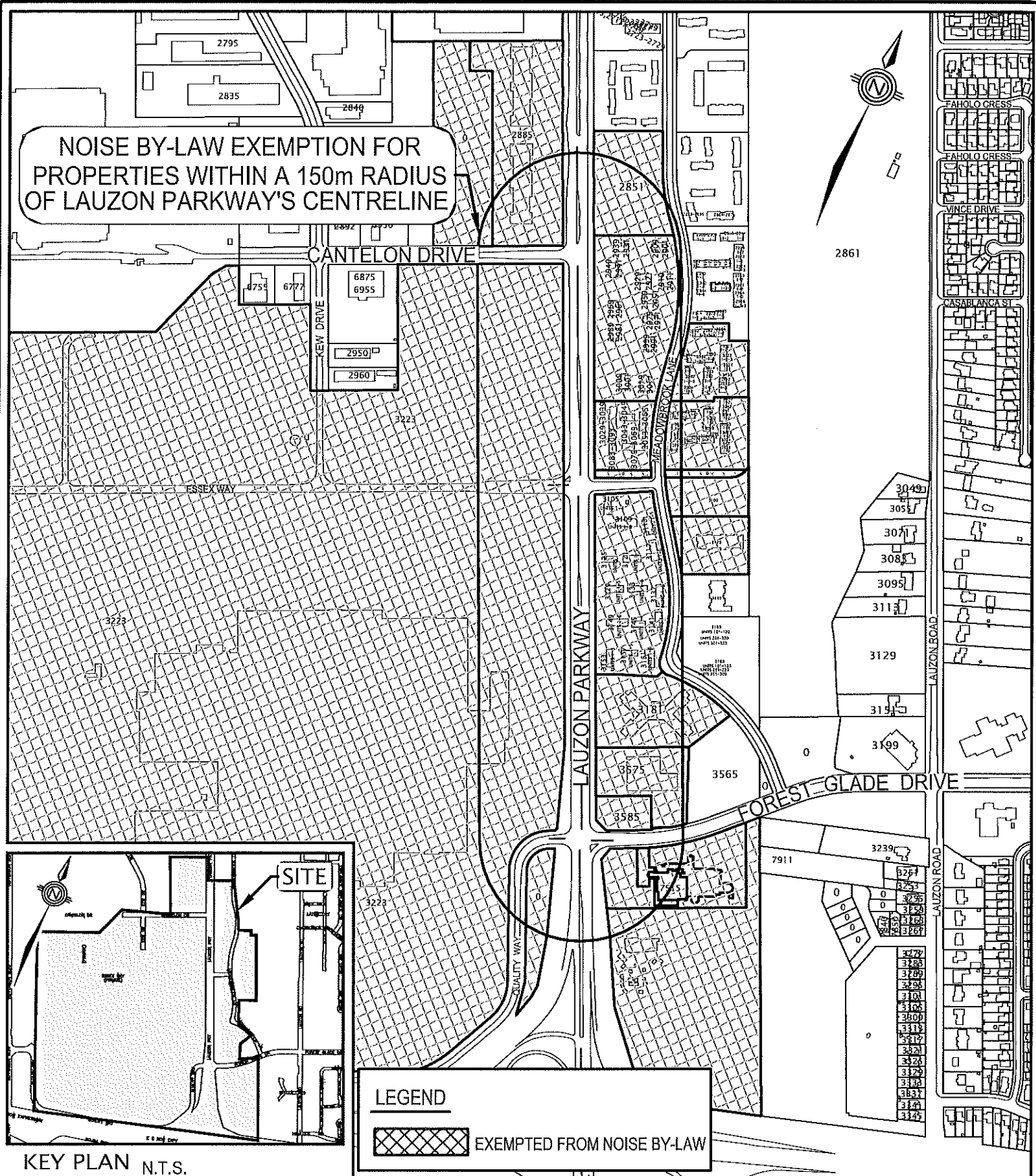
 EXEMPTED FROM NOISE BY-LAW

THE CORPORATION OF THE CITY OF WINDSOR - ENGINEERING DEPARTMENT  
 Noise By-Law Exemption for E C Row Expressway Eastbound lane between  
 Dominion Boulevard and Dougall Avenue

*Kirk Tamm*  
 Kirk Tamm, Manager of Geomatics


SCALE: 1:8000	DATE: MARCH 2022	REVISED:	DWG. NO. C-3674
DWN BY: JLH	CHKD BY: PJU / JB	REVISION NO.:	

**NOISE BY-LAW EXEMPTION FOR PROPERTIES WITHIN A 150m RADIUS OF LAUZON PARKWAY'S CENTRELINE**



**KEY PLAN** N.T.S.

**LEGEND**

 EXEMPTED FROM NOISE BY-LAW

**THE CORPORATION OF THE CITY OF WINDSOR - ENGINEERING DEPARTMENT**

**Noise By-Law Exemption for Lauzon Parkway between Cantelon Drive and Forest Glade Drive**

*Kirk Tamm*  
 Kirk Tamm, Manager of Geomatics

SCALE: 1:7500    DATE: OCTOBER 2021    REVISED: \_\_\_\_\_  
 City Council Agenda - April 11, 2022    CHD BY: FJUT MC  
 OWN BY: J.A.    Page 91 of 380

REVISION NO.: \_\_\_\_\_

DWG. NO.  
**C-3641**



**Subject: Consent for Breakwall Encroachment - 10976 Riverside Drive East - Ward 7**

**Reference:**

Date to Council: April 11, 2022  
Author: Andrew Dowie  
Engineer III / Drainage Superintendent  
adowie@citywindsor.ca  
(519) 255-6257 ext. 6490  
Engineering  
Report Date: March 4, 2022  
Clerk's File #: SE/14338

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

**Recommendation:**

THAT the request by Mr. Martin Shkreli, of 10976 Riverside Drive East, for the consent of the Corporation of the City of Windsor to cross the municipal shore wall in order to install a dock and affix to the wall, **BE APPROVED**; and,

THAT the CAO and Clerk **BE AUTHORIZED** to sign a consent:

- in form satisfactory to the City Solicitor and City Engineer,
- subject to the applicant indemnifying the Corporation of the City of Windsor against all claims which may arise by reason of occupation and use of the City's lands,

subject to providing proof of General Liability insurance with limits of not less than \$2,000,000.00 per occurrence, naming The Corporation of the City of Windsor as an additional insured, including a cross-liability clause and a 30 day notice of material change or cancellation provision, in form satisfactory to the City Solicitor.

**Executive Summary:**

N/A

**Background:**

The Corporation of the City of Windsor is the owner of the land and the shore wall constructed on it, protecting the property at 10976 Riverside Drive East among other lands.

Mr. Martin Shkreli, the owner of 10976 Riverside Drive East, wishes to install a dock within Lake St. Clair adjacent to the municipal shore wall. Mr. Shkreli has sought

approval from the City of Windsor, the Essex Region Conservation Authority, and the Windsor Port Authority to construct. The dock would be fastened to the municipal shore wall. A permit for the dock is not required by the City, but the shore wall is owned by the City.

**Discussion:**

Administration has no objections to the entering into of an agreement to facilitate a dock, however with the current condition of the shore wall and the prospect of future work required to repair the wall, mitigation measures and transfer of liability for the consent must be detailed within the agreement.



A proposed policy to administer wall maintenance and related matters is under development. Once complete this policy will be brought forward for consideration by City Council.

**Risk Analysis:**

General risks incurred by the municipality for passing over the wall and affixing fixtures to support a dock are low and can be transferred to the proponent.

**Climate Change Risks**

**Climate Change Mitigation:**

The recommendation does not contribute materially to climate change mitigation.

**Climate Change Adaptation:**

The recommendation does not contribute materially to climate change adaptation.

**Financial Matters:**

The City of Windsor’s schedule of fees for agreement preparation, indemnification, risk mitigation and other associated costs will apply.

**Consultations:**

Aaron Farough and Chris Carpenter of the Legal Department were consulted with respect to the authoring of this report.

**Conclusion:**

Administration has no objection to the application for consent by Mr. Shkreli.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Fahd Mikhael	Manager of Design
France Isabelle Tunks	Executive Director of Engineering / Deputy City Engineer
Chris Nepszy	Commissioner of Infrastructure Services
Shelby Askin Hager	Commissioner of Legal and Legislative Services
Jason Reynar	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Martin Shkreli	10976 Riverside Dr E, Windsor, ON N8P 1A4	<a href="mailto:martin@sunriseblinds.ca">martin@sunriseblinds.ca</a>

**Appendices:** N/A



**Subject: Approval of Tender #96-21 - Lou Romano Water Reclamation Plant (LRWRP) Raw Sewage Pump Control System Upgrade - CITY WIDE**

**Reference:**

Date to Council: April 11, 2022  
 Author: Pompiliu Ignat, P.Eng.  
 Pollution Control Project Engineer  
 Lou Romano WRP  
 4155 Ojibway Parkway, Windsor, ON, N9C 4A5  
 519-253-7111 ext. 3367  
 pignat@citywindsor.ca  
 Pollution Control  
 Report Date: February 24, 2022  
 Clerk's File #: SW/14339

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

**Recommendation:**

I. **THAT** the following tender **BE ACCEPTED**:

<b>TENDERER:</b>	Rorison Electric Limited 825 Foster Avenue, Windsor, ON N9X 4W3
<b>TENDER NO:</b>	96-21
<b>TOTAL TENDER PRICE:</b>	\$917,500 excluding HST
<b>ACCOUNT CHARGED:</b>	007 5410 9998 02942 7189005

and,

II. **THAT** the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign a contract with Rorison Electric Limited in the amount of \$917,500 (plus HST), satisfactory in technical content to the Commissioner of Infrastructure Services, in financial content to the Commissioner of Corporate Services/ Chief Financial Officer/ City Treasurer, and in form to the Commissioner of Legal and Legislative Services; and,

III. **THAT** the additional funds required to complete the project **be funded** through a transfer of \$170,000 from the Pollution Control Reserve (Fund 208).

## **Executive Summary:**

N/A

## **Background:**

The Lou Romano Water Reclamation Plant provides sewage treatment for the west side of the city (west of Pillette Road) as well as LaSalle. The Main Pump House system receives sewage from Windsor Riverside Interceptor, South Western Main Trunk and LaSalle sewers. The automatic control system is intended to control the water level in the wet well and inlet chamber and maintain the required inlet sewers flow capacity. It is critical for flood prevention in the Plant drainage areas that the Main Pump House remain fully operational during heavy precipitation events.

The pump speed control allows the pumps to run efficiently on a wide range of influent flows. The Variable Frequency Drives (VFDs) which are used for pump speed control have a life expectancy of approximately ten years. VFDs components like controller boards, fans and capacitors have a finite life and will need to be replaced. The existing VFDs have been installed in 2008 and they are operating beyond their useful service life.

## **Discussion:**

The engineering design and specifications were prepared by Stantec Consulting and the Request for Tender #96-21 was issued for the replacement of the raw sewage pumps RS #1 and RS #2 Variable Frequency Drives, Reduced Voltage Soft Starters (RVSSs) and control panels and the installation of two Active Harmonic Filters. The communications network connecting various pieces of equipment in the system will also be upgraded as notices have been issued by vendors regarding the obsolescence of communications network components.

Tender #96-21 closed on Thursday January 25, 2022. Two (2) bids were submitted by Rorison Electric Limited and Vollmer Inc. and were addressed in accordance with the bid process under the Purchasing Bylaw. The bid submitted by Vollmer Inc. was disqualified for non-compliance issues.

The bid submitted by Rorison Electric Limited was reviewed and verified by Stantec Consulting and Administration and found to be in order.

The Consultant and the Administration are satisfied Rorison Electric Limited understand the scope of the work and the schedule and are capable of performing the work in a timely and professional manner.

## **Risk Analysis:**

Due to the age of the equipment and the obsolescence of the proprietary controls there is an increased likelihood that a failure could occur and a medium risk that a raw



sewage pump could be left inoperable for an unacceptable period of time due to the difficulty in obtaining parts. A failure of one raw sewage pump would have a medium to high impact on the facility operational capacity.

The safety procedures that must be followed result in lowering the risk in regards to safety issues. These issues are unlikely to occur for the contractor that will perform the upgrade.

**Climate Change Risks**

**Climate Change Mitigation:**

N/A

**Climate Change Adaptation:**

N/A

**Financial Matters:**

During the 2022 Capital Budget process, City Council approved additional funding of \$600,000 to be allocated to project 7189005 – Variable Speed Drives Replacement. Council also previously approved \$400,000 in funding for a total project budget of \$1,000,000.

Based on the low bidder being Rorison Industrial Electric Ltd, in the tender amount of \$917,500 plus tax, the detailed breakdown of the project’s current financial position and tender costs is provided below:

<b>EXPENSES</b>	
Previously committed contracts (including NRT)	\$184,618
Miscellaneous (Internal Time, etc.)	51,732
Low Tenderer – Rorison Industrial Electric Ltd. (including Contingency)	917,500
Non-Recoverable HST	16,150
<b>GROSS ESTIMATED PROJECT COSTS</b>	<b>\$1,170,000</b>
<b>REVENUE</b>	
Previously Approved Funding	\$1,000,000
Additional Funding Required	170,000
<b>TOTAL REVENUE</b>	<b>\$1,170,000</b>

A total of \$170,000 in additional funding is required to complete this project. Administration recommends that \$170,000 be funded through the Pollution Control Reserve (Fund 208), which has a balance of \$4,165,461 net of encumbrances, as of November 30, 2021.

**Consultations:**

- Sergio Stevandic, Stantec Consulting
- Carrie McCrindle, Financial Planning Administrator
- Mark DiPasquale, Financial Planning Administrator
- Jennifer Musson, Senior Buyer

The RFT advertising process was conducted in accordance with Purchasing By-law 93-2012 and under the direction of Purchasing & Risk Management Department.

**Conclusion:**

That Council approve the tender received from Rorison Electric Limited in the amount of \$917,500.00 (excluding HST) for the RSP #1 and RSP #2 Pump Control System Upgrade at the LRWRP. Transfer of \$170,000 from Pollution Control Reserve (Fund 208), is required to complete this project.

**Approvals:**

Name	Title
Ed Valdez	Manager, Process Engineering and Maintenance
Mark DiPasquale	Financial Planning Administrator
Michael Dennis	Manager, Capital Budget & Reserves
Alex Vucinic	Purchasing Manager
Jake Renaud on behalf of Chris Nepszy	Commissioner, Infrastructure Services
Joe Mancina	Commissioner, Corporate Services / Chief Financial Officer & City Treasurer
Shelby Askin Hager	Commissioner, Legal & Legislative Services
Jason Reynar	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
Mike Hope	825 Foster Avenue Windsor, ON, N8X 4W3	mike@rorison.com

**Appendices:**

- 1 RFT #96-21 - Response Sheet
- 2 RFT #96-21 - Rorison Electric Limited - Bid Form

**RESPONSE SHEET**

<b>ITEM:</b>	<b>ROMANO WATER RECLAMATION PLANT – RAW SEWAGE PUMPS VFD UPGRADES</b>
<b>TENDER NO.:</b>	<b>96-21</b>
<b>DEPT.:</b>	<b>PUBLIC WORKS</b>
<b>CLOSING:</b>	<b>ELEVEN-THIRTY FIFTY-NINE (11:30:59) A.M. (E.S.T.), TUESDAY, JANUARY 25, 2022</b>

<b>VENDORS</b>	<b>TOTAL TENDER PRICE (excluding HST)</b>
Rorison Electric Limited	\$ 917,500.00
Vollmer Inc.	DISQUALIFIED

\* All bids are subject to review and evaluation for compliance to all specifications, prior to contract award. As such, the lowest bid recorded at the public opening may not necessarily be the lowest compliant successful bidder.

<b>PRESIDING FOR CITY OF WINDSOR:</b>	
A) Purchasing & Risk Management Division:	Elaine Castellan
B) Responsible Department:	

**RAW SEWAGE PUMPS VFDS UPGRADE  
Lou Romano Water Reclamation Plant  
BID FORM**

TO: The Corporation of the City of Windsor  
Attention: Purchasing Department  
400 City Hall Square East,  
Suite 403,  
Windsor, ON N9A 7K6

Registered Legal Name of Bidder:

Rorison Electric Limited

Please provide proof of legal name by submitting a copy of one of the following to be included and attached to this Bid Form;

- a) First page of Articles of Incorporation
- b) If applicable, first page of articles of Amendment;
- c) If applicable, first page of Profile Report; or,
- d) Certificate of Status

Business Address:

825 Foster Avenue, Windsor Ontario Canada N8X 4W3

Phone: 519-969-5270

Fax: 519-969-5000

HST Registration Number: 708487129RT001

Contact name for future correspondence and inquiries:

Name and Title Michael Hope Secretary / Treasurer

Telephone 519-969-5270 Fax 519-969-5000

Email mike@rorison.com

**RAW SEWAGE PUMPS VFDS UPGRADE  
Lou Romano Water Reclamation Plant**

We have read and we fully understand the requirements of the RFT, including the Contract and any addenda issued by the City. We acknowledge that the RFT includes an offer from the City to enter the Bidding Contract. We also acknowledge that, by submitting a Bid which complies with the requirements of this RFT, we accept that offer.

**DEFINITIONS**

Unless otherwise defined in this Bid Form, capitalized terms and expressions used in this Bid Form shall have the meanings assigned to them in the Instructions to Bidders.

**TOTAL TENDER PRICE**

Having carefully examined the RFT, including all of the Appendices and including addendum number(s) 917,500.00, having fully investigated and ascertained the conditions, circumstances and limitations affecting the Project, we offer to enter into the Contract with the City for the following Total Tender Price:

CDN \$ Nine hundred and seventeen thousand, five hundred dollars [*state in figures only*]

The above Total Tender Price:

- (a) excludes the Harmonized Sales Tax (HST) but includes all other taxes, freight and duties;
- (b) is a Total Tender Price for the provision of the services contemplated by the Contract; and
- (c) includes Contingency Allowance (Excluding HST). If this allowance is not used, it will be deducted from the Total Tender Price.

**SUPPORTING DOCUMENTS**

We have completed and enclosed the attached documents provided with the Bid Form which are included in and form part of this Bid.

**SECURITY DOCUMENTS**

- A. We have attached the **Digital bid bond** required by section 9 of the Instructions to Bidders.
- B. We have confirmed our ability to provide Contract Bonding as required by section 10 of the Instructions to Bidders.
- C. We acknowledge that the costs of all bonds are included in our Total Tender Price.
- D. We acknowledge that quantities on Schedules of Unit Prices are considered to be on a “More or Less” basis, and may not necessarily be exact, therefore the quantities shown in this Tender are strictly for the purpose of extending unit prices and arriving at a final figure for comparison between tenders.

**RAW SEWAGE PUMPS VFDS UPGRADE  
Lou Romano Water Reclamation Plant**

**DECLARATIONS**

- A. We declare that our Bid is made with no Qualification(s).
- B. We declare that our Bid is not made in connection with any other Bidder and is, in all respects, fair and made without collusion or fraud.
- C. We declare that our Bid complies with any applicable fair wage practices.
- D. We acknowledge and agree that our Bid is irrevocable and open for acceptance by the City for a period of sixty (60) days starting from the day after the Submission Deadline. E. THE bidder confirms that no person employed by the City in any capacity:
  - (a) has a direct or indirect financial interest in the award of the Contract to the Bidder;
  - (b) is currently employed by, or is a consultant to or under contract to the Bidder;
  - (c) is negotiating or has an arrangement concerning future employment or contracting with the Bidder;
  - (d) has an ownership interest in, or is an officer or director of the Bidder
- F. We acknowledge and agree that, if awarded the Contract, we will:
  - (a) sign the Contract and deliver the executed original to the City within seven (7) business days of our receipt of the same;
  - (b) deliver to the City, within seven (7) business days of executing the Contract:
    - (i) the bonds required by the Contract;
    - (ii) proof of all insurance required by the Contract;
    - (iii) a current WSIB clearance certificate;
    - (iv) our health and safety policy for the Project.

We acknowledge and agree that we will be in breach of the Bidding Contract if we fail to comply with any of the above.

Signed and submitted for and on behalf of:

BIDDER Rorison Electric Limited

DATE January 25, 2022

SIGNATURE \_\_\_\_\_

Name and Title Michael Hope Secretary / Treasurer

I have authority to bind the Bidder named above





**RAW SEWAGE PUMPS VFDS UPGRADE – LRWRP**

**SCHEDULE OF UNIT PRICES**

**THE AFORESAID TENDER PRICE IS MADE UP AS FOLLOWS:**

<b>ITEM NO.</b>	<b>DESCRIPTION</b>	<b>EST. QTY. (more or less)</b>	<b>UNIT</b>	<b>UNIT PRICE</b>	<b>AMOUNT (\$)</b>
1.	Mobilization and demobilization at the jobsite of conveniences and other items not required to form part of the permanent works.		l.s.		<u>\$ 2,500.00</u>
2.	Raw Sewage Pump Starter Panel labour and material	2	l.s.		<u>\$460,000.00</u>
3.	Raw Sewage Pump Control Panel labour and material	2	l.s.		<u>\$ 185,000.00</u>
4.	Active Harmonic Filters testing, supply, installation	2	l.s.		<u>\$165,000.00</u>
5.	Profinet Network Equipment supply, testing and installation		l.s.		<u>\$ 15,000.00</u>
6.	Cost of 50% Performance Bond as specified using forms bound herein.		l.s.		<u>\$ 6,000.00</u>
7.	Cost of 50% Labour and Material Payment Bond as specified using forms bound herein.		l.s.		<u>\$ 6,000.00</u>
8.	Cost of “Builders Risk - All Risks Property Insurance as specified. (Refer to the Instruction to Bidders)		l.s.		<u>\$ 2,500.00</u>
9.	Cost of Commercial General Liability Insurance as specified. (Refer to the Instruction to Bidders)		l.s.		<u>\$ 2,000.00</u>
10.	Cost of Professional Errors and Omissions Liability Insurance as specified. (Refer to the Instruction to Bidders)		l.s.		<u>\$ 500.00</u>
11.	Cost of Vehicle Liability Insurance as specified. (Refer to the Instruction to Bidders)		l.s.		<u>\$ 500.00</u>
12.	Cost of Pre-Start Health and Safety Review at the jobsite. (Refer to Section 22 in SIT’s)		l.s.		<u>\$ 1,000.00</u>
13.	Lump sum to cover all other requirements of the contract not specifically covered by or related to preceding items hereof. (Refer to Section 3 in SIT’s)		l.s.		<u>\$2,500.00</u>
14.*	Contingency Allowance (Derived from the Schedule of Additional Unit Prices). (Refer to Section 4 in SIT’s)		Prov. Sum		<u>\$69,000.00</u>
	<b>TOTAL TENDER PRICE (Including Cash &amp; Contingency Allowances, excluding HST</b>				<u><b>\$ 917,500.00</b></u>

**RAW SEWAGE PUMPS VFDS UPGRADE – LRWRP**

\* **Provisional Items**

**The Tenderer agrees that he/she is not entitled to payment for provisional work and work covered by the Contingency Allowance except for the work carried out by him/her in accordance with the Contract as directed by the Engineer and only to the extent of such work.**

**Period of Validity of Tender**

The Tenderer agrees that, if this Tender is accepted by the Corporation,

- (1) He will carry out any additional or extra work (including the supplying of any additional materials or equipment pertaining thereto) or will delete any work as may be required by the Engineer in accordance with the Contract.
- (2) The carrying out of any work referred to in paragraph (1) above or the issuance by the Engineer of a Contract Change Order relating to such work or the acceptance by the Tenderer of such Contract Change Order shall not, except as expressly stated in such Contract Change Order, waive or impair any of the terms of the Contract or of any Contract Change Order previously issued by the Engineer or any of the rights of the Corporation or of the Engineer under the Contract;
- (3) He will pay to the Corporation (in addition to amounts payable by the Corporation in respect of site inspection and project/contract management of the work) the sum specified in the Contract as liquidated damages for each calendar day that the work under the Contract, as expressly modified by all Contract Change Orders issued by the Engineer, remains incomplete after the expiry of the Time or Date for Completion specified in the Contract or the extended time for completion allowed in writing by the Engineer.
- (4) Prices applicable to work referred to in paragraph 1) above shall be determined as follows:
  - (a) The Schedule of Unit Prices shall apply where applicable;
  - (b) The Schedule of Additional Unit Prices shall apply where applicable;

**RAW SEWAGE PUMPS VFDS UPGRADE  
 Lou Romano Water Reclamation Plant**

**SCHEDULE OF ADDITIONAL UNIT PRICES**

All items must be priced. Failure to do so may invalidate the Tender. All items should be fully inclusive in carrying out the work described. The prices that are entered below shall be consistent with those unit prices that the Contractor has used in the Tender. The Tenderer may be requested to give a breakdown of how he arrived at these prices.

<b>ITEM NO.</b>	<b>DESCRIPTION</b>	<b>EST. QTY.</b> (more or less)	<b>UNIT</b>	<b>UNIT PRICE</b>	<b>AMOUNT (\$)</b>
1.	Additional labour ordered on a time and material basis including all costs for lodging, travel, subsistence, supervision, overhead and profit.				
	(a) Superintendent	40	hr.	<u>\$ 150.00</u>	<u>\$ 6,000.00</u>
	(b) Foreman	40	hr.	<u>\$ 120.00</u>	<u>\$ 4,800.00</u>
	(c) General Labour	40	hr.	<u>\$ 100.00</u>	<u>\$ 4,000.00</u>
	(d) Mechanical	40	hr.	<u>\$ 110.00</u>	<u>\$ 4,400.00</u>
	(e) Electrical	40	hr.	<u>\$ 105.00</u>	<u>\$ 4,200.00</u>
	(f) Instrumentation & Controls	40	hr.	<u>\$ 140.00</u>	<u>\$ 5,600.00</u>
2.	Engineers allowance for any other items.		l.s.		<u>\$ 40,000.00</u>
	<b>Total Contingency Allowance (Items 1 to 2 excluding HST)</b>				<u>\$ 69,000.00</u>

The above amount is referred to in this Tender as the Contingency Allowance and shall be carried over to and constitute Item No. 12 of the Schedule of Unit Prices. The Tenderer agrees that he is not entitled to payment of the Provisional Work and the Contingency Allowance except for additional work carried out by him in accordance with the Contract and only to the extent of such additional work, as authorized by the Engineer in writing.



**APPENDIX “B” - HEALTH, SAFETY AND WORKPLACE VIOLENCE AND HARASSMENT ACKNOWLEDGEMENT FORM**

---

All work performed under this Bid must be carried out in accordance with the terms and conditions of the OCCUPATIONAL HEALTH & SAFETY ACT, R.S.O. 1990, as amended and any other applicable legislation. Furthermore, all pertinent safety rules and regulations of the City must be followed. The City reserves the right to obtain the Health and Safety records from the appropriate Ontario Government Ministry of the selected Bidder and may determine its selection of the successful Bidder based upon these records. Responsibility for compliance with the Act and Regulations rests exclusively with the Bidder and may be subject to the scrutiny of the City. Regulations are available from the Ministry of Labour offices.

Failure to comply with Safety Regulations, as set out above, may result in the immediate cancellation of this contract. The successful Bidder shall become familiar with the City’s Health & Safety policies and procedures, and shall be required to submit a copy of their company Health & Safety procedures. All work performed must comply with WHMIS Legislation & Regulations.

I acknowledge that I understand my responsibilities under the Occupational Health & Safety Act, R.S.O. 1990, as amended, and agree that all workers under my employment will comply with this Act and all other applicable regulations. I acknowledge that willful or persistent violations of the *Occupational Health and Safety Act* and Regulations for this service, will be cause for termination of service.

The City maintains a zero-tolerance approach to all forms of workplace violence and harassment. The Contractor, its employees, servants and agents shall abide by all policies and procedures established by the City in respect of the prevention of workplace violence and harassment, including but not limited to the Workplace Violence and Workplace Harassment policies. All such policies will be provided by the City to the Contractor at the Contractor’s request.

Signed \_\_\_\_\_ (Authorized Agent) Michael Hope  
Name Printed  
Rorison Electric Limited (Company Name)  
825 Foster Ave, Windsor (Address)  
Ontario Canada N8X 4W3

**-END OF APPENDIX “B”-**

<b>Vendor General Information</b>		<b>Vendor Number:</b> _____
To sign up for EFT (CAD only), email EFTVendor@citywindsor.ca		
Request Type <input type="checkbox"/> New Vendor <input type="checkbox"/> Vendor Change	Type of Vendor Change <input type="checkbox"/> Name <input type="checkbox"/> Address <input type="checkbox"/> Name & Address <input type="checkbox"/> Company Structure <input type="checkbox"/> All the Above <input type="checkbox"/> Other	For a Vendor Change, Provide Old Information Here (former name, address, etc.); Explain _____ _____ _____ _____ _____ _____
Payment Currency <input type="checkbox"/> CAD <input type="checkbox"/> USD		
Classification <input type="checkbox"/> Supplier <input type="checkbox"/> Employee <input type="checkbox"/> Attorney		

<b>Tax Number</b> _____	<b>HST/Tax Exempt:</b> _____
(Required if available, even if the transaction is HST/tax exempt)	For Other, Please Specify: _____
Tax Type <input type="checkbox"/> HST <input type="checkbox"/> Charitable Organization <input type="checkbox"/> Other <input type="checkbox"/> TIN (U.S., provide W-9 form)	_____

<b>Complete Name For Payment Purposes</b>	
Notes: (1) Vendor's complete remittance name on the vendor's invoice (attach invoice example if possible) (2) For a person's name, use the complete legal first name, not a short form (e.g., use Christopher instead of Chris) (3) For a numbered company, provide the business operating name & address	
Name 1: _____ (Last name, First name for a person), (Maximum 40 characters)	Numbered Co. Operating Name & Address: _____ _____ _____
Name 2: _____ (Use only if needed) (Last name, First name for a person), (Maximum 40 characters)	

<b>Legal Name to be Used for Validation Purposes Only</b>
(If payment name provided above is <u>not</u> registered with HST/tax #, provide the vendor name registered with the HST/tax # here): <u>attach support</u>
Legal Name: _____

<b>Corporate Name and Address</b>
(If different from payment information and not already provided on this form)
Name: _____
Address: _____ Country: _____
City: _____ Province/State: _____ Postal Code/ZIP: _____

<b>Ordering Name and Address</b>
(If different from payment information and not already provided on this form)
Name: _____
Address: _____ Country: _____
City: _____ Province/State: _____ Postal Code/ZIP: _____

<b>Payment Address</b>
(Maximum of 55 characters per Address Line)
Address Line 1: _____
Address Line 2: _____
Address Line 3: _____ Country: _____
City: _____ Province/State: _____ Postal Code/ZIP: _____

<b>Contact Information</b>
Contact Name: _____
Business Title: _____
Telephone #: _____ Email Address: _____
Note/Other: _____



THE CORPORATION OF THE CITY OF WINDSOR  
OFFICE OF THE CITY SOLICITOR

ALEX VUCINIC  
Manager of Purchasing

Elaine Castellan  
Purchasing Supervisor

(519) 255-6272  
TELEPHONE NUMBER

ADDENDUM NO. 1  
TENDER NO. 96-21  
LRWRP - RAW SEWAGE PUMPS VFD UPGRADES

January 6, 2022

---

This addendum amends and forms part of the Tender Documents. The bidder shall insert the addendum behind the cover page of the Tender Documents.

**PLEASE NOTE:** The closing date has been extended to **ELEVEN-THIRTY FIFTY-NINE (11:30:59) A.M. (E.S.T.), TUESDAY, JANUARY 25, 2022.**

**QUESTION/ANSWERS:**

**Question #1:**

Is the future part (phase 2) included in this contract?

**Answer:** The future part (phase 2) is not included in this contract. The bid price shall be the price for phase 1.

Except for the contents of this addendum, all other terms and conditions of this tender remain the same.

***END OF ADDENDUM NO. 1***

Yours truly,

**THE CORPORATION OF THE CITY OF WINDSOR**

*Elaine Castellan*

Elaine Castellan  
Purchasing Supervisor  
EC/jm

---

**ADDENDUM NO. 1  
TENDER NO. 96-21  
LRWRP - RAW SEWAGE PUMPS VFD UPGRADES**

**January 6, 2022**

---

I hereby acknowledge receipt of Addendum No. 1 to the Tender No. 96-21 (2 pages).

The information contained therein is hereby noted and account of same will be taken in our tender cost.

This information was received on the 6 day of January, 2022.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Mike Hope

\_\_\_\_\_  
Name (Printed)

\_\_\_\_\_  
Rorison Electric Limited

\_\_\_\_\_  
Company Name

**\*NOTE: You are required to acknowledge this addendum with your TENDER submission.**

**PLEASE E-MAIL @ [purchasing@citywindsor.ca](mailto:purchasing@citywindsor.ca) SIGNED ACKNOWLEDGEMENT SHEET  
ASAP**

**Attn: Purchasing Department**





THE CORPORATION OF THE CITY OF WINDSOR  
OFFICE OF THE CITY SOLICITOR

ALEX VUCINIC  
Manager of Purchasing

Elaine Castellan  
Purchasing Supervisor

(519) 255-6272  
TELEPHONE NUMBER

ADDENDUM NO. 2  
TENDER NO. 96-21  
LRWRP - RAW SEWAGE PUMPS VFD UPGRADES

January 12, 2022

This addendum amends and forms part of the Tender Documents. The bidder shall insert the addendum behind the cover page of the Tender Documents.

**ADDITIONAL OPTIONAL SITE WALK THROUGH has been scheduled for:**

**Tuesday, January 18, 2022 at 1:30pm.** The meeting will be optional and it will be open only to the contractors that attended the mandatory site meeting on January 5<sup>th</sup>, 2022

**QUESTION/ANSWERS:**

**Question #1:**

Drawing I101.3 Please clarify as to what we providing the on this drawing

**Answer:** The contractor will be responsible for supplying, installation, commissioning and testing of the new equipment as follows:

- a. Network Switches – two (2) Siemens Scalance X224 in redundant configuration (see 26 09 20 PLC & SCADA Control and Integration page 1 paragraph 2.2.1)
- b. Profinet distributed IO stations – Emerson Versamax Profinet IO or Siemens approved equal ET200SP for MCP-RSP1 and MCP-RSP2 (RIO - see 26 09 20 PLC & SCADA Control and Integration page 1 section 2.1.1)
- c. Profinet I/O interface integral to VFDs and RVSSs or adapter modules for MCP-RSP1 and MCP-RSP2 (see 26 24 20 Low Voltage Motor Control Panels page 2 paragraph 2.6.3)
- d. Profinet compliant communication cables (see 26 05 19 Wires and Cables Page 2 section 2.3.1)
- e. Ethernet Cat 6 STP Cables for Active Harmonic Filters to SCADA Network Cabinet Modbus TCP communication (AHF 1 and AHF 2)

The City will provide the Profinet information required to program the equipment.

Except for the contents of this addendum, all other terms and conditions of this tender remain the same.

***END OF ADDENDUM NO. 2***

Yours truly,

**THE CORPORATION OF THE CITY OF WINDSOR**

*Elaine Castellan*

Elaine Castellan  
Purchasing Supervisor  
EC/jm

---

**ADDENDUM NO. 2  
TENDER NO. 96-21  
LRWRP - RAW SEWAGE PUMPS VFD UPGRADES**

**January 12, 2022**

---

I hereby acknowledge receipt of Addendum No. 2 to the Tender No. 96-21 (3 pages).

The information contained therein is hereby noted and account of same will be taken in our tender cost.

This information was received on the 12 day of January, 2022.

\_\_\_\_\_  
Signature

Michael Hope

\_\_\_\_\_  
Name (Printed)

Rorison Electric Limited

\_\_\_\_\_  
Company Name

**\*NOTE: You are required to acknowledge this addendum with your TENDER submission.**

**PLEASE E-MAIL @ [purchasing@citywindsor.ca](mailto:purchasing@citywindsor.ca) SIGNED ACKNOWLEDGEMENT SHEET  
ASAP**

**Attn: Purchasing Department**



**THE CORPORATION OF THE CITY OF WINDSOR  
OFFICE OF THE CITY SOLICITOR**

**ALEX VUCINIC**

**Manager of Purchasing**

**Elaine Castellan**

**Purchasing Supervisor**

**(519) 255-6272**

**TELEPHONE NUMBER**

**ADDENDUM NO. 3  
TENDER NO. 96-21  
LRWRP - RAW SEWAGE PUMPS VFD UPGRADES**

**January 14, 2022**

---

This addendum amends and forms part of the Tender Documents. The bidder shall insert the addendum behind the cover page of the Tender Documents.

**QUESTIONS/ANSWERS:**

Q1. Please advise on the locations of decommissioned Diesel #1 and Diesel #2 control panel enclosures that are to be removed.

A1: The Diesel #1 and Diesel #2 enclosures, which are to be removed, are adjacent to existing RSP1 and RSP2 VFD drives respectively (see drawing E011 RSP-1 and RSP-2 Removals pictures). After their removal, the Active Harmonics Filter AHF-1 and AHF-2 cabinets will be installed in the same locations (see drawing E011).

Q2. Please advise on location of SWG-1.

A2: Switchgear SWG-1(which consists of MB-1 and GB-1) and SWG-2(MB-2 and GB-2) are adjacent to the existing RSP-01 and RSP-02 RVSSs panels(see drawing E011 RSP-1 and RSP-2 Removals pictures).

Q3. Are there layout DWGs for SWG-1 that can be provided?

A3: SWG-1 and SWG-2 bus bar layout drawings are not available.

Q4. Please advise on locations of CAP-1 through CAP-6 that are to be removed.

A4: CAP-1, CAP-2, CAP-5 and CAP-6 are located at the lower level (tunnel level) and they are situated directly below pumps RSP-3, RSP-4 and RSP-6 floor area (see drawing E011). CAP-3 and CAP-4 have already been removed and they are not included in the scope of work of this contract.

Q5. See drawing E011 (overhead view) and E131.3 and E132.3 (front elevations) – Please advise if there is any allowance for a wider VFD/RVSS/CONTROLS cabinet than the allotted 1.88m wide? Is 1.88m the maximum width allowable?

A5: There is an allowance of about 0.25m for extending the width of the VFD/RVSS/CONTROLS cabinet. The maximum dimension for control panel is 84” or 2134mm, assuming 24” or 610mm deep AHF installed on the side as per drawings. If the panel need to be extended and occupy the whole pad, e.g. 108” or 2743mm, the contractor shall be responsible to pour extension to the pad and relocate AHF-1 and AHF-2.

Q6 – See drawing E105.3 (single line drawing.) Are there photographs of the existing pump motor nameplates for RSP-1 and 2?

A6: Please see a picture of the motor nameplate below. Note that the RSP1 and RSP2 motors are identical.



Q7. Please confirm that items and equipment drawn in light grey lines on dwgs are existing and do not need to be replaced, as in the disconnects and junction boxes in the picture below, unless otherwise indicated.

A7: This is to confirm that items and equipment drawn in light grey lines are either existing or part of the future expansion phase and they are not included in the scope of supply/installation of this contract.

Q8: section 26 09 20.2.2. Network Switches note the Scalance X224 that the spec calls out has been announced phased out a few years back. The replacement is Scalance XC224. Same like the old X224, this switch has 24x 10/100TX RJ45 ports, it doesn't not have GigE ports

A8: The network switches shall be SCALANCE XC224-4C G managed Layer 2 IE switch; Full Gigabit; 20x 10/100/1000 Mbps RJ45 ports; 4x1000 Mbps combo ports (either SFPs or RJ45 ports); 1 x console port; diagnostic LED; redundant power supply; temp. range -40deg. C to +70 deg. C, mounting DIN rail, redundancy functions; PROFINET IO device.

Q9: is Siemens Scalance professional services is required for the network switch, please provide specification of work separate.

A9: The information necessary for equipment installation and testing will be provided by the City prior to commissioning.

Except for the contents of this addendum, all other terms and conditions of this tender remain the same.

***END OF ADDENDUM NO. 3***

Yours truly,

**THE CORPORATION OF THE CITY OF WINDSOR**

*Elaine Castellan*

Elaine Castellan  
Purchasing Supervisor  
EC/jm

---

**ADDENDUM NO. 3  
TENDER NO. 96-21  
LRWRP - RAW SEWAGE PUMPS VFD UPGRADES**

**January 14, 2022**

---

I hereby acknowledge receipt of Addendum No. 3 to the Tender No. 96-21 (4 pages).

The information contained therein is hereby noted and account of same will be taken in our tender cost.

This information was received on the 14 day of January, 2022.

\_\_\_\_\_  
Signature

Michael Hope

\_\_\_\_\_  
Name (Printed)

Rorison Electric Limited

\_\_\_\_\_  
Company Name

**\*NOTE: You are required to acknowledge this addendum with your TENDER submission.**

**PLEASE E-MAIL @ [purchasing@citywindsor.ca](mailto:purchasing@citywindsor.ca) SIGNED ACKNOWLEDGEMENT SHEET  
ASAP**

**Attn: Purchasing Department**

---

**ADDENDUM NO. 4  
TENDER NO. 96-21  
LRWRP - RAW SEWAGE PUMPS VFD UPGRADES**

**January 20, 2022**

---

I hereby acknowledge receipt of Addendum No. 4 to the Tender No. 96-21 (2 pages).

The information contained therein is hereby noted and account of same will be taken in our tender cost.

This information was received on the 20 day of January, 20 22.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Michael Hope

\_\_\_\_\_  
Name (Printed)

\_\_\_\_\_  
Rorison Electric Limited

\_\_\_\_\_  
Company Name

**\*NOTE: You are required to acknowledge this addendum with your TENDER submission.**

**PLEASE E-MAIL @ [purchasing@citywindsor.ca](mailto:purchasing@citywindsor.ca) SIGNED ACKNOWLEDGEMENT SHEET  
ASAP**

**Attn: Purchasing Department**





THE CORPORATION OF THE CITY OF WINDSOR  
OFFICE OF THE CITY SOLICITOR

ALEX VUCINIC  
Manager of Purchasing

Elaine Castellan  
Purchasing Supervisor

(519) 255-6272  
TELEPHONE NUMBER

ADDENDUM NO. 5  
TENDER NO. 96-21  
LRWRP - RAW SEWAGE PUMPS VFD UPGRADES

January 21, 2022

This addendum amends and forms part of the Tender Documents. The bidder shall insert the addendum behind the cover page of the Tender Documents.

**QUESTIONS/ANSWERS:**

Q1: The cable schedule lists 4/P, #22AWG, Cu, PVC, Belden74010E for use from MCP-RSP1 to I/O-CP and MCP-RSP2 to I/O-CP. According to the manufacturer this cable is not available in North America. Our supplier is suggesting Belden Part number 121872A cabling as an alternate. Please advise if this cable will be suitable.

A1: The cable shall be CAT6/CAT6a STP Industrial Profinet Type A rated. Approved manufacturers: Belden, Molex, Harting, Alpha Wire, Siemens, Phoenix Contact. The Belden part # 121872A is not suitable for the application.

Q2: The DWG list indicates there should be a DWG ED101.3-Single Line Diagram Demolition. This DWG does not seem to be included within the DWG package or the specs. Can DWG ED101.3 – Single Line Diagram Demolition be provided?

A2: Drawing DWG ED101.3 is included in the appendix file.

**ATTACHED:**

Drawing DWG ED101.3 (1 page)

Except for the contents of this addendum, all other terms and conditions of this tender remain the same.

**END OF ADDENDUM NO. 5**

Yours truly,

**THE CORPORATION OF THE CITY OF WINDSOR**

*Elaine Castellan*

Elaine Castellan  
Purchasing Supervisor  
EC/jm

---

**ADDENDUM NO. 5  
TENDER NO. 96-21  
LRWRP - RAW SEWAGE PUMPS VFD UPGRADES**

**January 21, 2022**

---

I hereby acknowledge receipt of Addendum No. 5 to the Tender No. 96-21 (3 pages).

The information contained therein is hereby noted and account of same will be taken in our tender cost.

This information was received on the 21 day of January, 2022.

\_\_\_\_\_  
Signature

Michael Hope

\_\_\_\_\_  
Name (Printed)

Rorison Electric Limited

\_\_\_\_\_  
Company Name

**\*NOTE: You are required to acknowledge this addendum with your TENDER submission.**

**PLEASE E-MAIL @ [purchasing@citywindsor.ca](mailto:purchasing@citywindsor.ca) SIGNED ACKNOWLEDGEMENT SHEET  
ASAP**

**Attn: Purchasing Department**



**Committee Matters: SCM 84/2022**

**Subject: Essex-Windsor Solid Waste Authority Regular Board Meeting Minutes of Meeting Held January 12, 2022**

Moved by: Councillor McKenzie  
Seconded by: Councillor Francis

Decision Number: **ETPS 886**

THAT the minutes of the Essex-Windsor Solid Waste Authority of its Regular Board Meeting held January 12, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 75/2022  
Clerk's File: MB2022

**Clerk's Note:**

1. Please refer to Item 7.1. from the Environment, Transportation & Public Safety Standing Committee Meeting held March 30, 2022.
2. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220331/-1/7313>



**Committee Matters: SCM 75/2022**

**Subject: Essex Windsor Solid Waste Authority Regular Board Meeting Minutes of Meeting Held January 12, 2022**



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

**Meeting Date:** Wednesday, January 12, 2022

**Time:** Regular Session – 4:00 PM

**Location:** Zoom Meeting

### 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
Aldo DiCarlo – Vice Chair	County of Essex (arrived at 5:10 pm)
Hilda MacDonald	County of Essex
Gary McNamara	County of Essex (Ex-Officio)

#### 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
Tracy Beadow	Project Administrator
Natasha Gabbana	Manager of Performance Measurement & Financial Administration
Chris Nepszy	City Engineer/Commissioner of Infrastructure Services
Phong Nguy	Acting Executive Director of Operations

#### County of Essex Staff:

Mary Birch	Director of Council & Community Services/Clerk
Mike Galloway	County of Essex CAO
Sandra Zwiers	Director of Financial Services/Treasurer

**Absent:**

Marc Bondy	County of Essex
Drew Dilkens	City of Windsor (Ex-Officio)

**Attendance****Others:**

Doug Sweet	CAO, Town of Essex
Mike Muffels	GHD Limited

**1. Call to Order**

The General Manager called the meeting to order at 4:03 pm as the Board's Chair and Vice Chair have yet to be elected for 2022.

**2. Board Composition for 2022**

A. Returning to Board for 2022 – Windsor Councillor Fabio Costante

The General Manager thanked Board member Leo Meloche for his service in 2021. She also welcomed back Board member Fabio Costante to the Board for 2022.

**3. Roll Call of Board Members Present**

The General Manager noted that all Board members were present with the exception of Board member Marc Bondy who sent his regrets. Mr. DiCarlo advised the General Manager before the meeting that he would be late.

**4. Election of Chair and Vice Chair for 2022**

The General Manager stated that per the agreement between the City of Windsor and the County of Essex that created the Authority, the positions of Chair and Vice Chair rotate between the City and the County on a yearly basis. She noted that for 2022, the Chair will be a City of Windsor Board member and the Vice Chair will be a County of Essex Board member.

The General Manager called for nominations for Chair among the City of Windsor representatives.

Mr. Sleiman nominated Gary Kaschak for Board Chair.

The General Manager asked Mr. Kaschak if he would stand for the position of Board Chair.

Mr. Kaschak accepted the nomination as Board Chair.

The General Manager called three (3) additional times for nominations for the position of Board Chair. There were no other nominations.

The General Manager asked for a motion for the nominations for Chair to be closed.

Moved by Hilda MacDonald

Seconded by Ed Sleiman

**THAT** Gary Kaschak is named as Board Chair for the period ending December 31, 2022.

**1-2022  
Carried**

The General Manager called for nominations for Vice Chair among the County representatives.

Mrs. MacDonald nominated Aldo DiCarlo for Vice Chair.

The General Manager stated that Mr. DiCarlo had communicated with her in writing that he would stand for the nomination.

The General Manager called three (3) additional times for nominations for the position of Vice Chair. There were no other nominations.

The General Manager asked for a motion for the nominations of Vice Chair be closed.

Moved by Gary McNamara

Seconded by Kieran McKenzie

**THAT** Aldo DiCarlo is named as Vice Chair for the period ending December 31, 2022.

**2-2022  
Carried**

The General Manager turned the position of Chair to Mr. Kaschak.

## **5. 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.

## **6. Approval of the Minutes**

### **A. November 2, 2021 Regular Meeting Minutes**

Moved by Jim Morrison

Seconded by Gary McNamara

**THAT** the minutes from the Essex-Windsor Solid Waste Authority Regular Meeting, dated November 2, 2021, be approved and adopted.

**3-2022  
Carried**

**7. Business Arising from the Minutes**

No items were raised for discussion.

**8. Correspondence**

**A. City of Windsor**

Resolution CR496/2021 CSPA RE Proposal for Council consideration to provide menstrual hygiene products in select municipal buildings free of charge.

The General Manager stated that the Authority does not offer public facilities to residents and that facilities are designated only for staff members. This request would not pertain to the Authority at this time.

Moved by Jim Morrison

Seconded by Gary McNamara

**THAT** the Board receive the correspondence from the City of Windsor.

**4-2022  
Carried**

**B. City of Windsor**

Resolution CR485/2019 RE Appointing the City Municipal Auditor General with the powers and responsibilities attributable to this role under the Municipal Act (section 223.19-223.24)

The General Manager stated that the Authority had previously been on the list of agencies, boards and commissions that may be subject to an internal audit by the City of Windsor. The most recent audit was in 2015. Prior to the commencement of that audit, Administration brought forward a report to the Authority Board advising them of the audit request, the scope of the audit and a request for the Board's approval. In the event that the Authority is selected to be audited, a report will be brought forward to the Board to advise the scope of the work and for the Board's approval to participate in the audit.

Moved by Hilda MacDonald

Seconded by Ed Sleiman

**THAT** the Board receive the correspondence from the City of Windsor.

**5-2022  
Carried**



## 9. Delegations

There are no delegations for January 12, 2022.

## 10. Waste Diversion

### A. **Blue Box Wind-up: REOI Submission to Circular Materials Ontario**

The Manager of Waste Diversion stated that Administration will be submitting data to Circular Materials Ontario (CMO) as a result of their Request for Expressions of Interest (REOI) that was issued across the province of Ontario to assist with the transition of the Blue Box program.

The Manager of Waste Diversion summarized Ontario Regulation 391/21 pertaining to the Blue Box transition to Extended Producer Responsibility (EPR) scheduled to begin in July, 2023.

The transition date for the Essex-Windsor region is scheduled to begin August 28, 2024. To assist with this transition, the Resource Productivity and Recovery Authority (RPR) was created as the regulator by the Government of Ontario to enforce this new regulation. RPR requested submissions from organizations who want to act as PROs. They received five (5) submissions from different organizations including Circular Materials.

Circular Materials, a non-profit organization, is comprised of 15 of Canada's leading food, beverage and consumer products manufacturers, retailers and restaurants. In Ontario, they operate as Circular Materials Ontario. They recently issued an REOI across Ontario to municipalities and the private sector to assess the capacity that is available by these organizations to help them manage the blue box collection system as well as inform them as they sit at the rule creator table to establish rules for the new system.

As a result of the announcement regarding the transition to EPR, the Authority as well as other municipalities have been working together through provincial collaboratives, like the Continuous Improvement Fund (CIF) and the Municipal Resource Recovery and Research Collaborative (M3RC) to stay informed. The Authority is gathering data, history and information around Authority resources, promotion and education programs and will be submitting this information through this REOI. There are no financial implications for this REOI and the Authority is using staff resources to submit this data.

Mr. McKenzie asked what are the next steps.

The Manager of Waste Diversion stated that currently this is an exercise for the Authority. It is expected that there will be questions asked of the Authority. The Authority is looking to have this information available for any

other PROs who are interested in understanding more about the Authority operations in Essex-Windsor. The Authority is working with other provincial municipalities through collaboratives to understand what the Authority can do to prepare for transition.

Moved by Kieran McKenzie

Seconded by Gary McNamara

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

**6-2022  
Carried**

**B. Regional Food and Organics and Biosolids Waste Management Project – Facility Ownership and Recommended Next Steps**

Tracy Beadow, Project Manager from the City of Windsor provided an overview of the report and recommendations. She stated that the Oversight Committee and Technical Working Group had been working towards the preparation of an RFQ that would be as unrestrictive as possible to allow the private sector to propose innovative and cost-effective solutions. During this process, several issues were identified which have been outlined in the report. She stated the report is intended to bring these issues to the Board's attention and provide potential mitigation strategies as well as recommendations on how to proceed. In addition to the recommendations, the consultant GHD, has also provided a roadmap to assist in determining a long-term solution. At the conclusion of the report, Ms. Beadow asked if there were any questions.

Mr. McKenzie asked how critical is it that we know the number of municipalities that will be participating in terms of the creation of the RFP.

Ms. Beadow referred the question to Ms. Albidone.

Ms. Albidone stated that obtaining the most accurate information possible prior to issuing the RFP gives the proponents the best estimate of tonnage required to be processed and will result in the best price. The more open in terms of tonnages, for example from zero tonnes to 50,000 tonnes, the more costly the price is going to be because proponents will take into account any risk. She stated that it would best to confirm which municipalities are participating at the time of issuing the RFP.

Mr. McKenzie stated that a previous meeting, the Board asked the General Manager to attend the various municipalities across the region to present on the issue and to receive feedback and be available for questions. He asked if she was able to present to each municipality and has the Authority received clarity with respect to who specifically wants to participate in the EWSWA organics program.

The General Manager stated that she has had the opportunity to present at all seven municipal Council meetings, with the final presentation being on December 14, 2021 at the Town of LaSalle. With that being said, the final County Council meeting of the year was on December 15, 2021. This did not provide an opportunity for it to be brought for discussion at the County Council level. She stated that from her understanding, some municipalities have been providing resolutions. The General Manager asked for Ms. Birch or Ms. Zwiers to speak to when they would expect this to come back at the County level. The recommendation that was approved at the County level was that County Council provide the Authority with a response.

Ms. Birch stated that she had communicated with the municipalities. Two municipalities have responded with resolutions indicating that they are supportive in principle of a regional approach to organics. Two municipalities have indicated that they need to go back and have further discussion. The remaining three municipalities have yet to respond to her inquiry.

Mr. McKenzie asked if the intention is to bring this forward through the County Council process.

Ms. Birch replied yes. She stated that when all the responses are received from the municipalities, it will be placed on the Council agenda and there will be a discussion at County Council.

Mr. McKenzie asked what is the timeline to have the RFP issued so that the deadlines mandated by the Province are met.

Ms. Beadow stated that the recommendation is to have the RFP issued by the second quarter of this year in order to have a service provider selected. This will give them time to secure processing capacity in order to meet the 2025 deadline.

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

Mr. Morrison stated that he is supportive of short-term solution. This will give the City and the County time to put together all the intricacies of a long-term solution. He asked if we move forward with the RFP as recommended, how long would it take to complete an RFP and have it issued. He asked if we need to know the tonnage in the first quarter. He is looking for clarity on timing. He referred the question to Ms. Albidone.

Ms. Albidone stated that a service delivery model is based on tonnage and compared it to the landfill which has various rates for ICI customers depending on how much tonnage is committed to being brought for disposal. The larger the commitment the lower the price per tonne. The same thing would occur with a service provider. The better we can estimate the tonnage, the better pricing we will receive. One of the reasons the RFP

needs to be issued in the second quarter is that it ties in with the collection, even though the collection would be a separate RFP. The tender for the collection would need to be issued two years in advance of when we would need the actual equipment. Some contracts are tied to both waste and recycling, a tender would need to be issued this year. A collection tender for organics cannot be issued without advising the contractor where the material is going. Collectors need time in order to get the equipment, which can take two years. As for any processing facility in our area, they need time in order to make sure that they have capacity for the tonnages. If they need new equipment or need to add anything to their facility, they will need lead time as well, due to the delays with current supply chain issues.

Mr. Morrison asked how much lead-time is needed to prepare a tender once it is known who is participating for the short-term solution.

Ms. Beadow stated that three (3) months would be required to prepare a tender document for this service contract provider. She noted that some aspects of the tender can be worked on before the final tonnages are known but the final tonnages would need to be identified before the tender is issued.

Mr. McNamara commended the Oversight Committee for all their hard work in providing the report. He stated that the report helps meet the challenge for those that have to be compliant by 2025. He would support this recommendation.

Mrs. MacDonald agreed with Mr. McNamara. She is very pleased with the draft roadmap. Mrs. MacDonald believes that by doing a short-term contract it will allow those hesitant municipalities that don't want to participate at this point in time to participate at a later date. That will also increase the feasibility of a potential long-term project. She thanked the Oversight Committee and stated that this it is much easier to go about it this way. She believes that this is something that is feasible for both Windsor and the County.

Mr. Morrison stated that he appreciates the support from the two County representatives. He asked if they are in favour of moving forward with the timeline.

Discussion to took place pertaining to timelines. Mr. Kaschak asked if Mr. McNamara would like to comment.

Mr. McNamara stated that he would surmise that it is the intent to follow the recommendation that the Committee has brought forward. Whatever this body does and what is being brought forward to County Council, they are willing to have that discussion with the peers. As the Warden of the County, Mr. McNamara stated that he will certainly have that conversation with Ms.

Birch and Mike Galloway, County of Essex CAO. He has the full intention of moving this along as quickly as they can.

Mr. Kaschak asked Mrs. MacDonald if she would like to comment.

Mrs. MacDonald stated that she has no opposition to the timelines.

Mr. Kaschak asked Mr. Morrison if he would like to add anything further.

Mr. Morrison stated that he appreciates the leadership of Mr. McNamara and Mrs. MacDonald. He asked if we want to embed that in our recommendation. He stated that we want to make sure the timeline stays on track. Mr. Morrison stated that he will leave it up to Mr. McKenzie if we want to embed that kind of timeline into the motion.

Mr. Costante noted that when we started this process, we looked at the original EWSWA agreement, which is a few decades old. At that time, some frailties in the agreement were exposed. He asked if it has been contemplated to review the agreement and freshen it up as a collective body together.

The General Manager stated that retired City of Windsor CAO, Onorio Colucci as well as retired County of Essex CAO, Rob Maisonville and the previous EWSWA General Manager, had begun the process along with Anne-Marie Albidone and Mark Winterton of the City of Windsor. The review of the agreement has not been finalized and is an on-going process and with the development of an organics program, there is a need to look at that portion of the agreement.

Ms. Albidone wanted to share that the City of Windsor is aware that the agreement requires updating.

Mr. Kaschak stated that it is probably timely to get it sorted and figured out as it is a municipal election year. After the election, the Authority might have some new by-laws and constitution that they can move forward on.

Mr. McKenzie stated that his motion is to move with the administrative recommendation, as outlined in the agenda report, but would like to add that EWSWA send correspondence to the County of Essex and all municipalities in the region who have yet to respond to indicate whether or not those municipalities will participate in the EWSWA led organics program and to indicate that response is required by February 28, 2022. He stated that he will speak to the motion if there is a seconder.

Mr. Sleiman seconded the motion.

Mr. McKenzie stated that this has been a very challenging process on a number of different levels. We have been handed a mandate by the

Province with the different levels of requirements in terms of diversion through all of the municipalities that are represented in the EWSWA framework. It has made it very challenging to be able to move forward in a way that we can do so together. The recommendation that the Oversight Committee has brought forward allows us to continue to be able to move forward to establish and normalize a service delivery, where we will be collecting the organics hopefully as an entire region together. There are opportunities to leverage climate change and potential costs and meet diversion targets. We will be in a much stronger position with a short-term service contract.

Mr. McNamara stated that it is a little more complex for the lower tier municipalities. Mr. McNamara proposed a friendly amendment to give the municipalities till the end of March to respond. This will give the lower tier municipalities more time to have discussion, especially those that are not required, which is 50% of the municipalities.

Mr. McKenzie asked Ms. Beadow if the timeline that Mr. McNamara is suggesting will keep us on the timeline that we need to be in order to stay on track.

Ms. Beadow stated that the end of March would be a good deadline to work with.

Mr. McKenzie accepted the friendly amendment.

Mr. Kaschak stated that this would align with the April 5, 2022 Board meeting. Mr. Kaschak asked what if a municipality does not respond by the deadline and would it be assumed they are not participating.

Mr. McNamara stated his recommendation would be to continue to work with them and have discussions, hopefully, all of them will be on board. There will be a time where we have to move on.

Mrs. MacDonald suggested that if anybody is slow to respond, that she and Mr. McNamara could have discussions with them. She stated that they might be more open minded by extending the date to end of March.

The General Manager confirmed that the Authority would be expecting a resolution from County Council or correspondence directly from County Council, not from each individual municipality, to advise who will be participating and who will not be participating in regards to the recommendation that was passed by the Authority Board as well as County Council regarding a regional approach.

Mr. McNamara stated that the lower tier municipalities are the ones that pay the bill. The extra time does not put the timelines in jeopardy but gives the

CAOs within the County more time, especially for those that are not required to implement a program by 2025.

The General Manager further noted that it was identified by the Steering Committee, that perhaps January 1, 2025 might not be an ideal start date for a particular municipality because their current waste contract does not expire until 2026, for example. If there is no mechanism in that contract to allow for a reduction in waste it potentially puts a municipality at risk. If we know who is in, we can work with the municipalities to determine what an ideal start date could be for those municipalities. This will allow capacity to be secured as well as build that into the collection contract. Some municipalities may want to participate but not be at the onset. As long as we have the information and have the commitment from each individual municipality, we can work from there.

Mr. Kaschak asked why there are seven different expiring garbage contracts and not one for all of Windsor-Essex and is there a way to get to this.

Mr. McNamara stated that each municipality has an independent contract because it is a lower tier responsibility, not an upper tier responsibility.

Mr. Kaschak asked Mr. McKenzie if he agreed to the friendly amendment.

Mr. McKenzie agreed with the friendly amendment.

Mr. Morrison seconded the motion with the friendly amendment.

Moved by Kieran McKenzie

Seconded by Jim Morrison

1. That the Food and Organic Waste Management Oversight Committee **BE DIRECTED** to continue to work through the various steps outlined in the Roadmap, and report back with progress updates, and;
2. That the Food and Organic Waste Management Oversight Committee **BE DIRECTED** to proceed with a short-term organic waste processing contract(s) RFP that meets the following minimum criteria:
  - a. That the RFP **BE REQUIRED** to accept, at a minimum, source separated organics from Windsor and any other of the municipalities choosing to participate at the onset, and allows for changes to quantities of source separated organics, and;
  - b. That industry standards **BE EXCEEDED** regarding odour control measures implemented at the facility and the end product, and;
  - c. That the RFP **BE REQUIRED** to provide service for a 5-year term with options for extensions.

3. That the EWSWA send correspondence to the County of Essex and all municipalities in the region who have yet to respond to indicate whether or not their members or those municipalities will participate in the EWSWA led organics program and to indicate that response is required by March 31, 2022.

**7-2022  
Carried**

**C. County Blue Box Collection – Potential Service Disruption due to COVID-19**

The General Manager advised that there may be potential service disruptions with curbside blue box collection within the County of Essex municipalities due to COVID-19.

Throughout the pandemic, the City has been able to provide collection services with minimal disruption, however, with the introduction of the Omicron variant and the increased case volumes in the region, staffing levels have been severely impacted. The fact that cases have surged regionally, as well as the requirement for close contacts and family members to isolate, is having an impact on collection services.

The General Manager noted that she has also received communication from Ontario Waste Management Association as well as the Solid Waste Association of North American stating that other regions and municipalities within the Ontario and nationally are experiencing service disruptions as a result of staffing issues.

The General Manager acknowledged that City staff have been working tirelessly to get the material collected, not only outside of regular working hours but on weekends as well. This will continue in order to service the residents. Both sides of administration are working together to identify service gaps and develop mitigating strategies. Administration will continue to work with all municipalities to identify delays in service and communicate directly with Municipal Administration. The Authority will communicate delays to residents via social media as well as the Recycle Coach app. Authority Administration has met with City Administration to discuss a proactive measure where Authority staff will prepare a media campaign to advise residents of potential service delays.

The General Manager stated that the worst-case scenario would be to set up a depot so that collection would occur with less staff. A report would be brought forward to the Board before this scenario came to fruition.

Mr. McKenzie asked if a collection would be skipped altogether if there is a disruption or delay.



Ms. Albidone stated that when there is not enough staff, then collection is run on overtime that day to try and still collect on the scheduled day. If the area is not collected, staff return the next day to complete collection. To date, collections have been able to be completed this way.

Mr. Kaschak noted that the City of London was also having the same issue regarding collection delays but their issue was more about the extra recycling due to Christmas and the holiday season. He asked if this could be part of the issue in Windsor-Essex.

The General Manager referred the question to the Manager of Waste Diversion to comment about volumes.

The Manager of Waste Diversion stated that typically there is an increase in fibre tonnage in January due to Christmas and in recent years because of COVID-19 and the nature of shopping on-line. Trucks are coming back to the facility more often throughout the day due to the increase in volumes in fibre. This has also caused Ms. Albidone and her team to add extra vehicles to the collection system to help with this extra flow. This could be partially attributing to some of the delays along with staff shortages.

Moved by Kieran McKenzie

Seconded by

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

**8-2022  
Carried**

## **11. Waste Disposal**

### **A. Tender Award – Regional Landfill Flare Reline**

The Manager of Waste Disposal stated that the purpose of the report was to advise the Board of the award of tender to Venture Refractories Inc. for the relining the methane gas flare stack at the Regional Landfill.

While conducting routine monthly inspections, Comcor Inc., the Regional Landfill gas contractor, notified the Authority that the flare stack was beginning to show internal insulation deterioration. This insulation protects the flare stack metal shell from warping or fatiguing prematurely. It was determined that a full reline was the best option and a tender was issued.

The tender closed on December 1, 2021. Due to the Board not having a meeting in December, it was assumed that the Board would approve the award of tender in January. However, it was noted later that month during the routine inspection, the flare lining was continuing to deteriorate at an accelerated rate. There was potential for additional risks to the flare shell caused by the heat if it wasn't repaired sooner than later. Due to supply

chain interruptions, it was deemed necessary to order the material in advance to ensure that the Authority could get the contractor on site with the materials to do the work as soon as possible.

The General Manager consulted with the Chair and Vice Chair to explain the situation and request approval to award the tender in advance of the January Board meeting. Approval was granted by the Chair and Vice Chair for Administration to award the tender to Venture Refractories at a cost of \$87,429

The relining work will replace the existing insulation which was installed 12 years ago. This work was included in the 2022 budget. However, the cost of the relining is slightly above that budget estimate of \$85,000.

Moved by Ed Sleiman

Seconded by Aldo DiCarlo

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

**9-2022  
Carried**

## **B. Contaminating Lifespan Evaluations – Landfill 2 & 3**

At the request of the Authority, the Contaminating Lifespan Evaluations were prepared by the Authority consultant, WSP, to evaluate and estimate the potential active lifespan of closed Landfill 2 in the Town of Kingsville & Landfill 3 in the Municipality of Lakeshore where leachate continues to be generated and require treatment.

The Manager of Waste Disposal explained that leachate is defined as any liquid that is generated from water percolating through a solid waste disposal site and accumulates contaminants and moves through the subsurface areas into leachate collection pipes. These pipes are connected to pump stations where the leachate is conveyed to surface storage ponds, where it is temporarily held until it can be pumped into tanker trucks and hauled off site for treatment.

WSP submitted the reports on November 17, 2021, detailing the contaminating lifespans for each closed landfill site. According to WSP, the guidelines that were used in the evaluations are commonly used for other closed landfills in Ontario.

The Manager of Waste Disposal explained that these evaluations should be performed at varying intervals to periodically assess the projected lifespan of landfills where input variables such as chloride concentrations and volume production are significantly changing over time. It is recommended that these projections and calculations be prepared every five to 10 years.

The end of the Contaminating Lifespan Evaluations as identified by WSP are estimated to be 2125 for Landfill 2 and 2100 for Landfill 3. These estimates are comparable to other Southwest Ontario closed landfill sites that have similar waste and leachate characteristics and landfill size and waste volumes.

Moved by Hilda MacDonald

Seconded by Fabio Costante

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

**10-2022  
Carried**

## **12. Finance & Administration**

### **A. EWSWA 2022 Budget Approval Status**

The Manager of Finance provided an update regarding the status of the EWSWA budget.

The Authority Board approved the budget at the November 2, 2021 meeting. The budget was referred to the City of Windsor and the County of Essex for their consideration.

Authority Administration attended City of Windsor and County of Essex council meetings and the budget was approved on December 13, 2021 and December 15, 2021, respectively.

Moved by Ed Sleiman

Seconded by Jim Morrison

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

**11-2022  
Carried**

### **B. Stewardship Ontario Blue Box Funding Obligation Announcement**

The Manger of Finance provided an update regarding significant estimates used to prepare the 2022 budget document that was approved by the Authority Board at the November 2, 2021 meeting.

The Steward Funding Obligation is the amount that the Stewards must pay to participating communities for operating the Blue Box program.

In the 2022 budget report, Authority administration estimated the Stewardship Ontario Blue Box funding to be \$3,335,250. The budget estimate was based on the 2021 projection since it is difficult to estimate future funding from the Stewardship Ontario due to the complexity of the

Stewardship calculation and the uncertainty of potential adjustments made by Stewardship Ontario through the funding year.

On December 23, 2021, Stewardship Ontario announced that the Authority will be receiving a total of \$3,662,804 in 2022 for the Blue Box Funding Program. Payments are made in quarterly installments starting June 2022 and ending March 2023.

Included in this announcement, Stewardship Ontario spoke to changes in the way that municipal funding allocation will be calculated for the 2022 payment year and future funding years until the transition is completed at the end of 2025. The new simplified methodology aims to make calculating future funding for Stewardship Ontario easier and more streamlined.

The financial implication from this change is that the Authority will receive an additional \$327,554 in Blue Box Funding which will partially offset the 2022 budgeted deficit.

Administration will provide further updates as part of the three and six month financial reports.

Moved by Ed Sleiman

Seconded by Aldo DiCarlo

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

**12-2022  
Carried**

**C. Notice of Motion – Partnership Agreement Models and Financing Options for the Regional Organic Management System**

Further to the resolution passed at the October 5, 2022 Board meeting, the Manager of Finance provided information regarding potential structured partnership agreement models that contemplate a variety of potential entry points into a regional organic management system and the potential financing options that address various partnership models. Since being tasked with these motions, Authority Administration researched potential solutions and contacted other Ontario municipalities to provide the Board with actual examples of existing partnership agreements, which have a similar situation as the Authority.

Unfortunately, Administration received few responses on this outreach. In the absence of these examples, Authority Administration, with the support of the County of Essex and the City of Windsor Administration, prepared the report on page 54 of the Board's agenda package. The report outlines two different project delivery models. One model is one where the Authority

builds a new organic facility. The other model is one where the Authority enters into a service delivery contract.

The Authority, County of Essex and City of Windsor Administration all identified that depending on which project delivery model the Authority Board selects at the onset, could impact the way a structure partnership agreement could be created.

The budget impact to the Authority will depend on which project delivery model was selected at the onset. The example of the new organics build would require the Authority to finance the cost of the new build and pay for the operations and maintenance costs. Whereas, the service delivery model will have costs associated with the processing and hauling of the organic waste material. Financing for the cost of a capital project could be through a long-term loan with Infrastructure Ontario, traditional banking institutions or the Federation of Canadian municipalities. In addition to financing, the Authority could seek out grant opportunities through other Ontario and federal programs.

Mr. McKenzie asked if the Authority has ever undertaken or had to use some type of a debt instrument to finance some aspect of its service delivery, whether it was for capital acquisition or land acquisition.

The General Manager stated that the only situation where the Authority has had to do any financing was for the construction of the Regional Landfill. She noted that the Authority has a healthy reserve balance and has utilized those reserves to fund capital expenditures. For example, the Authority borrowed from reserves for the construction of the container Material Recovery Facility (MRF). Another example would be the major retrofit of the Transfer Station. In regards to organics, the Authority will likely require some outside funding due to the magnitude of the project.

Moved by Kieran McKenzie

Seconded by Jim Morrison

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

**13-2022  
Carried**

#### **D. EWSWA Solicitor Update**

The General Manager stated that David Sundin of McTague law firm, the Authority's current solicitor, was selected by the County of Essex as the new internal solicitor starting on January 3, 2022.

Mr. Sundin has handled various legal issues for the Authority in regards to contract language and procurement documents. He is very familiar with Authority operations.

The General Manager noted that the County of Essex is prepared to allow the Authority to continue to use Mr. Sundin's services on a contract basis, similar to how the Authority utilizes human resources and payroll services, so the Authority does not have to incur this staffing on a regular basis. She noted that she has had preliminary conversations with the County to discuss the most efficient cost-effective method to recover these costs.

Moved by Ed Sleiman

Seconded by Jim Morrison

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

**14-2022  
Carried**

#### **E. Legal Invoices**

Moved by Fabio Costante

Seconded by Ed Sleiman

**THAT** the Board authorize the payment of the legal account as summarized.

**15-2022  
Carried**

### **13. Other Items**

No other items were raised for discussion.

### **14. By-Laws**

#### **A. By-Law 1-2022**

Moved by Aldo DiCarlo

Seconded by Hilda MacDonald

**THAT** By-Law 1-2022, being a by-law to authorize the execution of an agreement between the Essex-Windsor Solid Waste Authority and Venture Refractories Inc. for the Relining the Methane Flare Stack at the Essex-Windsor Regional Landfill.

**16-2022  
Carried**

#### **B. By-Law 2-2022**

Moved by Aldo DiCarlo

Seconded by Hilda MacDonald

**THAT** By-Law 2-2022, 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 12<sup>th</sup> day of January, 2022

**17-2022  
Carried**

**15. Future Meeting Dates**

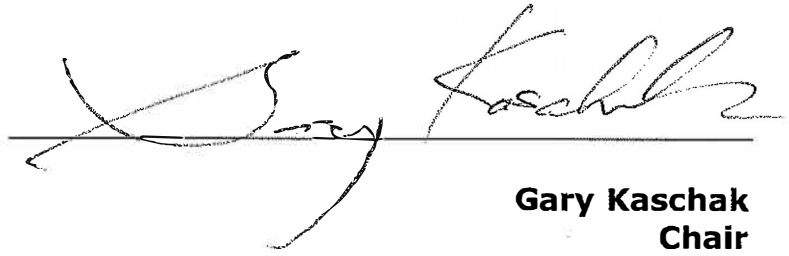
Tuesday – February 1, 2022  
Tuesday – March 1, 2022  
Tuesday – April 5, 2022  
Tuesday – May 3, 2022  
Tuesday – June 7, 2022  
Tuesday – July 5, 2022  
Wednesday – August 10, 2022  
Wednesday – September 14, 2022  
Tuesday – October 4, 2022  
Tuesday – November 1, 2022  
Tuesday – December 6, 2022

**16. Adjournment**

Moved by Jim Morrison  
Seconded by Ed Sleiman  
**THAT** the Board stand adjourned at 6:01 pm.

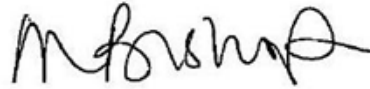
**18-2022  
Carried**

**All of which is respectfully submitted.**



---

**Gary Kaschak  
Chair**



---

**Michelle Bishop  
General Manager**





**Committee Matters: SCM 85/2022**

**Subject: Home Flood Protection Program - City-Wide**

Moved by: Councillor Kaschak  
Seconded by: Councillor McKenzie

Decision Number: **ETPS 887**

THAT Administration **BE AUTHORIZED** to initiate a Home Flood Protection Program on a pilot basis; and further,

THAT Administration **REPORT BACK** to City Council on completion of the pilot program.

Carried.

Report Number: S 29/2022

Clerk's File: SW/12983

**Clerk's Note:**

1. The recommendation of the Standing Committee and Administration are the same.
2. Please refer to Item 8.1. from the Environment, Transportation & Public Safety Standing Committee Meeting held March 30, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220331/-1/7313>

**Subject: Home Flood Protection Program - City-Wide**

**Reference:**

Date to Council: March 30, 2022  
Author: Andrew Dowie,  
Engineer III / Drainage Superintendent  
adowie@citywindsor.ca  
(519) 255-6257 ext. 6490  
Engineering  
Report Date: February 28, 2022  
Clerk's File #: SW/12983

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

**Recommendation:**

That Administration **BE AUTHORIZED** to initiate a Home Flood Protection Program on a pilot basis, AND

That Administration **REPORT BACK** to City Council on completion of the pilot program.

**Executive Summary:**

N/A

**Background:**

The Sewer and Coastal Flooding Master Plan was formally adopted on January 25, 2021, subsequent to the required completion period for adoption of the report under the Municipal Class Environmental Assessment.

Section 5.4.3 of Appendix "C" of the Plan recommends:

*Providing a "flood prevention home check-up" where a drainage expert will, at resident's request, go to their homes and review local plumbing and grading then provide recommendations to reduce flooding risks.*

City Council received the draft Sewer and Coastal Flooding Master Plan at its meeting of Monday, July 27, 2020, and authorized short-term implementation mechanisms through CR379/2020. The relevant portion of that resolution is as follows:

1. *That Council ENDORSE the 'Final Council Recommendation Summary of the Sewer and Coastal Flood Protection Master Plan' prepared by Dillon*

*Consulting Limited dated July 20, 2020 included within Appendices 1 through 4; and,*

2. *That Administration BE DIRECTED to develop an implementation strategy for the Final Council Recommendations Summary of the Sewer and Coastal Flood Protection Master Plan to be considered as part of the 2021 Capital Budget process; and,*
3. *That Council APPROVE \$1,500,000 to proceed with immediate short term projects/programs to be charged to Sewer Master Plan Implementation Project, Project ID#7199004 which will include the following:*
  - i. *Mandatory downspout disconnection pilot program and monitoring*
  - ii. *Contract to seal maintenance hole covers in low lying areas*
  - iii. *Develop an educational program to outline measures that can be implemented on private property to reduce the risk of flooding*

## **Discussion:**

Administration proposes to proceed with the flood prevention home check-up program as its first effort within the noted educational program funded through CR379/2020.

The Home Flood Protection Program Assessment was initiated by the University of Waterloo through the Intact Centre on Climate Adaptation. Direct operation of the program was transferred from the Intact Centre to the AET Group, who is expanding it to other centres.

Administration sought out AET for a proposal based on the Sewer and Coastal Flooding Master Plan recommendations and further recommends to engage with AET to undertake an initial inspection program of 100 households with corresponding follow-up and oversight of deliverables.

AET intends to recruit 2 local home flood assessors that would include screening and job training.

For homeowners benefitting from the program, AET will make the following resources accessible:

- Flood protection resource information
- Phone and Online Registration
- Booking and Management of Home Flood Assessors
- Homeowner Reminders of their Home Flood Assessments
- Home Flood Assessment Reports
- Quality assurance of the Home Flood Assessment Report
- Email notification for downloading of the report
- 15 minute consultation with Home Flood Assessor

AET would dialogue with Administration at regular intervals to review program progress and outcomes, with monthly progress reports, a mid-project report, and a final report.

An example of the report to be received by a household as well as a draft homeowner package are both attached as appendices to this report.

The intent for the program is that the initial 100 households for the pilot would be allocated inspections on a first-come, first served basis. Applications are proposed to be launched from the City's website and distributed to AET.

The estimated costs of the inspection can range between \$800-\$1,000 each. Given the expense of undertaking an inspection, Administration is recommending that a refundable inspection security deposit (\$200) be assessed to each household. Release of the security deposit would take place following implementation of some of the works described. This method of discouraging inspections without deliverables is similar in nature to the recently operated provincial and federal energy efficiency home inspection programs.

On completion of the project, Administration will review the deliverables and outcomes of the program, and determine the subsequent direction, if any, for the program.

### **Risk Analysis:**

The proposed program model is to assign program ownership and delivery to AET. While Administration would have a subject matter expert available for residents to contact, contracting with AET following payment of fee is expected to ensure prompt implementation and responsiveness that is not influenced by municipal public works workload, limiting resourcing and financial risk and maximizing the quality of service delivery. AET is already the delivery agent for the largest home assessment program in Ontario and is well equipped to undertake the assignment.

Collection of the security deposit will reduce the risk of inspections being requested without intent to act upon the recommendations.

### **Climate Change Risks**

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

While the impacts to Climate Change are marginal, municipal energy consumption for wastewater treatment would prospectively be avoided thereby reducing the municipal carbon footprint.

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

With an increased intensity of storms being recorded, reducing the volume of stormwater entering municipal storm and sanitary systems at the source benefits the systems' capacity during times of surges. Prospective improvements to private property will assist the municipality in adapting to Climate Change.

**Financial Matters:**

Costs incurred for this program are estimated to be approximately \$100,000 inclusive of contract costs and marketing costs. Funds are allocated through Project ID 7201034–SMP- Education Program. Council has previously approved funds for this project and there are currently sufficient funds for the estimated costs for this program.

**Consultations:**

Carrie McCrindle – Financial Planning Administrator

Natasha Gabbana – Senior Manager Asset Planning (A)

**Conclusion:**

Administration is recommending proceeding with a pilot program to inspect 100 private households through the Home Flood Protection Program Assessment as delivered by AET Group, in an effort to identify opportunities to reduce flooding risk at these households.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Fahd Mikhael	Manager of Design
France Isabelle Tunks	Senior Manager of Engineering / Deputy City Engineer
Jake Renaud for Chris Nepszy	Commissioner of Infrastructure Services / City Engineer
Janice Guthrie for Joe Mancina	Commissioner of Corporate Services and Chief Financial Officer
Jason Reynar	Chief Administrative Officer

**Notifications:**

Name	Address	Email
Heather Pitman AET Group Inc.	531 Wellington Street North Kitchener, ON N2H 5L6	hpitman@aet98.com

**Appendices:**

- 1 Sample Homeowner Material Package
- 2 2017 Sample Assessment Report



## **Home Flood Protection Assessment Homeowner Participation Waiver**

### **Purpose of this Document**

The purpose of this participation waiver (“Agreement”) is to ensure that participating Homeowner(s) (for the purposes of this document meaning the Homeowner **or** their designated representative(s)) understand and agree to the terms of the Assessment before the on-site and/or remote portion of the Assessment begins.

### **Terms of Home Flood Protection Assessment Homeowner Participation**

The Home Flood Protection Assessment is available to owners of single-detached, semi-detached and town homes for a fee. Fees are paid directly to AET Group.

In roughly one hour, a trained Flood Protection Assessor from AET Group works with the homeowner to complete a 50-point visual assessment of potential sources of water entry into the home. A concise, easy to read report identifies top ranked action to:

- ✓ Reduce sewer and overland flood risks
- ✓ Reduce moisture levels that cause mold and mildew growth
- ✓ Reduce damage risks to contents and valuables
- ✓ Wisely manage water onsite
- ✓ Understand risks as they relate to insurance coverage

A live customer service helpline, personal follow-up from the Assessor, and seasonal maintenance reminders provide additional support to homeowners as they work to protect their homes from future flooding events.

### **What is the Home Flood Protection Program?**

The Home Flood Protection Program is a basement flood risk reduction education program developed by the Intact Centre on Climate Adaptation (Intact Centre), an applied research centre at the University of Waterloo. The goal of the program is to help Homeowners reduce their risk of basement flooding and minimize damage if flooding occurs. The program provides free online self-help resources to Homeowners and a custom, on-site and/or remote assessment service for participating homeowners, known as the “Home Flood Protection Assessment.” AET has a license to deliver this program across Canada.

Faculty of Environment, University of Waterloo  
200 University Avenue West, Waterloo, ON N2L 3G1  
[www.homefloodprotect.ca](http://www.homefloodprotect.ca)



## **Background of the Assessors**

The Home Flood Protection Assessors are managed by AET Group Inc. (AET). Each Assessor possesses a clear criminal records check and has demonstrated competencies in relevant areas including but not limited to home construction, home inspection, environmental assessments/inspections, water resources management and/or environmental engineering. Assessors have successfully completed the Home Flood Protection Assessment Training Program developed by the University of Waterloo. Assessors have a variety of professional experience and AET Group Inc. makes no guarantee that they will be certified home inspectors, building inspectors or building engineers.

## **Do Homeowners Have to Be Present for a Home Flood Protection Assessment?**

The Homeowner or a person that they designate in writing to be their representative, must be present during the Assessment. Where a designated representative will be present a signature from both parties on this form is required.

## **How are Flood Risks at the House Assessed?**

Flood risks are assessed by examining the physical condition of a variety of features inside and outside the home, as well as by completing a preventative maintenance questionnaire with the homeowner. In order to complete this work, the Assessor uses the following tools: a standardized preventative maintenance questionnaire, a standardized home assessment scoring system, a moisture meter, humidity gage, camera, and measuring tape. Collected information is entered into an electronic form (on a tablet) that assigns a general category of performance or preventative maintenance activity ranging from “good, intermediate or poor/ needs further investigation.”

## **What Does the Assessment Report Include/ Exclude?**

The report includes an easy to read summary of items that receive a “poor/ needs further investigation score”, a record of all gathered information, and additional resources to help the homeowner take action to reduce risk.

The assessed features and preventative maintenance activities that score a “poor or needs further investigation” grade are listed in a summary page of items that lists the type of flood risk they represent, their condition and high level opportunities for the homeowner to further explore to take action to reduce flood risk. Links to practical how-to resources from reputable sources are included in the report, as well as links to local subsidy

Faculty of Environment, University of Waterloo  
200 University Avenue West, Waterloo, ON N2L 3G1  
[www.homefloodprotect.ca](http://www.homefloodprotect.ca)



programs and tips for selecting qualified contractors and questions to ask insurers to make sure that you have the water-damage related coverage you need.

### **What Does the Report Not Include?**

Beyond summarizing the report findings related to assessed items that received a score of “poor/ needs further investigation”, the report does not formally state a prioritized approach for addressing deficiencies. It is up to the Homeowner to decide which actions they will take and in what order.

In order to ensure program impartiality the report does not recommend specific contractors, suppliers or products. The report also does not provide in-depth drawings or tailored step-by-step instructions to complete projects at the home to address deficiencies.

### **What Follow-up Support is Available to the Homeowner?**

After the on-site and/or remote visit is complete, an electronic copy of the report is available typically within 48 hours. Requested hard copy reports should arrive at the participant’s home within 1 week. Questions that homeowners have about the reports can be accommodated with a short email follow-up or up to a 15-minute phone follow-up with the Assessor. Additional online resources are available through the website at [www.HomeFloodProtect.ca](http://www.HomeFloodProtect.ca). Additional assistance may be provided by the customer service email at [rkirkby@aet98.com](mailto:rkirkby@aet98.com) or at phone 1-877-876-9235.

### **Who Has Access to My Home Flood Protection Assessment Report?**

Assessment Reports are **available exclusively to registered Homeowners** and are not shared with funders or program partners.

Assessment Reports are made available to Homeowners through a secure database with access provided only to those who enter a valid user name and password. Printed reports, when requested, are sent via Canada Post directly to the participating homeowner or their official designate.

The only Home Flood Protection Assessment team members that have strictly confidential access to individual assessment reports are: the AET Home Flood Protection Assessor assigned to the individual household, the Home Flood Protection Assessment Quality Assurance Manager, and AET’s Home Flood Protection Assessment Customer Service Staff. Confidential access to this information is granted exclusively to register and assist Homeowners and to ensure program quality assurance.

Faculty of Environment, University of Waterloo  
200 University Avenue West, Waterloo, ON N2L 3G1  
[www.homefloodprotect.ca](http://www.homefloodprotect.ca)





**Can My Information Be Used to Contribute to the Home Flood Protection Assessment Study Carried out by the University of Waterloo?**

Yes, the completion of a separate *OPTIONAL and VOLUNTARY* document entitled “Home Flood Protection Study Waiver Form” is required to participate in this study. All information shared will be stripped of its personal identifying information (address, contact information) and will be analyzed at a community-wide scale *ONLY* to share the results of the work with funders and partners.

**Statement of Acknowledgement:**

a) **Observations on Day of Assessment Only:** The Homeowner acknowledges that the Assessment and Assessment Report are based on the Assessor’s observations of the conditions that existed and the preventative maintenance activities reported by the homeowner at the time of the assessment only;

b) **Participation:** The Homeowner acknowledges that they have been encouraged to participate in the Assessment and accept responsibility for incomplete information should they not participate in the Assessment.

The homeowner signature below acknowledges the agreement between the homeowner and AET Group Inc. to perform a visual assessment of the inside and outside of the home that identifies flood risks and identifies opportunities to reduce risk.

**Warranty Disclaimer**

YOU, THE HOMEOWNER, ACKNOWLEDGE AND AGREE THAT AET GROUP INC., THE UNIVERSITY OF WATERLOO, AND THEIR RESPECTIVE AFFILIATES, LICENSORS, AGENTS AND REPRESENTATIVES DO NOT WARRANT THAT COMPLETING ACTIONS IDENTIFIED IN THE REPORT TO REDUCE FLOOD RISK WILL ACTUALLY PREVENT ALL OR ANY WATER DAMAGE IN THE FUTURE. THE HOMEOWNER ASSUMES ALL RISK FOR PROBLEMS NOTED IN THIS REPORT THAT MAY INCLUDE, BUT IS NOT LIMITED TO CONCEALED DAMAGE WHICH IS REVEALED DURING THE COURSE OF REPAIR OR THROUGH FURTHER INVESTIGATION BY A QUALIFIED SPECIALIST. THE DECISION TO PURSUE OPPORTUNITIES FOR ACTION TO REDUCE FLOOD RISK IDENTIFIED IN THE REPORT IS AT THE HOMEOWNER’S SOLE DISCRETION. AET GROUP INC., THE UNIVERSITY OF WATERLOO, AND THEIR RESPECTIVE AFFILIATES, LICENSORS, AGENTS AND REPRESENTATIVES EXPRESSLY DISCLAIM ALL WARRANTIES, REPRESENTATIONS, GUARANTEES, AND CONDITIONS, EXPRESS, IMPLIED OR STATUTORY, INCLUDING WITHOUT LIMITATION THE IMPLIED WARRANTIES OR CONDITIONS OF

Faculty of Environment, University of Waterloo  
200 University Avenue West, Waterloo, ON N2L 3G1  
[www.homefloodprotect.ca](http://www.homefloodprotect.ca)



MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE AND NON-INFRINGEMENT. THE HOME FLOOD PROTECTION ASSESSMENT AND ALL ASSOCIATED SERVICES ARE PROVIDED TO THE HOMEOWNER “AS IS” AND “WITH ALL FAULTS”. THIS WARRANTY DISCLAIMER SHALL SURVIVE THE TERMINATION OR EXPIRATION OF THIS AGREEMENT OR YOUR PARTICIPATION IN THE HOME FLOOD PROTECTION PROGRAM, INCLUDING BUT NOT LIMITED TO THE COMPLETION OF YOUR HOME FLOOD PROTECTION ASSESSMENT.

### **Limitation of Liability**

AET GROUP INC., THE UNIVERSITY OF WATERLOO AND THEIR RESPECTIVE AGENTS, ADMINISTRATORS, OFFICERS, DIRECTORS, GOVERNORS, SENATORS, EMPLOYEES, INDEPENDENT CONTRACTORS, STUDENTS, REPRESENTATIVES, SUCCESSORS, AND ASSIGNS (THE “RELEASEES”) SHALL NOT BE RESPONSIBLE FOR ANY HARM, LOSS OR INJURY, INCLUDING DEATH, SUFFERED BY YOU, THE HOMEOWNER, OR ANY OTHER PERSON, AT ANY TIME FOR ANY REASON WHATSOEVER, WHETHER REASONABLY FORESEEABLE OR NOT, INCLUDING, BUT WITHOUT LIMITATION, ANY RISKS, HARM, LOSS, OR INJURY, INCLUDING DEATH, CAUSED IN CONNECTION ANY RELATED ACTIVITY, INCLUDING THE VISUAL ASSESSMENT OF THE PROPERTY AND CONVERSATION WITH THE HOMEOWNER DURING THE ASSESSMENT (“RELATED ACTIVITIES”) WHILE ENROLLED IN THIS HOME FLOOD PROTECTION PROGRAM. FOR THE AVOIDANCE OF DOUBT, NONE OF THE RELEASEES SHALL BE LIABLE UNDER ANY CLAIM, DEMAND OR ACTION ARISING OUT OF OR RELATING TO YOUR PARTICIPATION IN THIS HOME FLOOD PROTECTION PROGRAM, NOR FOR ANY DIRECT, SPECIAL, INCIDENTAL, INDIRECT, CONSEQUENTIAL OR EXEMPLARY DAMAGES WHETHER BASED IN CONTRACT, TORT OR ANY OTHER LEGAL THEORY, EVEN IF THE RELEASEES HAD ACTUAL OR CONSTRUCTIVE KNOWLEDGE OF THE POSSIBILITY OF SUCH LOSS OR DAMAGES AND WHETHER OR NOT SUCH LOSS OR DAMAGES WERE FORESEEABLE. THIS LIMITATION OF LIABILITY CLAUSE SHALL SURVIVE THE TERMINATION OR EXPIRATION OF THIS AGREEMENT OR YOUR PARTICIPATION IN THE HOME FLOOD PROTECTION PROGRAM, INCLUDING BUT NOT LIMITED TO THE COMPLETION OF YOUR HOME FLOOD PROTECTION ASSESSMENT.

### **Release**

I HEREBY FOREVER RELEASE AND HOLD HARMLESS THE RELEASEES FROM ANY AND ALL LIABILITY FOR ANY LOSS, DAMAGE, INJURY, OR EXPENSE THAT I OR MY NEXT OF KIN MAY SUFFER, WHETHER REASONABLY FORESEEABLE OR NOT, WHETHER ARISING FROM THE NEGLIGENCE OF THE RELEASEES OR OTHERWISE, WHICH MAY BE MADE OR BROUGHT AGAINST THE RELEASEES IN ANY WAY NOW OR IN THE FUTURE AS A RESULT OF MY PARTICIPATION IN ANY RELATED ACTIVITIES WHILE ENROLLED IN THE HOME FLOOD PROTECTION PROGRAM, ON A SUBSTANTIAL INDEMNITY BASIS.

Faculty of Environment, University of Waterloo  
200 University Avenue West, Waterloo, ON N2L 3G1  
[www.homefloodprotect.ca](http://www.homefloodprotect.ca)



I understand that this Agreement cannot be modified or interpreted except in writing by AET Group Inc., in cooperation and acting reasonably, and that no oral modification or interpretation shall be valid. This agreement shall be effective and binding upon my heirs, next of kin, executors, administrators, assigns, and personal representatives in the event of death.

I have read and understand this Agreement and I sign this document voluntarily and without inducement.

**A SIGNED ACCEPTANCE OF THIS AGREEMENT MUST BE RECEIVED BEFORE THE ASSESSMENT CAN BEGIN**

**Homeowner's Name:** \_\_\_\_\_

**Homeowner's Signature:** \_\_\_\_\_

**Name of Designated Representative (if applicable):** \_\_\_\_\_

**Signature of Designated Representative (if applicable):** \_\_\_\_\_

**Property Address:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Witness Name:** \_\_\_\_\_

**Witness Signature:** \_\_\_\_\_

Faculty of Environment, University of Waterloo  
200 University Avenue West, Waterloo, ON N2L 3G1  
[www.homefloodprotect.ca](http://www.homefloodprotect.ca)



## **Home Flood Protection Study Participation Consent Form**

### **Purpose of this Document**

The purpose of this document is to ensure that the participating Homeowner (for the purposes of this document meaning the Homeowner **or** their designated representative) understand and agree to the terms of participating in the Home Flood Protection Study before participation begins.

### **Introduction to the Home Flood Protection Program**

The Home Flood Protection Program is a basement flood risk reduction education program developed by the Intact Centre on Climate Adaptation, an applied research centre at the University of Waterloo. AET Group has a license to deliver this program to residents across Canada.

The goal of the program is to help homeowners reduce their risk of basement flooding and minimize damage if flooding occurs. The program provides free online self-help resources to homeowners and a custom, on-site assessment service for participating homeowners, known as the “Home Flood Protection Assessment.”

### **What is the Home Flood Protection Study?**

The Home Flood Protection Study (Study) is a confidential analysis of home flood risks identified at the time of the Home Flood Protection Assessment and action taken to reduce flood risk as reported in follow-up surveys and noted during follow-up assessments. Data is collected and analyzed **ONLY** from homeowners (or their designated representatives) who have voluntarily consented to share the results of their Home Flood Protection Assessment Reports and follow-up surveys by completing this form. All information that is gathered as part of the Study is stripped of its personal identifying information (name, all elements of address, contact information), stored in an encrypted, secure online database and is analyzed in aggregate form. Information gathered as part of this Study is used only for the express purposes laid out in this agreement.

### **What are the goals of the study?**

The goals of the Study are to improve program delivery and to report the findings and impacts of our work to program funders and partners.

Data analysis will determine:

Faculty of Environment, University of Waterloo  
200 University Avenue West, Waterloo, ON N2L 3G1  
[www.homefloodprotect.ca](http://www.homefloodprotect.ca)



- Most common flood risks identified at different ages of homes;
- The degree to which participation in the program influenced practical action to reduce flood risk;
- The degree to which participation in the program impacted knowledge levels about home flood risks; and
- Participant level of satisfaction with the program.

### **Is there compensation for participating in the study?**

University of Waterloo will not be offering any kind of compensation for participating. AET may offer some kind of compensation if they would like. This has yet to be determined.

### **What is involved?**

Consent to participate in the study means that a Homeowner agrees to **complete** and **share the results** of their:

- Home Flood Protection Assessment Report
- One 10-15 minute follow-up surveys at roughly 3 months after report completion

### **How do homeowners complete the follow-up surveys?**

For those who consent to participate by email, an email link to access the surveys through the secure database will be sent at roughly 3 months after the Assessment Report is sent to the Homeowner. For those participants who consent to participate by phone, a confidential phone survey will be conducted by a Home Flood Protection Customer Service Agent at the same time intervals. Each survey takes approximately 10-15 minutes to complete.

### **How is the homeowner information going to be protected?**

Upon consenting to participate in the Home Flood Protection Study, all personally identifying information is stripped from the Home Flood Protection Report and it is assigned a participant number. All follow-up survey forms and follow-up on-site assessments will use only this same participant number. All information will be stored in an encrypted, secure online database with confidential access granted only to authorized University of Waterloo and AET Team members including: University of Waterloo research students, the University of Waterloo's Home Flood Protection Program Director, AET's Home Flood Protection Assessors who complete the follow-up on-site assessments and

Faculty of Environment, University of Waterloo  
200 University Avenue West, Waterloo, ON N2L 3G1  
[www.homefloodprotect.ca](http://www.homefloodprotect.ca)



AET's Customer Service Team members who enter data directly into the secure database from participants who complete follow-up surveys by telephone.

### **Statement of consent**

My signature below acknowledges that I have read and understood the terms of participating in the Home Flood Protection Study as written above. I agree to participate in the Study by sharing the results of my Home Flood Protection Assessment. I also consent to participate in a 3 month follow up survey and share these results. I understand that my personal information is protected as confidential and that all personal identifying information (name, all address information, contact information) will be removed from the information that I share before it used for analysis. The final report will be shared with project funders and partners.

I understand that participation is completely voluntary and I may opt to withdraw my consent at any time.

### **Email and Phone Contact Consent**

By signing below, I provide my express consent to the following:

**If I am participating in the program by email:** I consent to receive a 3 and 6 month follow-up survey reminder by email that will include a link to a secure portal where the survey will be completed.

**Unsubscribe mechanism:** My signature acknowledges that I understand that if I would like to opt-out and withdraw my consent to participate in the Home Flood Protection Assessment Study that I should contact **Cheryl Evans at 226-338-4825 or email at [c8evans@uwaterloo.ca](mailto:c8evans@uwaterloo.ca) at any time and include "Unsubscribe" in the subject heading.**

**If I am participating in the program using the phone:** I consent to receive a 3 and 6 month follow-up call from a customer service representative to request the completion on the surveys by phone.

**Opting out:** If I would like to opt out of the study I may do this at any time by informing the customer service representative on the phone. **Cheryl Evans at 226-338-4825 or email at [c8evans@uwaterloo.ca](mailto:c8evans@uwaterloo.ca) at any time and include "Unsubscribe" in the subject heading.**

**Questions about collection, storage and analysis of data:**

Faculty of Environment, University of Waterloo  
200 University Avenue West, Waterloo, ON N2L 3G1  
[www.homefloodprotect.ca](http://www.homefloodprotect.ca)



My signature acknowledges that I understand that if I have any questions about the collection, storage or analysis of information that I may contact **Cheryl Evans, Program Director at any time at [c8evans@uwaterloo.ca](mailto:c8evans@uwaterloo.ca)**.

**A SIGNED ACCEPTANCE OF THIS AGREEMENT MUST BE RECEIVED BEFORE THE PARTICIPATION IN THE HOME FLOOD PROTECTION STUDY CAN BEGIN**

Homeowner’s Name: \_\_\_\_\_

Homeowner’s Signature: \_\_\_\_\_

Name of Designated Representative (if applicable): \_\_\_\_\_

Signature of Designated Representative (if applicable): \_\_\_\_\_

Home Address: \_\_\_\_\_

Date: \_\_\_\_\_

**Participation method preference  
(Please check one box and provide required contact information):**

Please check one of the boxes below to identify if you would prefer to participate in follow-up surveys and to be contacted about your interest in voluntary participation in a follow-up assessment by **email or by phone**. Please provide the requested related contact information so that we may contact you using your preferred method.

Email      Please provide email: \_\_\_\_\_

Phone      Please provide phone number: \_\_\_\_\_

Faculty of Environment, University of Waterloo  
200 University Avenue West, Waterloo, ON N2L 3G1  
[www.homefloodprotect.ca](http://www.homefloodprotect.ca)



## Home Flood Protection Report Quality Assurance Checklist

To pass quality assurance, reports must meet the following minimum standards for being complete, accurate and easy to understand:

### Deemed Complete When:

- All fields are filled out**
  - With any of N/A or Assessment score of green, yellow or red
  - Where NR a note must be made about why this was not recorded
  
- All “Opportunity To Reduce Risk” comments are customized**
  - Describe the location and the condition of the assessed item
  - Lists the most relevant of the standardized options or a custom option that is approved by QA
  
- Property chart is complete**
  - Outline of house and driveway complete and labelled
  - North arrow is present
  - At least 4 items per chart that correspond to “Opportunity to Reduce Risk” notes with #x magic button
  - Labels must briefly state problem and item featured e.g, clogged eaves trough, leaking rain barrel
  
- Enough photos are present**
  - Main photo of home is inserted on title page
  - 2-4 photos are present per section (Sections are: inside assessed features, inside assessed maintenance, outside assessed features, outside assessed maintenance)

### Deemed Accurate When:

- Assessment score and “Opportunity to Reduce Risk” comments are deemed reasonable based upon:**
  - age of home
  - photo evidence of condition of physical features
  - reported maintenance practices

Faculty of Environment, University of Waterloo

200 University Avenue West, Waterloo, ON N2L 3G1

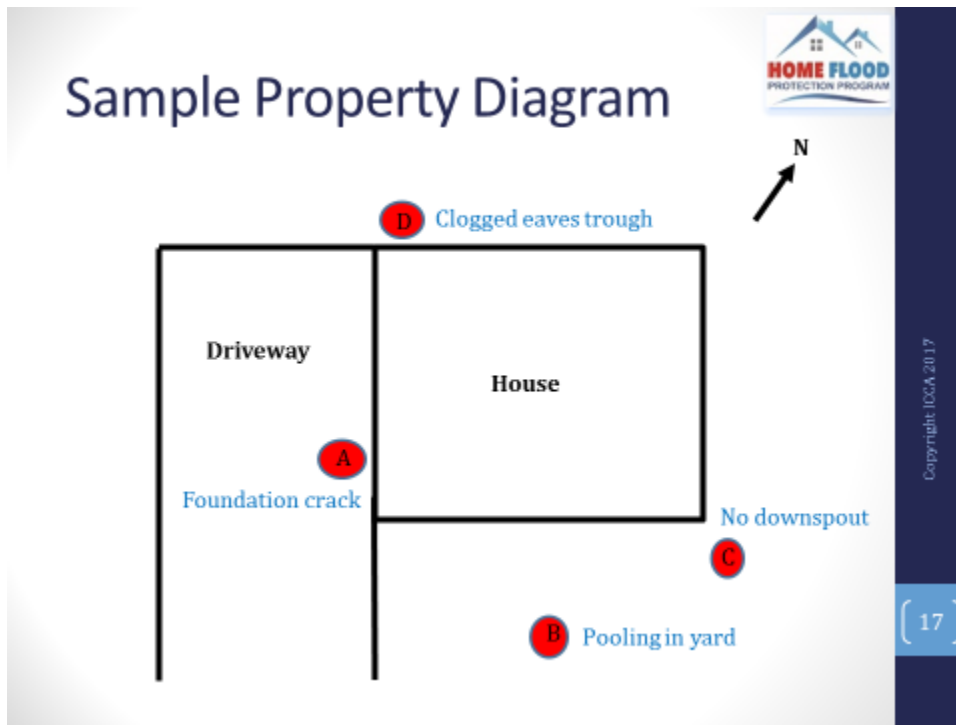
[www.homefloodprotect.ca](http://www.homefloodprotect.ca)



- Spelling is correct

**Deemed Easy to Understand When:**

- Property diagram is clearly laid out and easy to understand
- Comments in “Opportunity to Reduce Risk” section are easy to understand



Faculty of Environment, University of Waterloo

200 University Avenue West, Waterloo, ON N2L 3G1

[www.homefloodprotect.ca](http://www.homefloodprotect.ca)

# THREE STEPS TO COST-EFFECTIVE BASEMENT FLOOD PROTECTION

Complete these 3 steps to reduce your risk of basement flooding and lower the cost of cleanup if flooding occurs. For items listed under step 3 check with your municipality about any permit requirements and the availability of flood protection subsidies.

## Step 1: Maintain What You've Got at Least Twice per Year

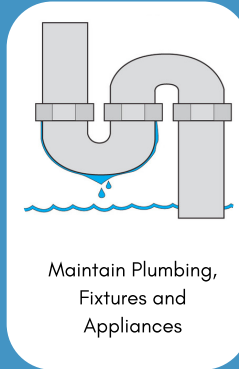
Do-It-Yourself  
for \$0



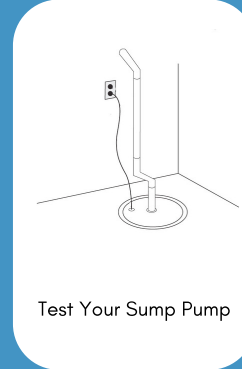
Remove Debris from Nearest Storm Drain



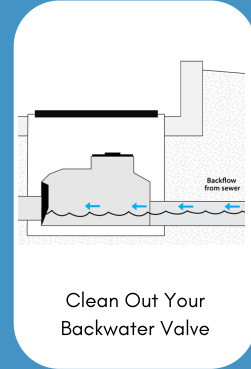
Clean Out Eaves Troughs



Maintain Plumbing, Fixtures and Appliances



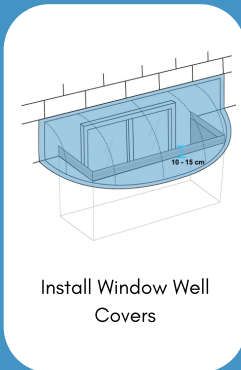
Test Your Sump Pump



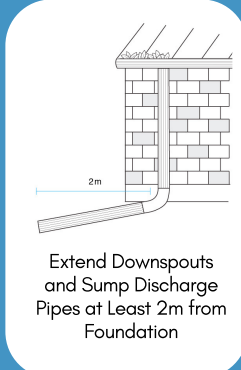
Clean Out Your Backwater Valve

## Step 2: Complete Simple Upgrades

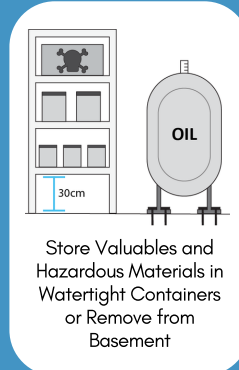
Do-It-Yourself  
for Under \$250



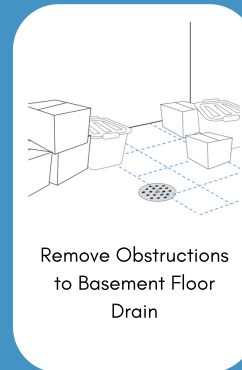
Install Window Well Covers



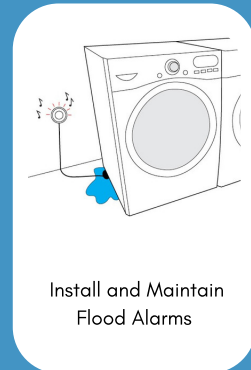
Extend Downspouts and Sump Discharge Pipes at Least 2m from Foundation



Store Valuables and Hazardous Materials in Watertight Containers or Remove from Basement



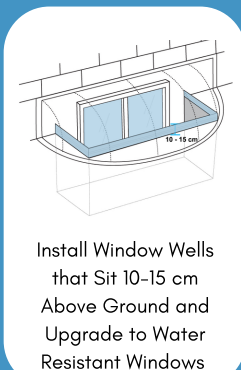
Remove Obstructions to Basement Floor Drain



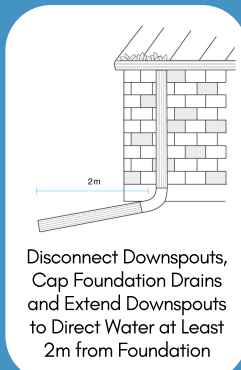
Install and Maintain Flood Alarms

## Step 3: Complete More Complex Upgrades

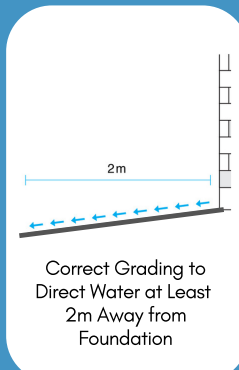
Work with a Contractor for Over \$250



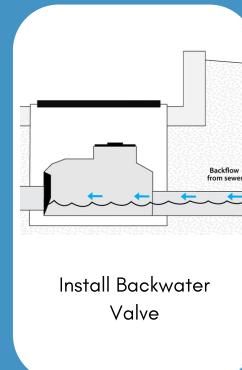
Install Window Wells that Sit 10-15 cm Above Ground and Upgrade to Water Resistant Windows



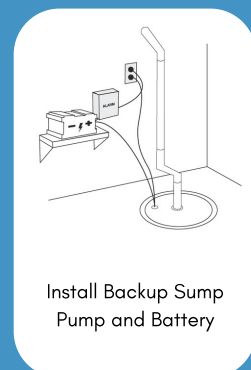
Disconnect Downspouts, Cap Foundation Drains and Extend Downspouts to Direct Water at Least 2m from Foundation



Correct Grading to Direct Water at Least 2m Away from Foundation



Install Backwater Valve



Install Backup Sump Pump and Battery

Note: Not all actions will be applicable to each home. Completing these steps does not guarantee the prevention of basement flooding.

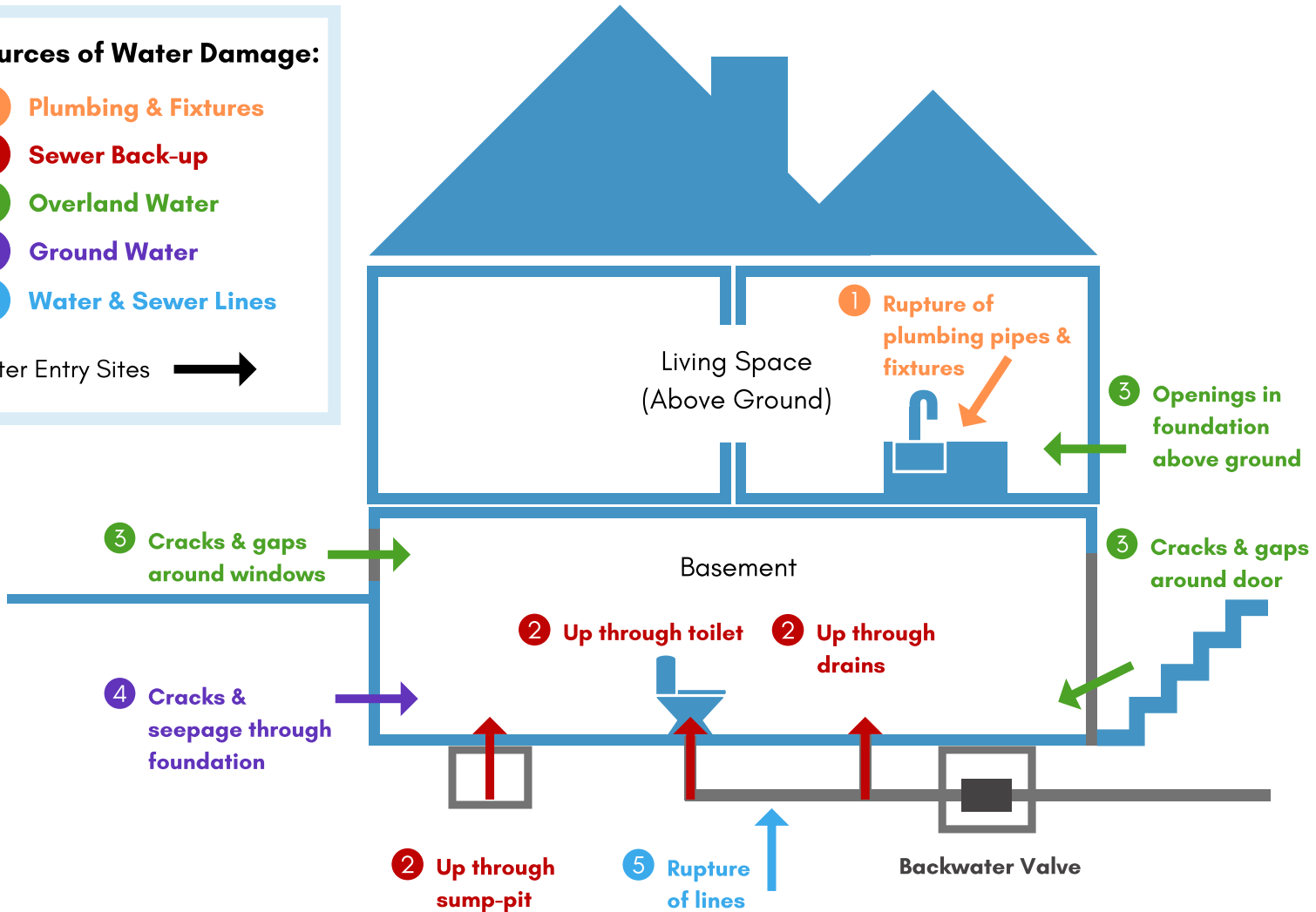
# Understanding Water Damage Insurance Coverages

This information is being provided to help you understand the different types of water damage risks at your home and the types of water damage coverages that may be available from insurers. It is intended as a starting place for discussion with your insurer to determine which kind of coverages might be right for you.

## Sources of Water Damage:

- 1 Plumbing & Fixtures
- 2 Sewer Back-up
- 3 Overland Water
- 4 Ground Water
- 5 Water & Sewer Lines

Water Entry Sites →



## Home Owner Water Damage Insurance Coverages:

- ✓ **Typically Covered:** Sudden and accidental damage caused by escape of water from plumbing pipes, appliances or fixtures
- ✓ **Optional Coverages:** Sudden and accidental damage caused by sewer back-up, overland and groundwater flow and rupture of water and sewer lines
- ✗ **Typically Not Covered:** Damage created by chronic leaks or poor maintenance and damage that occurs during prolonged absences without regular monitoring

## Tenant Water Damage Insurance Coverages:

- ✓ **Typically Covered:** Replacement of personal contents and temporary accommodations while damage is being repaired

# Basement Flood Protection Checklist

Take these steps to reduce your risk of basement flooding and reduce the cost of cleaning up after a flood. Remember to check with your municipality about the availability of basement flood protection subsidies. Check with your insurer about discounts for taking action to reduce flood risk.

## 1. Maintain Your Home's Flood Protection Features at Least Twice Per Year

SPRING FALL

- |                          |                          |  |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Remove debris from nearest storm drain     |
| <input type="checkbox"/> | <input type="checkbox"/> | Clean out eaves troughs                    |
| <input type="checkbox"/> | <input type="checkbox"/> | Test sump pump(s) and backup power source  |
| <input type="checkbox"/> | <input type="checkbox"/> | Clean out backwater valve                  |
| <input type="checkbox"/> | <input type="checkbox"/> | Maintain plumbing, appliances and fixtures |
| <input type="checkbox"/> | <input type="checkbox"/> | Test flood alarms                          |

## 2. Keep Water Out of Your Basement

- Correct grading to direct water at least 2m away from your foundation
- Extend downspouts and sump discharge pipes to direct water at least 2m away from your foundation or to the nearest drainage swale
- Install window well covers
- Install window wells that are 10-15cm above the ground and are sealed at the foundation
- Install water-resistant basement windows
- Install a backwater valve (work with a plumber and get required permits)

## 3. Prepare to Remove Any Water from Your Basement as Quickly as Possible

- Remove obstructions to the basement floor drain
- Install a back-up sump pump and power source

## 4. Protect Personal Belongings in Your Basement

- Store valuables in watertight containers or remove
- Store hazardous materials (paints, chemicals) in watertight containers or remove
- Raise electronics off the floor
- Select removable area rugs and furnishings that have wooden or metal legs

*Note: Not all actions will be applicable to each home. Completing these steps does not guarantee the prevention of basement flooding.*



Prepared for Sally Homeowner  
123 Some Rd. Burlington, ON



Date Completed: August 03, 2017  
Assessor Name: Cheryl Evans  
Assessor Email: c8evans@uwaterloo.ca

Prepared on behalf of AET Group [www.aet98.com](http://www.aet98.com) 1-877-876-9235



## Table of Contents

1. [Introduction to Report](#)
2. [Definition of Terms](#)
3. [Outside Assessment Summary](#)
4. [Inside Assessment Summary](#)
5. [Additional Flood Protection Resources](#)
6. Appendices
  - A. [Client Information Summary](#)
  - B. [Reported Past Water Damage Summary](#)
  - C. [Outside Assessment Form](#)
  - D. [Inside Assessment Form](#)



## Introduction to Report

### What Does This Report Include?

This report includes an easy to read summary of top ranked items for priority action that have received a "poor/needs further investigation" score or require specific mention based on questions asked by the homeowner. It also provides a record of all gathered information and provides additional helpful resources to help homeowners take action to reduce flood risk.

### How Are Assessed Features Scored?

Assessors use the standardized assessment tool provided to guide them through a visual assessment of the property and to ask a list of preventative maintenance questions to homeowners. The information gathered is then compared to the tool's scoring definitions, developed by the University in Waterloo in concert with a wide variety of national experts in the area of basement flood risk reduction. Assessed Features are assigned scores of "Good-Best Practice", "Intermediate" or "Poor/ Needs Further Investigation" based on where they fall within these definitions. Any Assessed Features not accessible for observation and any preventative maintenance questions that are not completed by the homeowner are marked "Not Recorded."

### What Does This Report Not Include?

Beyond summarizing the report findings related to assessed items that received a score of "poor/needs further investigation" or require specific mention based on questions asked by the homeowner the report does not formally state a prioritized approach for addressing deficiencies. It is up to Homeowner to decide which actions they will take and in what order.

To ensure program impartiality the report does not recommend specific contractors, suppliers or products. The report also does not provide in-depth drawings or tailored step-by-step instructions to complete projects at the home to address deficiencies.

### How Was Information for this Report Gathered?

The contents of this report have been gathered by examining the physical condition of a variety of features inside and outside the home using simple tools such as a moisture meter, humidity gauge, flashlight and measuring tape. A verbal preventative maintenance questionnaire has also been completed with the homeowner or their designate.

### Reporting Time Frame

This report documents the observed condition of physical features of the home and the preventative maintenance information gathered from the Homeowner on the day of the Assessment only.

### Follow-Up Support Provided

Your assessment fee includes the equivalent of a 15 minute email follow-up conversation with your Assessor. Our customer service team can also answer your basic questions at 1-877-876-9235. For ongoing support, visit [homefloodprotect.ca](http://homefloodprotect.ca) to register for our e-newsletter that includes important preventative maintenance reminders. For do-it-yourself tips and Homeowner Success stories, like us on Facebook @HomeFloodProtect.

### What is Included in the Additional Resources Section?

A list of easy to read, highly practical, online links is provided to help Homeowners take action to reduce flood risk. These include how-to fact sheets and videos, local subsidy information, questions to ask your insurance provider and tips about hiring contractors.



## Definition Of Terms

### Scoring of Assessment

Each assessed item is assigned a score based on the standardized criteria laid out in the Home Flood Protection Assessment ranking system.

Score	Description
<b>Good- Best practice</b>	Observed or reported in good condition or reported maintenance practice
<b>Intermediate</b>	Observed or reported in intermediate condition or reported maintenance practice
<b>Poor/ Needs Further Investigation</b>	Observed or reported in poor condition or reported maintenance practice or needs further investigation
<b>Not Reported</b>	Unobserved or unreported observed condition or reported maintenance practice
<b>Out of Scope</b>	Out of scope for this assessment but worthy of further consideration

### Understanding Different Types of Water Damage Risks at Your Home

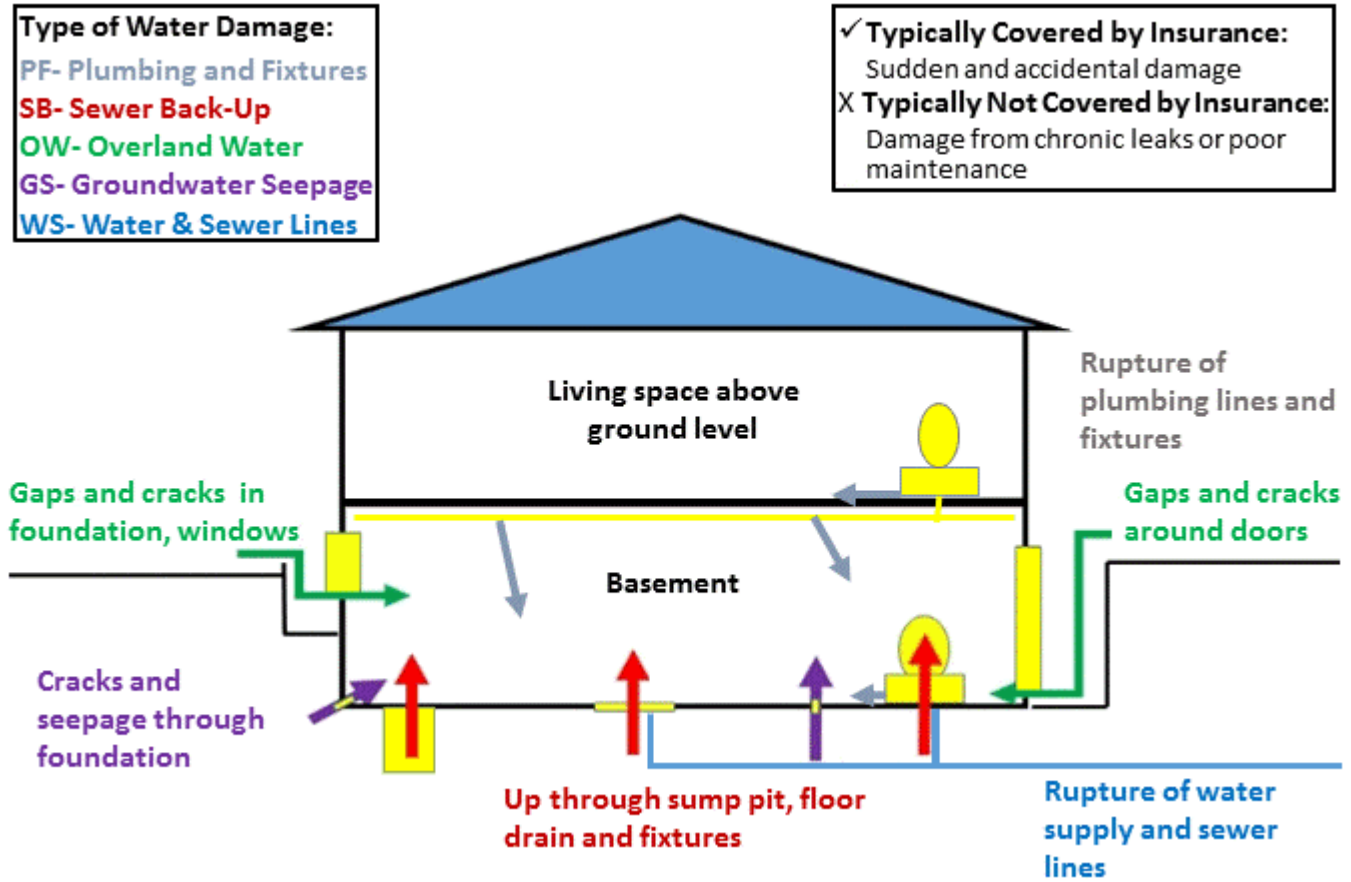
The diagram and the definitions below are provided to help you understand the types of water damage that may affect any home due to deterioration of physical features, lack of preventative maintenance or water backup from municipal sewer systems during extreme weather events.

These water damage types are referenced in your Home Flood Protection Assessment Report to help you understand the types of water damage risks that have been identified at your home and your opportunities to reduce risk. Please see the customized list of maintenance best practices listed in your report to help you develop your preventative maintenance routine.

#### Insurance Coverage Considerations:

Sudden and accidental water damage is typically covered by insurers, however damage due to slow leaks or lack of preventative maintenance is typically not covered. Since there is no industry-wide, standard language used to define water damage types you may find using the terms and descriptions in this document helpful when working with your insurer to determine which coverage is best for you. Please note that not all insurance companies provide all types of coverages for all homes. See the "Questions for Your Insurance Provider" document in the Additional Resources section of the report for additional information.



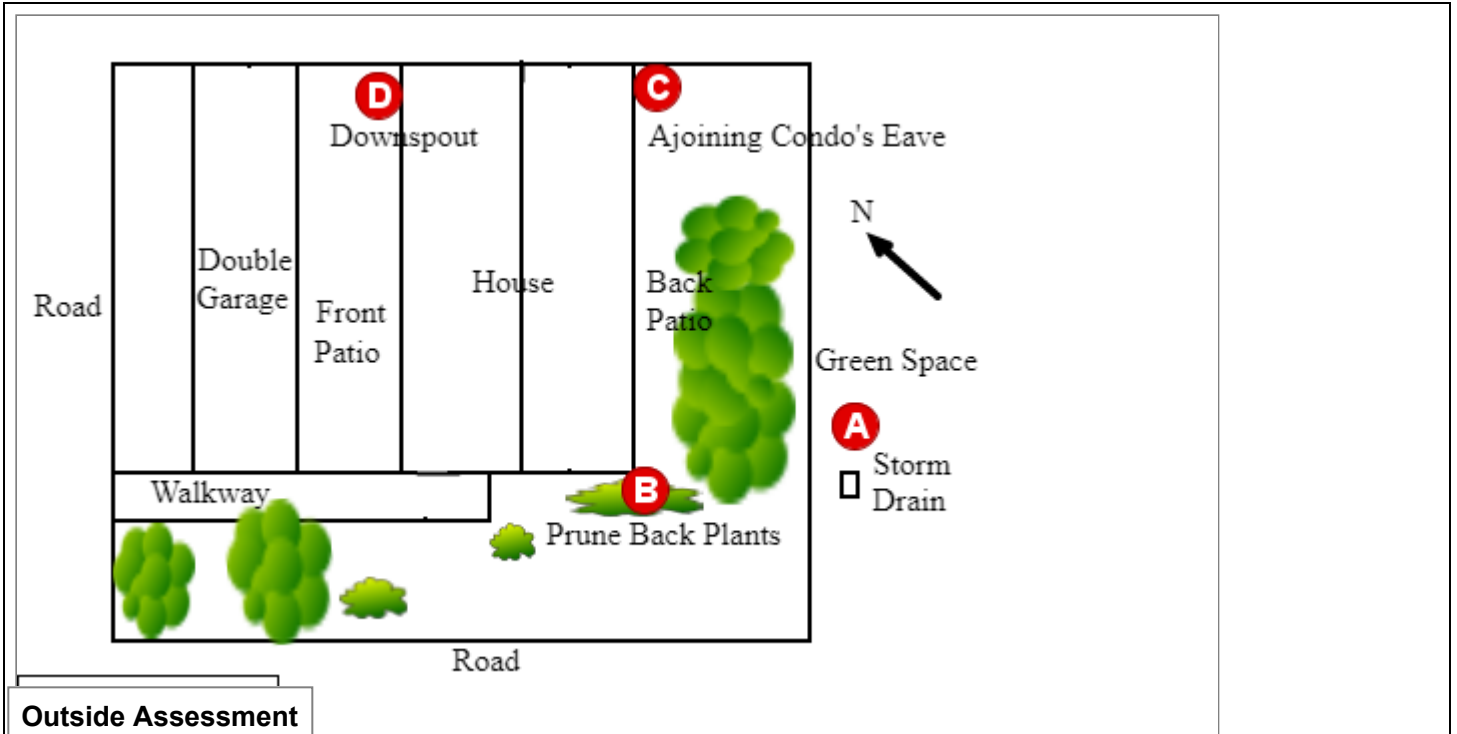


Typical Insurance Policy Coverage for Sudden and Accidental Damage	Code	Type of Water Damage	Simple Definition
Included	PF	Plumbing and Fixtures	Water that enters your home from a tear or rupture of plumbing pipes or fixtures (e.g. toilets, hot water heaters, dish washers)
Optional	SB	Sewer Back-Up	Water that flows from the sanitary or storm sewer or your home's foundation drains and backs up into your home through the sump pit, toilets and drains
Optional	OW	Overland Water	Water that flows from a lake or river, heavy rain or rapid snow melt and enters through cracks and gaps in your home's exterior from a point at or above ground level
Optional	GS	Ground Water	Water that has saturated the ground and enters your home below ground level through gaps, cracks and seepage through your home's foundation
Optional	WS	Water and Sewer Lines	Water that enters your home due a tear or rupture of a water supply and/or sewer lines



# Outside Assessment Summary Top-Ranked Opportunities to Reduce Flood Risk

All features and maintenance practices that were assessed as "poor/ needs further investigation", require specific mention based on questions asked by the homeowner or are marked as "out of scope" but deserve further consideration, have been compiled into this summary.



Outside Assessment





Assessed Features

Fig	Assessed Feature and Best Practice	Type of Water Damage	Assessment	Opportunity to Reduce Risk
B	<p><b>Garden beds adjacent to home - Do garden beds slope away from your home at minimum of 5% slope and leave a minimum of 20 cm (8") of your foundation exposed? Do foundation plantings provide adequate light exposure and air movement to foundation?</b></p> <p>Foundation plantings provide good light and air circulation between plantings and foundation. A minimum 20 cm (8") of foundation remains exposed. Trees that will reach a height of 10m (30') or more are minimum of 5m (15') from foundation and shrubs are minimum of 1.8m (6') from foundation. The garden bed has a 5% slope away from the foundation and water drains freely away from the foundation.</p>	GS	<p>Foundation plantings provide poor light and air circulation between plantings and foundation. Less than 20cm (8") foundation remains exposed. Trees that will reach height of 10m (30') or are closer than 4m (12') from foundation and shrubs are closer than 1m (12") from foundation. The garden bed has less than 2-3% slope away from the foundation and water drains poorly away from the foundation.</p>	<p>See <b>B</b> on <b>Outside Assessment</b> diagram.                      Heavily prune back plantings to improve light and air circulation. Remove plantings that are too close to foundation. Correct grade to minimum 5% slope to ensure water flows away from foundation.</p>

<p><b>C</b></p>	<p><b>Eaves troughs- Are eaves troughs adequately sized and in adequate condition to reduce flood risk?</b> Eaves troughs wrap around entire building, are in good repair and are free of debris, with a minimum downspout placement every 9-12m (30-40'). Eaves trough of 13cm (5") are present for asphalt shingles or 15cm (6") for metal roof.</p>	<p><b>GS</b></p>	<p>Eaves troughs do not wrap around entire building, are in poor repair, contain a high amount of debris, OR do not have downspouts placed every 9-12m (30-40'). Eaves troughs are undersized and/or do not have 13cm (5") eaves trough for asphalt shingles or 15cm (6") for metal roof OR needs further investigation.</p>	<p>See <b>C</b> on <b>Outside Assessment</b> diagram. The eaves trough from the joining condo drains into your eaves trough causing a potential over flow of your eave trough. You have noted regular overflow of your eaves trough which increases your risk of overland flooding. Contact the Condo Corp to assess and consult a qualified professional to correct the eaves drainage and install proper downspouts to direct water away from your property.</p>
	<p><b>Connected downspouts- Are downspouts connected to SANITARY OR STORM sewer?</b> Where approved by local authorities, downspouts should be disconnected from foundation drains, caps should be installed over underground pipe connections and downspouts should be extended to at least 1.8-3m (6-10') from the foundation or to nearest drainage swale. Water should not drain onto hard surfaces or onto adjacent property.</p>	<p><b>SB</b></p>	<p><b>Note: Check with the government department having jurisdictional authority to determine eligibility for downspout disconnection and any available subsidy.</b></p>	<p>See <b>D</b> on <b>Outside Assessment</b> diagram. Downspouts are connected to a clay tile in the front patio and rear patio with no visible drainage point. Consult with your Condo Corp or Municipality about whether disconnection is right for your property and if grants are available.</p>

**Assessed Maintenance**

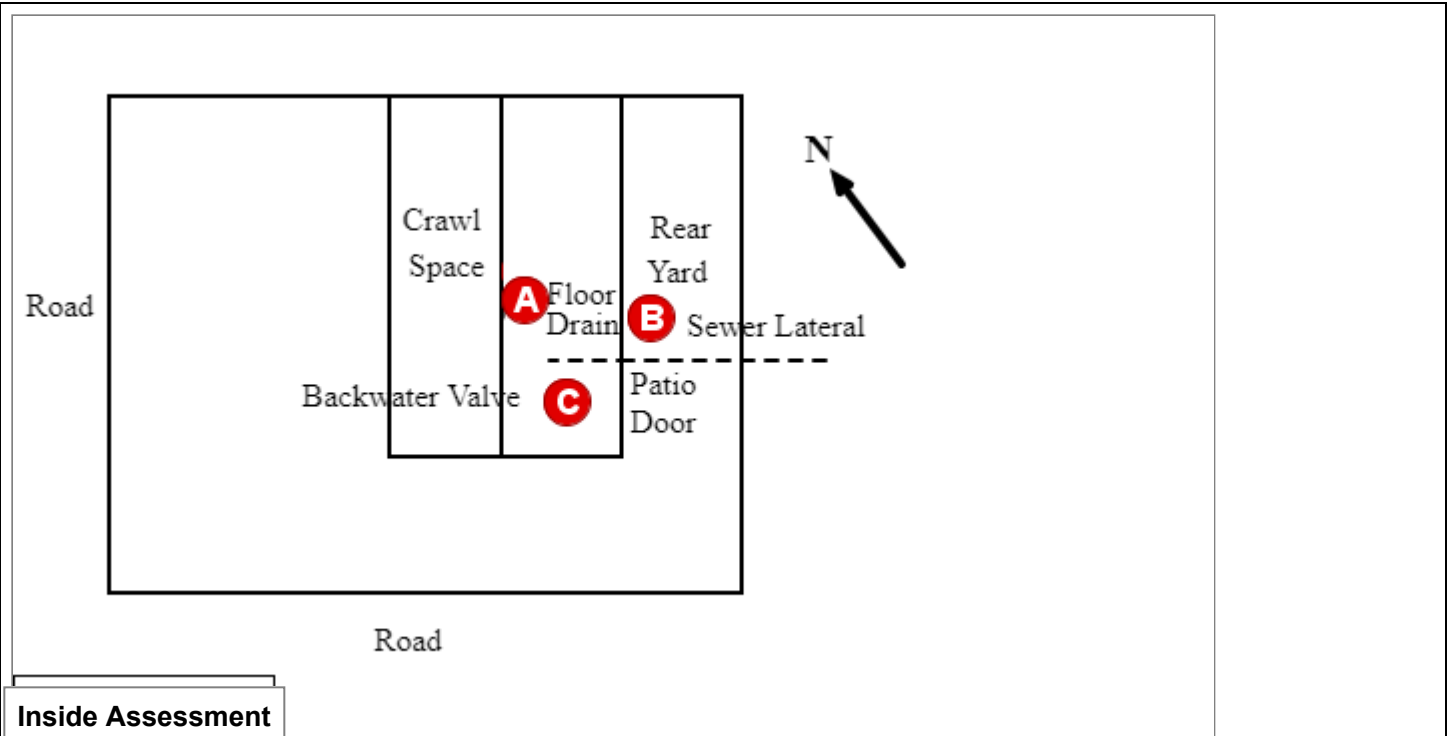
Fig	Maintenance Feature and Best Practice	Type of Water Damage	Assessment	Opportunity to Reduce Risk
<p><b>A</b></p>	<p><b>Overland drainage maintenance-</b> Once per season or when major storm events are predicted, homeowner checks for and removes debris and obstructions from water flow paths including swales, nearby storm drains, culverts and drainage ditches.</p>	<p><b>OW</b></p>	<p>Never checks for and removes debris and obstructions from water flow paths including swales, nearby storm drains, culverts and drainage ditches.</p>	<p>See <b>A</b> on <b>Outside Assessment</b> diagram. Once per season or when major storm events are predicted, check for and remove debris and obstructions in swales and the storm drain behind your property. If storm drain behind your property is free of debris but is still not draining within 24 hours, contact the Condo Corp.</p>
	<p><b>Landscaping maintenance-</b> Once per year homeowner corrects grading issues within 1.8m (6') of foundation, applies mulch to garden beds, aerates lawn.</p>	<p><b>GS</b></p>	<p>Homeowner never corrects grading issues within 1.8m (6') of foundation, applies mulch to garden beds, aerates lawn.</p>	<p>Once per year correct grading issues within 10' (3m) of foundation, apply mulch to garden beds.</p>

	<b>Impermeable (waterproof) driveway maintenance-</b> Once per season homeowner checks for evidence of pooling and ice buildup, repairs grading, seals cracks, fills gaps, removes weeds.	<b>GS</b>	Homeowner never checks for evidence of pooling and ice buildup, repairs grading, seals cracks, fills gaps, removes weeds.	Once per season check for evidence of pooling, ice buildup, repair grading, seal cracks, fill gaps, remove weeds.
	<b>Walkways and patios maintenance-</b> Once per season homeowner checks for evidence of pooling, ice buildup, repairs grading, seals cracks, fill gaps, removes weeds.	<b>OW, GS</b>	Homeowner never checks for evidence of pooling, ice buildup, repairs grading, seals cracks, fill gaps, removes weeds.	Once per season check for evidence of pooling, ice buildup, repair grading, fill gaps, removes weed. Replace if surface in very poor condition.
	<b>Grading at foundation maintenance-</b> Each season homeowner checks for signs of water pooling or ice formation; corrects grading to achieve at least 5% slope away from foundation.	<b>OW, GS</b>	Homeowner never checks for signs of water pooling or ice formation; corrects grading to achieve at least 5% slope away from foundation.	Each season check for signs of water pooling or ice formation. Repair grading 1-2% for paved surfaces.
<b>D</b>	<b>Downspout maintenance-</b> Once per season homeowner checks to make sure downspout extensions are secured, free of leaks, depositing water at least 1.8m (6') from foundation or to drainage swale and that water is not flowing onto adjacent property.	<b>GS</b>	Homeowner never checks to make sure downspout extensions are secured, free of leaks, depositing water at least 1.8m (6') from foundation or to drainage swale and that water is not flowing onto adjacent property.	See <b>D</b> on <b>Outside Assessment</b> diagram. Once per year check to make sure downspout extensions are secured, free of leaks, deposit water 10' (3m) from foundation or to a drainage swale and that water is not flowing onto adjacent property. Downspouts are connected to a clay tile in the front patio and rear patio with no visible drainage point. Consult with your Condo Corp or Municipality about whether disconnection is right for your property and if grants are available.
	<b>Foundation structure maintenance-</b> Once per season homeowner checks for cracks and gaps, repairs as required.	<b>GS</b>	Homeowner never checks for cracks and gaps, repairs as required.	Once per season check for cracks and gaps, repair as required. Contact a qualified foundation repair contractor for cracks greater than 1/4" (6mm).

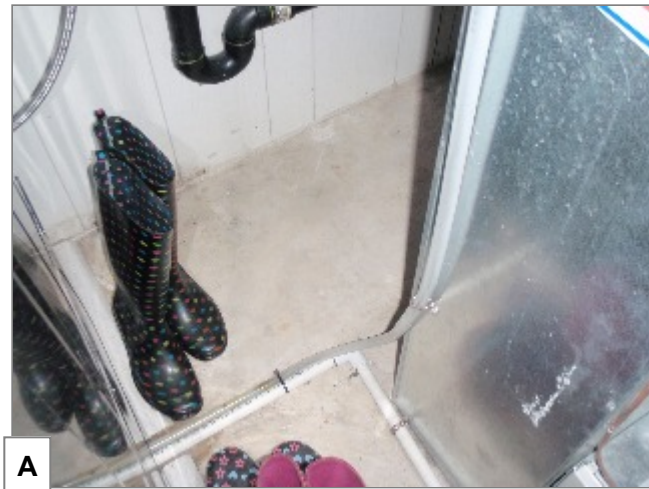
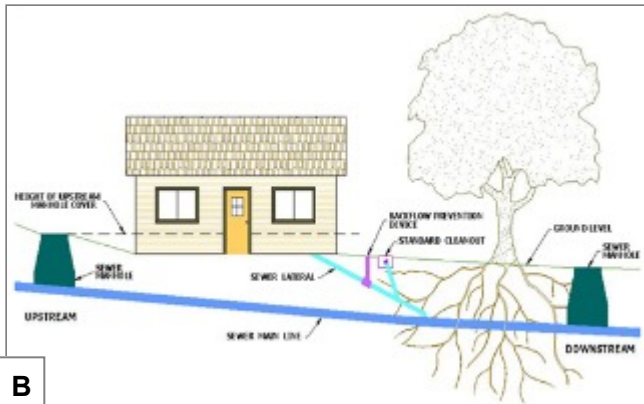


# Inside Assessment Summary Top-Ranked Opportunities to Reduce Flood Risk

All features and maintenance practices that were assessed as "poor/ needs further investigation", require specific mention based on questions asked by the homeowner or are marked as "out of scope" but deserve further consideration, have been compiled into this summary.



## Inside Assessment





C

Assessed Features

Fig	Assessed Feature and Best Practice	Type of Water Damage	Assessment	Opportunity to Reduce Risk
B	<b>Sanitary sewer lateral- Is your sanitary sewer lateral in good condition and is it free of blockages?</b> Inspection of sanitary sewer lateral with a closed circuit television (CCTV) is best practice if a home is over 25 years old, if the home has experienced sewer backup or if the home experiences chronic drain backup. <b>Note: Determining the condition of the sewer lateral is outside of scope of this assessment. Consult a qualified professional.</b>	SB, WS	<b>Note: Only a qualified professional can formally identify the condition and the connection status of this item. Note: Work with a qualified professional and check with the government department having jurisdictional authority to determine availability your eligibility for any subsidies.</b>	See <b>B</b> on <b>Inside Assessment</b> diagram. Your sanitary lateral is over 25 years old. Consider working with a qualified professional to complete a closed circuit television inspection of the sewer lateral to determine if maintenance or repairs are recommended to reduce your flood risk. If work is recommended, engage a qualified professional and contact the Region to determine your eligibility for a subsidy.
A	<b>Floor drain- Is your floor drain clear of physical barriers to water flow and in adequate condition to reduce flood risk?</b> Note: Some homes built before 1950 do not have a floor drain. Floor drain is present, demonstrates clear flow path of water to drain, drain is in good condition, free of debris, standing water is present in trap.	SB	Floor drain is present, demonstrates partly blocked water flow path to drain, drain in poor condition (evidence of cracks, roots, smell), debris evident, standing water present in trap.	See <b>A</b> on <b>Inside Assessment</b> diagram. The floor drain is partially blocked under the washer and dryer. Consider relocating the washer and/or dryer or both to provide access to the floor drain. Remove items blocking the path of water flow to drain, clean out debris in the trap.
	<b>Basement sanitary sewer lateral cleanout-</b> Basement sanitary sewer lateral cleanout is present and easily accessible.	SB	Basement sanitary sewer lateral cleanout is inaccessible OR not present OR needs further investigation.	The basement sanitary cleanout was not located. Consult with the Condo Corp to locate the sanitary sewer cleanout. Consider working with a qualified plumber to install an easily accessible hatch to improve maintenance access.

<p><b>C</b></p>	<p><b>Backwater valve- Is a backwater valve appropriate for use in your home or if it is in place, is it in good condition?</b> Consider working with a qualified professional to determine if a backwater valve is suitable for your home or to evaluate the condition of your backwater valve. Installing a backwater valve alarm further reduces risk by letting the homeowner know when the valve is closed and that house drains should not be used. <b>Note: This item is outside of scope of this assessment. Consult a qualified professional.</b></p>	<p><b>SB</b></p>	<p><b>Note: Only a qualified professional can formally identify if a backwater valve would be right for your home and the condition of an existing unit. Note: Check with the check with the government department having jurisdictional authority to determine availability of subsidy for installation and your eligibility.</b></p>	<p>See <b>C</b> on <b>Inside Assessment</b> diagram. Consider working with a qualified plumber to determine if a backwater valve is appropriate at your home to reduce flood risk. Consult with the municipality about grants to support the installation of a backwater valve on your sanitary sewer line.</p>
	<p><b>Foundation drain- Is a foundation drain (weepers) present? Is foundation drain functioning properly to drain water away from your foundation?</b> Note: Foundation drains are not common before 1960. Depending on the age of your house it may or may not have a foundation drain or it may have a drain that is old and in poor condition. Missing or clogged drains increase the risk of basement infiltration flooding. Foundation drains that are connected to sanitary or storm sewers increase the risk of sewer backup related flooding. <b>Note: Determining the condition and the plumbing connection of the foundation drain is outside of scope of this assessment. Consult a qualified professional.</b></p>	<p><b>GS, OW, SB</b></p>	<p><b>Note: Only a qualified professional can formally identify the condition of this item or recommend if one would be right for your home. Note: Check with the check with the government department having jurisdictional authority to determine availability of subsidy and your eligibility.</b></p>	<p>This house does not appear to have a foundation drain.</p>
	<p><b>Indoor Sources of Moisture- Are indoor sources of moisture limited to reduce mold and mildew risk?</b> If bathroom with shower is present, fan is present and when running is strong enough to hold a piece of tissue. Fan is run for 30-60 minutes after bath or shower use. Furnace humidifiers do not operate in the summer. Wood is not stored, laundry is not hung, boots are not dried etc. in the basement.</p>	<p><b>N/A</b></p>	<p>If bathroom with shower is present, fan is present but can't hold piece of tissue when running, OR fan is not present OR fan is run for less than 10 minutes after shower or bath. Furnace humidifiers operate in the summer OR items are stored that increase humidity. OR needs further investigation.</p>	<p>No bathroom in the basement. The relative humidity was approx. 55% in the basement. Run dehumidifier(s) to ensure relative humidity is kept at between 30-50%.</p>

Assessed Maintenance



Fig	Maintenance Feature and Best Practice	Type of Water Damage	Assessment	Opportunity to Reduce Risk
	<p><b>Sanitary sewer lateral maintenance-</b> If the home is over 25 years of age, has experienced sewer backup or has experienced chronic drainage issues, the homeowner has completed closed circuit television (CCTV) inspection. Based on recommendations of a qualified professional, homeowner has cleaned out, lined or replaced damaged lateral as needed. Homeowner prevents clogging by preventing fats, oils, flushable wipes and grease from going down the drain.</p>	<p><b>SB, WS</b></p>	<p>If the home is over 25 years of age, has experienced sewer backup or has experienced chronic drainage issues, the homeowner has not completed closed circuit television (CCTV) inspection. Homeowner puts fats, oils, flushable wipes and grease down the drain.</p>	<p>Complete sewer camera inspection if sewer backup occurs; camera inspection recommended every 5-10 years as preventative measure. Once the home is 25 years old, line or replace damaged lateral as needed. Prevent clogging by preventing fats, oils and grease from going down the drain.</p>
	<p><b>Floor drain maintenance-</b> Each season the homeowner removes obstacles to water flowing freely to the drain, tops up standing water in trap, removes any debris from drain. In case of blockage, strange smell, lack of water in trap, contacts a licensed plumber.</p>	<p><b>SB</b></p>	<p>Homeowner never removes obstacles to water flowing freely to the drain, tops up standing water in trap, removes any debris from drain. In case of blockage, strange smell, lack of water in trap, homeowner does not contact a licensed plumber.</p>	<p>See <b>A</b> on <b>Inside Assessment</b> diagram. Each season move the washer and dryer to inspect the floor drain, clear the path of water to drain, top up standing water in trap, remove any debris from drain. In case of blockage, strange smell, lack of water in trap, contact a licensed plumber.</p>
	<p><b>Unfinished wall crack maintenance-</b> Homeowner checks for cracks once per season, fills cracks, removes sources of water buildup at foundation as needed (corrects drainage, repairs eaves troughs and/or removes snow in winter, seals foundation from outside in extreme cases). Consults with professional in case of major problems.</p>	<p><b>GS</b></p>	<p>Homeowner never checks for cracks, fills cracks, removes sources of water buildup at foundation as needed.</p>	<p>Check for cracks once per season, fill cracks, remove sources of water buildup at foundation as needed (correct drainage, repair eaves troughs and/or remove snow in winter, seal foundation from outside in extreme cases).</p>
	<p><b>Unfinished wall efflorescence maintenance-</b> Once per season checks for evidence of efflorescence, addresses sources of water buildup at foundation, cleans and repaints with masonry waterproofing paint as required.</p>	<p><b>GS</b></p>	<p>Never checks for evidence of efflorescence, addresses sources of water buildup at foundation, cleans and repaints with masonry waterproofing paint as required.</p>	<p>Once per season check for evidence of efflorescence. Address sources of water buildup at foundation. Clean and repaint with masonry waterproofing paint as required.</p>

	<p><b>Unfinished floor crack maintenance-</b> Checks for cracks once per season, fills cracks, removes source of water buildup at foundation as needed (corrects drainage, repairs eaves troughs and/or removes snow in winter, seals foundation from outside in extreme cases). Consults with professional regarding major concerns.</p>	<p><b>GS</b></p>	<p>Homeowner never checks for cracks, fills cracks, removes source of water buildup at foundation as needed (corrects drainage, repairs eaves troughs and/or removes snow in winter, seals foundation from outside in extreme cases). Never consults with qualified professional regarding major concerns.</p>	<p>Check for cracks once per season, fill cracks, remove source of water buildup at foundation as needed (correct drainage, repair eaves troughs and/or remove snow in winter, seal foundation from outside in extreme cases).</p>
	<p><b>Unfinished floor efflorescence maintenance-</b> Once per season homeowner checks for evidence of efflorescence, addresses sources of water buildup at foundation, cleans and repaints with masonry waterproofing paint as required.</p>	<p><b>GS</b></p>	<p>Homeowner never checks for evidence of efflorescence, addresses sources of water buildup at foundation, cleans and repaints with masonry waterproofing paint as required.</p>	<p>Once per season check for evidence of efflorescence. Address sources of water buildup at foundation. Clean and repaint with masonry waterproofing paint as required.</p>
	<p><b>Indoor plumbing and fixtures maintenance-</b> Each season toilets, taps, pipes and water heaters are inspected by homeowner, inspected and repaired by plumber as needed. Water leak alarms are present.</p>	<p><b>PF</b></p>	<p>Toilets, taps, pipes and water heaters are not inspected by homeowner, inspected and repaired by plumber as needed. No water leak alarms are present.</p>	<p>This house does not have a basement bathroom, however; each season inspect taps, pipes and water heater for leaks and signs of wear. Repair or replace items with the assistance of a plumber as needed.</p>



## Additional Flood Protection Resources

### Regional Resources

#### [Saskatoon Key Flood Protection Resources](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources_Saskatoon_final.pdf)

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources\\_Saskatoon\\_final.pdf](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources_Saskatoon_final.pdf)

#### [Saskatoon Contractor List](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Contractor-List-Saskatoon_March-2018.pdf)

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Contractor-List-Saskatoon\\_March-2018.pdf](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Contractor-List-Saskatoon_March-2018.pdf)

#### [Burlington Key Flood Protection Resources](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources_Burlington_2017.pdf)

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources\\_Burlington\\_2017.pdf](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources_Burlington_2017.pdf)

#### [Burlington Contractor List](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Contractors-List-Final-Burlington.pdf)

<http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Contractors-List-Final-Burlington.pdf>

#### [Toronto Key Flood Protection Resources](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources_Toronto_2018.pdf)

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources\\_Toronto\\_2018.pdf](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources_Toronto_2018.pdf)

#### [Toronto Contractor List](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Contractor-List-Toronto-Final-March-2018.pdf)

<http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Contractor-List-Toronto-Final-March-2018.pdf>

#### [Hamilton Key Flood Protection Resources](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources_Hamilton-2018.pdf)

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources\\_Hamilton-2018.pdf](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources_Hamilton-2018.pdf)

#### [Oakville Key Flood Protection Resources](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources_Oakville-2018.pdf)

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources\\_Oakville-2018.pdf](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources_Oakville-2018.pdf)

#### [Waterloo Region Flood Protection Resources](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources_Waterloo-Region-2018.pdf)

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources\\_Waterloo-Region-2018.pdf](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Key-Flood-Protection-Resources_Waterloo-Region-2018.pdf)

### National Resources

#### [Infographic- Top Tips For Reducing Flood Risk](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2016/08/reduce_your_risk_infographic_r13.jpg)

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2016/08/reduce\\_your\\_risk\\_infographic\\_r13.jpg](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2016/08/reduce_your_risk_infographic_r13.jpg)

#### [Seasonal Flood Protection Checklist](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2017/04/Seasonal-Flood-Protection-Maintenance-Record-2018_Final.pdf)

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2017/04/Seasonal-Flood-Protection-Maintenance-Record-2018\\_Final.pdf](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2017/04/Seasonal-Flood-Protection-Maintenance-Record-2018_Final.pdf)

#### [Infographic- Understanding Flood Insurance Coverage](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2016/08/types_of_flood_risks_infographic_r10.jpg)

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2016/08/types\\_of\\_flood\\_risks\\_infographic\\_r10.jpg](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2016/08/types_of_flood_risks_infographic_r10.jpg)

#### [Question Ask Your Insurance Providers to](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Questions-to-Ask-Your-Insurance-Provider_March-2018.pdf)

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Questions-to-Ask-Your-Insurance-Provider\\_March-2018.pdf](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Questions-to-Ask-Your-Insurance-Provider_March-2018.pdf)

**[Estimated Cost Ranges for Completing Flood Protection Projects](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Cost-Range-for-Flood-Risk-Reduction-Projects_final.pdf)**

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Cost-Range-for-Flood-Risk-Reduction-Projects\\_final.pdf](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Cost-Range-for-Flood-Risk-Reduction-Projects_final.pdf)

**[Water Resistant Building Materials for Your Basement](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Water-Resistant-Building-Materials-Resource-for-Homeowners_FINAL.pdf)**

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Water-Resistant-Building-Materials-Resource-for-Homeowners\\_FINAL.pdf](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Water-Resistant-Building-Materials-Resource-for-Homeowners_FINAL.pdf)

**[Temporary Flood Barriers for Your Home](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Final-Copy-Flood-Barriers-for-Homeowners_2018.pdf)**

[http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Final-Copy-Flood-Barriers-for-Homeowners\\_2018.pdf](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/Final-Copy-Flood-Barriers-for-Homeowners_2018.pdf)

**[CMHC Guide for Understanding and Fixing Interior Moisture Problems](http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/CMHC-Mold-Brochure.pdf)**

<http://www.intactcentreclimateadaptation.ca/wp-content/uploads/2018/03/CMHC-Mold-Brochure.pdf>



## Appendices

### Appendix A. Client Information Summary

Type of Home	Townhouse End Unit
Ownership	Owner
Type of Ownership	Condominium
Consents To Study	Yes
Length of Time in Home	0-5 years
Plan to Stay in Home	5-10 years
Year Home Was Built	1982
Era of Neighbourhood development	Between 1971 and 1990
Home Layout	Split Level
Home Size	Between 1000 to 2000 sq ft
Lot Size	Up to 1/4 acre
Basement Type	Partly finished
Foundation Type	Poured concrete
Soil Type	Unsure
Property within CA Regulated Area	No
Water Supply	Municipal
Sewage Service	Municipal
Weather Conditions	Sunny



## Appendix B. Reported Past Water Damage Summary

<b>Past Water Damage to Your Lot and Exterior Structures</b>	
Have you experienced any type of water damage to your lot and/or exterior structures (decks, garages, sheds) in the past?	Yes
What was the cause of the water damage?	Rain fall or snow melt originating on your property.
What category would the water damage fit into (total damage to structures or content)	Above \$25,000
What actions did you take to reduce your risk of future water damage outside your home?	Completing repairs or upgrades, Completing maintenance activities.
What is your level of concern about experiencing water damage to your lot or exterior structures in the future?	High
Please list your top 2 water damage-related questions you have about your lot or exterior structures	How do I prevent overland flooding like I experienced in my former home?
<b>Past Water Damage To Your Home</b>	
Have you experienced water in your basement or any type of water damage inside your home in the past?	Yes
What was the cause of the water damage?	Sewer backup through toilet or drains, Sump pump failure.
What category would the water damage fit into (Total damage to structures or content)	Above \$25,000
What actions did you take to reduce your future risk of indoor water damage?	Completing repairs or upgrades, Completing maintenance activities.
What is your level of concern about experiencing water damage to your home is in the future?	High
Please list top 2 water-damage related questions you have about your home	How do I prevent sewer back up to avoid the terrible flood like I had at my former home?



## Appendix C. Outside Assessment Form

Assessed Feature and Best Practice	Type of Water Damage	Assessment	Opportunity to Reduce Risk
<b>Overland Drainage of Property</b>			
<p><b>Overland drainage of property- Twenty four hours after a heavy rain do you see ponding or pooling on your property or in nearby storm drains or drainage ditches?</b> Twenty four hours after a heavy rain water does not pool on the subject property or in nearby storm drains or drainage ditches. If drainage swales are present on the property they are unblocked and are at least 15cm (6") deep.</p>	OW	<p>Twenty four hours after a heavy rain some water pooling is seen on the subject property or in nearby storm drains or drainage ditches. If drainage swales are present on the property they are unblocked and are at least 15cm (6") deep.</p>	<p>Ensure water flows away freely from the foundation. There is a swale that runs along the back property lines. Behind your property, in the swale is a storm drain. Consult with the Condo Corp to ensure that the storm drain is free and clear of any obstructions. Ensure that the storm drain has the capacity to drain water away from an extreme storm event. Contact the Condo Corp if the storm drain is not emptying within 24 hours. Note: Consult with the City about drainage by-laws if any significant grading change is being considered.</p>
<p><b>Overland drainage maintenance-</b> Once per season or when major storm events are predicted, homeowner checks for and removes debris and obstructions from water flow paths including swales, nearby storm drains, culverts and drainage ditches.</p>	OW	<p>Never checks for and removes debris and obstructions from water flow paths including swales, nearby storm drains, culverts and drainage ditches.</p>	<p>See <b>A</b> on <b>Outside Assessment</b> diagram. Once per season or when major storm events are predicted, check for and remove debris and obstructions in swales and the storm drain behind your property. If storm drain behind your property is free of debris but is still not draining within 24 hours, contact the Condo Corp.</p>
<b>Landscaping</b>			

<p><b>Condition and location of trees- Would falling limbs due to strong winds or ice accumulation pose any risk of property damage to the home or hydro lines? Does their location pose potential risk to the home's foundation or sewer lateral?</b> Trees appear to be in good condition. Their limbs do not hang over the home, driveway or hydro lines. Trees are in a position where they likely do not pose a root damage risk to the home's foundation or sewer lateral.</p>	<p><b>SB, WS, GS</b></p>	<p>Trees appear to be in moderate condition. OR A few tree limbs hang over the home, driveway or hydro lines. OR The position of trees represents moderate potential root risk to the home's foundation or sewer lateral.</p>	<p>If the trees are on Condo Corp property, request trimming or removal of tree by the Condo Corp. If the trees are on private property consider contacting a certified arborist to assess tree health and prune as required. Look for warning signs of sewer lateral blockage inside home (see Inside Assessment).</p>
<p><b>Tree maintenance-</b> Once per season homeowner checks condition of trees and waters during drought periods.</p>	<p><b>SB, WS, GS</b></p>	<p>Once per year homeowner checks condition of trees and waters during drought periods.</p>	<p>Once per season check the condition of the trees. Water during drought periods. If concerned about the trees on the Condo Corp property contact the Condo Corp for assistance. If concerned about trees on your property contact a certified arborist for help.</p>
<p><b>Garden beds adjacent to home - Do garden beds slope away from your home at minimum of 5% slope and leave a minimum of 20 cm (8") of your foundation exposed? Do foundation plantings provide adequate light exposure and air movement to foundation?</b> Foundation plantings provide good light and air circulation between plantings and foundation. A minimum 20 cm (8") of foundation remains exposed. Trees that will reach a height of 10m (30') or more are minimum of 5m (15') from foundation and shrubs are minimum of 1.8m (6') from foundation. The garden bed has a 5% slope away from the foundation and water drains freely away from the foundation.</p>	<p><b>GS</b></p>	<p>Foundation plantings provide poor light and air circulation between plantings and foundation. Less than 20cm (8") foundation remains exposed. Trees that will reach height of 10m (30') or are closer than 4m (12') from foundation and shrubs are closer than 1m (12") from foundation. The garden bed has less than 2-3% slope away from the foundation and water drains poorly away from the foundation.</p>	<p>See <b>B</b> on <b>Outside Assessment</b> diagram. Heavily prune back plantings to improve light and air circulation. Remove plantings that are too close to foundation. Correct grade to minimum 5% slope to ensure water flows away from foundation.</p>
<p><b>Landscaping maintenance-</b> Once per year homeowner corrects grading issues within 1.8m (6') of foundation, applies mulch to garden beds, aerates lawn.</p>	<p><b>GS</b></p>	<p>Homeowner never corrects grading issues within 1.8m (6') of foundation, applies mulch to garden beds, aerates lawn.</p>	<p>Once per year correct grading issues within 10' (3m) of foundation, apply mulch to garden beds.</p>
<p><b>Driveways, Walkways and Patios</b></p>			



<p><b>Impermeable (waterproof surface such as asphalt and interlocking pavers) driveway- Is your driveway free of cracks and does it slope away from your home at a minimum of 1-2%?</b> Driveway is sloped away from the foundation walls at a slope of 1-2% and is free of cracks and gaps.</p>	<p><b>GS</b></p>	<p>Impermeable driveway directs water away from foundation (1-2% slope) and is free of cracks and gaps.</p>	<p>No action required.</p>
<p><b>Impermeable (waterproof) driveway maintenance-</b> Once per season homeowner checks for evidence of pooling and ice buildup, repairs grading, seals cracks, fills gaps, removes weeds.</p>	<p><b>GS</b></p>	<p>Homeowner never checks for evidence of pooling and ice buildup, repairs grading, seals cracks, fills gaps, removes weeds.</p>	<p>Once per season check for evidence of pooling, ice buildup, repair grading, seal cracks, fill gaps, remove weeds.</p>
<p><b>Walkways and patios- Do your walkways and patios slope a minimum of 1-2% away from foundation walls? Are they free of cracks and gaps?</b> Walkway achieves minimum slope of 1-2% to direct water away from foundation and is free of cracks and gaps.</p>	<p><b>OW, GS</b></p>	<p>Walkway achieves minimum 1-2% slope to direct water away from foundation, small number of cracks or gaps are present.</p>	<p>Rear patio stone remove weeds and fill joints with sand to prevent additional damage.</p>
<p><b>Walkways and patios maintenance-</b> Once per season homeowner checks for evidence of pooling, ice buildup, repairs grading, seals cracks, fill gaps, removes weeds.</p>	<p><b>OW, GS</b></p>	<p>Homeowner never checks for evidence of pooling, ice buildup, repairs grading, seals cracks, fill gaps, removes weeds.</p>	<p>Once per season check for evidence of pooling, ice buildup, repair grading, fill gaps, removes weed. Replace if surface in very poor condition.</p>
<p><b>Grading at Foundation</b></p>			
<p><b>Grading at foundation- After a heavy rain does the grading within 1.8m (6') of your foundation walls direct water away or do you see water pooling?</b> The grading within 1.8 m (6') of the foundation walls achieves a minimum 5% slope to direct water away from the foundation. The surface does not easily soak up water.</p>	<p><b>OW, GS</b></p>	<p>The grading within 1m (3') at the foundation achieves a 5% slope away from the foundation. The surface moderately soaks up water.</p>	<p>Rear patio, repair grading to achieve at least 1-2% for paved surfaces. Replace surface with non-water absorbent material.</p>
<p><b>Grading at foundation maintenance-</b> Each season homeowner checks for signs of water pooling or ice formation; corrects grading to achieve at least 5% slope away from foundation.</p>	<p><b>OW, GS</b></p>	<p>Homeowner never checks for signs of water pooling or ice formation; corrects grading to achieve at least 5% slope away from foundation.</p>	<p>Each season check for signs of water pooling or ice formation. Repair grading 1-2% for paved surfaces.</p>
<p><b>Eaves Troughs and Downspouts</b></p>			

<p><b>Eaves troughs- Are eaves troughs adequately sized and in adequate condition to reduce flood risk?</b> Eaves troughs wrap around entire building, are in good repair and are free of debris, with a minimum downspout placement every 9-12m (30-40'). Eaves trough of 13cm (5") are present for asphalt shingles or 15cm (6") for metal roof.</p>	<p><b>GS</b></p>	<p>Eaves troughs do not wrap around entire building, are in poor repair, contain a high amount of debris, OR do not have downspouts placed every 9-12m (30-40'). Eaves troughs are undersized and/or do not have 13cm (5") eaves trough for asphalt shingles or 15cm (6") for metal roof OR needs further investigation.</p>	<p>See <b>C</b> on <b>Outside Assessment</b> diagram. The eaves trough from the joining condo drains into your eaves trough causing a potential overflow of your eave trough. You have noted regular overflow of your eaves trough which increases your risk of overland flooding. Contact the Condo Corp to assess and consult a qualified professional to correct the eaves drainage and install proper downspouts to direct water away from your property.</p>
<p><b>Eaves trough maintenance-</b> Each season during heavy water flow, homeowner checks eaves troughs for leaks, debris and blockage. Repairs and debris removal are completed as needed.</p>	<p><b>GS</b></p>	<p>Each season during heavy water flow, homeowner checks eaves troughs for leaks, debris and blockage. Repairs and debris removal are completed as needed.</p>	<p>Each season during heavy water flow, check for leaks, debris and blockage. Repair, replace and clean out as needed.</p>
<p><b>Connected downspouts- Are downspouts connected to SANITARY OR STORM sewer?</b> Where approved by local authorities, downspouts should be disconnected from foundation drains, caps should be installed over underground pipe connections and downspouts should be extended to at least 1.8-3m (6-10') from the foundation or to nearest drainage swale. Water should not drain onto hard surfaces or onto adjacent property.</p>	<p><b>SB</b></p>	<p><b>Note: Check with the government department having jurisdictional authority to determine eligibility for downspout disconnection and any available subsidy.</b></p>	<p>See <b>D</b> on <b>Outside Assessment</b> diagram. Downspouts are connected to a clay tile in the front patio and rear patio with no visible drainage point. Consult with your Condo Corp or Municipality about whether disconnection is right for your property and if grants are available.</p>
<p><b>Disconnected downspouts- Are downspouts (that are not presently connected into underground pipes) directing water at least 1m (6') away from your home or nearest drainage swale?</b> For downspouts that have been disconnected, caps are securely in place to block movement of water into underground pipes. Downspouts extend at least 1.8m (6') away from the foundation or to drainage swale. Water is not directed onto hard surfaces or adjacent private property.</p>	<p><b>GS</b></p>	<p><b>N/R</b></p>	<p><b>N/R</b></p>

<p><b>Downspout maintenance-</b> Once per season homeowner checks to make sure downspout extensions are secured, free of leaks, depositing water at least 1.8m (6') from foundation or to drainage swale and that water is not flowing onto adjacent property.</p>	<p><b>GS</b></p>	<p>Homeowner never checks to make sure downspout extensions are secured, free of leaks, depositing water at least 1.8m (6') from foundation or to drainage swale and that water is not flowing onto adjacent property.</p>	<p>See <b>D</b> on <b>Outside Assessment</b> diagram. Once per year check to make sure downspout extensions are secured, free of leaks, deposit water 10' (3m) from foundation or to a drainage swale and that water is not flowing onto adjacent property. Downspouts are connected to a clay tile in the front patio and rear patio with no visible drainage point. Consult with your Condo Corp or Municipality about whether disconnection is right for your property and if grants are available.</p>
<p><b>Foundation</b></p>			
<p><b>Foundation structure- Is your foundation free of cracks and gaps?</b> Foundation appears to be in good condition, is free of cracks and finishing gaps (e.g. missing parging). Foundation penetrations are well sealed and sit above the anticipated flood level.</p>	<p><b>GS</b></p>	<p>Foundation appears to be in good condition, is free of cracks and finishing gaps (e.g. missing parging). Foundation penetrations are well sealed and sit above the anticipated flood level.</p>	<p>No action required.</p>
<p><b>Foundation structure maintenance-</b> Once per season homeowner checks for cracks and gaps, repairs as required.</p>	<p><b>GS</b></p>	<p>Homeowner never checks for cracks and gaps, repairs as required.</p>	<p>Once per season check for cracks and gaps, repair as required. Contact a qualified foundation repair contractor for cracks greater than 1/4" (6mm).</p>
<p><b>Foundation clearance maintenance-</b> Stored items are kept at least 15cm (6") from foundation. As dictated by snow storm events, homeowners clears snow 1m (3'6") away from foundation, keeps window openings clear of snow and ensures vents are clear.</p>	<p><b>GS</b></p>	<p>Stored items are kept at least 15cm (6") from foundation. As dictated by snow storm events, homeowner clears snow 1m (3'6") away from foundation, keeps window openings clear of snow piles and ensures vents are clear.</p>	<p>Store item at least 6" from foundation. At intervals dictated by snow storms, regularly keep snow piles 3' (1m) away from foundation and keep window openings clear of snow piles. Ensure vents are clear.</p>
<p><b>Foundation efflorescence- Are there signs of efflorescence on the foundation that could indicate moisture problems?</b> Efflorescence (mineral deposits) indicate water moving through masonry, evaporating, leaving minerals behind. Presence of efflorescence can indicate water issues that can lead to spalling or structural damage.</p>	<p><b>GS</b></p>	<p>No evidence of efflorescence.</p>	<p>No action required.</p>

<p><b>Foundation moisture content- Is your foundation showing high levels of water retention?</b> Low level of moisture at surface is indicated.</p>	<p><b>GS</b></p>	<p>Low level of moisture at surface is indicated.</p>	<p>No action required.</p>
<p><b>Windows</b></p>			
<p><b>Condition of windows- Are windows in adequate condition to help reduce risk of basement flooding?</b> Frames, glass and seals are all in good condition.</p>	<p><b>OW</b></p>	<p>Frames, glass and seals are in moderate condition.</p>	<p>Seal and repair frames, glass and seals, replace as required.</p>
<p><b>Exterior Water Sources</b></p>			
<p><b>Hose bib maintenance-</b> Spring, summer, fall homeowner checks for leaks, repairs as necessary. Before winter, outdoor water supply is shut off and water line is drained. Hose is drained and removed.</p>	<p><b>OW, GS</b></p>	<p>Once per year homeowner checks for leaks, repairs as necessary. Before winter, outdoor water supply is shut off and water line is drained. Hose is drained but not removed.</p>	<p>Spring, summer, fall check for leaks, repair as necessary. In the winter shut off outdoor water supply and drain water line.</p>



## Appendix D. Inside Assessment Form

Assessed Feature and Best Practice	Type of Water Damage	Assessment	Opportunity to Reduce Risk
<b>Sewer and Storm Lateral</b>			
<p><b>Sanitary sewer lateral- Is your sanitary sewer lateral in good condition and is it free of blockages?</b> Inspection of sanitary sewer lateral with a closed circuit television (CCTV) is best practice if a home is over 25 years old, if the home has experienced sewer backup or if the home experiences chronic drain backup. <b>Note: Determining the condition of the sewer lateral is outside of scope of this assessment. Consult a qualified professional.</b></p>	SB, WS	<p><b>Note: Only a qualified professional can formally identify the condition and the connection status of this item.</b></p> <p><b>Note: Work with a qualified professional and check with the government department having jurisdictional authority to determine availability your eligibility for any subsidies.</b></p>	<p>See <b>B</b> on <b>Inside Assessment</b> diagram.</p> <p>Your sanitary lateral is over 25 years old. Consider working with a qualified professional to complete a closed circuit television inspection of the sewer lateral to determine if maintenance or repairs are recommended to reduce your flood risk. If work is recommended, engage a qualified professional and contact the Region to determine your eligibility for a subsidy.</p>
<p><b>Sanitary sewer lateral maintenance-</b> If the home is over 25 years of age, has experienced sewer backup or has experienced chronic drainage issues, the homeowner has completed closed circuit television (CCTV) inspection. Based on recommendations of a qualified professional, homeowner has cleaned out, lined or replaced damaged lateral as needed. Homeowner prevents clogging by preventing fats, oils, flushable wipes and grease from going down the drain.</p>	SB, WS	<p>If the home is over 25 years of age, has experienced sewer backup or has experienced chronic drainage issues, the homeowner has not completed closed circuit television (CCTV) inspection. Homeowner puts fats, oils, flushable wipes and grease down the drain.</p>	<p>Complete sewer camera inspection if sewer backup occurs; camera inspection recommended every 5-10 years as preventative measure. Once the home is 25 years old, line or replace damaged lateral as needed. Prevent clogging by preventing fats, oils and grease from going down the drain.</p>
<b>Floor Drain</b>			
<p><b>Floor drain- Is your floor drain clear of physical barriers to water flow and in adequate condition to reduce flood risk?</b></p> <p>Note: Some homes built before 1950 do not have a floor drain. Floor drain is present, demonstrates clear flow path of water to drain, drain is in good condition, free of debris, standing water is present in trap.</p>	SB	<p>Floor drain is present, demonstrates partly blocked water flow path to drain, drain in poor condition (evidence of cracks, roots, smell), debris evident, standing water present in trap.</p>	<p>See <b>A</b> on <b>Inside Assessment</b> diagram.</p> <p>The floor drain is partially blocked under the washer and dryer. Consider relocating the washer and/or dryer or both to provide access to the floor drain. Remove items blocking the path of water flow to drain, clean out debris in the trap.</p>

<p><b>Floor drain maintenance-</b> Each season the homeowner removes obstacles to water flowing freely to the drain, tops up standing water in trap, removes any debris from drain. In case of blockage, strange smell, lack of water in trap, contacts a licensed plumber.</p>	<p><b>SB</b></p>	<p>Homeowner never removes obstacles to water flowing freely to the drain, tops up standing water in trap, removes any debris from drain. In case of blockage, strange smell, lack of water in trap, homeowner does not contact a licensed plumber.</p>	<p>See <b>A</b> on <b>Inside Assessment</b> diagram. Each season move the washer and dryer to inspect the floor drain, clear the path of water to drain, top up standing water in trap, remove any debris from drain. In case of blockage, strange smell, lack of water in trap, contact a licensed plumber.</p>
<p><b>Basement sanitary sewer lateral cleanout-</b> Basement sanitary sewer lateral cleanout is present and easily accessible.</p>	<p><b>SB</b></p>	<p>Basement sanitary sewer lateral cleanout is inaccessible OR not present OR needs further investigation.</p>	<p>The basement sanitary cleanout was not located. Consult with the Condo Corp to locate the sanitary sewer cleanout. Consider working with a qualified plumber to install an easily accessible hatch to improve maintenance access.</p>
<p><b>Backwater Valve</b></p>			
<p><b>Backwater valve- Is a backwater valve appropriate for use in your home or if it is in place, is it in good condition?</b> Consider working with a qualified professional to determine if a backwater valve is suitable for your home or to evaluate the condition of your backwater valve. Installing a backwater valve alarm further reduces risk by letting the homeowner know when the valve is closed and that house drains should not be used. <b>Note: This item is outside of scope of this assessment. Consult a qualified professional.</b></p>	<p><b>SB</b></p>	<p><b>Note: Only a qualified professional can formally identify if a backwater valve would be right for your home and the condition of an existing unit. Note: Check with the check with the government department having jurisdictional authority to determine availability of subsidy for installation and your eligibility.</b></p>	<p>See <b>C</b> on <b>Inside Assessment</b> diagram. Consider working with a qualified plumber to determine if a backwater valve is appropriate at your home to reduce flood risk. Consult with the municipality about grants to support the installation of a backwater valve on your sanitary sewer line.</p>
<p><b>Foundation Drain (Weepers)</b></p>			

<p><b>Foundation drain- Is a foundation drain (weepers) present? Is foundation drain functioning properly to drain water away from your foundation?</b> Note: Foundation drains are not common before 1960. Depending on the age of your house it may or may not have a foundation drain or it may have a drain that is old and in poor condition. Missing or clogged drains increase the risk of basement infiltration flooding. Foundation drains that are connected to sanitary or storm sewers increase the risk of sewer backup related flooding. <b>Note: Determining the condition and the plumbing connection of the foundation drain is outside of scope of this assessment. Consult a qualified professional.</b></p>	<p><b>GS, OW, SB</b></p>	<p><b>Note: Only a qualified professional can formally identify the condition of this item or recommend if one would be right for your home. Note: Check with the check with the government department having jurisdictional authority to determine availability of subsidy and your eligibility.</b></p>	<p>This house does not appear to have a foundation drain.</p>
---	--------------------------	---	---

**Exposed Foundation Walls, Floors and Cold Rooms**

<p><b>Unfinished wall cracks- Are your foundation walls free of cracks and stains?</b> Foundation walls are free of cracks and water stains.</p>	<p><b>GS</b></p>	<p>Foundation walls are free of cracks and water stains.</p>	<p>No action required.</p>
<p><b>Unfinished wall crack maintenance-</b> Homeowner checks for cracks once per season, fills cracks, removes sources of water buildup at foundation as needed (corrects drainage, repairs eaves troughs and/or removes snow in winter, seals foundation from outside in extreme cases). Consults with professional in case of major problems.</p>	<p><b>GS</b></p>	<p>Homeowner never checks for cracks, fills cracks, removes sources of water buildup at foundation as needed.</p>	<p>Check for cracks once per season, fill cracks, remove sources of water buildup at foundation as needed (correct drainage, repair eaves troughs and/or remove snow in winter, seal foundation from outside in extreme cases).</p>
<p><b>Unfinished wall efflorescence- Is there evidence of efflorescence on your walls, indicating water movement through the foundation?</b> Foundation walls are free of efflorescence.</p>	<p><b>GS</b></p>	<p>Foundation walls are free of efflorescence.</p>	<p>No action required.</p>
<p><b>Unfinished wall efflorescence maintenance-</b> Once per season checks for evidence of efflorescence, addresses sources of water buildup at foundation, cleans and repaints with masonry waterproofing paint as required.</p>	<p><b>GS</b></p>	<p>Never checks for evidence of efflorescence, addresses sources of water buildup at foundation, cleans and repaints with masonry waterproofing paint as required.</p>	<p>Once per season check for evidence of efflorescence. Address sources of water buildup at foundation. Clean and repaint with masonry waterproofing paint as required.</p>

<p><b>Unfinished wall moisture- Are there high levels of moisture on the surface of your walls below windows, near cracks and where walls meet floor?</b> Low moisture levels on all tested areas of wall surface.</p>	GS	Low moisture levels on all tested areas of wall surface.	No action required.
<p><b>Unfinished floor cracks- Are there cracks in your floor that provide potential water entry sites to your basement?</b> Unfinished floors are free of cracks and water stains.</p>	GS	Unfinished floors are free of cracks and water stains.	No action required.
<p><b>Unfinished floor crack maintenance-</b> Checks for cracks once per season, fills cracks, removes source of water buildup at foundation as needed (corrects drainage, repairs eaves troughs and/or removes snow in winter, seals foundation from outside in extreme cases). Consults with professional regarding major concerns.</p>	GS	Homeowner never checks for cracks, fills cracks, removes source of water buildup at foundation as needed (corrects drainage, repairs eaves troughs and/or removes snow in winter, seals foundation from outside in extreme cases). Never consults with qualified professional regarding major concerns.	Check for cracks once per season, fill cracks, remove source of water buildup at foundation as needed (correct drainage, repair eaves troughs and/or remove snow in winter, seal foundation from outside in extreme cases).
<p><b>Unfinished floor efflorescence- Is there evidence of efflorescence on floors, indicating water movement through the foundation?</b> Floors are free of efflorescence.</p>	GS	Floors are free of efflorescence.	No action required.
<p><b>Unfinished floor efflorescence maintenance-</b> Once per season homeowner checks for evidence of efflorescence, addresses sources of water buildup at foundation, cleans and repaints with masonry waterproofing paint as required.</p>	GS	Homeowner never checks for evidence of efflorescence, addresses sources of water buildup at foundation, cleans and repaints with masonry waterproofing paint as required.	Once per season check for evidence of efflorescence. Address sources of water buildup at foundation. Clean and repaint with masonry waterproofing paint as required.
<p><b>Unfinished floor moisture- Are there high levels of moisture, indicating water entry into basement?</b> Low moisture levels are present on floor surface.</p>	GS	Low moisture levels are present on floor surface.	No action required.
<b>Finished Walls and Floors</b>			
<p><b>Finished walls- Are water stains or high moisture levels indicating source of water infiltration?</b> Walls are free of water stains, no evidence of mold (smell or visual evidence), audible moisture meter indicates no concern.</p>	GS	Walls are free of water stains, no evidence of mold (smell or visual evidence), audible moisture meter indicates no concern.	No action required.



<b>Finished wall maintenance- Each season homeowner checks for high levels of moisture and water stains.</b> If high levels of moisture or water damage and/or mold is evident, consults a professional for remediation.	<b>GS</b>	Each year homeowner checks for high levels of moisture and water stains. If high levels of moisture or water damage and/or mold is evident, consults a professional for remediation.	Each season check for water damage and signs of mold growth. Ensure humidity at between 30-50% by running dehumidifier if necessary. If water damage or mold is evident, consult professional for remediation.
<b>Finished floors- Are there high levels of moisture, indicating water entry into basement?</b> Low levels of moisture are present, no evidence of mold or mildew, no musty smell is present.	<b>GS</b>	Low levels of moisture are present, no evidence of mold or mildew, no musty smell is present.	No action required.
<b>Finished floor maintenance-</b> Each season homeowner checks for water damage, signs of mold growth. If water damage and/or mold is evident, consults professional for remediation.	<b>GS</b>	Each year checks for water damage, signs of mold growth. If water damage and/or mold is evident, consults professional for remediation.	Each season check for water damage, signs of mold growth. Ensure humidity at between 30-50% by running dehumidifier if necessary. If water damage, mold evident, consult professional for remediation.
<b>Windows</b>			
<b>Basement windows- Are windows in adequate condition to reduce risk of overland flooding?</b> Glass, frames and seals are all in good condition, no evidence of water entry.	<b>OW</b>	Glass, frames and seals are in moderate condition, evidence of minor water entry.	Seal cracks in window frame/sash and between window frame and foundation.
<b>Basement window maintenance-</b> Homeowner checks once per season for cracked glass, broken seals and rotting frames, repairs and/or replaces these as required. Regular review and repair reduces risk of basement flooding.	<b>OW</b>	Homeowner checks once per year for cracked glass, broken seals and rotting frames, repairs and/or replaces these as required.	Check once per season for cracked glass, broken seals and rotting frames, repair and/or replace as required.
<b>Plumbing Fixtures</b>			
<b>Indoor plumbing and fixtures maintenance-</b> Each season toilets, taps, pipes and water heaters are inspected by homeowner, inspected and repaired by plumber as needed. Water leak alarms are present.	<b>PF</b>	Toilets, taps, pipes and water heaters are not inspected by homeowner, inspected and repaired by plumber as needed. No water leak alarms are present.	This house does not have a basement bathroom, however; each season inspect taps, pipes and water heater for leaks and signs of wear. Repair or replace items with the assistance of a plumber as needed.
<b>Additional Considerations for Limiting Risk of Water Damage, Mold and Mildew Growth</b>			

<p><b>Furniture and electronics- Are furniture and electronics at risk of damage in the event of a flood?</b> Furniture items have non-absorbent surfaces up to 30cm (12") and electronics are stored at least 30cm (12") off the floor (or to exceed anticipated flood levels).</p>	N/A	Furniture items have non-absorbent surfaces up to 15cm (6") and electronics are stored at least 15cm (6") off the floor.	Select furniture items that have non-absorbent surfaces up to 12" and store electronics at least 12" off the floor.
<p><b>Stored valuables- Are your valuables at risk of damage during a flood or at risk of mold and mildew growth?</b> Valuables are stored in sealed, non-absorbent containers at least 30cm (12") off the floor (or to exceed anticipated flood levels), at least 15cm (6") away from walls that provide good air circulation OR no valuables are stored in the basement.</p>	N/A	Valuables are stored in sealed, non-absorbent containers at least 30cm (12") off the floor (or to exceed anticipated flood levels), at least 15cm (6") away from walls that provide good air circulation OR no valuables are stored in the basement.	No action required.
<p><b>Indoor Sources of Moisture- Are indoor sources of moisture limited to reduce mold and mildew risk?</b> If bathroom with shower is present, fan is present and when running is strong enough to hold a piece of tissue. Fan is run for 30-60 minutes after bath or shower use. Furnace humidifiers do not operate in the summer. Wood is not stored, laundry is not hung, boots are not dried etc. in the basement.</p>	N/A	If bathroom with shower is present, fan is present but can't hold piece of tissue when running, OR fan is not present OR fan is run for less than 10 minutes after shower or bath. Furnace humidifiers operate in the summer OR items are stored that increase humidity. OR needs further investigation.	No bathroom in the basement. The relative humidity was approx. 55% in the basement. Run dehumidifier(s) to ensure relative humidity is kept at between 30-50%.
<b>Hazardous Materials</b>			
<p><b>Hazardous materials- Are hazardous materials stored in a way that represents a contamination risk during a flood?</b> No hazardous materials are stored in the basement and/or materials are stored in waterproof containers at least 30 cm (12") off the floor (or to exceed anticipated flood levels). Heating fuel tanks are secured to the floor.</p>	N/A	No hazardous materials are stored in the basement and/or heating fuel tanks are secured to the floor.	No action required.



**Committee Matters: SCM 86/2022**

**Subject: Zero Emission Transit Fund Application for an Electrification Road Map Planning Study - City Wide**

Moved by: Councillor McKenzie  
Seconded by: Councillor Francis  
Decision Number: **ETPS 888**

THAT City Council **DIRECTS** Administration to submit the Expression of Interest (stage 1) and if invited, subsequent Full Application (stage 2) to the Infrastructure Canada Zero Emission Transit Fund; and,

THAT the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to sign and execute any documents required to submit the applications to the Grant noted above, subject to all documentation being satisfactory in legal form to the Commissioner of Legal & Legislative Services, in financial content to the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer; and in technical content to the Commissioner of Infrastructure Services, or designates; and,

THAT City Council **APPROVE** the following recommendations upon the City receiving written confirmation from the grant provider that the City's grant application is awarded the requested funding:

- a) THAT the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to take any such action and sign any such documentation as may be required to effect the recommendations and funding for the Grant, subject to all documentation being satisfactory in legal form to the Commissioner of Legal & Legislative Services, in financial content to the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer, and in technical content to the Commissioner of Infrastructure Services, or designates;
- b) THAT the Chief Administrative Officer **DELEGATE** signing of all claims, applicable schedules and other such documents required as part of the request for payment to the Commissioner of Infrastructure Services or designate, subject to financial content approval from the area's Financial Planning Administrator or their manager;
- c) THAT City Council **PRE-APPROVE** and **AWARD** any procurement(s) necessary that are related to the grant awarded projects, provided that the procurement(s) are within approved budget amounts, pursuant to the Purchasing By-Law 93-2012 and amendments thereto; satisfactory in financial content to the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer, and in technical content to the Commissioner of Infrastructure Services, or designates;

- d) THAT the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to take any such action required to effect the recommendation noted above and sign any required documentation/agreement(s) for the grant awarded projects, satisfactory in legal form to the Commissioner of Legal & Legislative Services, in technical content to the Commissioner of Infrastructure Services and financial content to the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer, or designates;
- e) THAT the Purchasing Manager **BE AUTHORIZED** to issue Purchase Orders as may be required to effect the recommendation noted above, subject to all specification being satisfactory in technical content to the Commissioner of Infrastructure Services and financial content to the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer, or designates;
- f) THAT City Council **APPROVE** City funding in the amount of up to \$40,000 for the City's grant matching and ineligible costs from the 2020 Transit Windsor Master Plan Project, 7201016.

Carried.

Report Number: S 30/2022  
Clerk's File: MT/13708

**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 March 30, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:  
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220331/-1/7313>

**Subject: Zero Emission Transit Fund Application for an Electrification Road Map Planning Study - City Wide**

**Reference:**

Date to Council: March 30, 2022

Author: Averil Parent

Asset Coordinator

519-255-6100 ext. 6126

aparent@citywindsor.ca

Asset Planning

Report Date: March 3, 2022

Clerk's File #: MT/13708

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

**Recommendation:**

THAT City Council **DIRECTS** Administration to submit the Expression of Interest (stage 1) and if invited, subsequent Full Application (stage 2) to the Infrastructure Canada Zero Emission Transit Fund; and,

THAT the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to sign and execute any documents required to submit the applications to the Grant noted above, subject to all documentation being satisfactory in legal form to the Commissioner of Legal & Legislative Services, in financial content to the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer; and in technical content to the Commissioner of Infrastructure Service, or designates; and,

THAT City Council **APPROVE** the following recommendations upon the City receiving written confirmation from the grant provider that the City's grant application is awarded the requested funding:

- a) THAT the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to take any such action and sign any such documentation as may be required to effect the recommendations and funding for the Grant, subject to all documentation being satisfactory in legal form to the Commissioner of Legal & Legislative Services, in financial content to the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer, and in technical content to the Commissioner of Infrastructure Services, or designates;
- b) That the Chief Administrative Officer **DELEGATE** signing of all claims, applicable schedules and other such documents required as part of the request for payment to

the Commissioner of Infrastructure Services or designate, subject to financial content approval from the area's Financial Planning Administrator or their manager;

- c) THAT City Council **PRE-APPROVE** and **AWARD** any procurement(s) necessary that are related to the grant awarded projects, provided that the procurement(s) are within approved budget amounts, pursuant to the Purchasing By-Law 93-2012 and amendments thereto; satisfactory in financial content to the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer, and in technical content to the Commissioner of Infrastructure Services, or designates;
- d) THAT the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to take any such action required to effect the recommendation noted above and sign any required documentation/agreement(s) for the grant awarded projects, satisfactory in legal form to the Commissioner of Legal & Legislative Services, in technical content to the Commissioner of Infrastructure Services and financial content to the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer, or designates;
- e) That the Purchasing Manager **BE AUTHORIZED** to issue Purchase Orders as may be required to effect the recommendation noted above, subject to all specification being satisfactory in technical content to the Commissioner of Infrastructure Services and financial content to the Commissioner of Corporate Services, Chief Financial Officer/City Treasurer, or designates;
- f) THAT City Council **APPROVE** City funding in the amount of up to \$40,000 for the City's grant matching and ineligible costs from the 2020 Transit Windsor Master Plan Project, 7201016.

### **Executive Summary:**

N/A

### **Background:**

The transportation sector accounts for 25% of Canada's greenhouse gas emissions. Canada generates approximately 82% of its electricity from zero emission power sources. Therefore shifting vehicles away from fossil fuel engines, towards zero emission alternatives, presents an opportunity for significant greenhouse gas emission reductions. Helping communities invest in zero emission transportation option ensures cleaner air, creates jobs and supports Canadian manufacturing.

Infrastructure Canada announced the \$2.75 billion Zero Emission Transit Fund (ZETF) in the Fall of 2021. The fund offers support to public transit and school bus operators across Canada who are moving towards electrification of their fleets. The fund will also deliver on the federal government's commitment to help purchase 5,000 zero emission buses over the next five years, build supporting infrastructure including charging stations, and fund facility upgrades, in close partnership with the Canada Infrastructure Bank (CIB). These investments are closely coordinated with the CIB's commitment to invest \$1.5 billion in Zero Emission Buses (ZEB) as part of its three-year Growth Plan.

Through the ZETF, Infrastructure Canada provides contributions to support planning and capital projects that will reduce the barriers to procuring zero emission transit buses in Canada. Through its \$1.5 billion ZEB initiative, the CIB provides creative and flexible financing options by leveraging forecasted lifecycle operational cost savings to help offset the higher upfront costs of zero emission buses.

Project applications submitted as part of the application process will be submitted to both Infrastructure Canada and the Canada Infrastructure Bank. Both organizations will review applications based on their respective mandate, objectives and criteria. The CIB will review applications to identify potential opportunities for financing based on a project's anticipated operational cost savings, and will work directly with select applicants to ensure the viability of projects and successful deployment of ZEBs. Infrastructure Canada will review applications and will base its approval of projects for funding on the project satisfying eligibility and merit criteria established for the ZETF.

Municipalities are eligible for this funding. The application process involves submitting an Expression of Interest (stage 1) and if accepted a Full Application (stage 2) must be submitted. Applications for this continuous intake fund will be accepted until available funding has been fully allocated. Eligible expenses must be claimed before the program end date of March 31, 2026.

There are two components under which projects are eligible for funding:

1. **Planning Projects:** Eligible projects include studies, modelling and feasibility analysis that will support the development of future larger scale capital projects. Planning projects will ensure that transit agencies have established a comprehensive electrification plan and are prepared to submit applications for capital projects under the stage 2 of the grant funding envelope. The maximum contribution towards planning projects is up to 80% of the total eligible costs.
2. **Capital Projects:** Eligible capital projects include buses, charging and refueling infrastructure, and other ancillary infrastructure needs. The maximum non-repayable contribution is up to 50% of the total eligible costs. Infrastructure Canada will ensure that total combined Infrastructure Canada funding and CIB financing do not exceed 100% of eligible costs.

## **Discussion:**

Through discussions with Transit Windsor, Administration recognises that applying to this fund is a great opportunity to begin charting a course towards electrification of services including buses and other infrastructure to support electrification. As Transit Windsor currently does not have an electrification road map, we are only able to take advantage of the Planning Projects stream of this fund at this time.

Prior to the announcement of this fund, Transit Windsor had already been involved in the development of a project of this nature. Transit Windsor is a member of Metrolinx, an agency that coordinates transportation needs across Ontario including procurement contracts for works, capital investments, purchasing of buses etc. Through Metrolinx, a consortium of transit authorities including Transit Windsor recently issued an RFQ to hire a consultant to help develop electrification roadmaps in their respective

communities. The RFQ is set to be awarded in April 2022. Through communication with the grant provider, we have confirmation that if the City of Windsor is successful in the application process, we could choose to work with the consultant identified by Metrolinx to conduct planning activities. As previously noted, this project is eligible for funding under the Planning Project stream of the Zero Emission Transit Fund.

Administration recommends submitting an Expression of Interest (EOI) at this point in the project. If our EOI is successful, we would then proceed with submitting a full application. If funding is awarded for this project, we would proceed with the consultant to develop an electrification road map for Transit Windsor. Once the roadmap is complete, there is the potential to apply to the Zero Emission Transit Fund again under the Capital Project Stream, pending available funding and agreeable timelines.

### **Risk Analysis:**

There is a risk that the City may not be awarded funding and/or that the planning project may exceed initial budget estimates. This project is estimated to cost between \$150,000 to \$200,000. The grant funding would cover 80% of eligible costs with the remainder of project costs being funded from the Transit Master Plan capital project. If the application is not successful, or the planning project exceeds initial estimates, Administration would consider other options for funding the project and report back to Council for approval. This risk is mitigated by ensuring we are able to meet all the criteria in the project, put forward the strongest project and provide confirmation that we have already committed to the funding source for the City's portion of the project.

### **Climate Change Risks**

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

There is no climate change mitigation risk with the proposed planning project. In fact, the electrification road map will be able to guide Transit Windsor to better plan for zero emission busses and infrastructure, thus decreasing corporate greenhouse gas emissions. Action item T3 in the City's Corporate Climate Action Plan is to *Explore Alternative Propulsion Vehicles* for our Transit fleet. Corporately, 42% of our greenhouse gas emissions come from our Fleet, with Transit Fleet accounting for about 66% of those emissions.

The current Corporate greenhouse gas emissions reduction target is 40 percent below 2014 levels by 2041. The Corporate inventory for 2019 reported an increase of 3.6% above the 2014 baseline. Taking steps towards electrification of our Transit fleet and infrastructure will help us to move toward our corporate GHG reduction goals.

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

There is no climate change adaptation risk with the proposed planning project. The electrification road map can explore how to improve energy resilience in Transit Windsor infrastructure. In addition, a reduction in fumes from Transit vehicles may have a positive effect on Windsor's air quality, which is important for vulnerable populations particularly during hot summer days.



**Financial Matters:**

Funding from the Zero Emission Transit Fund will cover up to 80% of eligible costs of the Planning study. Based on similar studies, administration is estimating the cost to hire a consultant is projected to be between \$150,000 to \$200,000. Administration will be asking for up to \$160,000 from the grant provider to allow for some contingency. Therefore, the City will need to provide up to \$40,000 in matching funding. It is recommended that funding be from the 2020 Transit Master Plan capital project (project ID 7201016.) There are sufficient funds in this project to fund these expenses.

**Consultations:**

Sue Grimmett, Program Manager, Financial Planning

Tony Houad, Senior Manager Fleet & Support Services Transit Windsor

Alex Vucinic, Manager, Purchasing

Aaron Farough, Legal Counsel

Mike Dennis, Financial Manager, Asset Planning

**Conclusion:**

In conclusion, Administration recommends submitting an Expression of Interest, and if invited to proceed, a full application to the Zero Emission Transit Fund for an electrification road map planning study to be completed by a consultant.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Natasha Gabbana	Senior Manager, Asset Planning
Poorvangi Raval	Manager, Performance Management & Business Case Development
Tyson Cragg	Executive Director, Transit Windsor
Chris Nepszy	Commissioner, Infrastructure Services
Tony Ardovini	On behalf of Commissioner, Corporate Services/CFO/City Treasurer
Jason Reynar	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**



**Committee Matters: SCM 77/2022**

**Subject: Essex Region Conservation Authority 2022 Draft Budget with  
2021 Annual Report and Transition Plan**



admin@erca.org

P.519.776.5209

F.519.776.8688

360 Fairview Avenue West  
Suite 311, Essex, ON N8M 1Y6

February 28, 2022

**Windsor/Essex/Pelee Municipal Councils**  
sent to Municipal Clerks for distribution

## RE: DELEGATION REQUEST

At a meeting of the Essex Region Conservation Authority' Board of Directors on February 17, 2022, the [Draft 2022 Budget](#) was approved for distribution to municipalities; and to provide notice that a weighted vote will be held at the Board of Directors' meeting on April 14, 2022. Ontario Regulation 139/96 (as amended by O.Reg. 106/98, s. 1) requires that affected municipal partners receive a minimum 30-day notice for which a meeting where a weighted and recorded vote will be taken, regarding non-matching levies. The Regulation also requires that the notice be accompanied by the financial information used to determine that levy. This notice, along with ERCA's [Draft 2022 Budget](#) was circulated to Municipal Clerks for distribution to members of Council on Thursday, February 24, 2022.

The purpose of the delegation is to address recent changes to the Conservation Authorities Act, advise on [ERCA's Transition Plan](#) and process and respond to any concerns of the municipality related to the change in the Act and our Draft 2022 Budget.

Representatives from Administration and the Board will highlight key points of the budget and demonstrate how it responds to provincial direction and objectives including: increased transparency to municipal funders; identification of mandatory and non-mandatory services and reallocation of municipal levies to core mandated responsibilities, as described in the Conservation Authorities Act.

In addition, we have provided links to [ERCA's 2021 Annual Report](#) and [2021 Annual Report Video](#) presented at our Annual General Meeting that highlight some of the work undertaken by ERCA in our community and request that the Annual Report Video be played following our Delegation's presentation.

Should you have any questions regarding our budget, please do not hesitate to contact us.

Thank you,

Tim Byrne  
CAO/Secretary-Treasurer

Shelley McMullen  
CFO/Director, Finance and Corporate Services



admin@erca.org

P.519.776.5209

F.519.776.8688

360 Fairview Avenue West  
Suite 311, Essex, ON N8M 1Y6

February 24, 2022

Town of Amherstburg  
Town of Essex  
Town of Kingsville  
Town of LaSalle  
Municipality of Leamington  
Municipality of Lakeshore  
Township of Pelee  
Town of Tecumseh  
City of Windsor

Attention: Municipal Council Clerks (for distribution)

**RE: ESSEX REGION CONSERVATION AUTHORITY 2022 DRAFT BUDGET  
30 DAY NOTICE TO MEMBER MUNICIPALITIES**

Please find attached the 2022 Draft Budget for the Essex Region Conservation Authority (ERCA) as approved for circulation by the Board of Directors, on February 17, 2022. The Board of Directors has approved a 2.5% increase in municipal levies totalling \$85,684, as detailed in the attached levy allocation schedule.

Ontario Regulation 139/96 requires that participating municipalities receive a minimum a 30-day notice for which a meeting where a weighted and recorded vote will be taken, respecting non-matching levies. The weighted vote will take place on Thursday, April 14, 2022 at the regular meeting of the ERCA Board of Directors.

Should you have any questions regarding this 2022 Draft Budget, please feel free to contact Mr. Tim Byrne, [tbyrne@erca.org](mailto:tbyrne@erca.org) or by phone 519-776-5209 ext. 350.

Thank you,

Tim Byrne  
CAO/Secretary-Treasurer

Shelley McMullen  
CFO/Director, Finance and Corporate Services

**Attachments:** ERCA 2022 Draft Budget, Discussion & Analysis

## TABLE OF CONTENTS

Introduction	1	Community Outreach Services	28
Overview and Analysis	6	Administration & Corporate Services	31
Return on Local Investment	12	Summary	33
Integrated Watershed Management	14	Appendix A: 2022 Draft Detailed Budget - Financial Activities	34
Program Integration Model	15	Appendix B: Draft Municipal Levy Schedule (2.5%)	53
Watershed Management Services	16	Appendix C: Draft Reserves Continuity Schedule	54
Conservation Services	20	Appendix D: Funding Sources by Service Delivery Area	55
Watershed Research Services	25	Appendix E: Where Does Your Levy Go?	57

## CONSERVATION AUTHORITIES AND LEGISLATIVE BACKGROUND

In Ontario, conservation authorities develop and deliver local, watershed-based resource management programs on behalf of the province and municipalities. Conservation authorities are public sector organizations established by the Province and governed by the Conservation Authorities Act (Act), which is administered by the Ministry of the Environment, Conservation and Parks. Some legislative provisions, including those related to natural hazard management, are the responsibility of the Ministry of Northern Development, Mines, Natural Resources and Forestry.

Conservation authorities carry out mandatory programs that serve provincial and municipal interests, including:

- natural hazard management / risk mitigation and protection
- flood and erosion control
- management of conservation authority owned land
- drinking water source protection (under the *Clean Water Act*)
- surface water and groundwater monitoring programs

They also provide advice to municipalities on natural hazard management, planning matters and regulate impacts of development and activities in hazardous lands, (such as floodplains, shorelines or wetlands) natural hazards, and public safety through a permitting process.

Since its establishment by the Province in 1973, the Essex Region Conservation Authority (ERCA) has been serving its local participating municipalities by providing programs, leadership, the coordination across municipal boundaries, and the management of local natural resources. The recent changes to the Act allow municipalities to continue to work with local conservation authorities to: develop and deliver additional local natural resource programs and services; and have more control over funding of non-mandatory programs and services. ERCA is committed to delivering the Non-Mandatory local natural resource programs and services, in consultation with its municipal funders and the residents of our region.

While the municipal levy funding requirements for Mandatory services and municipal agreements, for the funding of levy-supported Non-Mandatory services, are not in force until January 1, 2024, Administration is providing 2022 budget information based on the draft segregation of its activities into Mandatory and Non-Mandatory services. In accordance with the requirement of the Transition Plan (O. Reg. 687/21), Administration is finalizing its inventory of programs and services, including costing and funding information, for review by the Ministry of the Environment, Conservation and Parks and ERCA's participating municipalities. The categorization, as presented in this budget, is a guideline and certain activities may be re-categorized in future budget cycles.

The Authority delivers its programs through five service delivery areas, which are also further refined into sub-units, as presented in the Programs & Services charts below.

## PRIMARY SERVICE DELIVERY AREAS

---

- 1. Watershed Management Services** are identified as Mandatory and ensure that development in the region progresses in a sustainable manner. Within this business unit, Development Services, Watershed/Water Resources Engineering and Flood Management/Flood Forecasting and Warning are identified as Mandatory services, while Watershed Planning falls under both the Mandatory (hazard planning), and Non-Mandatory (operational planning) categories.
- 2. Conservation Services** protects, restores, and manages natural heritage systems within ERCA's watersheds. Conservation lands management, passive recreation at conservation areas, and tree planting and restoration on conservation lands, are identified as Mandatory services. Conservation Services identified as Non-Mandatory in the Act include tree planting and restoration on private or municipal lands, and Holiday Beach Conservation Area operations.
- 3. Watershed Research Services** strives to improve the health of local watercourses. Source Water Protection is identified as a Mandatory service and ensures local sources of drinking water are protected through the implementation of policies in the Source Protection Plan. Water quality monitoring to support the Provincial Water Quality Monitoring Network is also identified as Mandatory, while other watershed science programs such as the Essex County Demonstration Farm and agricultural Best Management Practices fall under the Non-Mandatory category.
- 4. Community Outreach Services** supports all business units of the Authority, through design and provision of all communications collateral including videos, signage, brochures and website content. Corporate communications, supporting Mandatory activities, are identified as Mandatory, while curriculum-based outdoor education and most outreach activities are Non-Mandatory. Community Outreach Services provide an essential linkage to external stakeholders through: curriculum based outdoor education programs, on-the-ground community restoration events including Earth Day Tree Planting; corporate engagement/team-building; volunteer management as well as celebrating and disseminating the work of ERCA's Board and team members, via various traditional and social media platforms. Fundraising support is also provided to the Foundation.
- 5. Corporate Services** provides leadership and management in the delivery of all programs and services. Administration and oversight is central to the successful functioning of the entire organization, through the office of the CAO, and services are categorized as Mandatory due to legislative requirements pertaining to the corporation. Corporate Services is organized into four program areas: Governance & Risk; Financial Services; Human Resources; and Information Management/Technology. Team members work collectively to ensure corporate compliance with multiple pieces of legislation and also provide support to the Foundation.

In preparation for the required municipal consultations, regarding the inventory of Mandatory and Non-Mandatory services, the following table indicates Administration's initial construct and categorization:

## Conservation Authorities Act 21.1 - Mandatory Programs & Services

Risks of Natural Hazards	Conservation and Management of Lands Owned /Controlled	Watershed Research/DWSP	Administration & Corporate Services
<p><b>S.28 Regulations/ Permits</b></p> <p>Protection of new development and maintenance, upgrades and repairs to existing development</p> <p><b>S.39 Flood/Erosion Program</b></p> <p>Maintaining a regional flood forecasting contingency plan</p> <p><b>Watershed Engineering</b></p> <p>Stormwater Management reviews, hazards modelling and mapping, project management services to municipalities</p> <p><b>Planning – Risk of Hazards</b></p> <p>Review and input on long-range planning instruments (OPs, OPAs), coordination of watershed-scale studies.</p> <p><b>Climate Change – Risk of Hazards</b></p> <p>Consider impacts with respect to regulatory, engineering, and planning related decisions with respect to natural hazards.</p>	<p><b>CA Lands &amp; Infrastructure Management</b> (Forest Mgmt, Biodiversity, Long Range Plans &amp; Land Strategies).</p> <p><b>CA Lands &amp; Infrastructure Maintenance</b> (Operational day to day). Includes JRPH Museum/Site</p> <p><b>CA Lands -Restoration of Natural Areas</b> (Tree replacement, wetlands, etc.)</p>	<p>Drinking Water Source Protection Authority under the Clean Water Act (2006)</p> <p>Provincial surface and ground water monitoring program</p>	<p>Corporate Governance, Board of Directors, CAO</p> <p>Risk Management &amp; Legislative Compliance</p> <p>Finance, Budgets, Financial Statements</p> <p>Human Resources</p> <p>Information Systems/ Records/ Technology</p>
<p><b>TRANSFERS TO INFRASTRUCTURE RESERVES – CONSERVATION AREAS ASSET REPLACEMENT</b></p>			<p><b>Corporate Communications</b></p>

**TRANSFERS TO CORPORATE (ADMINISTRATIVE) RESERVES – LEGAL, HR, IT, ETC.**

## Conservation Authorities Act 21.1.2 - Non-Mandatory Programs & Services

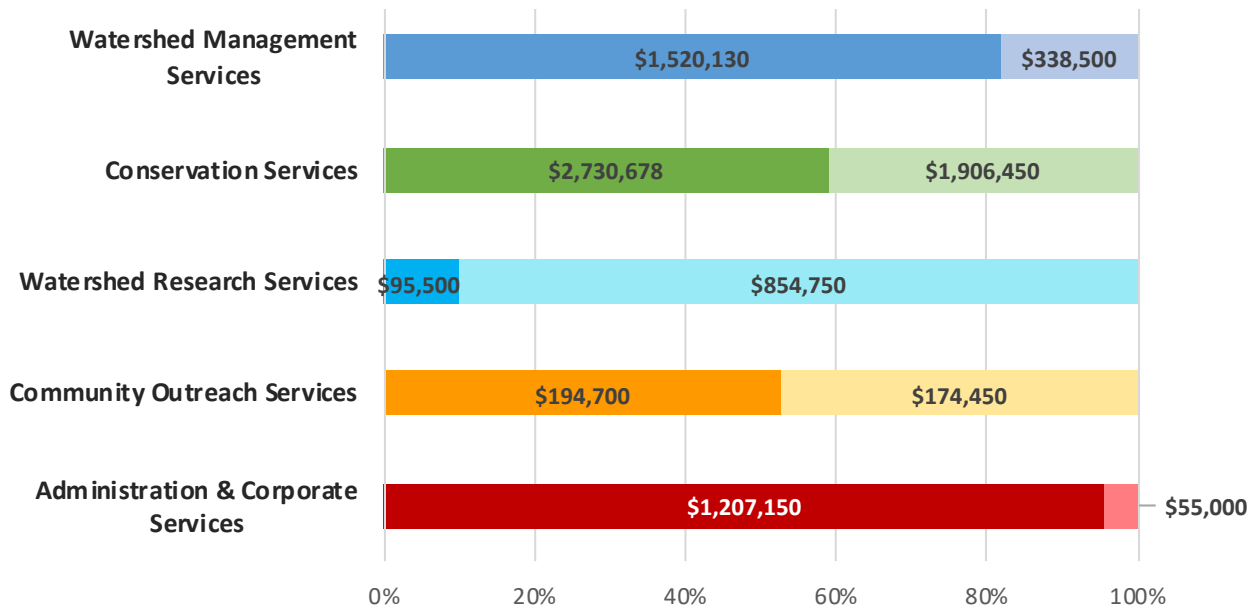
Watershed Management Services	Conservation Services	Watershed Research	Community & Outreach Services
<p style="text-align: center;"><b>Plan Review – Natural Heritage</b></p> <p style="text-align: center;"><b>Municipal Water &amp; Erosion Control (WECI) Projects (50% Municipal /50% Province)</b></p> <p style="text-align: center;"><b>Other municipal technical studies or infrastructure projects (100% municipally-funded)</b></p>	<p style="text-align: center;"><b>Land Securement &amp; Acquisition</b></p> <p style="text-align: center;"><b>Restoration - Non ERCA lands (fee for service or grant subsidized)</b></p> <p style="text-align: center;"><b>Holiday Beach Management - Agreement 2001-2031</b></p> <p style="text-align: center;"><b>Landowner Stewardship/ Extension Services</b></p> <p style="text-align: center;">Essex Soil and Crop Improvement Association Supports</p> <p style="text-align: center;">Demonstration/ Research Farm</p>	<p style="text-align: center;"><b>Water Quality &amp; Monitoring</b></p> <p style="text-align: center;"><b>Special grant/term-limited research projects &amp; studies</b></p> <p style="text-align: center;"><b>Municipal Services provided through agreement (Risk Management Services Part IV CWA) Conservation Authorities Act 21.1.1</b></p>	<p style="text-align: center;"><b>Educational programming - various CA locations</b></p> <p style="text-align: center;"><b>General outreach, events and partnership engagement</b></p> <p style="text-align: center;"><b>Other externally-funded community engagement projects</b></p>
			<p><b>Essex Region Conservation Foundation supports</b></p>

To enhance the reader’s understanding of the Authority’s programs and current funding mechanisms, and to respond to the Province’s demand for funding transparency, ERCA Administration has provided additional analysis, relating to Non-Mandatory programming through the identification of activities which require a degree of levy support and those that are specific to term-limited special projects or fee-for-service activities and are not levy-dependent.



This revised detailed budget presentation (**Appendix A**) includes sub sections for each service delivery area, noted as (1) Mandatory Programs & Services, (2) Non-Mandatory Ongoing/Recurring Programs & Services and (3) Non-Mandatory Municipal and Term-limited projects with special grants and fixed term funding. The budget includes ~\$12,000 in municipal services, relating to Part IV (Clean Water Act) compliance activities and is included in the third category for presentation purposes, since it is immaterial to the total budget.

### 2022 Budget by Service Delivery Area and by Mandatory / Non-Mandatory Functions - \$9M



Darker colours represent mandatory services, and lighter colours represent non-mandatory services



# 2022 Overview and Analysis

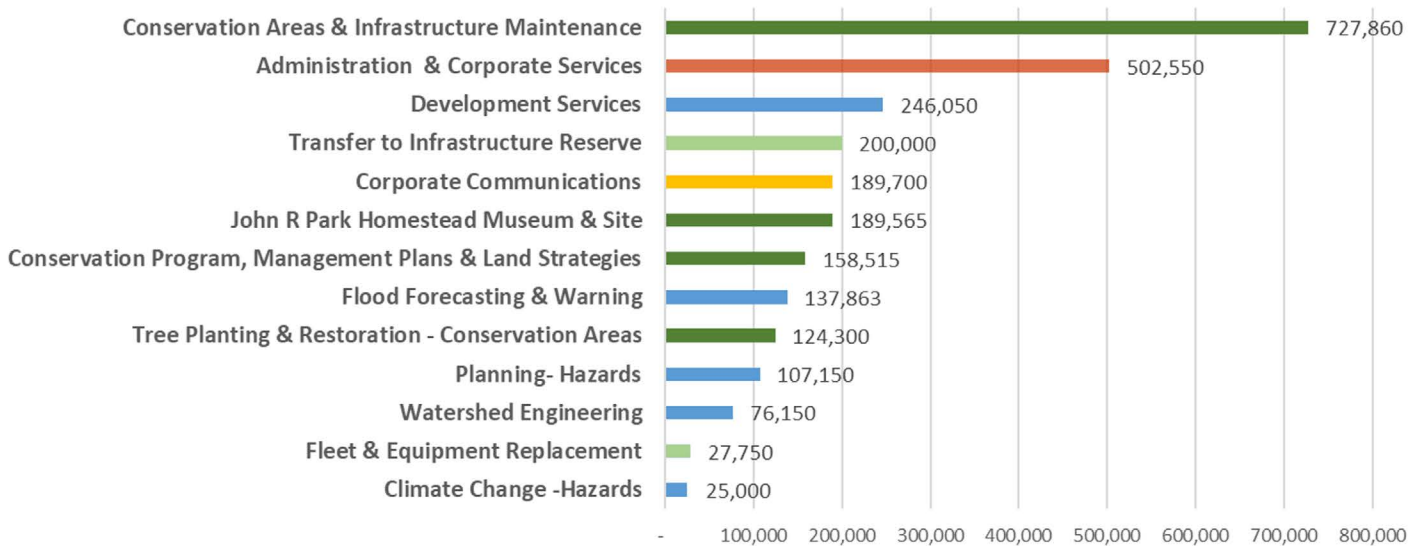
- Administration, in consultation with the Finance and Audit Advisory Board on November 30, 2021, is recommending an increase of \$85,684 (~2.5%) to levies, for total levy funding of \$3,540,303. Current value assessment in the Authority's jurisdiction has expanded by 1.3%, therefore the assessed levies will only rise by 26 cents per household, to \$23.15 based on an assessed value of \$300,000.
- Levy funding of \$2,712,453 is required to fulfil the Authority's mandated obligations in 2022, consistent with the categories of mandated services, as listed in the Conservation Authorities Act. Additional levy of \$327,850 is required to maintain other core watershed programs, which operate on a recurrent annual basis and additionally, \$500,000 is allocated to the Non-Mandatory land acquisition fund.
- The majority of the levy (77%) supports delivery of mandatory services with the remainder 23% of the levy allocated to delivery of core recurring watershed programs. Mandatory services are also financed by provincial transfer payments, permit revenues, user fees and internal charge-backs, with total non-levy sources, covering 44% of mandatory service delivery cost.
- Historically, the local investment of levy and municipal special project funding, directed to the Authority has been matched dollar for dollar, if not exceeded. Between 2017 and 2021, the Authority received municipal funds of \$9,774,032, representing levy and special-project funds, for programs and projects, that are anticipated to be categorized as Non-Mandatory, under the Act. During that time, non-municipal funds of \$9,913,725 were received, supporting those very same initiatives. The Non-Mandatory work relating to tree planting and restoration on non ERCA properties, generates the greatest return, with \$4.12 generated through outside funding sources for every CW~GS dollar of investment and globally, ERCA has attracted investment of \$1.01 for every \$1 of municipal investment, for Non-Mandatory programs, services and special projects.
- The Authority's budget includes Mandatory program expenses of ~\$5.5 million, including conservation areas capital projects, plus an additional \$215,000 in levy-funded transfers to the infrastructure reserve fund, for a total of \$5,750,908. Non-Mandatory expenses of \$3,366,150 are included, for a total adjusted budget of \$9,117,058. Total revenues of \$8,984,058, plus net reserve transfers of \$133,000 (after ERCF multi-year donation payments), are projected to provide the required funds of \$9,117,058 for operations and construction of, or purchase of assets.
- Two additional permanent staffing positions are contemplated to address demands arising from Mandatory service expectations and include an administrative support/Executive Assistant position and a mid-level Land/Infrastructure Maintenance Supervisor. In 2020, the Authority entered into a four year agreement with CUPE Local 3784, and this budget reflects negotiated changes to 2022 wages and benefits.
- Increased operating expenses of \$389,000, attributable to delivering mandatory services, were offset by an anticipated growth in self-generated revenues (\$111,000) and a resumption of customary transfer amounts to certain reserves (\$164,000), as well as usage of other identified reserve funds (\$33,000), to normalize balances, or utilize a reserve fund, as expressly authorized by previous Board direction. Non-Mandatory services are anticipated to require an additional \$4,000 in levy funding.

# LEVIES ANALYSIS AND DRAFT ALLOCATION

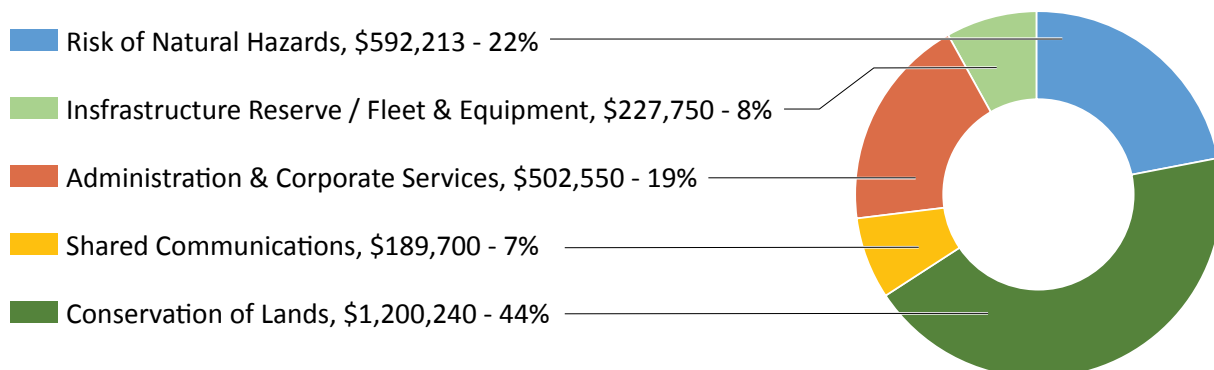
After determining wage obligations and operating costs, Administration is calculating a required Levy funding of \$2,712,453 to fulfil the Authority’s mandated obligations, as shown below. If municipal funding is required in 2024 and beyond, for Non-Mandatory services, the Authority is required to engage its municipal funders in consultations during 2022 regarding scope of services, and execute funding agreements in 2023. The 2022 budget aligns General levy with Mandatory functions and CW~GS levy is now allocated to supporting Non-Mandatory services.

Levies associated with Non-Mandatory services total \$827,850. While Non-Mandatory levy is not insignificant, and exceeds \$800,000, the majority of the allocation supports land acquisition (\$500,000). The remainder ~\$328,000 attracts significant support from other levels of government and NGOs, including the Essex Region Conservation Foundation. Levy supports less than 30% of the costs to deliver ongoing core watershed programming. Note that approximately \$2million is included in the 2022 budget, for term-limited projects, financed by a third party and/or government funding, or fee-for-service contracts. These projects do not require levy nor do they require municipal agreements in 2024.

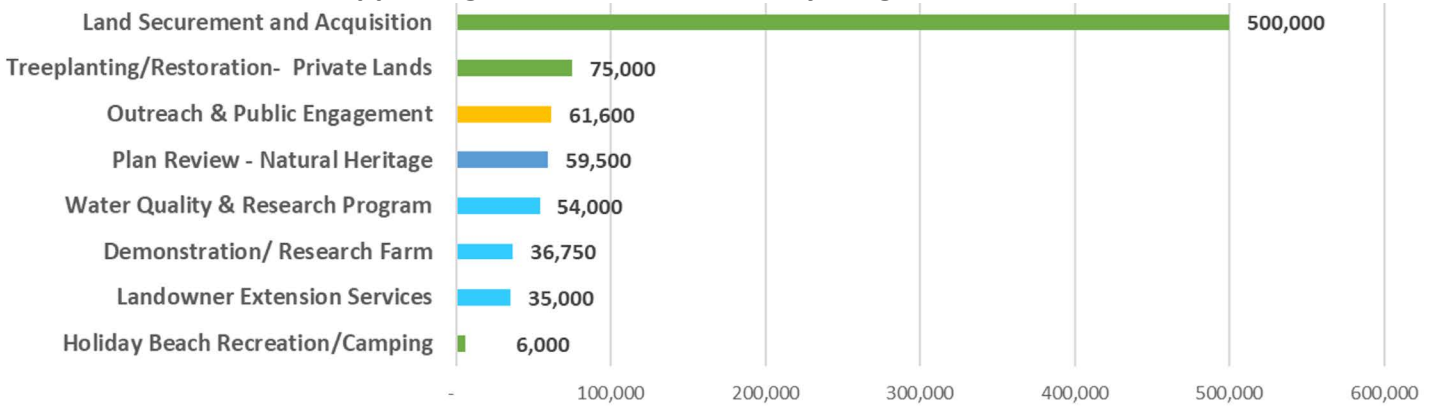
## 2022 Proposed General Levies Supporting (Draft) Mandatory Programs & Services



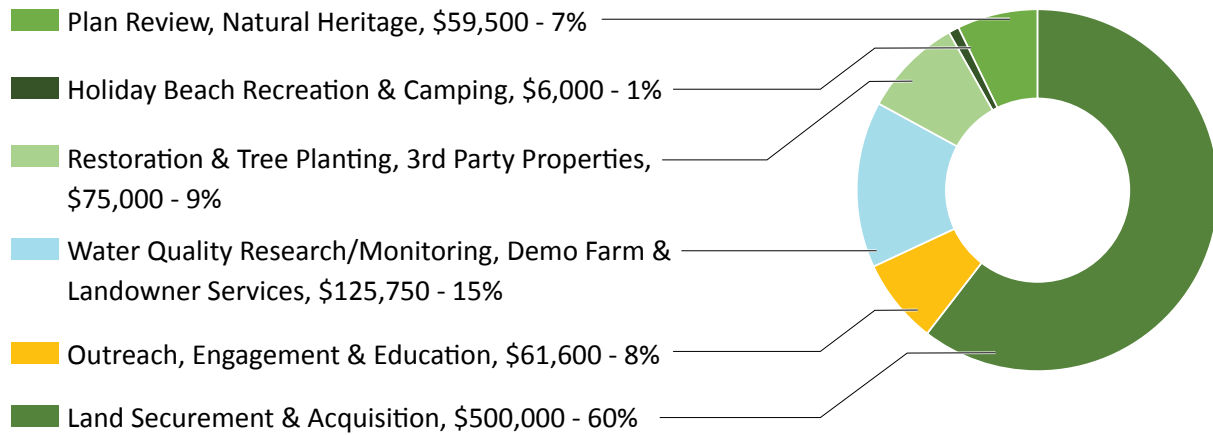
## 2022 Levies Summary - Mandatory Services



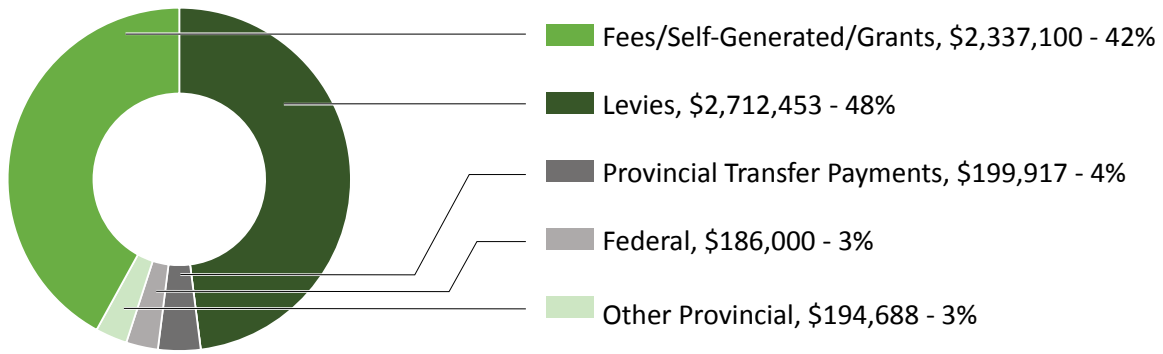
## 2022 Proposed Clean Water - Green Spaces Levies Supporting (Draft) Non-Mandatory Programs & Services



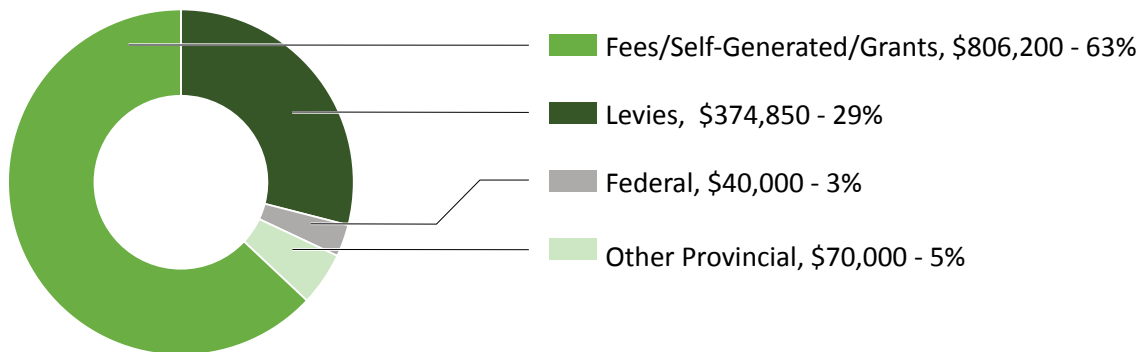
### 2022 Non-Mandatory Levies by Function



**2022 Projected New Funds By Source - Mandatory Services  
(Excludes Deferred Revenue / Reserve Transfers)**



**2022 Projected New Funds By Source - Non-Mandatory (Annual / Recurring) Services  
(Excludes Deferred Revenue / Reserve Transfers)**



**2022 Projected New Funds by Source - Non-Mandatory Special Grant / Term Limited Projects  
(Excludes Deferred Revenue / Reserve Transfers)**



**RESERVE FUNDS**

The Authority maintains several reserve funds and this budget includes levy-funded transfers of \$215,000 to infrastructure reserves, and \$211,000 from the Foundation, related to multi-year capital project pledges, for a total of \$426,000. Transfers from the reserves, of \$344,000, are expected to fund capital projects and fleet/equipment acquisitions, as identified in **Appendix C**. Reserves are therefore projected to increment by \$82,000 and all Authority Reserve Funds are shown in **Appendix C**.

# HUMAN RESOURCE ANALYSIS

The budget for staffing identifies and includes a recommendation for **two additional staffing positions to support Mandatory services**. The Authority continues to respond to unprecedented volumes of inquiries from stakeholders, permit applications and administrative compliance-related demands. This now includes the recent change to the Conservation Authorities Act, which requires municipal agreements, and the associated contract administration, for levy-supported Non-Mandatory services. The Authority simply does not have sufficient staff to adequately address existing demands, related to its Mandatory functions, and staff across all departments and levels have raised this as a serious concern. An additional position is contemplated in Conservation/Land Management Services to fill the gap between the Grade 5 Field Superintendent and the Grade 1 Conservation Area Technicians. Adding capacity will serve to address the growing deferred maintenance issues and allow the Authority to complete its required comprehensive conservation areas management and maintenance plans, which will in turn inform the asset management plan and future budgets.

The enhanced identified capacity would result in 44 permanent/Long-Term Contract staff positions, although some positions will likely be partially vacant during the year, due to ongoing recruitment challenges for specialized classifications and budget approval timelines, resulting in approximately 42 Full-Time Equivalents (FTEs). Seasonal contract positions account for approximately 3.5 FTEs in this budget and this represents enhanced seasonal staffing supports, specific to Holiday Beach and the JRPH Conservation Centre. Similar to 2021, several levy funding reallocations (\$44,000) have been made between departments, due to either new funding sources or reduced activity, primarily related to outreach, education and the water quality program, which has reduced the overall required operating levy.

PROGRAM OR SERVICE	2021 FTEs	2022 FTEs
<b>Corporate Services &amp; Communications</b>	<b>7.3</b>	<b>7.7</b>
Risks of Natural Hazards	11.3	12.4
Conservation & Management of Lands	8.8	10.8
Source Protection Authority	0.9	0.8
<b>Total FTEs -Mandatory Programs</b>	<b>28.2</b>	<b>31.7</b>
Watershed Management Services	1.0	0.6
Conservation Services	4.3	5.3
Watershed Research	1.1	1.0
Outreach & Education	1.2	1.0
<b>Total FTEs Non-Mandatory – Annual Recurring Programs</b>	<b>7.7</b>	<b>8.0</b>
Municipal Risk Management Services	0.1	0.1
ERCF Supports	0.2	0.4
Watershed Management Services	0.2	0.2
Conservation Services	0.4	-
Watershed Research	5.5	5.0
Outreach Special Projects/Events	0.3	0.3
<b>Total FTEs Non-Mandatory Term Projects/Contracts</b>	<b>6.7</b>	<b>6.0</b>
<b>Total Full Time Equivalents</b>	<b>42.5</b>	<b>45.7</b>

Compensation, including payroll taxes and benefits is the Authority’s largest category of expense, comprising 38% of the budget and 88% of the compensation expense is associated with Mandatory Services.

Staff are engaged in the provision of Mandatory Services to a varying degree, with 70% of full-time equivalent positions (31.7 FTEs), undertaking mandatory services.

In any given year, the principal drivers of the Authority’s financial condition and results are its staffing costs, followed by demand for its services and corresponding revenues. The wage and benefit expense for additional permanent staffing capacity cited above, plus additional seasonal hours for summer students, due to an expanded growing season, and to free up permanent staff to address a number of capital projects, is the primary contributor to the growth in mandatory services wages. Conservation areas field technicians will also be deployed year- round to address deferred maintenance issues from previous years. The year-over-year variance is also comprised of grid adjustments and does not account for attrition, as some positions were only included for a partial year in 2021, due to recruitment timelines. This accounts for approximately \$140,000 of the \$239,000 escalation in wages/benefits, in that category.

The total budgeted expense for wages and benefits, attributable to the annual non-mandatory programs is higher than budgeted, but relatively in-line with the 2021 expense. Administration added seasonal staff at Holiday Beach, in order to enforce admission entry fees and this strategy resulted in a remarkable increase of ~\$70,000 in revenues, but with a modest investment of ~\$30,000 in staffing costs. This model will be applied again in 2022 and Administration will reassess, at the end of the 2022 operating season. It is unclear as to the impact that Covid-19 related closures and reduced options for the public with respect to leisure time activities, have had on expanded use and visitation at conservation areas and whether 2022 will achieve the same results.

	2022 BUDGETED WAGES	2021 BUDGETED WAGES	2021 PROJECTED WAGES
<b>Total Wages &amp; Benefits Mandatory Programs &amp; Services</b>	<b>\$ 3,050,300</b>	<b>\$ 2,811,500</b>	<b>\$ 2,752,270</b>
<b>Total Wages &amp; Benefits Non-Mandatory Programs &amp; Services-Annual Recurring</b>	<b>631,500</b>	<b>584,750</b>	<b>626,293</b>
<b>Total Wages &amp; Benefits Non-Mandatory Term-Limited Special Projects</b>	<b>461,550</b>	<b>557,545</b>	<b>677,858</b>
<b>Total Wages &amp; Benefits</b>	<b>\$ 4,143,350</b>	<b>\$ 3,953,795</b>	<b>\$ 4,056,421</b>

## OTHER BUDGET PRESSURES & NON-WAGE ANALYSIS

Of the ~\$85,000 recommended increase to levy, only \$4,000 is attributable to providing non-mandatory programs and services, primarily costs specific to commenting on natural heritage matters for planning applications. The 2021 budget accounted for staffing vacancies in that department, but a full complement of staff is included for 2022.

Budget pressures, regarding wages that support mandatory services were noted above and total approximately \$239,000. Other non-wage expenses are predicted to escalate by \$150,000, with approximately \$64,000 of expenses related to server data migration, data security, database(s)/workflow redesigns, other cloud-hosted services and website compliance-related upgrades (*Program Highlights – Information Management*). Several reports have been provided to the Board of Directors; Phase 1 of the Technology Plan was endorsed and the majority of the IT expenses are not recurring although cloud-hosted services will result in future monthly charges. The budget includes supplies and a provision for maintenance and repairs of conservation areas/greenways and its infrastructure, in the amount of ~\$44,000. Due to Covid and historic limited staff resources, there is a considerable volume of deferred maintenance items to deal with. The cost of insurance has been increasing exponentially and the budget reflects an adjustment to the actual cost of all-lines of coverage and this accounts for approximately \$19,000, but includes the additional insurance for the JRPH Conservation Centre. The expense for plant materials has been incremented by ~\$18,000 to

account for the biennial planting of trees at the memorial forest, which is funded through the Foundation. Utilities, occupancy and property taxes will grow by approximately \$12,000 as a result of operating the new JRPB Conservation Centre. Savings of \$7,000 are anticipated across several categories including office supplies and fleet/equipment maintenance/replacement.

Offsetting the **\$389,000 escalation in mandatory expenses** though, is an anticipated net growth in self-generated revenues/grants of \$110,000, largely related to fees for permits. With no slowdown in development in the region forecasted in 2022, Administration has confidence in the 2022 revenue projection for application fees. A review of fees was conducted and several fee adjustments were approved for 2022, which will further support the inclusion of the higher budgeted amount. Other self-generated revenues are predicted to resume in 2022, after a Covid-19 related contraction in 2020 and 2021.

The most significant offsets and mitigating items, are the changes in the use of the reserve funds. The 2021 budget included one-time adjustments to the insurance reserve (\$50k), the infrastructure reserve (\$50k) and the Human Resources/Admin reserve (\$64k), but Administration is recommending a return to the customary transfer of \$200,000 to the infrastructure reserve. This change results in \$164,000 of levy redirected to program operations. The 2022 budget includes an increase in transfers, over the 2021 budget, from the Office/Computers reserve and Fleet/Equipment reserve of \$33,000 to address the Phase 1 Technology Plan expenses and fleet/equipment replacement as that reserve has exceeded a reasonable upper limit. **(Appendix C)**

After consideration of mitigating items described above, the required additional levy contribution, to sustain mandatory programs and services is \$81,684.

## RETURN ON LOCAL INVESTMENT

Historically, the local investment of levy and municipal special project funding, directed to the Authority has been matched dollar for dollar, if not exceeded. Between 2017 and 2021, the Authority received municipal funds of \$9,774,032, representing levy and special-project funds, for programs and projects, that are expected to be categorized as Non-Mandatory, under the Act, but during that time, non-municipal funds of \$9,913,725 were received, supporting those very same initiatives. **The Non-Mandatory work relating to tree planting and restoration on non-ERCA properties, generated the greatest return, with \$4.12 received from outside/non-municipal funding sources, for every CW~GS dollar of investment.**

2017-2021 Sources of Funds – Non-Mandatory Programs & Services			
Levies + Municipal Special Project	\$	9,774,032	50%
Federal & Provincial Grants		8,406,208	43%
Essex Region Conservation Foundation		522,176	2.5%
Other Non-Government		985,341	4.5%
<b>Total Funding - All Sources</b>	<b>\$</b>	<b>19,687,787</b>	<b>100%</b>
			<b>\$1.01:\$1.00</b>

**For capital projects, which include a mix of projects, supporting both Mandatory and Non-Mandatory functions, as those are now defined, ERCA has attracted \$1.10 for every \$1 of local taxpayer investment, as shown below:**



### 2017-2021 Sources of Funds - Capital Investment

Levies + Municipal Special Project \$	\$	2,870,456	48%
Federal & Provincial Grants		789,249	13%
Essex Region Conservation Foundation		2,348,485	39%
Other Non-Government		7,945	0%
<b>Total Funding - All Sources</b>	<b>\$</b>	<b>6,016,135</b>	<b>100%</b>
<b>Total Non-Municipal Funding - Capital Investment</b>	<b>\$</b>	<b>3,145,679</b>	<b>\$1.10:\$1.00</b>

It should be noted that the Essex Region Conservation Foundation provided funds of almost \$2.9 million towards capital projects, between 2017 and 2021, with substantial investment directed to the Cypher Systems Greenway and the John R. Park Conservation Centre.

## LEVERAGED INVESTMENT HIGHLIGHTS

- Since 2016, the Watershed Management Service department has successfully secured \$658,000 in grant funds to support flood and erosion hazard management projects across the Essex Region. Through various provincial and federal grant opportunities, the Authority has secured over \$400,000 through funding programs only available to Conservation Authorities, which have enabled significant repair and improvement projects as well as condition assessment for flood and erosion control infrastructure.
- An initial investment of approximately \$46,000 into the development of a Floodplain Prioritization assessment resulted in securing a total of \$182,000 from the federal and provincial governments to undertake updates to hydrologic and hydraulic modelling and subsequent flood mapping updates.
- Over the past 5 years, approximately 70% of secured grant funding obtained through Watershed Management Services has benefitted the City of Windsor, with the remaining 30% largely focused on maintaining critical flood control infrastructure throughout the region.
- ERCA has protected and restored 184 acres of land since 2017 through acquisition and will soon acquire an additional 150 acres as a donation. Between 2017 and 2021, \$2,407,125 of CW~GS funding supported the land acquisition fund, while external support raised \$670,000, during that time period. Fair market value of 2022 expected donations of land are valued at over \$1,000,000.
- ERCA has restored over 500 acres and planted over 500,000 trees over the past six years with \$690,000 support from CW~GS levy funding, attracting \$2,845,671 in government grants, and non-government grants and donations, including the \$157,000 from the Foundation (ERCF).
- Between 2017 and 2021, \$793,884 in CW~GS levy was used to support watershed research and water quality sampling at approximately 62 sampling locations throughout the region, and 325 water quality improvement projects were implemented. Corporate, federal and provincial contributions towards these initiatives, to enhance our understanding of impacts on our local water sources, was \$2,532,561.

- From 2017 – 2021, a total of \$585,255 of levy funding was used to support outreach and education programs, while \$138,048 in external funding was contributed through grants and donations. During that period, a total of 50 Community Outreach Events were undertaken across the region, resulting in 5700 volunteers planting 11,350 trees, 3860 native plant plugs and removing 174 metric tonnes of garbage across the region – even though events were severely curtailed though 2020 and 2021. Administration actively solicited private funding during 2021, as part of a focused fundraising campaign through the Essex Region Conservation Foundation, which has eliminated the need for levy funding, for curriculum-based Outdoor Education programs for a five-year period.

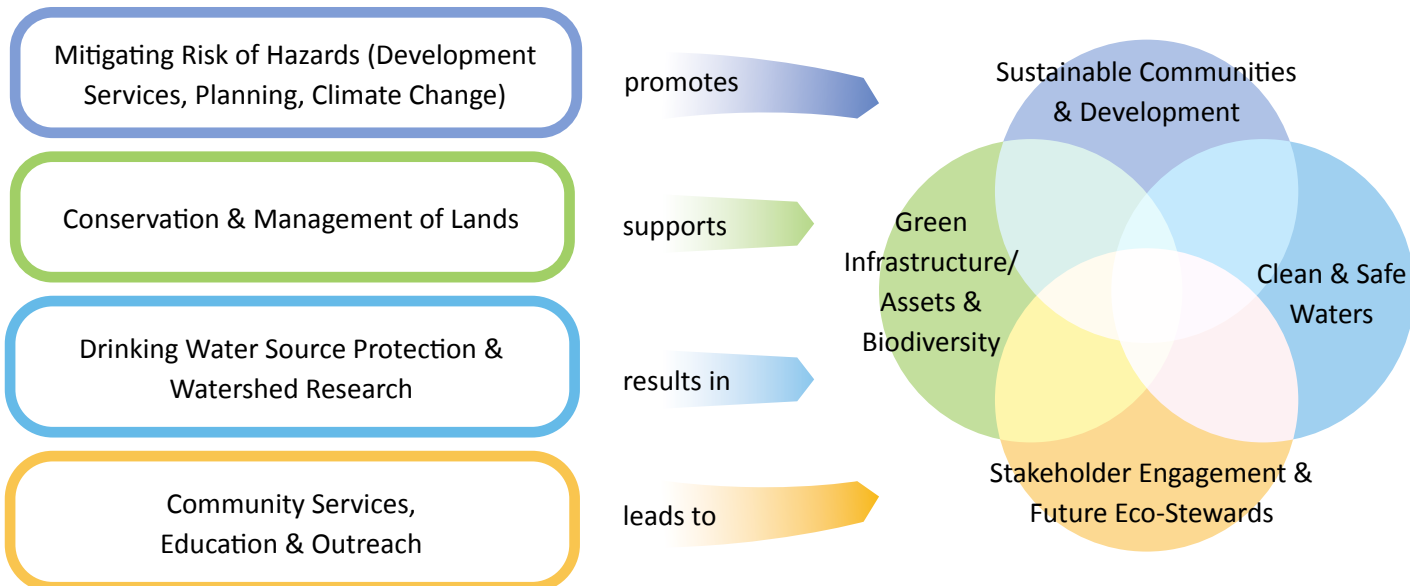
# Integrated Watershed Management

As an integrated watershed management agency, ERCA’s five service delivery areas have developed over decades, and include beneficial programs and services that support our collective shared objectives and goals, related to ecological, social, and economic health.

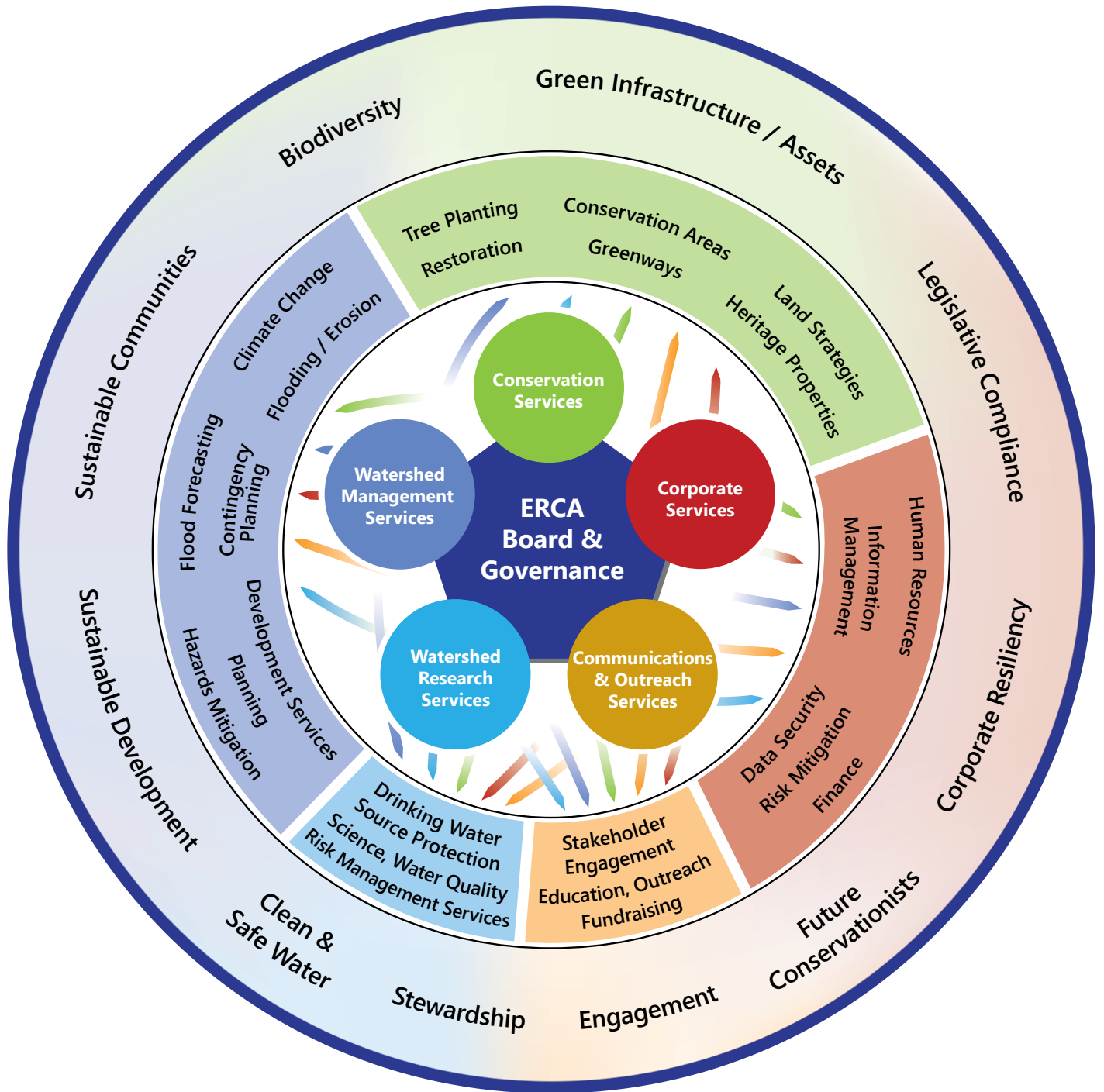
These programs were developed by, and are implemented by recognized experts in civil/environmental engineering, environmental studies, watershed planning, forestry, biology, ecology, agronomy, water quality science, restoration and natural resource management. ERCA works across all sectors and levels of government, to secure mission support and sustainable funding, in order to achieve the community’s vision for our region.

Recent changes to the *Conservation Authorities Act* actually ensconce core functions of conservation authorities in the Conservation Authorities Act, including; mitigating risks of natural hazards: conserving and managing lands, for heritage and hazards; drinking water source protection; surface water and groundwater monitoring; and recognize those programs as mandatory. To continue to be relevant and to serve the residents of this region, ERCA should be delivering, and can continue to deliver the ancillary programs and services that impact the overall well-being, health and safety of the region and its citizens. **As noted above, the programs, which may be permanently recognized as non-mandatory in the near future, and are potentially at-risk for loss of municipal funding, have returned \$1.01 for every local taxpayer dollar since 2017.**

While it is convenient to organize business functions by service delivery areas and additionally, they align with Provincial categories, each of ERCA’s programs support environmental standards and objectives, which everyone can understand and embrace:



# PROGRAM INTEGRATION MODEL



The Integrated Watershed Management approach requires an understanding of the interactions between our environment, the economy, and society. At the core of everything that ERCA does to better understand, preserve, and enhance our region, is ERCA’s Board of Directors and our five key service areas. Through the Board’s sound governance and oversight, along with Administration’s efforts in delivering the various interconnected programs within these service areas, ERCA continues to gain a better understanding of our watershed. It is through this approach that ERCA will continue to protect our region’s resources, people, and property, and address the escalating environmental challenges we face now and in the future. The Program Integration Model above demonstrates the linkages between each of the various programs and services, both Mandatory and Non-Mandatory, which are all crucial to achieving our region’s objectives of a healthy, sustainable future for the residents of Windsor-Essex.

# Service Delivery Area

## Operating Plan Highlights



### Watershed Management Services

Watershed Management Services are identified as Mandatory services and ensures that development in the region progresses in a sustainable manner, is directed away from natural hazards while protecting natural heritage features and water resources.

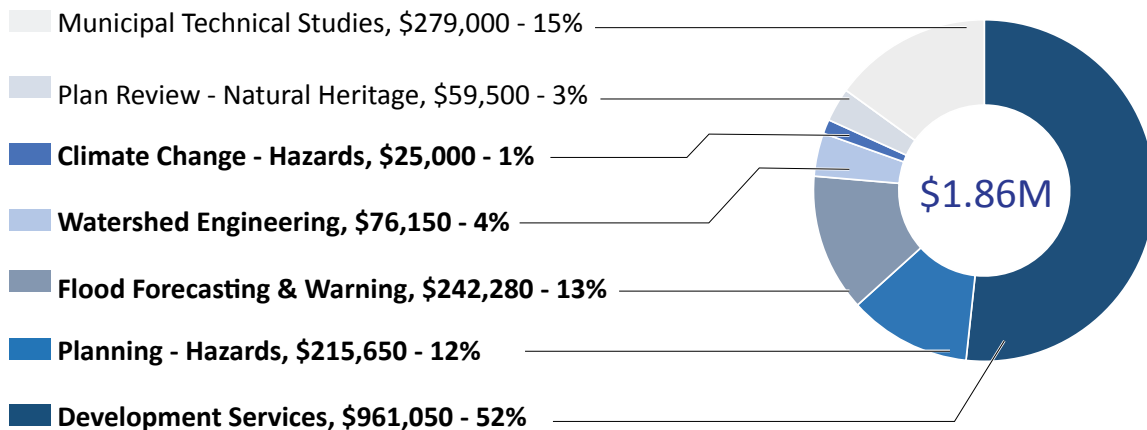
Watershed Management Services are delivered through four programs:

- Development Services (Mandatory Services)
- Watershed/Water Resources Engineering (Mandatory Services)
- Flood Management/Flood Forecasting and Warning (Mandatory Services)
- Watershed Planning (Mandatory/Non-Mandatory)

Approximately 13 FTEs deliver these services.

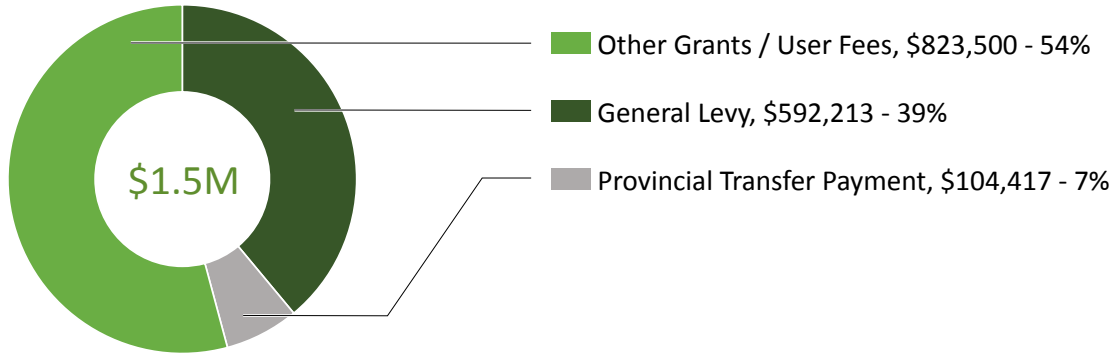
#### Watershed Management Services by Function

Mandatory Services are in bold

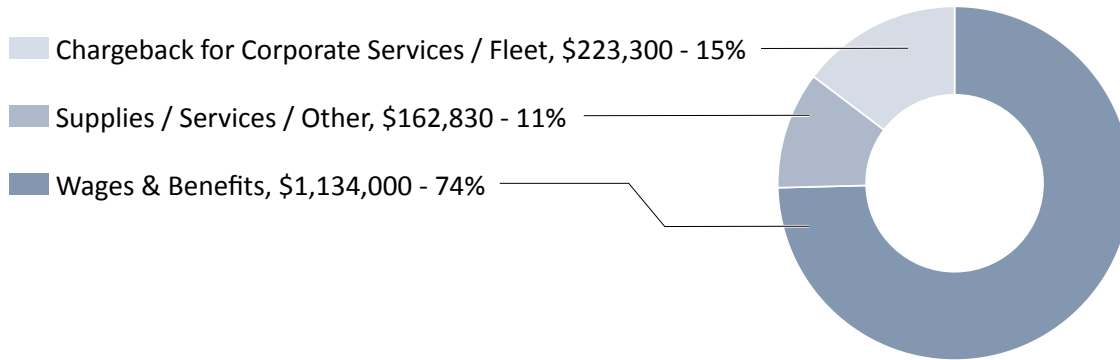


In general, the budgeted Watershed Management Services expenses are greater than 2021 as a result of additional administrative staff to support the needs across the Service Area, but primarily within Development Services program area, and additional fee-for-service projects / ancillary services that support core mandate functions included in the CA Act. Some positions that were included for a part year in 2021, due to staff turnover, are expected to be in place for all of 2022.

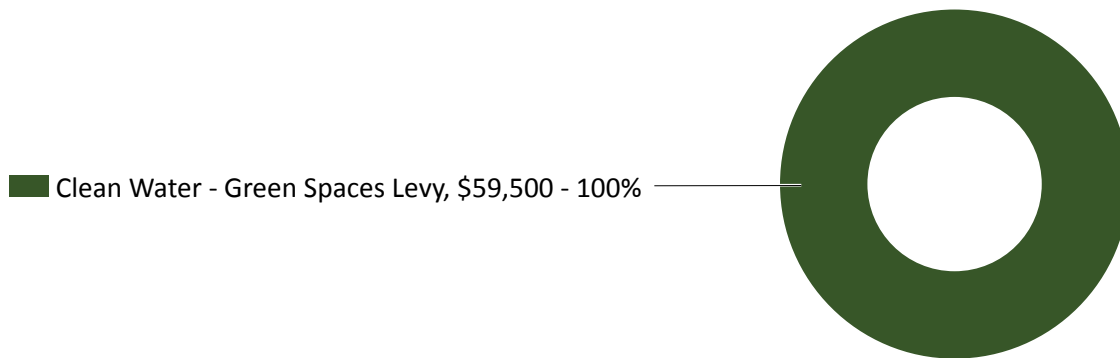
### MANDATORY Watershed Management Services Revenues



### MANDATORY Watershed Management Services Expensed by Classification



### Levy Supports for Ongoing Non-Mandatory Watershed Management Services Plan Review Natural Heritage



## DEVELOPMENT SERVICES

---

ERCA administers the Development, Interference with Wetlands and Alteration to Shorelines and Watercourses Regulation, approved by the Minister of Natural Resources and Forestry and known as Ontario Regulation 158/06, as amended. The Regulation allows ERCA to regulate development within hazardous lands through a permitting process. These lands could be unsafe for development because of naturally occurring processes associated with flooding, erosion, unstable soils, dynamic beaches, unstable slopes or in areas where conservation of lands could be impacted by development. The priority is to reduce risk to life, prevent damage to property, and reduce social disruptions resulting from natural hazards.

### 2022 Program Highlights

- Following another year of significant growth and development across the Essex Region, administrative support has become a necessity across many of the Service Areas. In addition to the specific needs within the Development Services program area, there remains an additional need for administrative support within Corporate Services to address the increasing administrative demands. The full scope of administrative needs across these Service Areas will be assessed in 2022 with this budget including financial allocation for the addition of an administrative staff member to support various program areas within the Authority.
- In an effort to continue with modernizing development review processes, Watershed Management Services is working closely with Information Technology to migrate the permitting and Property Information Management System to a cloud-based service to reduce potential points of failure (i.e. Civic Centre power failures) that disrupt service delivery. Expenditure is described under Corporate Services (Program Highlights) as a shared service.

## WATERSHED / WATER RESOURCES ENGINEERING

---

Managing the risks associated with the natural hazards of flooding and erosion is one of the primary roles of conservation authorities under the Conservation Authorities Act. This role is fulfilled through the delivery of multiple natural resource management programs and services, including flood plain management and mapping, water and erosion control infrastructure planning, and stormwater management. Many projects delivered through the engineering program are considered “special projects” or “ancillary services” that support core responsibilities of the authority within the context of natural hazards management. The program is currently wrapping up several complex flood mapping projects with an additional \$279,000 in municipal flood and erosion control studies and infrastructure projects included in 2022.

### 2022 Program Highlights

- Complete the Little River Floodplain Mapping as part of the City of Windsor Sandwich South Master Servicing Study to inform regulatory requirements for future development. This project is delivered on behalf of the City of Windsor as a fee for service undertaking and is 100% cost recoverable.
- Complete the Turkey Hydrologic and Hydraulic Modelling, funded by the City of Windsor, the Town of LaSalle, and the Town of Tecumseh. The project was separated into two phases, with Phase 1 completed late 2021. Phase 2 of this project is anticipated to be complete in the spring of 2022. The total value of the entire project is approximately \$329,000, with \$182,000 of the total project funded by the National Disaster Mitigation Program (NDMP).
- Administration will continue to explore partnership and funding opportunities to update flood and erosion hazard mapping.

## FLOOD MANAGEMENT

---

Recognizing that protection of life and property from flooding and erosion hazards is dependent on natural system protection, restoration and remediation; and that development and redevelopment should contribute to the prevention, elimination, and reduction in risk from flooding, erosion, and slope instability. The five pillars of flood management: prevention, mitigation, preparedness, response and recovery, are applied.

### 2022 Program Highlights

- Update ERCA’s Flood Contingency Plan.
- Develop an Operating and Maintenance Manual for ERCA owned and managed climate stations.
- Monitor lake levels and a network of 30 climate stations to provide advanced warning of flooding and accelerated erosion.
- Continue to participate in flood-related emergency planning and response activities with member municipalities. Continue to participate as a selected committee member on the Provincial Flood Mapping Technical Team to fulfill Provincial commitments contained within Ontario’s Flood Strategy.

## WATERSHED PLANNING

---

ERCA continues to work towards a ‘Planning-first principle’, which ensures that appropriate planning permissions are in place before any consideration is made for approvals under the Conservation Authorities Act. The planning program area delivers services that fall under both the Mandatory and Non-Mandatory service categories, as described by the amended Conservation Authorities act and cascading regulatory changes. As a result, the Watershed Planning budget is separated into “Hazards” and “Natural Heritage”, as well as Category 1 and Category 3, respectively. It should be noted that, while the costs associated with these two planning functions are separated in the budget for clarity and transparency, the associated work is integrated with the review of applications and comments related to both Natural Hazards and Natural Heritage forming part of ERCA’s responses on various planning instruments under the Planning Act.

### 2022 Program Highlights

- The ‘Hazards’ component relates to Mandatory Services, as ERCA is the delegated responsible authority on Natural Hazards Planning. The program is funded through a combination of General Levy (~ 50%) and supplemented by program user fees, engineering, and planning related decisions.
- “Natural Heritage” Planning refers to ERCA’s role as a commenting agency on various planning instruments specific to Natural Heritage policies under Section 2 of the most current Provincial Policy Statement. The province has categorized this work as Non-Mandatory; however, ERCA continues to deliver this advisory service to municipalities as natural heritage input is provided in concert with hazard-related comments on Planning Act applications.
- Climate strategies specifically related to Natural Hazards continue to be considered at the regional scale. Watershed Management Services includes \$25,000 to support regional climate change initiatives, which are anticipated to be delivered through the County’s Infrastructure and Planning department. In addition to this, ERCA’s approach to addressing climate change within the various program areas under Watershed Management Services is best accomplished as a decentralized model to enable proper consideration of any associated impacts with respect to regulatory, engineering, and planning related decisions.

# Conservation Services

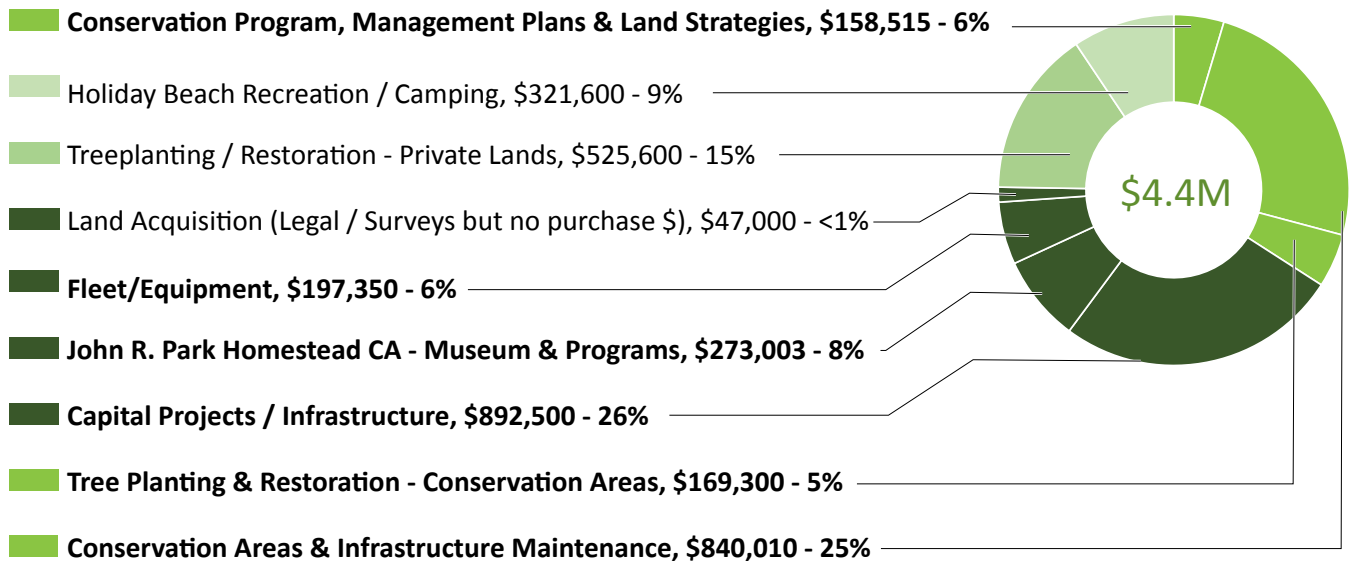
ERCA’s Conservation Services programs protect, restore, and manage natural heritage areas and systems within ERCA’s watersheds. This is accomplished through a system of conservation lands, strategic and leveraged investment in land securement, and by identifying and implementing priority restoration projects. All Conservation Areas within the ERCA watershed are impacted on by Natural Hazards, fundamental to the management of sites is the access to hazard areas for flood observation and in the case of trails physical access to reaches that would otherwise be inaccessible. Further, some of our properties are designed/engineered to receive flood waters to reduce upstream impacts of flood waters should they occur. Conservation Services are delivered through multiple programs, in a mix of Mandatory and Non-Mandatory services:

Mandatory Services	Non-Mandatory Services
Conservation Land Management	Tree Planting and Habitat Restoration on Private and Municipal lands
Public Conservation Areas	
Tree Planting & Restoration-Conservation Lands	Land Securement & Acquisition
John R Park Homestead – museum operations	Holiday Beach Conservation Area
Capital Projects	

Approximately 15 FTEs deliver the services and includes seasonal restoration workers, tree planters, conservation areas technicians and support staff. Included in the 2022 budget are costs associated with expanded staff capacity during the winter months to undertake overdue maintenance along the greenway and implement hazard tree removals to ensure public safety.

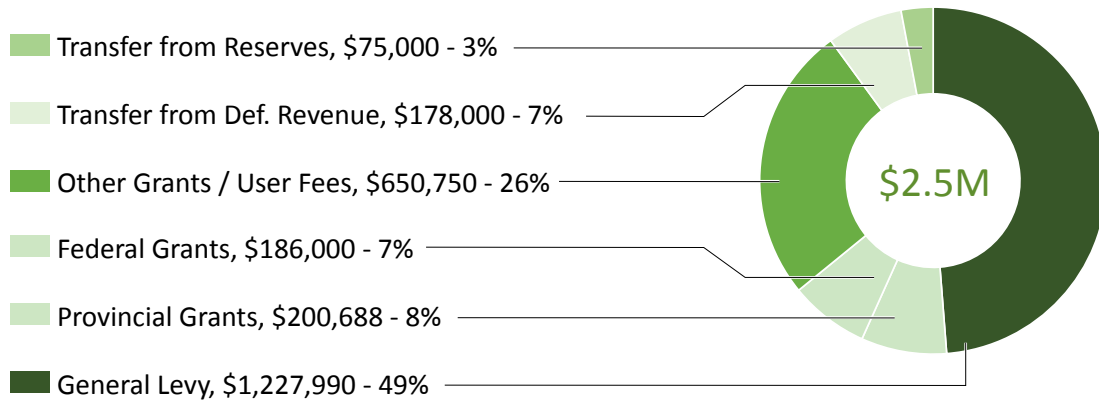
## Conservation Services by Function

Mandatory Services are in bold

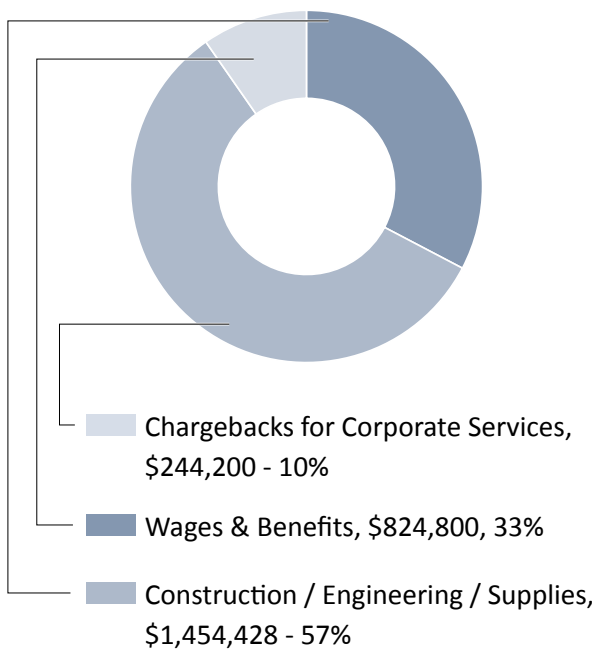




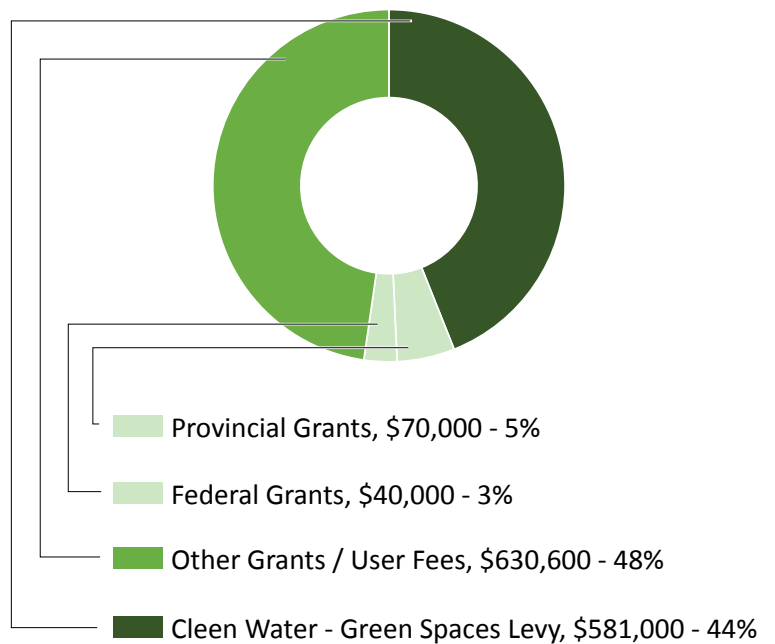
## MANDATORY Conservation Services Revenues



### MANDATORY Conservation Services Expenses by Classification



### Levy Supports for Ongoing Non-Mandatory Conservation Services including Land Acquisition



## CONSERVATION LAND MANAGEMENT

The Essex Region supports a higher diversity of plant and animal species than any other region in Canada, and sustains one of the highest concentrations of globally rare species in an area with some of the lowest percentage of natural cover in Canada. Conservation Areas are managed to protect this natural heritage, preserve human and cultural heritage, and support active and healthy living.

ERCA will continue to manage the natural resources of our region as outlined in the updated Conservation Authorities Act and undertake management of Conservation Areas to improve the biodiversity of the region while also improving the resiliency of species at risk that are vulnerable to climate change.

### 2022 Program Highlights

- Undertake and update forest inventories in many conservation areas to inform management planning documents.
- Undertake invasive species management along the greenway properties and in Conservation Lands that have wetlands.

- Implement prairie management through prescribed burn at Hillman Marsh and work with a prescribed burn consulting firm to complete an invasive species removal project in the Canard River Wetlands.
- Continue to classify our properties habitats using the Province’s Ecological Land Classification system
- Initiate new Conservation Areas Land Management Strategies, in keeping with the revisions to the Conservation Authorities Act.
- Continue ongoing wetland management at Hillman Marsh Conservation Area.

## PUBLIC CONSERVATION AREAS

---

Since 1974, ERCA has been acquiring lands to ensure the protection and conservation of their significant natural and cultural heritage features. Conservation Areas ensure that valuable greenspace is protected while allowing for recreational opportunities in safe, well maintained natural settings which are critical to maintaining physical and mental health. Conservation Areas and trails are also identified as key economic drivers and of critical importance to creating an environmentally and economically sustainable region, where people want to live and companies want to invest.

### 2022 Program Highlights

- Maintenance and operations of 17 conservation areas welcoming thousands of visitors each year.
- Ongoing replacement of fleet and equipment assets.
- Undertake restoration works of the main house at the John R. Park Homestead.
- Hard surfacing (tar and chip) parking lots to improve accessibility and visitor experiences at the John R. Park Homestead and Devonwood Conservation Areas.
- Continue to contribute to ERCA’s Asset Management Plan to accurately reflect future capital budgets and works.
- Complete upgrades to Greenway Community Entrances in Harrow, Ruthven and McGregor and pending funding from the Federal government, a new community entrance will be built in Essex.
- Assess the condition of and forecast future maintenance work for the Kingsville Train Station to update ERCA’s Asset Management Plan.
- Complete major dyke renovations at Hillman Marsh in partnership with Ducks Unlimited.
- Remove vegetation from trail edges and remove hazardous trees, primarily along the Greenway multi-use paths.

## TREE PLANTING AND RESTORATION IN CONSERVATION AREAS

---

ERCA continues to expand natural habitat in this region by increasing wetland, prairie and tree cover on properties it owns. Through partnerships, lands will continue to be strategically acquired through purchase or donation to create a more sustainable region. In 2022, approximately 10,000 trees will be planted on 15 acres of land in the Cedar Creek watershed, connecting a mature Carolinian forest and provincially significant wetland.

## JOHN R. PARK HOMESTEAD

---

The Regulations associated with Bill 229 identify the maintenance of conservation lands as Mandatory Services. Due to the restrictive covenants included in the agreement of purchase and sale of the John R. Park Homestead Conservation Area, from the Province of Ontario, museum operations, including maintenance of collections, public events and education programs, are also included as Mandatory Services.

One such covenant listed in this agreement is the requirement to maintain the employ of a Curator and that the site be opened a minimum of 1080 hours, 180 days and 20 days during 8 months of the calendar year. Another significant covenant is that it be operated in accordance with the Community Museum Standards, as defined in the Ontario Heritage Act. The John R. Park Homestead requires an update to its Strategic Plan in 2022 in order to comply with these Standards.

As the designated historic buildings are clad with traditional materials such as wood siding, cedar shingles and wooden eave troughs, they are more susceptible to the elements and rot, especially waterfront buildings that are subjected to additional moisture. Due to this, some buildings are in need of immediate repair and painting. The 2022 budget includes a condition assessment and asset management report that will prioritize immediate repairs required along with long term maintenance requirements. This document will guide 2022 repair works along with future works required at this site and allow administration to schedule ongoing maintenance going forward.

## CONSERVATION SERVICES - NON-MANDATORY

### TREE PLANTING AND RESTORATION IN CONSERVATION AREAS

To achieve a sustainable future, mitigate climate impacts, expand tree canopy cover, improve water quality and keep endangered species from extinction in Canada, partnerships must continue with private landowners to grow the amount of habitat restored in the region. To assist with the costs of restoration that takes place on private lands and provide the biological professionals needed to undertake this work, ERCA obtains grants and donations to provide incentives and keeps cost reasonable, including funding from the Clean Water~Green Spaces fund. Clean Water~Green Spaces funding to assist with private lands restoration accounts for approximately 15% of this activity, which does not include the value of land. ERCA has restored over 330 acres of land on private property since 2016. These privately owned restoration sites are an invaluable contribution from our community as they further the rehabilitation of our region.

#### 2022 Program Highlights

- Plant 60,000 trees throughout the region on our property as well as privately owned lands leading to the creation of at least 75 acres of new habitat.
- Continue the Pêche Island Shoreline Protection Project, in partnership with the City of Windsor and others to build fish habitat while simultaneously protecting the island from erosion.
- Build a new wetland at Holiday Beach with unique turtle nesting habitat to help species at risk.
- Initiate a multi-year large scale restoration project on Caldwell First Nation property involving 10 acres of tree planting of Phase 1 in 2022.
- Continue to contribute to ERCA's Asset Management Plan to accurately reflect future capital budgets and works.
- Undertake restoration works of the main house at the John R. Park Homestead.
- Complete upgrades to Greenway Community Entrances in Harrow, Ruthven and McGregor and pending funding from the Federal government, a new community entrance will be built in Essex.
- Assess the condition of and forecast future maintenance work for the Kingsville Train Station to update ERCA's Asset Management Plan.
- Complete major dyke renovations at Hillman Marsh in partnership with Ducks Unlimited.
- Remove vegetation from trail edges and remove hazardous trees, primarily along the Greenway multi-use paths.

## LAND SECUREMENT

Each year ERCA works towards the strategic purchase of lands that have the highest biological value, as indicated by the Land Securement Strategy, and will have the greatest impact on improving the biological health of the region. Specifics of new land acquisitions are managed in Committee of the Whole. Once purchased, restoration and management of these lands would be categorized as Mandatory.

**As of December 31, 2021, the land acquisition fund has a total of \$2,037,322 in available funds, with \$1,000,000 restricted for an identified 2022/2023 acquisition, which will have significant benefits with respect to connecting natural areas throughout the Essex Region.**

## HOLIDAY BEACH CONSERVATION AREA

Holiday Beach Conservation Area is operated by the Conservation Authority via a thirty-year management agreement with the Province, and expires in 2031. The Ministry of Natural Resources is the owner of this property. The majority of costs associated with this site are covered by user fees related to camping, hunting and cottage rentals. However, some costs (\$6,000) related to general public day use, are included, similar to other public conservation areas.

## CAPITAL PROJECTS

A summary of Mandatory and Non-Mandatory Capital projects is listed below, providing a snapshot of projects included in the 2022 budget. These projects will improve accessibility and overall visitor experiences in our Conservation Areas

Capital Project	General Levy/ Reserve Transfers	ERCF/ Other	Fed Grant	Prov Grant	Total	Category
Greenway Culverts/crossing assessments/ repair/Signage	\$66,000				\$66,000	Mandatory
Greenway Entrance Improvements		\$65,000	\$100,000*		\$165,000	Mandatory
JRPH ramps/ pathways/ accessibility upgrades		\$70,000*	\$180,000*		\$250,000	Mandatory
Parking lot resurfacing	\$60,000				60,000	Mandatory
JRPH historic buildings condition assessment & repairs (Phase 1)	\$136,000	\$29,000			\$165,000	Mandatory
HBCA Trail and Tower renovations				\$161,000	\$161,000	Non-Mandatory
HBCA wetland construction		\$34,000	10,000		\$44,000	Non-Mandatory
<b>Totals</b>	<b>\$262,000</b>	<b>\$169,000</b>	<b>\$300,000</b>	<b>\$161,000</b>	<b>\$892,000</b>	

\*Pending contribution agreements

# Watershed Research Services

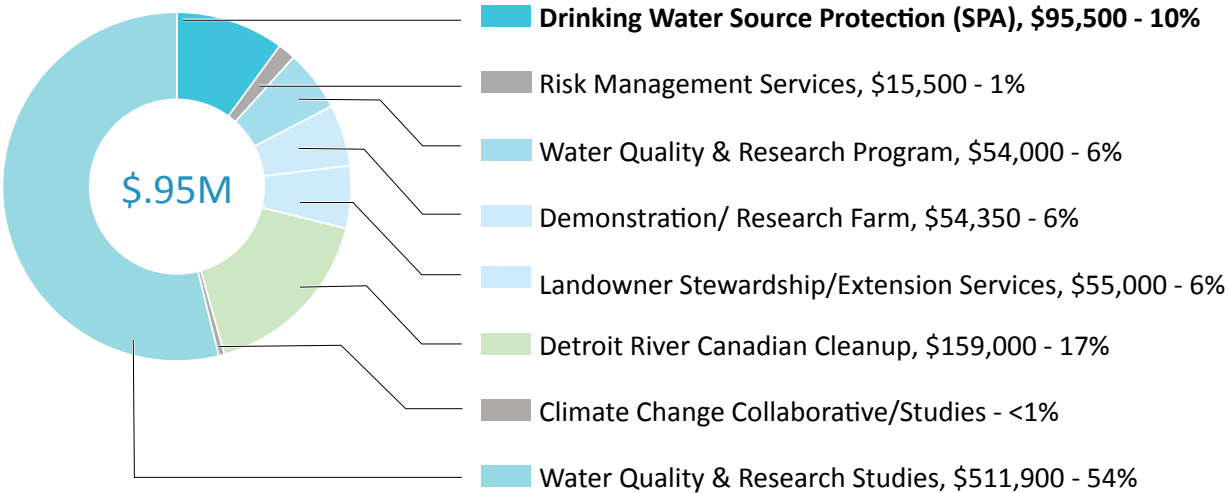
Watershed Research endeavors to improve the health of local watercourses through agricultural Best Management Practices, enhanced monitoring at the watershed and edge-of-field scale and collection of landscape information through Geographic Information Services. Strengthened relationships with the University of Windsor and active participation in several ongoing research programs allows solutions to be developed that are best suited to the region’s unique ecosystem. Local sources of drinking water are protected through the implementation of policies in the Source Protection Plan and its amendments.

Watershed Management Services are delivered through three programs:

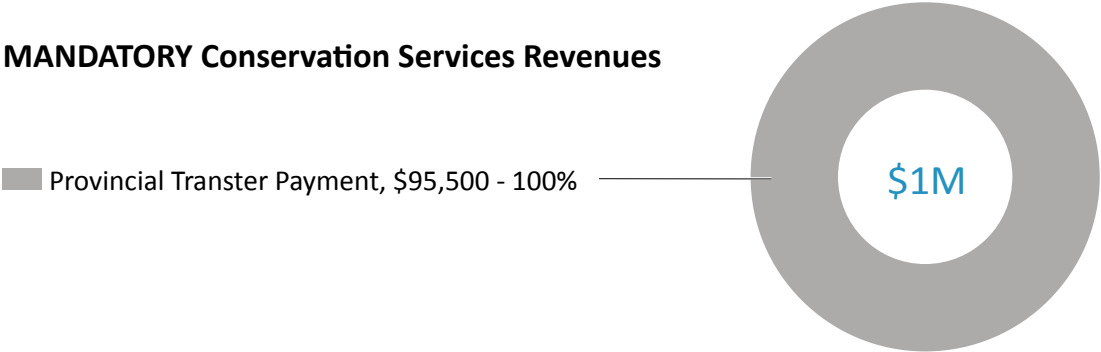
- Source Water Protection (Mandatory)
- Watershed Science (Non-Mandatory and Mandatory)
- Water Quality Improvements (Non-Mandatory)

### Watershed Research Services by Function

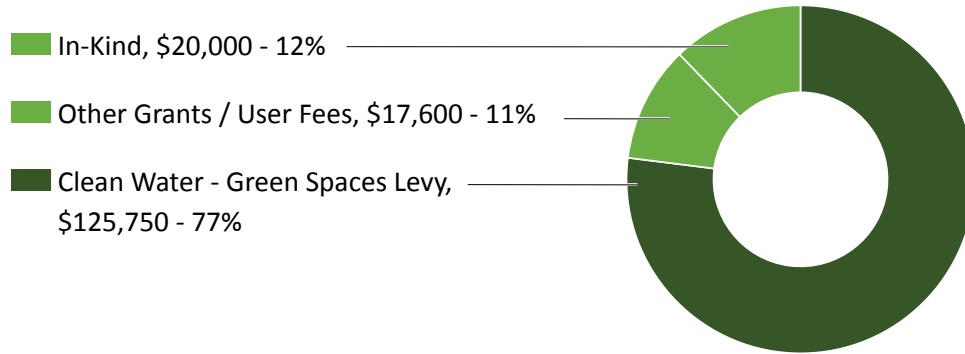
Mandatory Services are in bold



### MANDATORY Conservation Services Revenues



## Levy Supports for Ongoing Non-Mandatory Watershed Research Services



## SOURCE WATER PROTECTION

Administered under the Clean Water Act, the watershed-based Source Protection Program is the first step in a multi-barrier approach to protect drinking water. It complements municipal water treatment and supports sound land use planning decisions. ERCA, and other conservation authorities, have designated responsibilities under the Clean Water Act to work closely with stakeholders to ensure that sources of municipal drinking water are safe and abundant. ERCA's Risk Management Services implements a specific subset of policies on behalf of municipalities:

- Source Water Protection (Clean Water Act) is identified as a Mandatory Program and Service in the Conservation Authorities Act, and the Province remains committed to providing funding for this program; ERCA has requested a slight increase for the next funding cycle (2022-2024) to accommodate expanded work load while the Source Protection Plan is being amended. This is the first time that the Province has provided multi-year funding for this program and their commitment provides greater stability for this mandatory work.
- Risk Management Services are offered on behalf of all municipalities in the Essex Region as a direct service cost through an agreement originally established in 2015. This agreement was renewed January 1, 2022 for another three-year term. Risk Management Officials undertake work to implement Source Protection Policies for which municipalities are the Implementing Body. This does not fall under a Mandatory Program and Service in the Conservation Authorities Act, but rather is a Category 2 activity as it is a municipal responsibility.

### 2022 Program Highlights

- Provide annual reporting to the Province and Municipalities.
- Continue technical work to update the Source Protection Plan and Assessment Report to align with changes to the Director Technical Rules and the Section 36 Assessment Report.
- Update policies to address new types of Significant Drinking Water Threats and/or changes to applicable vulnerable areas.
- Conduct compliance monitoring to ensure properties with Risk Management Plans continue to adhere to Risk Management Measures.
- Continue reviewing s.59 applications for potential new significant drinking water threats.
- While a number of staff support this program and deliver DWSP services, it accounts for less than one full time person.

## WATERSHED SCIENCE

---

Healthy rivers, headwaters, and species in our watershed are key elements of a sustainable and healthy environment that we all rely on for our sources of drinking water, our economy and for recreation. The ability to track and report on changes to these indicators of healthy watersheds and share that knowledge helps assess and understand current health and emerging trends as a basis for setting environmental management priorities, identify research gaps to work with academic and other research partners to address, and manage, protect or enhance watershed resources. ERCA undertakes its watershed science programs through partnerships with the Provincial Water Quality Monitoring Network (PWQMN), Ontario Benthos Biomonitoring Network and the Provincial Groundwater Monitoring Network (PGMN) and works in partnership with Provincial and Federal programs and with Universities including the Great Lakes Institute for Environmental Research at the University of Windsor.

Within the Essex region, water health is inextricably linked to farming practices. Because of this, ERCA continues to support the Essex Soil and Crop Improvement Association to facilitate knowledge transfer opportunities. In collaboration with the Ontario Ministry of Agriculture and Rural Affairs and Environment Canada, ERCA provides incentives to producers. These incentives to undertake Best Management Practices on their farms can reduce fertilizer applications, reduce erosion, improve soils and decrease nutrient and soil runoff that leads to toxic algae blooms in Lake Erie.

Participation in the PWQMN and PGMN are a Mandatory Program and Service in the Conservation Authorities Act, however, the majority of our water quality science work falls outside Mandatory services, yet is critical to providing the residents of this region and partners with information. In 2022, ERCA will continue to monitor ground and surface water quality stations and provide this information to the Province, consistent with most Conservation Authorities. The core costs to undertake this Non-Mandatory work that is used to develop the region's Watershed Report Card is approximately \$54,000. Beyond this fundamental monitoring, ERCA will also undertake the following water quality work, which is supported by Provincial and Federal grants:

### 2022 Program Highlights

- Complete a Phosphorous Management Plan for the region; provide stewardship funds to agricultural producers to assist with the costs of planting cover crops and developing nutrient management plans, in collaboration with Environment Canada.
- Collect water samples, funded by various external partners including Bayer, Agriculture Agri-food Canada, and Environment Canada, to provide samples for research projects that could not otherwise be collected due to travel restrictions or other logistical challenges.
- Collect water quality samples in greenhouse influenced and non-greenhouse influenced stream, with funding from MECP. These samples, along with sophisticated databases, are critical to determine Phosphorous loadings in many of local waterways by 2022.
- Continue work in the Wigle Creek watershed, with the goal of improving water quality, supported by OSCIA through the ONFARM and Living Lab programs. Project activities include crop survey, water quality samples and providing opportunities to share information with farmers.
- Complete over 20 Agricultural Best Management Practice (BMP) projects in partnership with landowners.
- Continue the pilot project with the Municipality of Leamington Drainage Department to construct an in-line wetland to improve water quality in the Lebo Creek.
- Operate the Essex County Demonstration Farm to facilitate agricultural research and disseminate lessons learned to the farming community.

# Community Outreach Services

Communications and outreach services support all business units of the Authority. This includes supporting flood messaging, disseminating natural hazard information, engaging landowners in conservation practices and climate action, educating students of all ages about environmental sustainability, promotion of and engagement in tree planting and restoration, connecting people to nature through a variety of programs and events, identifying the value of natural connections to our health, and communicating broadly with stakeholder groups and watershed residents. Communications efforts also support revenue-generating activities for conservation areas.

Providing stewardship and educational opportunities to residents living within our watersheds is important and critical to conservation success across the region. Providing hands on opportunities for people to connect with nature and take action for the environment will raise awareness about broader local environmental needs, including expanding natural areas coverage, protecting mature forests, and reducing energy use to mitigate climate change impacts such as frequent and more intense flood events.

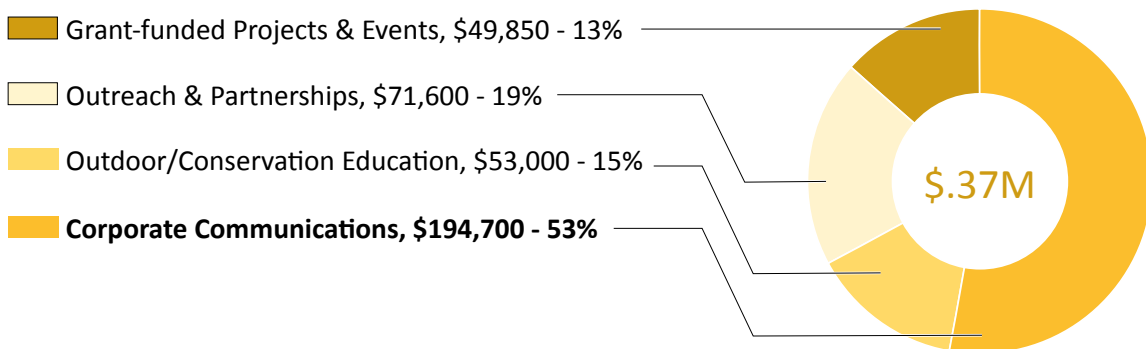
Community Outreach Services are delivered through three programs:

- Communications (Mandatory for Mandatory programs and services)
- Outdoor Education (Non-Mandatory)
- Outreach and Engagement (Non-Mandatory)

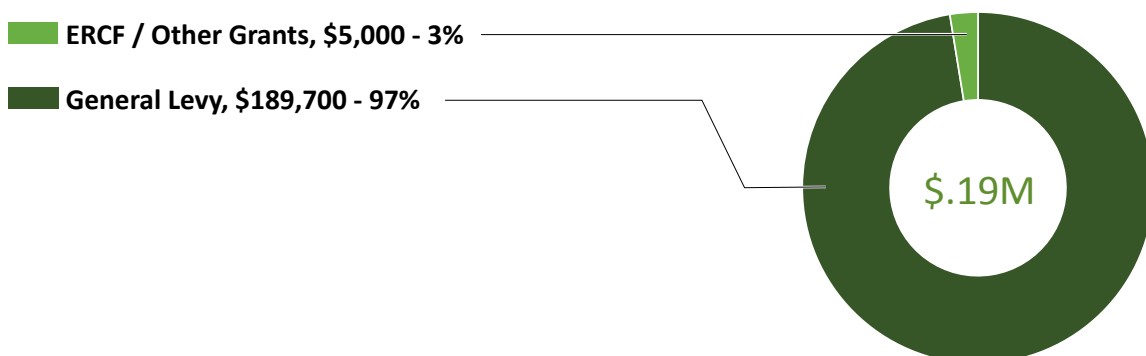
3 FTEs will continue to deliver community outreach services, a reduction of approximately 1.5 FTEs.

## Community Outreach Services by Function

Mandatory Services are in bold

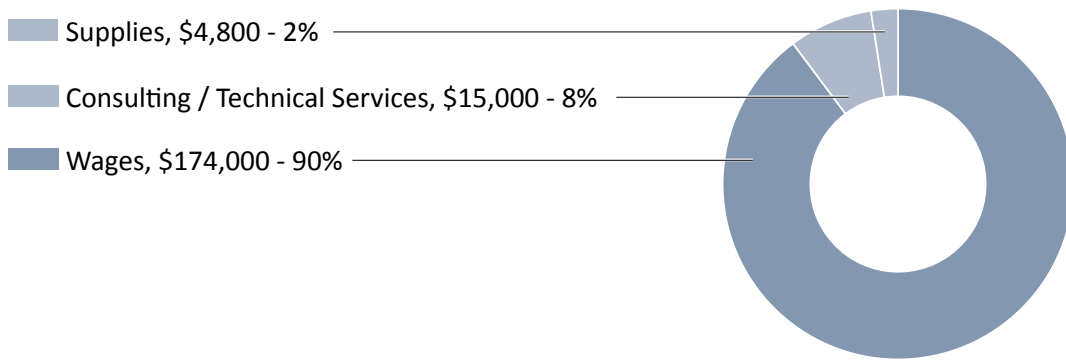


## MANDATORY Community Outreach Services Revenues

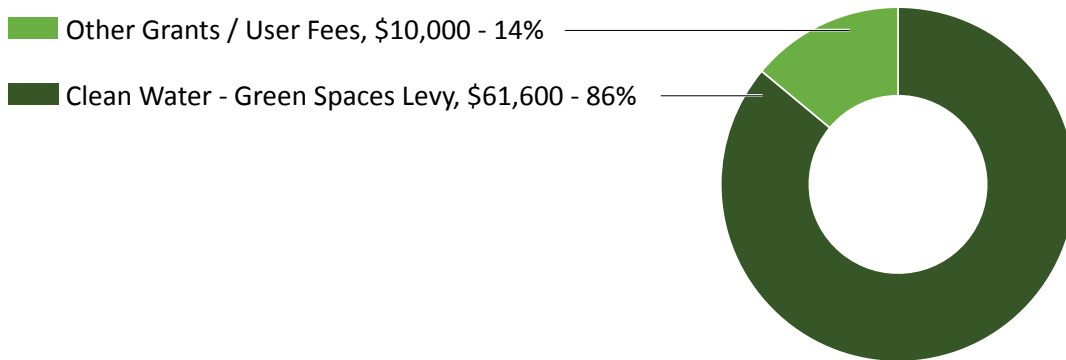




## MANDATORY Community Outreach Services Expenses by Classification



## Levy Supports for Ongoing Non-Mandatory Community Outreach Services



## COMMUNICATIONS

Corporate communications is included as a Mandatory service as it supports the communication needs of the Mandatory functions, including critical flood messaging, to various audiences across multiple platforms.

### 2022 Program Highlights

- Continue to engage and inform stakeholders and watershed residents to engage in conservation practices and programs across a variety of platforms; and communicate broadly as ERCA implements the Transition Plan.
- Continue to support the Essex Region Conservation Foundation in fundraising to support conservation projects and program areas.
- Support revenue generation through marketing of conservation programs.
- Events & Communications Specialist remains on indefinite layoff and the Environmental Educator remains on reduced hours.



## OUTREACH AND ENGAGEMENT

---

Utilizing appropriate safety protocols, a variety of opportunities for the community to engage in environmental restoration activities are planned, including a significant partnership with the Windsor-Detroit Bridge Authority and a particular focus on restoration in the Sandwich Town area in Windsor. The Outreach and Partnerships Coordinator position continues to be a shared position also supporting the Detroit River Remedial Action Plan on a cost-recovery basis.

### 2022 Program Highlights

- Applying appropriate health and safety protocols, a number of tree planting and citizen science programs are planned, including a modified Earth Day Tree Planting, Shading Sandwich Tree Plantings and others. Enhanced citizen science opportunities are also planned to monitor long-term growth and survival at community restoration projects.
- Host multiple clean up events across the region as part of the Bi-National Detroit River Coalition.
- Strengthened partnerships across municipalities and organizations such as the University of Windsor to accomplish a variety of community environmental priorities

## OUTDOOR EDUCATION

---

There is a significant body of research-based evidence surrounding the value of outdoor learning experiences. There is also increasing demand within the education sector for programs and services that focus on environmental issues that are important today. ERCA's Outdoor Education programs provide experiential and engaging environmental programs and services for kindergarten to grade 12 students and teachers, meeting the objectives of the provincial curriculum. It is projected that a return to in-person field trips will be permitted for the 2022/2023 school year. For the first six months of 2022, ERCA's education team will continue to deliver virtual programs to meet curriculum needs while complying with current protocols. While this program area is identified as Non-Mandatory, significant fundraising through the Essex Region Conservation Foundation has eliminated the reliance on levy to continue to deliver vital conservation education programs.

### 2022 Program Highlights

- Continue to deliver digital Specialist High Skills Major certification programs as a preferred service delivery provider to ensure students across the Province can receive training modules required to graduate with the SHSM designation.
- Continue to deliver virtual curriculum-based field trips to engage students in environmental learning while respecting Covid-19 protocols and generating revenue to offset program costs.
- Enhance and update all education programs and exhibits to directly connect with climate change, watershed management principles, flooding, erosion and Great Lakes health as it relates to the curriculum.



# Administration & Corporate Services

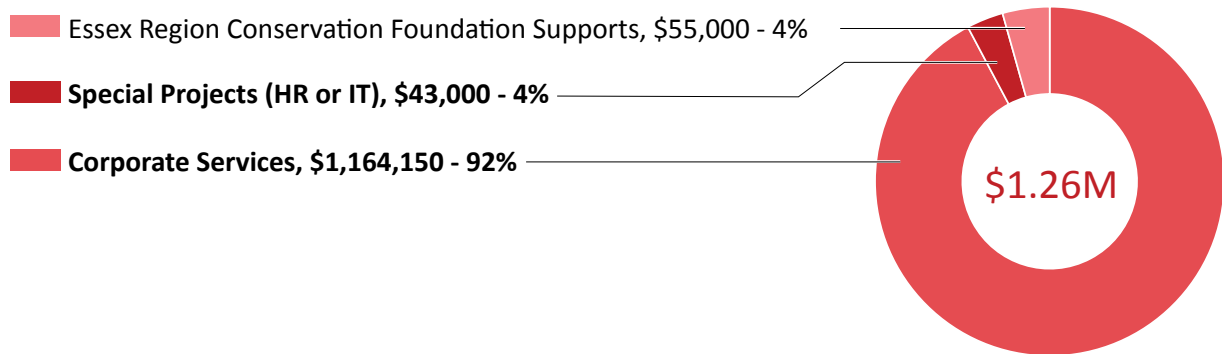
Corporate Services includes:

- Administration/Governance
- Compliance/Risk Management
- Finance
- Human Resources
- Information Management/Records/GIS/Systems/Network

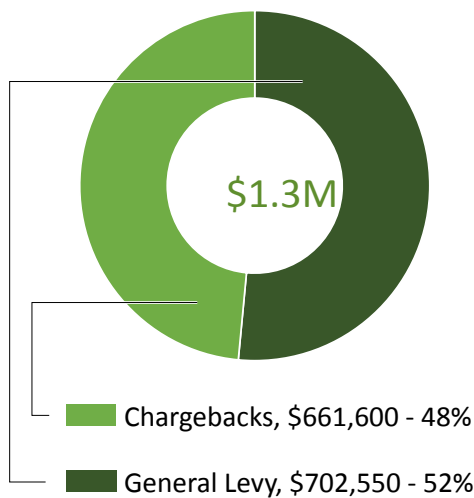
All services are provided to ERCF. Approximately 6 FTEs will deliver Corporate Services, an increase of 1 FTE from 2021.

## Corporate Services by Function

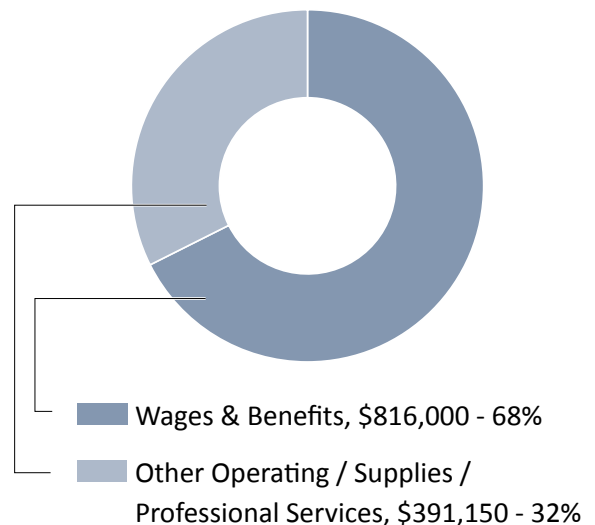
Mandatory Services are in bold



## MANDATORY Corporate Services Revenues



## MANDATORY Corporate & Shared Services - Expenses by Classification



## ADMINISTRATION / GOVERNANCE

---

### 2022 Program Highlights

- Continue to deliver and report on requirements outlined in the Transition Plan as required under O.Reg. 687/21.
- Review and update Administrative Bylaws and Terms of Reference, where required.
- Explore potential transfer of ownership of Holiday Beach with Infrastructure Ontario.
- Engage municipal partners in consultations regarding suite of Non-Mandatory services and develop agreements for municipal funding, where required.
- Initiate corporate Risk Management Program.
- Complete performance reviews, skills gap assessments and professional development opportunities (Management).

## FINANCE

---

### 2022 Program Highlights

- Implement updates to the Purchasing Policy to reflect approval channels and authorization limits as configured in the cloud-based system.
- Enhance and expand functionality of cloud-based automated accounts payable system, with a functioning purchase order module. The system is functioning well for approvals of invoices and integration with cloud-based accounting software but more efficiencies can be gained with implementation of additional modules (at no additional monthly cost).
- Prepare financial information and analysis for discussions and negotiations related to municipal funding agreements for non-mandatory levy-supported services.
- Continue with refining financial and accountability reports to support transparency of operations including use of levy funding and funding provided through municipal agreements.
- Initiate updates to the asset management plan, as condition reports will be undertaken for historic assets, including segregation of non-mandatory assets.
- Assist with exploring and evaluating revenue-generating proposals and concepts to reduce dependency on non-mandatory levies.

## HUMAN RESOURCES

---

### 2022 Program Highlights

- Continue to review and update policy, procedures and guidelines for Covid-19.
- On-board new hires remotely, in line with all safety protocols.
- Implement at new Terms of Reference for the Joint Job Evaluation Committee and modernize ERCA's Pay Equity program.
- Identify and create corporate policy initiatives to support the Authority.

# INFORMATION MANAGEMENT / RECORDS / SYSTEMS / NETWORK

---

## 2022 Program Highlights

- In response to recommendations from the 2020 consultant’s report on the status and readiness of Information Technology at ERCA, a focus on IT modernization, sustainability, and security has been adopted to address various technology deficits and security needs. Included in this program are a portfolio of foundational undertakings that will put ERCA on firm footing and provide the security and platforms needed to meet our mandated services.
- The foundational portfolio is broken down into several key areas of investment and practice, each representing a component of the Board approved plan. These include:
  - **WMS Permits database:** A complete rebuild and modernized system based on a current internet facing technologies, professional database, and modular, transaction focused architecture.
  - **Corporate records management:** The adoption of approved taxonomy/classification for our information assets applied to both digital and (future state / to be digitized) physical records all contained in a managed document system with applied e-discovery tools and searchability.
  - **Infrastructure as a Service Migration:** The migration of our legacy, unsupported infrastructure (servers, storage, backup) to a cloud hosted solution provided by Microsoft which includes necessary upgrades to the unsupported, unpatched, vulnerable servers as well as providing client-side upgrades to email and MS Office. This implementation includes enhanced security, threat reduction, increased manageability, and redundancy.
  - **Legacy client PC refresh:** With adoption of the Province of Ontario’s Desktop Managed Service Provider Vendor of Record, we are now ready to begin replacing equipment in a controlled, standardized manner which will include the deployment industry leading equipment backed by advanced support in field. This refresh will be the first in what is to become our new lifecycle which includes everything from deployment to evergreening.
  - **Information as a Service:** ERCA ITS will begin to build and integrate new systems to replace legacy offerings. In doing so, IT will begin to provide data integration, advanced reporting, business intelligence & decision support services to better support the decision-making challenges in faced by ERCA as well provide potential revenue streams via the creation of advanced, value-added service offerings. Other aspects to be addressed in these initiatives is to streamline and facilitate a new web presence, online identity, and the addition of new transactional services to ERCA’s online portfolio.

## Summary

This 2022 Draft Budget including appendices, once approved by the Essex Region Conservation Authority Board of Directors, will be posted publicly on the Authority’s website at [www.essexregionconservation.ca](http://www.essexregionconservation.ca) and circulated to Municipalities to provide notice under the Conservation Authorities Act of a weighted vote, in accordance with Ontario Regulation 139/96, regarding the 2022 Draft Budget at the Board of Directors Meeting on April 14, 2022.

# Appendix A: 2022 Draft Detailed Budget - Financial Activities



## 2022 DRAFT BUDGET - FINANCIAL ACTIVITIES

2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
----------------------	----------------	--------------------	-----------------

# WATERSHED MANAGEMENT SERVICES

### CATEGORY 1 MANDATORY SERVICES - RISKS OF NATURAL HAZARDS

#### DEVELOPMENT SERVICES

GENERAL LEVY	246,050	234,650	185,800	243,333
OTHER GRANTS/USER FEES/RECOVERIES	715,000	620,000	752,995	630,128
	<b>961,050</b>	<b>854,650</b>	<b>938,795</b>	<b>873,461</b>

WAGES	736,000	661,000	674,228	629,259
CONSULTING	12,000	1,000	-	3,358
SUPPLIES/OFFICE/JANITORIAL	25,000	17,000	27,320	18,375
VEHICLE/TRAVEL/EQUIP'T USAGE	20,500	20,500	14,343	14,280
CORP SUPPORT/SHARED SVCS	127,000	119,000	111,388	99,500
RENT/INS/TAXES/UTILITIES	27,400	23,000	27,325	20,550
DUES/MEMBERSHIPS	650	650	251	922
AUDIT AND LEGAL	10,000	10,000	-	18,466
CAP MAINT/LOW VALUE ASSETS	2,500	2,500	1,364	-
	<b>961,050</b>	<b>854,650</b>	<b>856,218</b>	<b>804,711</b>

#### PLANNING RELATED TO HAZARDS

GENERAL LEVY	107,150	89,550	98,550	207,580
OTHER GRANTS/USER FEES/RECOVERIES	108,500	10,000	114,215	78,230
	<b>215,650</b>	<b>99,550</b>	<b>212,765</b>	<b>285,810</b>

WAGES	182,000	84,500	162,194	219,749
SUPPLIES/OFFICE/JANITORIAL	1,550	1,550	2,387	2,187
VEHICLE/TRAVEL/EQUIP'T USAGE	500	500	-	-
CORP SUPPORT/SHARED SVCS	26,600	12,000	25,382	33,500
RENT/INS/TAXES/UTILITIES	5,000	1,000	5,000	4,000
	<b>215,650</b>	<b>99,550</b>	<b>194,963</b>	<b>259,436</b>

#### FLOOD /EROSION PROGRAM (S.39 PROV \$)

GENERAL LEVY	137,863	144,263	136,013	135,282
PROVINCIAL GRANTS	104,417	104,417	104,417	104,417
	<b>242,280</b>	<b>248,680</b>	<b>240,430</b>	<b>239,699</b>

WAGES	156,000	156,500	153,031	159,209
CONSULTING/INFO'N/DATA SVCS	35,500	35,500	39,731	34,222
SUPPLIES/OFFICE/JANITORIAL	5,180	8,680	4,295	5,324
VEHICLE/TRAVEL/EQUIP'T USAGE	6,000	6,000	3,982	4,600
CORP SUPPORT/SHARED SVCS	31,600	32,000	31,336	30,280
RENT/INS/TAXES/UTILITIES	8,000	10,000	8,000	6,000
	<b>242,280</b>	<b>248,680</b>	<b>240,375</b>	<b>239,635</b>

	2022	2021	2021	2020
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
<b>WATERSHED ENGINEERING/TECHNICAL STUDIES SUPPORTS</b>				
GENERAL LEVY	<b>76,150</b>	94,150	70,750	108,300
	<b>76,150</b>	94,150	70,750	108,300
WAGES	<b>60,000</b>	75,000	58,454	90,776
SUPPLIES/OFFICE/JANITORIAL	<b>1,550</b>	1,550	901	490
VEHICLE/TRAVEL/EQUIPT USAGE	<b>1,100</b>	1,100	-	547
CORP SUPPORT/SHARED SVCS	<b>11,000</b>	15,000	9,222	13,700
RENT/INS/TAXES/UTILITIES	<b>2,000</b>	1,000	2,000	1,500
DUES/MEMBERSHIPS	<b>500</b>	500	270	270
	<b>76,150</b>	94,150	70,846	107,282

<b>CLIMATE CHANGE - HAZARDS</b>				
GENERAL LEVY	<b>25,000</b>	25,000	-	-
	<b>25,000</b>	25,000	-	-
WAGES	-	21,500	-	-
CONSULTING	<b>25,000</b>	-	-	-
CORP SUPPORT/SHARED SVCS	-	3,500	-	-
	<b>25,000</b>	25,000	-	-

<b>SUMMARY - CATEGORY 1 WMS MANDATORY SERVICES, RISKS OF NATURAL HAZARDS</b>				
GENERAL LEVY	592,213	587,613	491,113	694,495
PROVINCIAL GRANTS	104,417	104,417	104,417	104,417
OTHER GRANTS/USER FEES	823,500	630,000	884,710	708,358
TRANSFER TO/FROM DEF REVENUES	-	-	(17,500)	-
	<b>1,520,130</b>	<b>1,322,030</b>	<b>1,462,740</b>	<b>1,507,270</b>
WAGES & BENEFITS	1,134,000	998,500	1,047,907	1,098,994
SUPPLIES/SERVICES/OTHER	162,830	114,930	119,228	115,890
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	223,300	208,600	195,268	196,180
	<b>1,520,130</b>	<b>1,322,030</b>	<b>1,362,403</b>	<b>1,411,064</b>
<b>SURPLUS/(DEFICIT)</b>	-	-	<b>100,338</b>	<b>96,206</b>

<b>CATEGORY 3 NON MANDATORY SERVICES -ONGOING CORE ERCA WMS PROGRAMS</b>				
<b>PLANNING RELATED TO NATURAL HERITAGE</b>				
GENERAL LEVY	-	-	65,500	-
CW~GS LEVY	<b>59,500</b>	-	-	-
OTHER GRANTS/USER FEES/RECOVERIES	-	91,000	-	-
	<b>59,500</b>	91,000	65,500	-
WAGES	<b>52,000</b>	76,000	56,930	-
VEHICLE/TRAVEL/EQUIPT USAGE	-	-	20	-
CORP SUPPORT/SHARED SVCS	<b>7,500</b>	13,000	8,542	-
RENT/INS/TAXES/UTILITIES	-	2,000	-	-
	<b>59,500</b>	91,000	65,492	-

<b>SUMMARY CATEGORY 3 NON MANDATORY SERVICES -</b>				
<b>ONGOING CORE ERCA WMS PROGRAMS</b>				
GENERAL LEVY	-	-	65,500	-
CW~GS LEVY	59,500	-	-	-
OTHER GRANTS/USER FEES	-	91,000	-	-
	<b>59,500</b>	<b>91,000</b>	<b>65,500</b>	-

	2022	2021	2021	2020
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
WAGES & BENEFITS	52,000	76,000	56,930	-
SUPPLIES/SERVICES/OTHER	-	2,000	20	-
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	7,500	13,000	8,542	-
	59,500	91,000	65,492	-
<b>SURPLUS/(DEFICIT)</b>	-	-	8	-

**CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED MUNICIPAL PROJECTS/STUDIES**

**MUNICIPAL WATER & EROSION CONTROL PROJECTS (50% PROV \$)**

MUNICIPAL	-	70,500	64,063	1,176
PROVINCIAL GRANTS	-	17,625	(26,652)	52,875
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	52,875	34,298	(34,298)
	-	141,000	71,709	19,753
DIRECT WAGES	-	750	9,550	75
CONSULTING/OUTSIDE ENGINEERING	-	44,250	23,659	19,088
CONSTRUCTION	-	96,000	37,500	-
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	-	-	999	590
	-	141,000	71,708	19,753

**SPECIAL MUNICIPAL STUDIES/PROJECTS**

MUNICIPAL	97,000	355,000	122,380	50,321
PROVINCIAL GRANTS	182,000	-	-	-
FEDERAL GRANTS	-	-	-	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	14,700	(15,279)	(7,200)
	279,000	369,700	107,101	43,121
DIRECT WAGES	26,500	20,000	10,454	3,071
CONSULTING/OUTSIDE ENGINEERING	246,500	340,500	93,860	38,938
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	6,000	9,200	2,788	1,112
	279,000	369,700	107,101	43,121

**SUMMARY CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED PROJECTS/STUDIES**

MUNICIPAL	97,000	425,500	186,443	51,497
PROVINCIAL GRANTS	182,000	17,625	(26,652)	52,875
FEDERAL GRANTS	-	-	-	-
TRANSFER TO/FROM DEF REVENUES	-	67,575	19,019	(41,498)
	279,000	510,700	178,810	62,874
WAGES & BENEFITS	26,500	20,750	20,004	3,146
CONSTRUCTION/ENGINEERING/SUPPLIES	246,500	480,750	155,019	58,027
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	6,000	9,200	3,787	1,702
	279,000	510,700	178,809	62,875
<b>SURPLUS/(DEFICIT)</b>	-	-	-	-



# CONSERVATION SERVICES

## CATEGORY 1 MANDATORY SERVICES - CONSERVATION LANDS MANAGEMENT

### GENERAL PROGRAM OPERATIONS, MANAGEMENT PLANS & LAND STRATEGIES

GENERAL LEVY	158,515	179,215	179,215	89,255
CW~GS LEVY	-	-	-	3,500
FEDERAL GRANTS	-	25,000	-	-
	<b>158,515</b>	<b>204,215</b>	<b>179,215</b>	<b>92,755</b>
WAGES	131,000	175,000	124,238	80,300
ENGINEERING/CONSULTING	-	-	-	142
SUPPLIES/OFFICE/JANITORIAL	4,215	4,215	4,063	2,436
VEHICLE/TRAVEL/EQUIP'T USAGE	2,000	500	-	-
CORP SUPPORT/SHARED SVCS	21,300	23,000	20,421	11,450
RENT/INS/TAXES/UTILITIES	-	-	-	250
	<b>158,515</b>	<b>202,715</b>	<b>148,722</b>	<b>94,578</b>

### CONSERVATION AREAS/GREEWAYS/OWNED PROPERTIES MAINTENANCE

GENERAL LEVY	704,360	620,226	570,226	551,512
FEDERAL GRANTS	-	-	22,153	31,304
OTHER GRANTS/USER FEES	111,650	90,750	103,058	104,367
TRANSFERS (TO)/FROM DEFERRED REVENUES	4,000	5,800	9,400	(8,200)
TRANSFERS TO/FROM RESERVES	20,000	(7,000)	(22,000)	(5,000)
	<b>840,010</b>	<b>709,776</b>	<b>682,837</b>	<b>673,983</b>
WAGES	397,200	317,500	261,847	268,457
CONSTRUCTION	-	-	9,580	3,562
ENGINEERING/CONSULTING	-	12,000	8,802	6,735
SUPPLIES/OFFICE/JANITORIAL	47,410	45,910	44,863	41,037
VEHICLE/TRAVEL/EQUIP'T USAGE	48,900	75,500	58,166	91,365
PLANT MAT/LANDOWNER GRANTS	24,000	16,300	1,909	4,330
CORP SUPPORT/SHARED SVCS	103,950	90,640	76,734	71,185
RENT/INS/TAXES/UTILITIES	125,700	118,200	120,196	118,999
AUDIT AND LEGAL	-	-	1,120	-
CAP MAINT/LOW VALUE ASSETS	89,600	32,976	69,583	17,638
	<b>840,010</b>	<b>709,776</b>	<b>655,381</b>	<b>624,160</b>

### CAPITAL OR MAJOR MAINTENANCE/IMPROVEMENT PROJECTS

GENERAL LEVY	23,500	15,000	15,000	-
MUNICIPAL	-	-	100,000	-
PROVINCIAL GRANTS	161,000	-	6,249	-
FEDERAL GRANTS	180,000	60,000	160,000	551,500
OTHER GRANTS/USER FEES	501,000	200,000	197,154	335,295
TRANSFERS TO/FROM RESERVES	27,000	425,000	366,500	569,193
	<b>892,500</b>	<b>700,000</b>	<b>844,903</b>	<b>1,455,988</b>
WAGES	14,000	15,000	43,106	13,986
CONSTRUCTION	688,500	648,500	752,042	124,379
ENGINEERING/CONSULTING/SUB CONTRACTING	133,000	15,000	16,298	23,855
CONSTRUCTION SUPPLIES	7,000	12,000	14,960	8,648
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-	5,673	982
PLANT MAT/LANDOWNER GRANTS	-	-	-	4,980
CORP SUPPORT/SHARED SVCS	30,500	9,500	13,831	27,741
CAP MAINT/LOW VALUE ASSETS	19,500	-	49,714	5,696
	<b>892,500</b>	<b>700,000</b>	<b>899,653</b>	<b>210,267</b>

	2022	2021	2021	2020
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
<b>JOHN R PARK HOMESTEAD</b>				
GENERAL LEVY	189,565	90,000	90,000	55,452
CW~GS LEVY	-	97,065	97,065	61,470
PROVINCIAL GRANTS	23,688	23,688	23,688	23,688
FEDERAL GRANTS	6,000	-	5,340	30,621
OTHER GRANTS/USER FEES	68,750	69,550	27,378	36,020
TRANSFERS (TO)/FROM RESERVES	(15,000)	-	(10,000)	(12,000)
	<b>273,003</b>	280,303	233,471	195,251
WAGES	182,000	173,000	168,331	135,415
CONSTRUCTION	-	10,000	-	1,600
CONSULTING/SUB K	3,500	1,500	-	-
SUPPLIES/OFFICE/JANITORIAL	21,303	32,503	17,654	19,549
VEHICLE/TRAVEL/EQUIP'T USAGE	300	300	1,583	608
CORP SUPPORT/SHARED SVCS	25,000	25,000	25,144	14,000
RENT/INS/TAXES/UTILITIES	36,900	30,000	22,728	15,831
CAP MAINT/LOW VALUE ASSETS	3,000	7,000	6,978	7,291
	<b>273,003</b>	280,303	246,187	194,655
<b>TREE PLANTING AND RESTORATION -ERCA LANDS</b>				
GENERAL LEVY	124,300	58,700	58,700	-
PROVINCIAL GRANTS	10,000	10,000	13,654	-
OTHER GRANTS/USER FEES	35,000	51,000	29,285	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	17,435	-
	<b>169,300</b>	119,700	119,074	-
WAGES	101,000	64,000	61,072	-
SUPPLIES/OFFICE/JANITORIAL	10,579	9,079	2,779	-
VEHICLE/TRAVEL/EQUIP'T USAGE	9,550	13,550	19,702	-
PLANT MAT/LANDOWNER GRANTS	24,071	14,071	24,495	-
CORP SUPPORT/SHARED SVCS	20,600	17,000	12,204	-
RENT/INS/TAXES/UTILITIES	-	2,000	-	-
	<b>169,300</b>	119,700	120,252	-
<b>FLEET &amp; FIELD EQUIPMENT</b>				
GENERAL LEVY	27,750	-	50,000	25,000
OTHER GRANTS/USER FEES/RECOVERIES	126,600	173,000	165,732	144,851
TRANSFERS TO/FROM RESERVES	43,000	25,000	-	-
	<b>197,350</b>	198,000	215,732	169,851
MAINTENANCE/REPAIRS	61,900	60,000	72,928	69,431
FUEL	31,000	33,400	36,707	28,169
LICENCES/MISC/SMALL TOOLS	19,450	16,600	18,602	13,959
AMORTIZATION	90,000	88,000	85,000	77,767
	<b>202,350</b>	198,000	213,237	189,327
<b>SUMMARY CATEGORY 1 MANDATORY SERVICES - LAND MGMT, (OWNED) CONSERVATION AREAS OPERATIONS, MAINTENANCE &amp; CAPITAL</b>				
GENERAL LEVY	1,227,990	963,141	963,141	721,219
CW~GS LEVY	-	97,065	97,065	64,970
MUNICIPAL	-	-	100,000	-
PROVINCIAL GRANTS	200,688	40,688	50,486	31,020
FEDERAL GRANTS	186,000	85,000	187,493	582,121
OTHER GRANTS/USER FEES	650,750	571,550	637,291	695,639
IN-KIND	-	-	5,000	-
TRANSFER TO/FROM DEF REVENUES	178,000	5,800	(111,041)	(103,865)
TRANSFER TO/FROM RESERVES	75,000	443,000	334,500	552,193
	<b>2,206,244</b>	2,206,244	2,263,935	2,543,297

	2022	2021	2021	2020
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
WAGES & BENEFITS	824,800	740,500	660,164	477,165
CONSTRUCTION/ENGINEERING/SUPPLIES	1,454,428	1,224,854	1,386,950	599,750
RECOVERIES FOR SHARED SVCS/FLEET	244,200	240,890	224,142	192,541
	<b>2,523,428</b>	<b>2,206,244</b>	<b>2,271,256</b>	<b>1,269,456</b>
<b>SURPLUS/(DEFICIT)</b>	<b>(5,000)</b>	<b>-</b>	<b>(7,321)</b>	<b>1,273,841</b>

### CATEGORY 3 NON MANDATORY SERVICES - ONGOING ERCA CORE CONSERVATION-RELATED PROGRAMS

#### LAND SECUREMENT

CW~GS LEVY	<b>500,000</b>	500,000	500,000	510,095
TRANSFERS (TO)/FROM LAND ACQ FUND	<b>(453,000)</b>	(453,000)	(462,695)	(343,246)
	<b>47,000</b>	47,000	37,305	166,849
WAGES	<b>18,300</b>	17,000	14,686	18,870
LEGAL, SURVEYING,CONSULTNG	<b>22,700</b>	25,000	20,002	27,373
CORP SUPPORT/SHARED SVCS	<b>6,000</b>	5,000	2,914	6,908
	<b>47,000</b>	47,000	37,601	53,171

#### RESTORATION/TREE PLANTING PROGRAM - NON ERCA PROPERTIES

CW~GS LEVY	<b>75,000</b>	60,000	60,000	160,000
PROVINCIAL GRANTS	<b>70,000</b>	62,500	31,782	69,182
FEDERAL GRANTS	<b>40,000</b>	28,000	28,499	-
OTHER GRANTS/USER FEES	<b>315,000</b>	297,300	451,519	232,837
IN-KIND	-	-	14,478	5,033
TRANSFERS (TO)/FROM DEFERRED REVENUES	<b>25,600</b>	4,400	51,748	(52,682)
	<b>525,600</b>	452,200	638,024	414,369
WAGES	<b>187,800</b>	150,500	197,777	207,321
ENGINEERING/CONSULTING/SUB-CONTRACTING	-	-	21,734	407
SUPPLIES/OFFICE/JANITORIAL	<b>10,700</b>	10,700	17,512	9,446
VEHICLE/TRAVEL/EQUIP'T USAGE	<b>32,600</b>	30,100	25,169	17,540
PLANT MAT/LANDOWNER GRANTS	<b>216,500</b>	205,500	276,469	121,226
CORP SUPPORT/SHARED SVCS	<b>68,500</b>	48,900	73,625	45,000
RENT/INS/TAXES/UTILITIES	<b>8,000</b>	5,000	8,857	6,400
IN KIND SVCS SUPPLIES	-	-	14,478	5,033
CAP MAINT/LOW VALUE ASSETS	<b>1,000</b>	1,000	2,300	-
SMALL MISC	<b>500</b>	500	-	3,192
	<b>525,600</b>	452,200	637,919	415,565

#### HOLIDAY BEACH (OPERATED UNDER MGMT AGREEMENT)

GENERAL LEVY	-	-	-	50,602
CW~GS LEVY	<b>6,000</b>	27,000	-	-
SELF GENERATED	<b>315,600</b>	251,800	324,876	203,701
	<b>321,600</b>	278,800	324,876	254,303
WAGES	<b>166,800</b>	133,250	162,625	127,721
ENGINEERING/CONSULTING/SUB CONTRACTING	<b>1,000</b>	2,500	999	1,151
SUPPLIES/OFFICE/JANITORIAL	<b>44,664</b>	39,778	55,625	31,087
VEHICLE/TRAVEL/EQUIP'T USAGE	<b>17,036</b>	16,322	23,535	13,791
CORP SUPPORT/SHARED SVCS	<b>34,600</b>	31,600	32,180	22,575
RENT/INS/TAXES/UTILITIES	<b>40,500</b>	32,600	39,350	31,092
AUDIT AND LEGAL	-	-	500	-
MAJOR MAINT/ROADS/VEGETATION	<b>16,500</b>	22,250	8,104	23,067
SMALL MISC	<b>500</b>	500	-	-
	<b>321,600</b>	278,800	322,918	250,485

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
<b>SUMMARY CATEGORY 3 NON MANDATORY SERVICES - ERCA ONGOING CORE CONSERVATION PROGRAMS</b>				
GENERAL LEVY	-	-	-	50,602
CW~GS LEVY	581,000	587,000	587,000	670,095
PROVINCIAL GRANTS	70,000	62,500	31,782	69,182
FEDERAL GRANTS	40,000	28,000	28,499	-
OTHER GRANTS/USER FEES	630,600	549,100	776,394	436,538
IN-KIND	-	-	14,478	5,033
TRANSFER TO/FROM DEF REVENUES	(427,400)	(448,600)	(437,947)	(393,228)
	<b>894,200</b>	<b>778,000</b>	<b>1,000,205</b>	<b>838,221</b>
WAGES & BENEFITS	372,900	300,750	375,088	356,287
OTHER OPERATING/SITE SUPPLIES/PROF SERVICES	373,200	353,714	471,069	262,620
RECOVERIES FOR SHARED SVCS/FLEET	148,100	123,536	152,281	103,013
	<b>894,200</b>	<b>778,000</b>	<b>998,438</b>	<b>721,920</b>
<b>SURPLUS/(DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>1,767</b>	<b>116,301</b>

**CATEGORY 3 NON MANDATORY SERVICES - FEE FOR SERVICE TERM-LIMITED PROJECTS/CONTRACTS**  
**FEE FOR SERVICE RESTORATION PROJECTS & HABITAT STUDIES**

MUNICIPAL	<b>1,000,000</b>	1,507,000	118,326	756,114
PROVINCIAL GRANTS	-	75,000	15,000	60,000
FEDERAL GRANTS	-	280,000	303,151	89,102
OTHER GRANTS/USER FEES	-	50,000	67,748	7,910
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	78,575	(26,870)	107,923
	<b>1,000,000</b>	<b>1,990,575</b>	<b>477,355</b>	<b>1,021,049</b>
WAGES	-	67,000	79,125	21,137
CONSTRUCTION	<b>1,000,000</b>	1,765,000	262,185	916,377
ENGINEERING/CONSULTING/SUB-CONTRACTING	-	125,000	105,614	70,325
SUPPLIES/OFFICE/JANITORIAL	-	5,000	3,602	2,686
VEHICLE/TRAVEL/EQUIP'T USAGE	-	7,000	8,938	40
CORP SUPPORT/SHARED SVCS	-	20,575	14,295	9,985
RENT/INS/TAXES/UTILITIES	-	1,000	590	500
SMALL MISC	-	-	4,230	-
	<b>1,000,000</b>	<b>1,990,575</b>	<b>478,578</b>	<b>1,021,050</b>

**FEE FOR SERVICE PROPERTY MAINTENANCE/MANAGEMENT**

FEDERAL GRANTS	-	-	-	31,304
OTHER GRANTS/USER FEES	<b>12,250</b>	5,750	9,897	13,427
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	1,400	(200)
	<b>12,250</b>	<b>5,750</b>	<b>11,297</b>	<b>44,531</b>
WAGES	<b>7,300</b>	4,000	9,787	25,675
SUPPLIES/OFFICE/JANITORIAL	-	-	-	3,851
VEHICLE/TRAVEL/EQUIP'T USAGE	<b>2,800</b>	1,000	1,245	7,197
PLANT MAT/LANDOWNER GRANTS	-	-	-	641
CORP SUPPORT/SHARED SVCS	<b>1,750</b>	750	1,150	5,535
RENT/INS/TAXES/UTILITIES	<b>400</b>	-	95	1,632
SMALL MISC	-	-	-	-
	<b>12,250</b>	<b>5,750</b>	<b>12,277</b>	<b>44,531</b>

	2022	2021	2021	2020
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
<b>SUMMARY CATEGORY 3 NON MANDATORY SERVICES -</b>				
<b>FEE FOR SERVICE CONTRACTS/TERM LIMITED</b>				
<b>PROJECTS</b>				
MUNICIPAL	1,000,000	1,507,000	118,326	756,114
PROVINCIAL GRANTS	-	75,000	15,000	60,000
FEDERAL GRANTS	-	280,000	303,151	120,406
OTHER GRANTS/USER FEES	12,250	55,750	77,645	21,337
TRANSFER TO/FROM DEF REVENUES	-	78,575	(25,470)	107,723
	<b>1,012,250</b>	<b>1,996,325</b>	<b>488,652</b>	<b>1,065,580</b>
<b>WAGES &amp; BENEFITS</b>	<b>7,300</b>	<b>71,000</b>	<b>88,912</b>	<b>46,812</b>
<b>CONSTRUCTION/SUPPLIES/OTHER</b>	<b>1,000,400</b>	<b>1,896,000</b>	<b>376,339</b>	<b>999,788</b>
<b>RECOVERIES FOR SHARED SVCS/FLEET</b>	<b>4,550</b>	<b>29,325</b>	<b>25,604</b>	<b>18,980</b>
	<b>1,012,250</b>	<b>1,996,325</b>	<b>490,855</b>	<b>1,065,580</b>
<b>SURPLUS/(DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>(2,203)</b>	<b>-</b>

# WATERSHED RESEARCH

## CATEGORY 1 MANDATORY SERVICE - ESSEX REGION SOURCE PROTECTION AUTHORITY (Under Clean Water Act, 2006)

PROVINCIAL GRANTS	95,500	95,000	92,500	52,734
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	30,763
	<b>95,500</b>	95,000	92,500	83,497
WAGES	79,000	80,000	80,500	68,824
SUPPLIES/OFFICE/JANITORIAL	-	-	-	879
VEHICLE/TRAVEL/EQUIPT USAGE	-	-	-	302
CORP SUPPORT/SHARED SVCS	12,000	12,000	12,000	9,083
RENT/INS/TAXES/UTILITIES	1,500	-	-	1,100
PER DIEMS/MISC	3,000	3,000	-	3,310
	<b>95,500</b>	95,000	92,500	83,497

## CATEGORY 2 MUNICIPAL SERVICES - RISK MANAGEMENT SERVICES (PART IV CWA, 2006)

MUNICIPAL	15,500	12,000	28,000	60,058
	<b>15,500</b>	12,000	28,000	60,058
WAGES	12,000	10,000	24,520	47,803
SUPPLIES/OFFICE/JANITORIAL	500	500	-	857
VEHICLE/TRAVEL/EQUIPT USAGE	-	-	-	2,450
CORP SUPPORT/SHARED SVCS	1,500	1,500	3,500	7,582
RENT/INS/TAXES/UTILITIES	1,500	-	2,000	1,366
MISC SUPPLIES	-	-	-	-
	<b>15,500</b>	12,000	30,020	60,058

## CATEGORY 3 NON MANDATORY SERVICE - ONGOING ERCA CORE WATER QUALITY/RESEARCH PROGRAM

### WATERSHED WATER QUALITY PROGRAM

CW~GS LEVY	54,000	72,750	72,750	40,300
FEDERAL GRANTS	-	-	5,000	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	(39,500)	-
	<b>54,000</b>	72,750	38,250	40,300
WAGES	28,000	44,500	12,568	18,343
CONSULTING/SUB CONTRACTING	9,750	10,000	13,556	7,725
SUPPLIES/OFFICE/JANITORIAL	2,400	2,400	1,548	2,381
VEHICLE/TRAVEL/EQUIPT USAGE	4,500	4,500	6,608	4,725
CORP SUPPORT/SHARED SVCS	8,000	11,000	4,256	3,450
RENT/INS/TAXES/UTILITIES	1,350	350	1,235	4,500
SMALL MISC	-	-	-	-
	<b>54,000</b>	72,750	39,771	41,123

### DEMONSTRATION/CROP RESEARCH FARM

CW~GS LEVY	36,750	35,000	35,000	44,580
OTHER	17,600	16,600	18,814	18,121
	<b>54,350</b>	51,600	53,814	62,701
WAGES	35,500	35,000	38,768	42,572
SUPPLIES/OFFICE/JANITORIAL	1,500	6,000	1,260	3,421
VEHICLE/TRAVEL/EQUIPT USAGE	3,000	1,500	2,550	1,595
PLANT MAT/LANDOWNER GRANTS	1,000	-	852	-
CORP SUPPORT/SHARED SVCS	7,500	6,000	6,123	7,500
RENT/INS/TAXES/UTILITIES	350	-	350	250
DUES/MEMBERSHIPS	300	300	259	488

	2022	2021	2021	2020
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
SUB CONTRACTED SERVICES	5,000	2,000	2,611	5,342
	<b>54,350</b>	51,600	53,543	62,703

LANDOWNER STEWARDSHIP PROGRAM				
CW~GS LEVY	35,000	35,000	35,000	26,250
IN-KIND	20,000	20,000	4,722	21,847
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	3,000	(22,300)	-
	<b>55,000</b>	58,000	17,422	48,097
VEHICLE/TRAVEL/EQUIP'T USAGE	2,000	2,000	215	-
PLANT MAT/LANDOWNER GRANTS	22,000	25,000	8,669	19,862
CORP SUPPORT/SHARED SVCS	4,000	5,000	2,279	1,769
RENT/INS/TAXES/UTILITIES	-	-	128	250
IN KIND SVCS SUPPLIES	20,000	20,000	4,722	21,847
SMALL MISC	7,000	6,000	1,460	4,370
	<b>55,000</b>	58,000	17,473	48,097

SUMMARY CATEGORY 3 NON MANDATORY SERVICES - ERCA ONGOING WATER QUALITY/ RESEARCH PROGRAMS				
CW~GS LEVY	125,750	142,750	142,750	111,130
FEDERAL GRANTS	-	-	5,000	-
OTHER GRANTS/USER FEES	17,600	16,600	18,814	18,121
IN-KIND	20,000	20,000	4,722	21,847
TRANSFER TO/FROM DEF REVENUES	-	3,000	(61,800)	-
	<b>163,350</b>	<b>182,350</b>	<b>109,486</b>	<b>151,098</b>
WAGES & BENEFITS	70,500	85,500	52,796	65,285
SUPPLIES/TECH SERVICES/EQUIP'T	65,850	67,350	37,463	67,819
RECOVERIES FOR SHARED SVCS/FLEET	27,000	29,500	20,528	18,819
	<b>163,350</b>	<b>182,350</b>	<b>110,787</b>	<b>151,923</b>
<b>SURPLUS/(DEFICIT)</b>	-	-	<b>(1,301)</b>	<b>(825)</b>

CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED GRANT-FUNDED/FEE-FOR-SERVICE PROJECTS/STUDIES DETROIT RIVER CLEANUP COALITION				
PROVINCIAL GRANTS	73,500	-	85,000	155,018
FEDERAL GRANTS	73,500	73,500	99,833	78,917
OTHER GRANTS/USER FEES	-	-	-	4,085
TRANSFERS (TO)/FROM DEFERRED REVENUES	12,000	73,500	(25,000)	(92,000)
	<b>159,000</b>	147,000	159,833	146,020
WAGES	121,000	110,000	129,200	102,695
SUPPLIES/OFFICE/JANITORIAL	6,150	7,500	5,500	17,299
VEHICLE/TRAVEL/EQUIP'T USAGE	250	250	4,637	6,754
PLANT MAT/LANDOWNER GRANTS	10,000	10,000	-	2,313
CORP SUPPORT/SHARED SVCS	20,000	19,000	18,000	16,293
RENT/INS/TAXES/UTILITIES	1,600	250	-	500
CAP MAINT/LOW VALUE ASSETS	-	-	-	166
	<b>159,000</b>	147,000	157,337	146,020

	2022	2021	2021	2020
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
<b>REGIONAL ENERGY PLAN &amp; CLIMATE CHANGE STUDIES</b>				
CW~GS LEVY	-	-	-	50,000
MUNICIPAL	-	79,100	50,675	221,177
FEDERAL GRANTS	<b>5,000</b>	23,000	29,500	975
OTHER GRANTS/USER FEES	-	10,000	-	70,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	51,000	39,240	(16,359)
	<b>5,000</b>	163,100	119,415	325,793
WAGES	<b>5,000</b>	65,000	87,400	109,206
ENGINEERING/CONSULTING	-	87,000	19,000	194,401
SUPPLIES/OFFICE/JANITORIAL	-	-	1,000	3,536
VEHICLE/TRAVEL/EQUIPT USAGE	-	-	-	2,400
CORP SUPPORT/SHARED SVCS	-	11,100	12,015	17,338
RENT/INS/TAXES/UTILITIES	-	-	-	750
	<b>5,000</b>	163,100	119,415	327,630
<b>OTHER WATER QUALITY STUDIES (FED\$ &amp; PROV\$)</b>				
PROVINCIAL GRANTS	<b>280,000</b>	296,000	539,790	204,706
FEDERAL GRANTS	-	240,000	162,806	208,995
IN-KIND	<b>70,000</b>	-	6,413	12,342
TRANSFERS (TO)/FROM DEFERRED REVENUES	<b>161,900</b>	-	(161,000)	19,077
	<b>511,900</b>	536,000	548,009	445,120
WAGES	<b>241,000</b>	247,295	269,790	225,879
CONSTRUCTION	-	30,000	-	-
CONSULTING/SUB CONTRACTING	<b>52,000</b>	71,705	30,778	30,512
SUPPLIES/OFFICE/JANITORIAL	<b>6,000</b>	2,000	11,692	38,261
VEHICLE/TRAVEL/EQUIPT USAGE	<b>3,000</b>	8,000	5,950	3,186
PLANT MAT/LANDOWNER GRANTS	<b>70,000</b>	114,000	161,261	85,963
CORP SUPPORT/SHARED SVCS	<b>50,900</b>	58,000	52,319	41,003
RENT/INS/TAXES/UTILITIES	-	-	3,169	-
IN KIND SVCS SUPPLIES	<b>70,000</b>	-	6,413	12,342
TECHNICAL EQUIPMENT	<b>19,000</b>	5,000	7,463	7,976
	<b>511,900</b>	536,000	548,835	445,122
<b>OTHER WATER QUALITY FEE FOR SERVICE (SAMPLING/DATA/ANALYSIS)</b>				
FEDERAL GRANTS	<b>37,000</b>	-	16,020	5,000
OTHER	-	21,985	23,000	21,840
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	(5,000)
	<b>37,000</b>	21,985	39,020	21,840
WAGES	<b>31,000</b>	16,500	34,122	17,670
CONSULTING/SUB CONTRACTING	-	600	568	631
SUPPLIES/OFFICE/JANITORIAL	<b>500</b>	185	485	123
VEHICLE/TRAVEL/EQUIPT USAGE	-	1,900	1,906	654
CORP SUPPORT/SHARED SVCS	<b>5,500</b>	2,800	5,505	2,762
RENT/INS/TAXES/UTILITIES	-	-	236	-
	<b>37,000</b>	21,985	42,822	21,840



	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
<b>SUMMARY CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED GRANT-FUNDED/FEE-FOR-SERVICE PROJECTS/STUDIES</b>				
CW~GS LEVY	-	-	-	50,000
MUNICIPAL	-	79,100	50,675	221,177
PROVINCIAL GRANTS	353,500	296,000	624,790	359,724
FEDERAL GRANTS	115,500	336,500	308,159	293,887
OTHER GRANTS/USER FEES	-	31,985	23,000	95,925
IN-KIND	70,000	-	6,413	12,342
TRANSFER TO/FROM DEF REVENUES	173,900	124,500	(146,760)	(94,282)
	<b>712,900</b>	<b>868,085</b>	<b>866,277</b>	<b>938,774</b>
WAGES & BENEFITS	398,000	438,795	520,512	455,450
SUBSIDIES/MATERIALS/TECH SVCS/EQUIP'T	235,250	328,240	251,950	398,927
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	79,650	101,050	95,948	86,235
	<b>712,900</b>	<b>868,085</b>	<b>868,409</b>	<b>940,612</b>
<b>SURPLUS/(DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>(2,132)</b>	<b>(1,838)</b>



# COMMUNITY SERVICES

## CATEGORY 1 MANDATORY SERVICES- SUPPORTS ALL MANDATORY SERVICES

### CORPORATE COMMUNICATIONS

GENERAL LEVY	189,700	177,700	177,700	125,650
CW~GS LEVY	-	-	-	26,000
ERCF/OTHER GRANTS	5,000	20,000	21,667	-
	<b>194,700</b>	<b>197,700</b>	<b>199,367</b>	<b>151,650</b>

WAGES	174,000	192,000	173,827	148,759
CONSULTING	15,000	-	-	-
SUPPLIES/OFFICE/JANITORIAL	4,800	4,800	13,676	3,895
VEHICLE/TRAVEL/EQUIPT USAGE	450	450	-	38
CAP MAINT/LOW VALUE ASSETS	450	450	-	-
SMALL MISC	-	-	-	-
	<b>194,700</b>	<b>197,700</b>	<b>187,503</b>	<b>152,693</b>

## CATEGORY 3 NON MANDATORY SERVICES - ONGOING ERCA STAKEHOLDER ENGAGEMENT, OUTREACH & EDUCATION

### OUTDOOR & CONSERVATION EDUCATION

GENERAL LEVY	-	-	-	-
CW~GS LEVY	-	16,000	31,000	32,000
OTHER GRANTS/USER FEES	73,000	50,000	54,460	12,787
TRANSFERS (TO)/FROM DEFERRED REVENUES	(20,000)	3,000	(24,300)	(4,500)
	<b>53,000</b>	<b>69,000</b>	<b>61,160</b>	<b>40,287</b>

WAGES	36,100	55,000	59,863	36,775
SUPPLIES/OFFICE/JANITORIAL	2,320	2,670	505	409
VEHICLE/TRAVEL/EQUIPT USAGE	1,080	830	252	124
CORP SUPPORT/SHARED SVCS	11,900	10,000	9,328	4,500
RENT/INS/TAXES/UTILITIES	1,600	500	1,565	500
SMALL MISC	-	-	-	-
	<b>53,000</b>	<b>69,000</b>	<b>71,513</b>	<b>42,308</b>

### OUTREACH & ENGAGEMENT

CW~GS LEVY	61,600	62,600	47,600	95,805
OTHER GRANTS/USER FEES	10,000	30,000	6,835	9,313
	<b>71,600</b>	<b>92,600</b>	<b>54,435</b>	<b>105,118</b>

WAGES	45,000	42,000	42,433	80,527
SUPPLIES/OFFICE/JANITORIAL	3,850	6,150	2,548	5,338
VEHICLE/TRAVEL/EQUIPT USAGE	1,950	3,200	1,024	2,505
PARTNER GRANTS/PLANT MATERIAL	9,000	19,000	-	2,794
CORP SUPPORT/SHARED SVCS	10,000	21,000	7,067	12,000
RENT/INS/TAXES/UTILITIES	1,300	750	1,221	950
CAP MAINT/LOW VALUE ASSETS	500	500	-	-
TOTAL EXPENSES	71,600	92,600	54,466	104,114
SMALL MISC	-	-	173	-
	<b>71,600</b>	<b>92,600</b>	<b>54,466</b>	<b>104,114</b>

## SUMMARY CATEGORY 3 NON MANDATORY SERVICES - STAKEHOLDER ENGAGEMENT, OUTREACH & EDUCATION

CW~GS LEVY	61,600	62,600	47,600	95,805
OTHER GRANTS/USER FEES	10,000	30,000	6,835	9,313
	<b>71,600</b>	<b>92,600</b>	<b>54,435</b>	<b>105,118</b>

WAGES & BENEFITS	45,000	42,000	42,433	80,527
OTHER OPERATING/SITE SUPPLIES/PROF SERVICES	14,850	26,600	3,942	9,187
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	11,750	24,000	8,091	14,400

**CATEGORY 3 NON MANDATORY SERVICES - FUNDRAISING/COMMUNITY EVENTS & GRANT FUNDED TERM PROJECTS**

FEDERAL GRANTS	250	-	4,750	-
OTHER GRANTS/USER FEES	-	32,000	61,810	43,700
TRANSFERS (TO)/FROM DEFERRED REVENUES	49,600	35,500	(17,200)	(43,700)
	<b>49,850</b>	67,500	49,360	-
WAGES	15,250	17,000	25,210	169
TREES/SUPPLIES	34,600	50,500	22,901	317
	<b>49,850</b>	67,500	48,112	486



# CORPORATE SERVICES

## CATEGORY 1 MANDATORY SERVICES- CORPORATE & SUPPORT FUNCTIONS

### ADMINISTRATION, GOVERNANCE, RISK, COMPLIANCE, HR, FINANCE & IM/IT

GENERAL LEVY	502,550	456,750	487,750	388,608
OTHER GRANTS/USER FEES/RECOVERIES	661,600	660,000	633,530	595,076
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	(365)
TRANSFERS (TO)/FROM RESERVES	-	15,000	(5,353)	(23,052)
	<b>1,164,150</b>	<b>1,131,750</b>	<b>1,115,927</b>	<b>960,268</b>

WAGES	816,000	784,000	769,414	604,517
MEMBER EXPENSES/CO DUES	57,500	57,500	54,000	57,613
AUDIT/LEGAL/CONSULTING	48,000	54,900	23,608	77,231
SUPPLIES/EQUIPT/NETWORK	71,150	59,350	56,822	50,786
OCCUPANCY/PHONE	146,500	142,500	145,670	138,446
TRAVEL & BD/STAFF MEETINGS	3,000	2,000	710	2,022
RETIREE BENEFITS	22,000	16,000	19,842	12,125
	<b>1,164,150</b>	<b>1,116,250</b>	<b>1,070,066</b>	<b>942,740</b>

### CORPORATE SPECIAL PROJECTS (RECORDS/IS/IT)

TRANSFERS FROM RESERVES	43,000	25,000	-	-
	<b>43,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
CONSULTING/OTHER	43,000	25,000	-	-
	<b>43,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>

### TRANSFER TO INFRASTRUCTURE RESERVE

GENERAL LEVY	200,000	300,000	300,000	356,091
CWGS	-	64,000	64,000	-
TRANSFER TO RESERVES	(200,000)	(364,000)	(364,000)	(272,000)
EXTRAORDINARY LOSS	-	-	-	(292,742)
	<b>-</b>	<b>-</b>	<b>-</b>	<b>(208,651)</b>

### SUMMARY CATEGORY 1 MANDATORY SERVICES - CORPORATE SERVICES

GENERAL LEVY	702,550	756,750	787,750	744,699
CW~GS LEVY	-	64,000	64,000	-
OTHER GRANTS/USER FEES	661,600	660,000	633,530	595,076
TRANSFER TO/FROM DEF REVENUES	-	-	-	(365)
TRANSFER TO/FROM RESERVES	(157,000)	(324,000)	(369,353)	(295,052)
	<b>1,207,150</b>	<b>1,156,750</b>	<b>1,115,927</b>	<b>1,044,359</b>
WAGES & BENEFITS	816,000	784,000	769,414	604,517
OTHER OPERATING/SUPPLIES/PROF SERVICES	391,150	357,250	300,652	630,965
	<b>1,207,150</b>	<b>1,141,250</b>	<b>1,070,066</b>	<b>1,235,482</b>
SURPLUS/(DEFICIT)	-	15,500	45,860	(191,124)

### NON MANDATORY SERVICES- ESSEX REGION CONSERVATION GOVERNANCE & FINANCE SUPPORTS

GRANT TO ERCA FOR STAFF SUPPORTS	55,000	10,000	18,333	30,000
ERCF-RELATED WAGE SUPPORTS	55,000	25,500	37,883	48,636
NET FINANCIAL SUPPORT OF/(PROVIDED BY) ERCF	-	(15,500)	(19,550)	(18,636)

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
--	----------------------	----------------	--------------------	-----------------

## AUTHORITY FINANCIAL SUMMARY OF PROGRAMS & SERVICES BY CATEGORY

<b>CATEGORY 1 MANDATORY PROGRAMS &amp; SERVICES</b>				
<b>Risks of Hazards, Conservation and Management of Lands, Source Protection Authority &amp; Corporate Svcs</b>				
Total Municipal Levies associated with mandatory programs & services	2,688,953	2,631,269	2,565,769	2,377,034
Other Government Funding	245,605	265,105	268,648	218,792
Self-generated/Other Grants	1,813,850	1,681,550	1,848,568	1,567,912
Deferred Revenue Transfers	4,000	5,800	7,935	22,399
Reserve transfers	(109,000)	(306,000)	(401,353)	(312,052)
<b>Total revenues associated with mandatory programs &amp; services</b>	<b>4,643,408</b>	<b>4,277,724</b>	<b>4,289,566</b>	<b>3,874,085</b>
<b>Operational Expenses associated with mandatory services</b>				
Wages & benefits -ERCA operations	3,036,300	2,796,500	2,709,165	2,396,683
Plant material, removals and landowner subsidies - ERCA operations	48,071	30,371	26,404	3,689
Site & operational supplies/services - Conservation Areas	70,545	77,821	75,538	45,245
Office supplies & expenses - other ERCA programs	14,480	19,130	15,020	20,675
Occupancy, taxes, utilities & waste removal	295,260	282,860	274,101	262,626
Maintenance, repairs & security-sites	87,900	46,100	69,063	41,442
Maintenance, repairs & supplies-fleet/equipment	94,500	100,900	108,320	99,033
Equipment, software/hardware & website- ERCA operations	75,523	95,173	69,185	36,670
Technical & sub-contracted services/consulting - ERCA operations	159,000	75,000	43,960	45,358
Insurance, audit & legal	124,050	104,600	110,194	163,393
Dues & memberships	50,229	49,229	45,376	47,559
Travel, training & professional development	15,750	15,750	5,817	1,876
Board ,committee & meeting expenses	20,000	19,000	15,000	21,487
Bank, credit card charges and interest	17,600	9,600	19,632	15,574
Internal recoveries included in revenues	449,200	452,190	412,301	370,063
Fleet/Equipment replacement	85,000	88,000	93,246	53,635
Other	-	-	-	(0)
Extraordinary item	-	-	-	292,787
<b>Total operational expenses -mandatory programs</b>	<b>4,643,408</b>	<b>4,262,224</b>	<b>4,092,321</b>	<b>3,917,793</b>
<b>Operating surplus/(Deficit) - mandatory programs/services</b>	<b>-</b>	<b>15,500</b>	<b>197,245</b>	<b>(43,709)</b>
<b>Capital projects associated with conservation areas infrastructure</b>				
Total Municipal Levies associated with capital projects/infrastructure	23,500	15,000	15,000	-
Transfers from Infrastructure Reserve	27,000	425,000	366,500	569,193
Grants from ERCF/Other funders	842,000	260,000	463,403	886,795
<b>Total revenues associated with capital projects/infrastructure</b>	<b>892,500</b>	<b>700,000</b>	<b>844,903</b>	<b>1,455,988</b>
Construction/engineering-ERCA capital projects (transferred to Tangible Capital Assets at year end)	878,500	685,000	856,547	196,281
Wages	14,000	15,000	43,106	13,986
Capitalized Infrastructure replacement				1,245,839
<b>Total ERCA infrastructure investment</b>	<b>892,500</b>	<b>700,000</b>	<b>899,653</b>	<b>1,456,106</b>
<b>Surplus/(Deficit) - capital projects</b>	<b>-</b>	<b>-</b>	<b>(54,750)</b>	<b>(118)</b>
<b>TOTAL SURPLUS/(DEFICIT)-MANDATORY ACTIVITIES</b>	<b>-</b>	<b>15,500</b>	<b>142,495</b>	<b>(43,826)</b>

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
<b>CATEGORY 3 NON MANDATORY PROGRAMS &amp; SERVICES</b>				
<b>On-going recurring core watershed programs &amp; services</b>				
Total Municipal Levies associated with non-mandatory programs & services	827,850	808,350	873,850	959,632
Other Government \$	110,000	90,500	65,281	100,486
Self-generated/Other grants	806,200	766,700	894,037	533,638
Deferred Revenue Transfers	(447,400)	(442,600)	(524,047)	(399,228)
<b>Total revenues associated with ERCA-ongoing non-mandatory programs &amp; services</b>	<b>1,296,650</b>	<b>1,222,950</b>	<b>1,309,120</b>	<b>1,194,528</b>
	<b>1,296,650</b>			
<b>Expenses associated with ERCA ongoing non-mandatory programs &amp; services</b>				
Wages & benefits -non mandatory operations	631,500	584,750	626,293	605,821
Construction& consulting engineering	13,700	17,500	29,043	17,949
Plants, removals and landowner subsidies	255,500	262,500	286,729	149,907
Supplies	39,585	44,085	40,575	24,426
Maintenance, repairs & security	21,072	19,086	22,502	29,516
Occupancy, taxes, utilities & waste removal	38,553	36,653	38,559	34,020
Equipment, software/hardware & website	7,000	6,750	6,715	7,373
Lab, data, technical & sub-contracted services	14,750	12,000	28,046	14,625
Insurance & legal	33,600	26,600	26,113	30,738
Dues & memberships	650	450	3,872	4,741
Travel, training & professional development	2,790	2,790	1,298	813
Bank, credit card charges and interest	10,700	4,500	11,911	5,246
In-kind supplies & services	20,000	20,000	19,200	26,879
Land acquisition	-	-	-	115,562
Recoveries-shared/corp svcs/fleet	207,250	200,786	199,023	146,650
	<b>1,296,650</b>	<b>1,238,450</b>	<b>1,339,879</b>	<b>1,214,268</b>
<b>Surplus/(Deficit) associated with ERCA-ongoing non-mandatory programs &amp; services</b>	<b>-</b>	<b>(15,500)</b>	<b>(30,759)</b>	<b>(19,739)</b>
<b>Category 2 &amp; 3 Municipal and Non Mandatory Term-limited projects with special grants and fixed terms</b>				
Total Municipal Levies associated with term-limited special projects	-	-	-	50,000
Municipal Special Project/Fee For Service	1,112,500	2,023,600	383,444	1,088,846
Other Government \$	651,250	1,005,125	1,229,198	855,588
Self-generated/Other grants	82,250	119,735	168,867	173,305
Deferred Revenue Transfer	223,500	306,150	(170,411)	(72,957)
<b>Total Revenues associated with term limited 3rd-party funded projects &amp; services</b>	<b>2,069,500</b>	<b>3,454,610</b>	<b>1,611,099</b>	<b>2,094,782</b>
<b>Expenses associated with term limited 3rd-party funded projects &amp; services</b>				
Wages & benefits -special grant & municipal projects	461,550	557,545	677,858	535,886
Construction& consulting engineering-special grant & municipal	1,266,500	2,537,750	548,362	1,236,866
Plants, removals and landowner subsidies-special grant projects	101,000	160,000	171,984	88,918
Program supplies- special grant projects	16,150	23,185	29,654	32,899
Maintenance, repairs & security	-	-	846	-
Occupancy, taxes, utilities & waste removal	1,000	1,000	1,000	932
Equipment, software/hardware & website-special grant projects	20,000	6,000	13,149	40,979
Lab, data, technical & sub-contracted services-special grant	32,000	22,305	24,803	33,406
Insurance & legal	3,500	1,250	6,090	3,548
Dues & memberships				

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
Surplus/(Deficit) associated with term limited 3rd party funded projects & services	-	-	(3,806)	(2,326)
<b>SURPLUS/(DEFICIT) ASSOCIATED WITH ALL NON MANDATORY ACTIVITIES</b>	-	(15,500)	(34,565)	(22,066)
<b>Consolidated Surplus(Deficit)</b>	-	-	107,929	(65,892)
Municipal Levies associated with mandatory services	2,712,453	2,646,269	2,580,769	2,377,034
Municipal Levies associated with non-mandatory services	827,850	808,350	873,850	1,009,632
<b>Total Municipal Levies</b>	<b>3,540,303</b>	<b>3,454,619</b>	<b>3,454,619</b>	<b>3,386,666</b>

## AUTHORITY FINANCIAL SUMMARY- ALL PROGRAMS & SERVICES

Levy - Operations	\$ 2,712,453	\$ 2,485,204	\$ 2,485,204	\$ 2,336,666
Levy - Clean Water~Green Spaces	827,850	969,415	969,415	1,050,000
<b>Total Municipal Levy</b>	<b>3,540,303</b>	<b>3,454,619</b>	<b>3,454,619</b>	<b>3,386,666</b>
Water & erosion control infrastructure and special projects	1,097,000	2,011,600	455,444	1,028,788
Risk management services	15,500	12,000	28,000	60,058
	<b>4,652,803</b>	<b>5,478,219</b>	<b>3,938,063</b>	<b>4,475,512</b>
<b>Provincial</b>				
Section 39 Flood/Erosion Program	104,417	104,417	104,417	104,417
Drinking Water Source Protection	95,500	95,000	92,500	52,734
WECI (Water Erosion Control Infrastructure Grant)	-	17,625	(26,652)	52,875
Other (CMOG, SEO etc)	806,188	474,188	722,058	519,926
	<b>1,006,105</b>	<b>691,230</b>	<b>892,323</b>	<b>729,953</b>
<b>Federal</b>	<b>341,750</b>	<b>729,500</b>	<b>837,052</b>	<b>996,414</b>
<b>Total Government Transfer Payments &amp; Fees-For-Services</b>	<b>6,000,658</b>	<b>6,898,949</b>	<b>5,667,439</b>	<b>6,201,879</b>
<b>Other revenues</b>				
Permit and applicant fees - mandatory services	823,500	721,000	867,210	708,358
Admissions, program fees & other services	662,100	498,385	745,732	(608,850)
Leases & property rentals	85,500	80,600	85,337	80,255
Donations and other grants				
General	113,000	193,500	256,168	156,010
Essex Region Conservation Foundation grants	467,000	421,500	460,780	544,276
In-kind contributions	90,000	20,000	30,613	39,222
Interest income	30,000	30,000	25,935	64,690
<b>Total other revenues</b>	<b>2,271,100</b>	<b>1,964,985</b>	<b>2,471,776</b>	<b>983,961</b>
<b>Transfers from/(to) deferred revenues</b>	<b>(45,900)</b>	<b>(130,650)</b>	<b>(822,999)</b>	<b>(545,651)</b>
<b>Interdepartmental recoveries</b>	<b>758,200</b>	<b>803,000</b>	<b>767,065</b>	<b>668,848</b>
<b>TOTAL REVENUES</b>	<b>\$ 8,984,058</b>	<b>\$ 9,536,284</b>	<b>\$ 8,083,280</b>	<b>\$ 7,309,037</b>

	2022	2021	2021	2020
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
<b>EXPENSES BY CLASSIFICATION</b>				
Wages & benefits -ERCA operations	\$ 3,681,800	\$ 3,396,250	\$ 3,378,563	3,016,491
Wages & benefits -special grant projects	461,550	557,545	677,858	535,886
Construction-municipal projects	283,500	481,750	155,019	61,385
Construction-special grant projects	1,000,000	1,977,000	408,533	1,176,295
Construction-ERCA capital projects	938,200	818,000	795,958	178,516
Plant material, removals and landowner subsidies-special grant projects	343,571	368,571	471,747	229,364
Plant material, removals and landowner subsidies - ERCA operations	61,000	84,300	13,371	18,129
Program supplies- special grant projects	39,750	39,785	43,484	41,665
Site & operational supplies - Conservation Areas	92,273	75,899	100,993	60,754
Office supplies & expenses - other ERCA operations	23,737	35,037	24,636	24,683
Maintenance, repairs & security-sites	108,972	55,186	83,892	70,530
Maintenance, repairs & supplies-fleet/equipment	94,500	100,900	108,320	99,033
Equipment, software/hardware & website-special grant projects	24,000	10,000	14,123	43,913
Equipment, software/hardware & website - ERCA operations	86,523	97,923	118,689	41,109
Lab, data, technical & sub-contracted services - special grant	46,750	34,305	37,585	46,880
Lab, data, technical & sub-contracted services - ERCA operations	42,500	52,500	66,957	45,259
Insurance, audit & legal	161,150	132,450	142,396	197,679
Dues & memberships	50,879	49,679	49,248	52,300
Travel, training & professional development	18,540	18,540	8,006	3,314
Board, committee & meeting expenses	20,000	19,000	15,000	21,487
Bank, credit card charges and interest	28,300	14,100	32,814	20,820
In-kind supplies & services	90,000	20,000	25,613	39,222
Amortization	317,500	315,500	312,500	309,545
Extraordinary item	-	-	-	292,742
Internal recoveries included in revenues	784,750	808,051	763,018	655,160
<b>TOTAL EXPENSES</b>	<b>\$ 9,134,558</b>	<b>\$ 9,882,784</b>	<b>\$ 8,166,013</b>	<b>\$ 7,579,784</b>
<b>Total Revenues</b>	<b>8,984,058</b>	<b>9,536,284</b>	<b>8,089,541</b>	<b>8,362,242</b>
<b>Total Expenses</b>	<b>9,134,558</b>	<b>9,882,784</b>	<b>8,166,013</b>	<b>7,579,784</b>
<b>SURPLUS/(DEFICIT) (ACCRUAL BASIS)</b>	<b>(150,500)</b>	<b>(346,500)</b>	<b>(76,472)</b>	<b>782,458</b>
<b>ADD/SUBTRACT: NON CASH ITEMS</b>				
Amortization	317,500	315,500	312,500	309,545
Transfers from Reserves (Per Schedule)	344,000	-	-	819,693
<b>DEDUCT: CAPITAL ITEMS</b>				
Land acquisition	-	-	-	(115,562)
Purchased fleet/equipment	(85,000)	(88,000)	(93,246)	(53,635)
Infrastructure additions	-	-	-	(1,245,839)
<b>(DECREASE)/INCREASE IN NET SURPLUS (prior to reserve transfers)</b>	<b>426,000</b>	<b>(119,000)</b>	<b>142,782</b>	<b>496,660</b>
<b>TRANSFER (TO) RESERVES (Per Schedule)</b>	<b>(426,000)</b>	<b>119,000</b>	<b>(34,853)</b>	<b>(562,552)</b>
<b>INCREASE/(DECREASE) IN UNRESTRICTED ACCUMULATED OPERATING FUND SURPLUS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 107,929</b>	<b>\$ (65,892)</b>



## Appendix B: Draft Municipal Levy Schedule (2.5%)

MUNICIPALITY	CVA % 2022	CVA % 2021	General Levy 2022	General Levy 2021	CW-GS Levy 2022	CW-GS Levy 2021	Total Levies 2022	Total Levies 2021	2022-2021	%
Town of Amherstburg	6.00%	5.95%	\$162,713	\$147,897	\$49,660	\$57,691	\$212,373	\$205,588	\$6,785	3.3%
Town of Essex	4.76%	4.76%	129,173	118,222	39,424	46,115	168,597	164,337	4,260	2.6%
Town of Kingsville	6.34%	6.24%	171,975	154,982	52,487	60,455	224,462	215,437	9,026	4.2%
Municipality of Lakeshore	9.69%	9.61%	262,878	238,901	80,231	93,189	343,109	332,090	11,019	3.3%
Town of Lasalle	8.95%	8.83%	242,710	219,360	74,076	85,567	316,785	304,927	11,858	3.9%
Town of Leamington	6.17%	6.07%	167,404	150,891	51,092	58,859	218,497	209,749	8,748	4.2%
Town of Pelee	0.28%	0.28%	7,490	6,883	2,286	2,685	9,776	9,568	207	2.2%
Town of Tecumseh	8.27%	8.33%	224,440	206,947	68,500	80,725	292,940	287,672	5,269	1.8%
City of Windsor	49.54%	49.94%	1,343,671	1,241,121	410,093	484,130	1,753,764	1,725,250	28,513	1.7%
<b>TOTALS</b>	<b>100%</b>	<b>100%</b>	<b>\$2,712,453</b>	<b>\$2,485,204</b>	<b>\$827,850</b>	<b>\$969,415</b>	<b>\$3,540,303</b>	<b>\$3,454,619</b>	<b>\$85,684</b>	<b>2.5%</b>



# Appendix C: Draft Reserves Continuity Schedule

ESSEX REGION CONSERVATION AUTHORITY 2022 PROJECTED RESERVES	INFRA- STRUCTURE / MAJOR MAINTENANCE	REVENUE STABILIZATION	GRANT MATCHING	VEHICLE/ CA EQUIP'T	SUITE/F&F/ IT/IS	HUMAN RESOURCES/ ADMIN	LEGAL/ INSURANCE	HISTORIC PROPERTIES	TREE WARRANTY & SELF- INSURANCE	OTHER WATERSHED	TOTAL RESERVES
<b>PROJECTED OPENING BALANCE -01/01/2022</b>	\$94,198	\$148,342	\$100,000	\$164,287	\$274,508	\$104,685	\$50,000	\$90,374	\$90,000	\$47,857	<b>\$1,164,250</b>
Transfers to reserves	200,000	-	-	-	-	-	-	15,000	-	-	<b>215,000</b>
Interest	-	-	-	-	-	-	-	-	-	-	-
Repayments	211,000	-	-	-	-	-	-	-	-	-	<b>211,000</b>
<b>AVAILABLE BALANCE</b>	<b>505,198</b>	<b>148,342</b>	<b>100,000</b>	<b>164,287</b>	<b>274,508</b>	<b>104,685</b>	<b>50,000</b>	<b>105,374</b>	<b>90,000</b>	<b>47,857</b>	<b>1,590,250</b>
<b>RESERVE FUND EXPENSES/ TRANSFERS</b>											
JRPH museum repairs	100,000	-	-	-	-	-	-	36,000	-	-	<b>136,000</b>
Greenways culvert/ crossing condition assessment	26,000	-	-	-	-	-	-	-	-	-	<b>26,000</b>
Parking lot(s) resurfacing	60,000	-	-	-	-	-	-	-	-	-	<b>60,000</b>
Conservation areas signage	16,000	-	-	-	-	-	-	-	-	-	<b>16,000</b>
Train Station maintenance & repairs	-	-	-	-	-	-	-	20,000	-	-	<b>20,000</b>
Vehicles/Equipment	-	-	-	43,000	-	-	-	-	-	-	<b>43,000</b>
Cloud Infrastructure/ Servers Project	-	-	-	-	43,000	-	-	-	-	-	<b>43,000</b>
<b>TOTAL EXPENSES</b>	<b>202,000</b>	<b>-</b>	<b>-</b>	<b>43,000</b>	<b>43,000</b>	<b>-</b>	<b>-</b>	<b>56,000</b>	<b>-</b>	<b>-</b>	<b>344,000</b>
<b>PROJECTED CLOSING BALANCE 12/31/2022</b>	<b>\$303,198</b>	<b>\$148,342</b>	<b>\$100,000</b>	<b>\$121,287</b>	<b>\$231,508</b>	<b>\$104,685</b>	<b>\$50,000</b>	<b>\$49,374</b>	<b>\$90,000</b>	<b>\$47,857</b>	<b>\$1,246,250</b>
											<b>\$82,000</b>

# Appendix D: Funding Sources by Service Delivery Area

Primary Function/Dept	Program Sub-Unit	Budgeted Expenses	General Levy	CW~GS Levy	Municipal Special	Prov TPAs-Mandatory Service	Prov Special Grant	Federal	Fees/Grants/Def Rev	(To/From) Reserves	Total	Levy %	Levy Per Household
<b>Watershed Management Programs &amp; Services</b>													
Risks of Natural Hazards	Development Services	\$961,050	\$246,050	\$-	\$-	\$-	\$-	\$-	\$715,000	\$-	\$961,050	26%	\$1.61
Risks of Natural Hazards	Planning - Hazards	215,650	107,150	-	-	-	-	-	108,500	-	215,650	50%	\$0.70
Risks of Natural Hazards	Flood Forecasting & Warning	242,280	137,863	-	-	104,417	-	-	-	-	242,280	57%	\$0.90
Risks of Natural Hazards	Watershed Engineering	76,150	76,150	-	-	-	-	-	-	-	76,150	100%	\$0.50
Risks of Natural Hazards	Climate Change - Hazards	25,000	25,000	-	-	-	-	-	-	-	25,000	100%	\$0.16
Non Mandatory Services	Plan Review - Natural Heritage	59,500	-	59,500	-	-	-	-	-	-	59,500	100%	\$0.39
Non Mandatory Services	Municipal WECl Projects	-	-	-	-	-	-	-	-	-	-	0%	\$-
Non Mandatory Services	Municipal Technical Studies	279,000	-	-	97,000	-	182,000	-	-	-	279,000	0%	\$-
<b>Watershed Management Summary</b>		<b>1,858,630</b>	<b>592,213</b>	<b>59,500</b>	<b>97,000</b>	<b>104,417</b>	<b>182,000</b>	<b>-</b>	<b>823,500</b>	<b>-</b>	<b>1,858,630</b>	<b>35%</b>	<b>\$4.26</b>
<b>Conservation Programs &amp; Services</b>													
Lands Mgmt/Conservation	Conservation Program, Management Plans & Land Strategies	158,515	158,515	-	-	-	-	-	-	-	158,515	100%	\$1.04
Lands Mgmt/Conservation	Conservation Areas & Infrastructure Maintenance	840,010	704,360	-	-	-	-	-	115,650	20,000	840,010	84%	\$4.61
Lands Mgmt/Conservation	Tree Planting & Restoration - Conservation Areas	169,300	124,300	-	-	-	10,000	-	35,000	-	169,300	73%	\$0.81
Lands Mgmt/Conservation	Capital Projects/Infrastructure	892,500	23,500	-	-	-	161,000	180,000	501,000	27,000	892,500	3%	\$0.15
Lands Mgmt/Conservation/ Prov Agreement	John R Park Homestead -Museum & Programs	273,003	189,565	-	-	-	23,688	6,000	68,750	(15,000)	273,003	69%	\$1.24
Lands Management/ Conservation	Fleet/Equipment	197,350	27,750	-	-	-	-	-	126,600	43,000	197,350	14%	\$0.18
Lands Management/ Conservation	Transfer to Infrastructure Reserve - Cons Areas/ Greenways	-	200,000	-	-	-	-	-	-	(200,000)	-	-	\$1.31
Non Mandatory Services	Land Securement and Acquisition	47,000	-	500,000	-	-	-	-	(453,000)	-	47,000	100%	\$3.27
Non Mandatory Services	Treeplanting/Restoration-Private Lands	525,600	-	75,000	-	-	70,000	40,000	340,600	-	525,600	14%	\$0.49
Non Mandatory Services	Holiday Beach Recreation/ Camping	321,600	-	6,000	-	-	-	-	315,600	-	321,600	2%	\$0.04
Fee for Service/ Contracts	Special Term Projects (Municipal/other)	1,000,000	-	-	1,000,000	-	-	-	-	-	1,000,000	0%	\$-
Fee for Service/ Contracts	Property Maintenance	12,250	-	-	-	-	-	-	12,250	-	12,250	0%	\$-
<b>Conservation/Lands Summary</b>		<b>4,437,128</b>	<b>1,427,990</b>	<b>581,000</b>	<b>1,000,000</b>	<b>-</b>	<b>264,688</b>	<b>226,000</b>	<b>1,062,450</b>	<b>(125,000)</b>	<b>4,437,128</b>	<b>45%</b>	<b>\$13.14</b>

# Appendix D: Funding Source by Service Delivery Area (cont'd)

Watershed Research Programs & Services													
Source Protection Authority under CWA	Drinking Water Source Protection	95,500	-	-	-	95,500	-	-	-	-	95,500	0%	\$-
Municipal Services provided through Agreements	Risk Management Services	15,500	-	-	15,500	-	-	-	-	-	15,500	0%	\$-
Non Mandatory Services	Water Quality & Research Program	54,000	-	54,000	-	-	-	-	-	-	54,000	100%	\$0.35
Non Mandatory Services	Demonstration/ Research Farm	54,350	-	36,750	-	-	-	-	17,600	-	54,350	68%	\$0.24
Non Mandatory Services	Landowner Stewardship/ Extension Services	55,000	-	35,000	-	-	-	-	20,000	-	55,000	64%	\$0.23
NMS Special/Term Projects	Detroit River CDN Cleanup	159,000	-	-	-	-	73,500	73,500	12,000	-	159,000	0%	\$-
NMS Special/Term Projects	Climate Change Collaborative/Studies	5,000	-	-	-	-	-	5,000	-	-	5,000	0%	\$-
NMS Special/Term Projects	Water Quality & Research Studies	511,900	-	-	-	-	280,000	-	231,900	-	511,900	0%	\$-
<b>Watershed Research Summary</b>		<b>950,250</b>	<b>-</b>	<b>125,750</b>	<b>15,500</b>	<b>95,500</b>	<b>353,500</b>	<b>78,500</b>	<b>281,500</b>	<b>-</b>	<b>950,250</b>	<b>13%</b>	<b>\$0.82</b>
Community Outreach Programs & Services													
Mandatory	Corporate Communications	194,700	189,700	-	-	-	-	-	5,000	-	194,700	97%	\$1.24
Non Mandatory Services	Outdoor/Conservation Education	53,000	-	-	-	-	-	-	53,000	-	53,000	0%	\$-
Non Mandatory Services	Outreach & Partnerships	71,600	-	61,600	-	-	-	-	10,000	-	71,600	86%	\$0.40
NMS Special/Term Projects	Grant - funded Projects/ Events	49,850	-	-	-	-	-	250	49,600	-	49,850	0%	\$-
<b>Community Outreach Summary</b>		<b>369,150</b>	<b>189,700</b>	<b>61,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>117,600</b>	<b>-</b>	<b>369,150</b>	<b>68%</b>	<b>\$1.64</b>
Administration & Corporate Services													
Mandatory	Corporate Services	1,164,150	502,550	-	-	-	-	-	661,600	-	1,164,150	43%	\$3.29
Mandatory	Special Projects (HR/IT)	43,000	-	-	-	-	-	-	-	43,000	43,000	0%	\$-
Non Mandatory Services	Essex Region Conservation Foundation Supports	55,000	-	-	-	-	-	-	55,000	-	55,000	0%	\$-
TBD	Administrative Reserves	-	-	-	-	-	-	-	-	-	-	0%	\$-
<b>Administration &amp; Corporate Services Summary</b>		<b>1,262,150</b>	<b>502,550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>716,600</b>	<b>43,000</b>	<b>1,262,150</b>	<b>0%</b>	<b>3.29</b>
		<b>\$8,877,308</b>	<b>\$2,712,453</b>	<b>\$827,850</b>	<b>\$1,112,500</b>	<b>\$199,917</b>	<b>\$800,188</b>	<b>\$304,750</b>	<b>\$3,001,650</b>	<b>-\$82,000</b>	<b>\$8,877,308</b>	<b>40%</b>	<b>\$23.15</b>
<b>Mandatory Services (BOLDED)</b>		<b>\$5,603,158</b>	<b>\$2,712,453</b>	<b>\$-</b>	<b>\$-</b>	<b>\$199,917</b>	<b>\$194,688</b>	<b>\$186,000</b>	<b>\$2,337,100</b>	<b>-\$82,000</b>	<b>\$5,548,158</b>	<b>49%</b>	<b>17.74</b>
<b>Non Mandatory Services</b>		<b>\$3,274,150</b>	<b>\$-</b>	<b>\$827,850</b>	<b>\$1,112,500</b>	<b>\$-</b>	<b>\$605,500</b>	<b>\$118,750</b>	<b>\$664,550</b>	<b>\$-</b>	<b>\$3,329,150</b>	<b>25%</b>	<b>5.41</b>

# Appendix E: Where Does Your Levy Go?



## ERCA Board

Tania Jobin, Town of Tecumseh - Chair	Larry Patterson, Town of Kingsville	Dayne Malloch, Township of Pelee
Kieran McKenzie, City of Windsor - Vice Chair	Tracey Bailey, Municipality of Lakeshore	Joe Bachetti, Town of Tecumseh
Peter Courtney, Town of Amherstburg	Len Janisse, Municipality of Lakeshore	Jeewen Gill, City of Windsor
Michael Prue, Town of Amherstburg	Mark Carrick, Town of LaSalle	Jim Morrison, City of Windsor
Morley Bowman, Town of Essex	Sue Desjarlais, Town of LaSalle	Ed Sleiman, City of Windsor
Chris Vander Doelen, Town of Essex	Trevor Jones, Municipality of Leamington	
Laura Lucier, Town of Kingsville	Larry Verbeke, Municipality of Leamington	

## ERCA Staff

Tim Byrne Chief Administrative Officer / Secretary Treasurer

### Corporate Services

Shelley McMullen	Chief Financial Officer / Director, Finance & Corporate Services
Tom Dufour	Geomatics Technician
Nicole Kupnicki	Human Resources Manager / Executive Assistant
Lisa Pavan	Administrative Associate: Corporate Services
Ryan Rossman	Director, Information Technology Services
Bryan Schmidt	Application Support Technician
Kristen Walton	Payroll & Accounting Specialist

### Watershed Management Services

James Bryant	Director, Watershed Management Services
Vitra Chodha	Resource Planner
Sydney Clackett	Regulations Analyst
Kim Darroch	Team Lead, Planning Services
Lina Florian	Watershed Engineer
Tom Gutpell	Engineering Technologist
Ashley Gyori	Regulations Analyst
Dan Jenner	Regulations Coordinator
Summer Locknick	Regulations Technician
Tian Martin	Water Resources Engineer
Madison McKnight	Surveyor / Technical Assistant (PT)
Laura Neufeld (LOA)	Regulations Technician
Kathleen Schnekenburger	Regulations Technician

### Conservation Services

Kevin Money	Director, Conservation Services
Kathryn Arthur	Restoration Biologist
Tim Baxter	Conservation Area Technician
Michael Dick	Agricultural Technician
Rob Davies	Forester
TBD	Water Quality Technician
Russ Jones	Conservation Area Technician
Dan Lebedyk	Biologist / Ecologist
Bevin Martin	Conservation Area Technician
Devin McCann	Assistant Superintendent, HBCA
Katie Stammler	Water Quality Scientist / Project Manager, Source Water Protection
Jacqueline Serran	Detroit River Remedial Action Plan Coordinator
William Tate	Superintendent, Field Operations
Amy Weinz	Water Quality Technician
Laren Weller	Watershed Data Technician

### Community Outreach Services

Danielle Breault Stuebing	Director, Communications & Outreach Services
Kris Ives	Curator / Education Coordinator
Madison McKnight	Surveyor / Technical Assistant (PT)
TBD	Interpreter
Gina Pannunzio	Partnerships & Outreach Coordinator
Jessica Rose (LOA)	Environmental Educator
Aaron Zimmer	Multimedia Specialist

#### Primary Contributor/Project Manager

Shelley McMullen, CFO/Director of Corporate Services

#### Secondary Contributors:

James Bryant, Director Watershed Management Services  
Kevin Money, Director Conservation Services  
Danielle Breault-Stuebing, Director Communications &  
Outreach Services

Ryan Rossman, Director Information Technology Services  
Nicole Kupnicki, Human Resources Manager/EA

#### Editor/Reviewer

Tim Byrne, CAO/Secretary-Treasurer

#### Graphic Design

Aaron Zimmer, Multi-Media Specialist



# Essex Region Conservation Authority **2021 Annual Report**



Essex Region Conservation  
*the place for life*



# Land Acknowledgement

**We acknowledge that the Conservation lands on which we gather are the traditional territory of the Three Fires Confederacy of First Nations, comprised of the Ojibway, the Odawa, and the Potawatomie Peoples.**

To recognize the land is an expression of gratitude and appreciation to those whose territory you reside on, and a way of honouring the Indigenous people who have been living and working on the land from time immemorial. We value the significant historical and contemporary contributions of local and regional First Nations and all of the Original Peoples of Turtle Island, and are committed to advancing the 94 calls to action from the Truth and Reconciliation Commission of Canada.





# A Message From **The Chair**

*2021 brought yet another year of change and adaptation. As always, ERCA continued to rise to meet these new challenges.*

Our organization was fortunate to benefit from over 35 years of experience as Tim Byrne accepted the permanent role of CAO/Secretary Treasurer. His knowledge continues to be of significant importance as Conservation Authorities across the Province navigate the changes to the Conservation Authorities Act. The value of the work that ERCA does to ensure the sustainability of our region’s ecosystem and infrastructure cannot be overstated.

As an elected official, I believe that if we want our Windsor-Essex community to continue to be a place of choice to live, work and

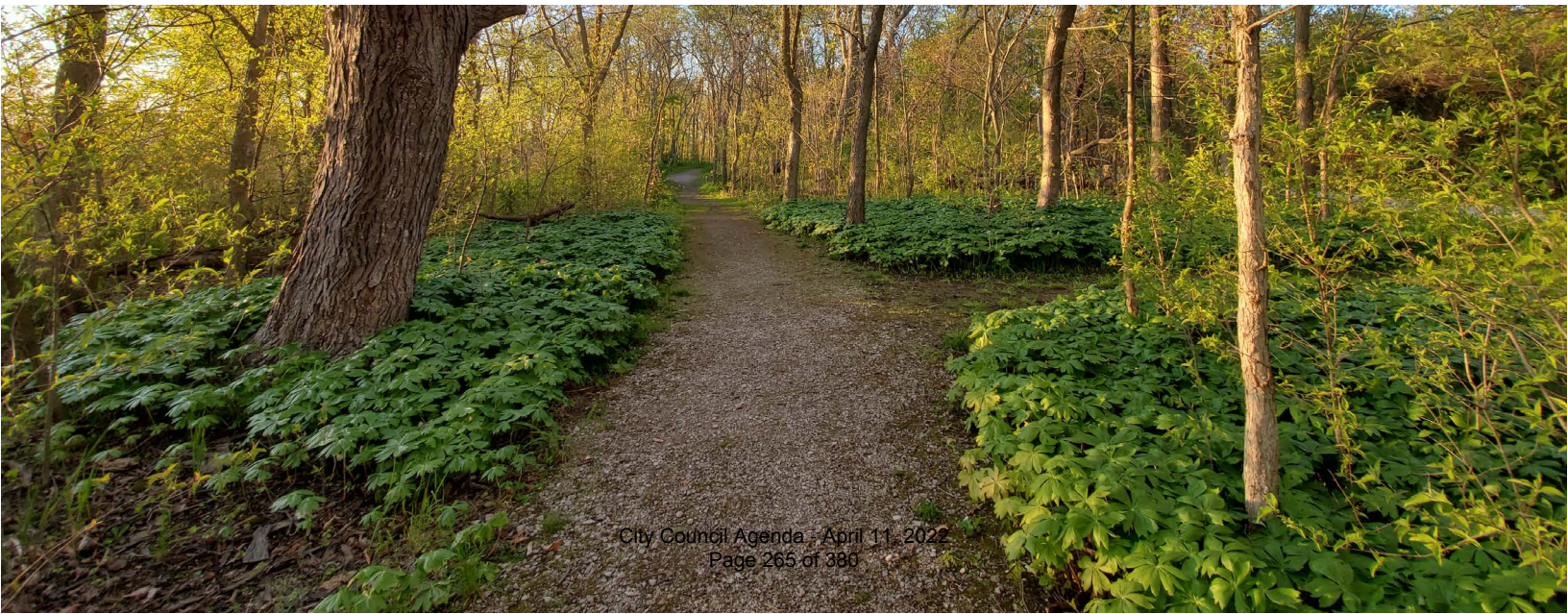
invest in, we need to work together to protect and restore our natural environment. In my opinion, no one municipality can do this on its own. The most efficient and effective path forward will be to ensure the critically important work of making our region resilient continues to be undertaken on an integrated watershed-management basis.

As always, I’d like to extend my sincerest appreciation to the staff and my fellow Board members for their ongoing dedication. Your commitment to this organization is unparalleled. As we transition to meet the changes to the

Conservation Authorities Act, I look forward continuing to work collaboratively with all member municipalities, senior levels of government, partners and stakeholders to ensure that we collectively strive to ensure a future of sustainability for our region.

Sincerely,

Tania Jobin,  
Chair





# A Message From The Chief Administrative Officer

*What's stood out most is the remarkable community-wide support for the conservation work that ERCA does.*

Reflecting back on this first year serving the Authority in the role of CAO, what's stood out most is the remarkable community-wide support for the conservation work that ERCA does, and the sense of pride that people have in the Windsor-Essex-Pelee Island community. It has truly been my privilege to interact with such a diverse cross-section of elected officials, municipal administrators, partners and stakeholders with the common goal of achieving a state of sustainability for our region.

There's no question that there have been challenges this year. As the impacts of the ongoing pandemic intersected with the changes to the Conservation Authorities Act, organizational modifications were required. But, over the past 35 years with the Authority, I've learned that change is inevitable, and is best managed with acknowledgment, action and communication.

Our proactive work to inventory programs and services as mandatory or non-mandatory at the beginning of the year has positioned us well to move forward in transitioning to meet the requirements identified in Regulations. ERCA was noted as a leader amongst other Conservation Authorities, and the revised reporting model was adopted by several other authorities across the province.

Through lockdowns and various stages of Ontario's reopening, ERCA staff continued to provide seamless service to regional residents, and continued our science-based approach to ecosystem management. Despite pressures from the relentless pace of permit and development applications, the substantial increase in visitation to Conservation Areas, several major infrastructure construction projects, significant transformations to financial and technological processes, and finding creative ways

to engage with the community, staff consistently exceeded expectations. The work undertaken by ERCA and all Conservation Authorities is important to making our region sustainable. Flood mitigation, protection against natural hazards and improving resilience to climate change are all critically important roles. But as we've seen in these past few years in particular, conservation areas and trails, green spaces, and opportunities to immerse in nature are also paramount to a community's health and well-being. I look forward to continuing to serve our member municipalities and the residents of this region in delivering these important services long into the future.

Yours in conservation,

Tim Byrne,  
Chief Administrative Officer/  
Secretary-Treasurer



# Watershed Highlights

## Like all Conservation Authorities,

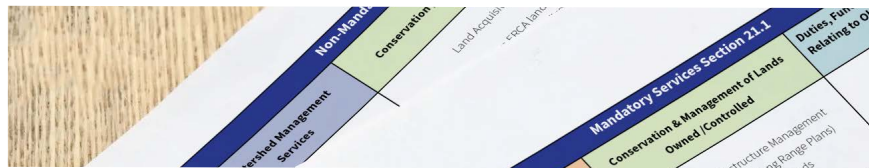
ERCA is a public sector organization that develops and delivers resource management programs to safeguard our watersheds. Governed by the Conservation Authorities Act, Conservation Authorities apply an integrated watershed management approach to ecosystem management.

In October, the Province of Ontario released the Regulations associated with the changes to the Conservation Authorities Act which confirmed the proactive work undertaken by ERCA to categorize programs and services into mandatory and non-mandatory classifications.

The highlights on the following pages provide a snapshot of the projects, programs and services implemented this year to improve sustainability through watershed management in the Windsor-Essex- Pelee Island region.



Corporate



Watershed Management



Conservation



Watershed Research



Communications & Outreach





# Corporate Services

Corporate Services provides leadership and management in the delivery of all programs and services, central to the successful functioning of the entire organization, through the office of the CAO, and is a mandatory service.

Corporate Services is organized into four program areas:

- **Governance & Risk**
- **Human Resources**
- **Financial Services**
- **Information Management**

Team members work collectively to ensure corporate compliance with multiple pieces of legislation.



This year, to strengthen organizational resiliency through Corporate Services, ERCA:

**Completed** the inventory to identify programs and services as mandatory or non-mandatory, as required under Section 21.1.4 (2) of the Conservation Authorities Act. Significant progress was made, specific to changes to the Authority's financial reports and documents, to proactively respond to the legitimate need for transparency and accountability for public funds. ERCA was noted as a leader amongst other Conservation Authorities, and the revised reporting model was adopted by several.

**Implemented** new security protocols, including multifactor authentication, stronger policies and advanced staff training.

**Developed** and completed necessary changes to financial information systems to comply with the financial component of the inventory of programs & services, required by February 22, 2022.

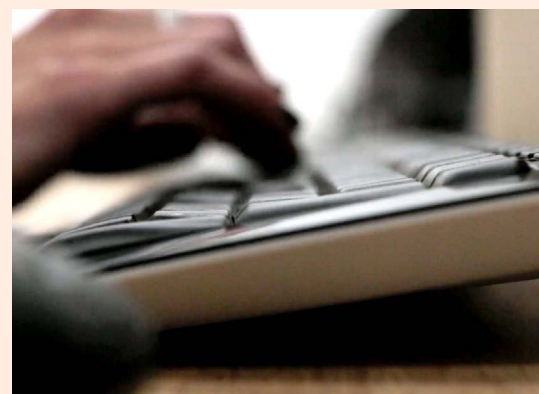
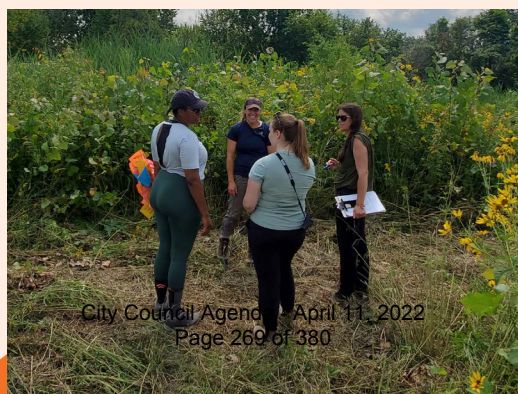
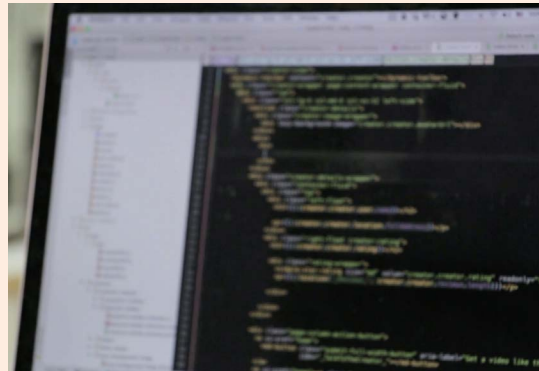
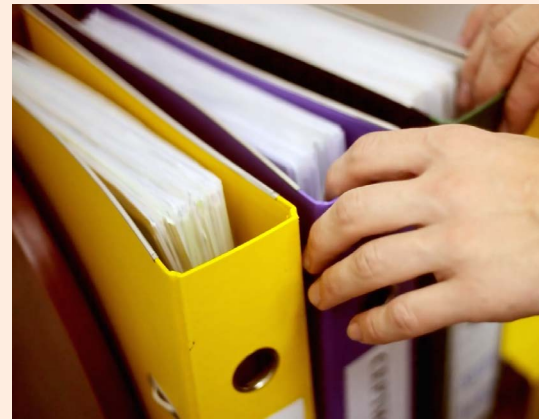
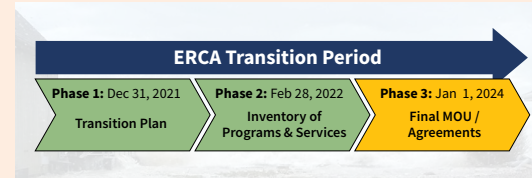
**Provided** significant support to the Essex Region Conservation Foundation as it updated its Strategic Plan, undertook a comprehensive governance review, and completed its application for Reaccreditation to the Imagine Canada Standards for Charities and Non-Profits.

**Adopted** a standardized, Managed Desktop Service provider, enabling ERCA to take advantage of economies of scale in pricing as well as offer new, high quality support services previously outside of reach.

**Developed** the Essex Region Conservation Authority Transition Plan, outlining the work plan and timelines to align budgets with Mandatory Programs and Services and Non-Mandatory Programs and Services, and execute agreements with municipalities to deliver non-mandatory services as outlined in O. Reg. 686/21.

**Migrated** financial system to a cloud-hosted platform to remove previously identified single points of failure, and add additional support and redundancies by having a host provider with multiple data centers across multiple regions in North America. These improvements will deliver a cost contained financial solution for years to come and provides ERCA with future opportunities for growth and integrations of services.

**Implemented** a cloud-based Accounts Payable system to strengthen procurement and purchasing internal controls, authorizations, and oversight by the Authority's responsible officers. Efficiencies are realized by way of direct integration to other financial systems, reducing manual data entry and errors.





# Watershed Management Services

Watershed Management Services are identified as mandatory and ensure that development in the region progresses in a sustainable manner.

They also ensure development is directed away from natural hazards while protecting natural heritage features and water resources. Managing the risks associated with the natural hazards of flooding and erosion is one of the primary roles of conservation authorities under the Conservation Authorities Act. This is fulfilled through the delivery of multiple natural resource management programs and services, including flood plain management and mapping, water and erosion control infrastructure planning, and stormwater management.

Though Lake levels began to recede this year, they are still over 1.0 metre above long-term average. The potential impacts of bluff stability and erosion are yet to be fully recognized as water levels decline from record highs sustained for an unprecedented period of time. While there were fewer flooding events this year, the region was still under an elevated form of caution for 101 days.

Development Services, Watershed/Water Resources Engineering and Flood Management/Flood Forecasting and Warning are identified as mandatory services, while Watershed Planning falls under both the mandatory (hazard planning), and non-mandatory (operational planning) categories.





In delivering Watershed Management Services to the Essex region in 2021, ERCA:

**Evaluated** 1182 applications and issued 1076 permits.

**Responded** to over 1289 Miscellaneous Development (MD) inquiries related to questions about property matters, or from prospective purchasers with questions concerning a potential property purchase.

**Improved** efficiencies and capacity to act by streamlining various processes and risk managing low risk development activities. ERCA eliminated the requirement for S.28 permits related to inland pools and decks, eliminating 150-200 applications and enabling staff to focus on higher risk applications. Additionally, the ERCA Board of Directors approved a new policy to streamline the application process related to certain municipal infrastructure repairs.

**Reviewed** over 858 planning applications under the Planning Act (Zoning By-Law amendments, minor variances, consents, etc.). The review of these applications assists landowners and municipalities in reducing risks associated with flooding and erosion and protecting natural heritage, and ensures best practices for sustainable communities are being incorporated into planning and development.

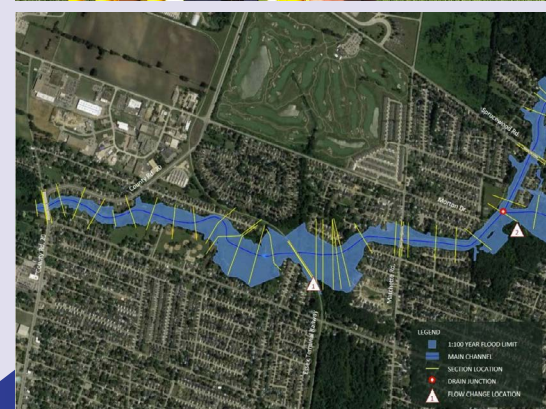
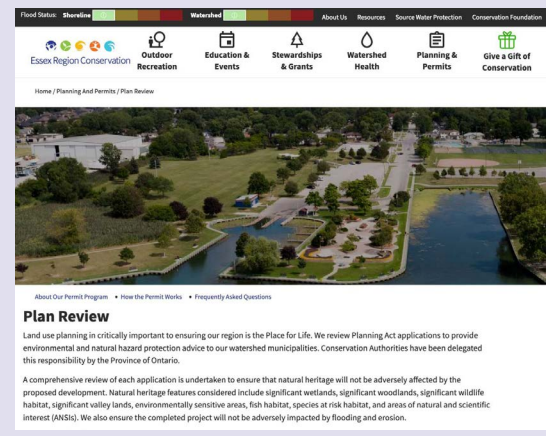
**Reviewed** 3 Official Plan updates to ensure local planning decisions address provincial delegated authority responsibilities relative to natural hazards. Continued to advise member municipalities on natural heritage matters.

**Worked** with the City of Windsor to update the Regulatory Floodplain Maps for the Little River Watershed, as part of the Sandwich South Master Servicing Study. A Public Information Centre to engage affected stakeholders and provide information was hosted virtually in November with final deliverables expected early 2022.

**Completed** the initial software architecture to modernize the digital Property Information Management System (PIMS). The new system will improve digital permitting services, including readiness for self-service options and payment integration.

**Continued** the Turkey Creek Watershed Hydrologic & Hydraulic (H&H) modeling. This two-phase study was initiated late 2020 in partnership with the City of Windsor, Town of LaSalle and the Town of Tecumseh. Phase 1 was completed in 2021 with background investigation, field work and data collection, and initial H&H model setup finalized. Phase 2 is on track to be completed in early 2022 with the objectives of having a fully updated H&H model of the large, urbanized watershed. This is expected to enable consistent modelling assumptions across various related Master Plans, Environmental Assessments, and technical evaluations, with the possibility of watershed-based / regional solutions to potential flood-related concerns.

**Completed** the Essex County Floodplain Prioritization Study in partnership with the County of Essex. This relative risk ranking exercise combined land use information, natural and engineered drainage features with critical assets, life-line facilities as well as economic and socio-societal impacts to determine priority subwatersheds in need of updated and new flood mapping. Study findings were presented to ERCA Board of Directors in September and to Essex County Council in October 2021.





# Conservation Services

Conservation programs protect, restore, and manage natural heritage systems within ERCA's watersheds.

Conservation Areas and trails provide essential places for people to connect with nature for physical and mental well-being. Locally, our landscapes and habitats are among the most significant in Canada. But, despite planting more than 6.5 million trees since 1973, only 8.5% of our region's land base consists of natural areas. Continuing to strategically plant trees and restore habitat, while protecting existing natural areas, will be critical to securing a future of environmental sustainability.

Mandatory Conservation Services include conservation lands management, passive recreation at conservation areas, and tree planting and restoration on conservation lands. Conservation Services identified as non-mandatory in the Act include tree planting and restoration on private or municipal lands, and Holiday Beach Conservation Area operations.







This year, in delivering Conservation Services across the region, ERCA:

**Worked** with 170 landowners to plant and distribute 126,197 trees, and built a new wetland.

**Created** 141 acres of natural habitat.

**Continued** construction on Pêche Island – the largest restoration project on the Canadian side of the Detroit River. Undertaken in partnership with the City of Windsor and many other partners, the project consists of a soft shoreline revetment on the northeast side of Pêche Island and six sheltering islands on the north side. In addition to protecting the shoreline from erosion, this project has created 7 hectares of fish habitat behind the sheltering islands where aquatic vegetation is expected to establish.

**Rehabilitated** the wetland at Hillman Marsh Conservation Area, thanks to a significant investment by Ducks Unlimited Canada and the Province of Ontario. Extensive repairs and reinforcements were initiated to increase resiliency in the containment systems, protecting the habitat against new-normal climate change impacts in the form of extreme, enduring high-water events on Lake Erie.

**Continued** to welcome guests to conservation areas and trails in unprecedented numbers. Sales of seasonal passes alone more than doubled over those sold in 2019.

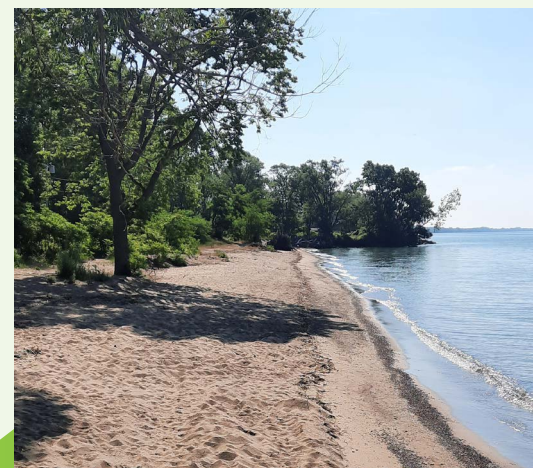
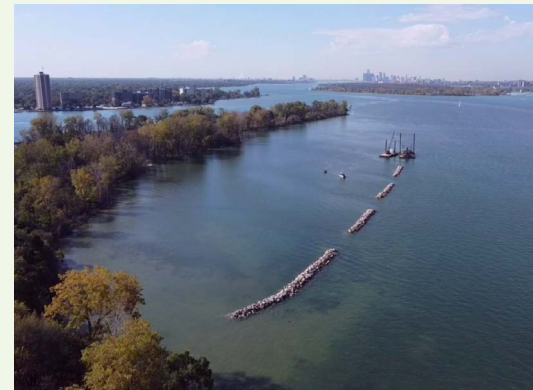
**Completed** a multi-year invasive species project at Spring Garden Natural Area in partnership with the City of Windsor, helping to preserve the diverse plants and wildlife found in this endangered habitat.

**Collaborated** with Point Pelee National Park to undertake a natural heritage study that provides recommendations on locations and types of habitat to create outside of the park's property to benefit Species-At-Risk most vulnerable to climate change.

**Undertook** wetland rehabilitation at the Collavino Provincially Significant Wetland located within the Detroit River Area of Concern, and developed a management plan to remove invasive *Phragmites australis* through water control and herbicides.

**Celebrated** the grand opening of the new Heritage & Conservation Centre at the John R. Park Homestead with expanded and accessible education and exhibition space. A new Lake Erie exhibit and augmented-reality flooding experience were among the first new exhibits created for this space. As well, regional tourism information is provided and visitor data points collected by ERCA staff through the Town of Essex Tourism Hub.

**Re-opened** the beach at Holiday Beach, as lake levels began to recede, and celebrated the grand opening of the Enbridge Natural Playground. Nearly 31,000 guests visited Holiday Beach in 2021.





# Watershed Research Services

Watershed Research Services strive to improve the health of local watercourses.

This is achieved through agricultural Best Management Practices, enhanced monitoring at the watershed and edge-of-field scale and collection of landscape information through Geographic Information Services. Source Water Protection is identified as a mandatory service and ensures local sources of drinking water are protected through the implementation of policies in the Source Protection Plan. Water quality monitoring to support the Provincial Water Quality Monitoring Network is also identified as mandatory, while other watershed science programs such as the Essex County Demonstration Farm and agricultural Best Management Practices fall under the non-mandatory category.





This year, in delivering Watershed Research Services, ERCA:

**Continued** to deliver the watershed-based Source Protection Program. Administered under the Clean Water Act and defined as a mandatory service, this is the first step in a multi-barrier approach to protect drinking water. It complements municipal water treatment and supports sound land use planning decisions.

**Delivered** Risk Management Services on behalf of member municipalities and in accordance with Memorandums of Understanding.

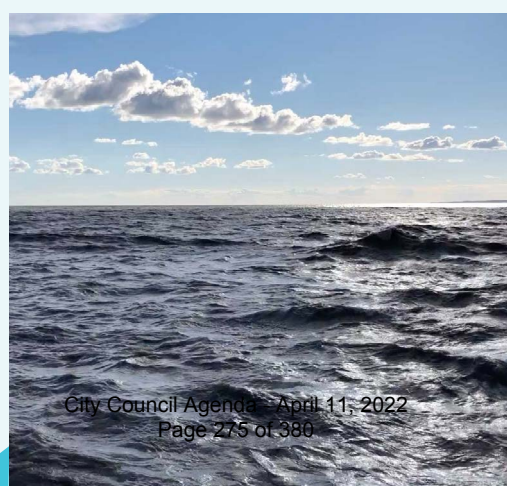
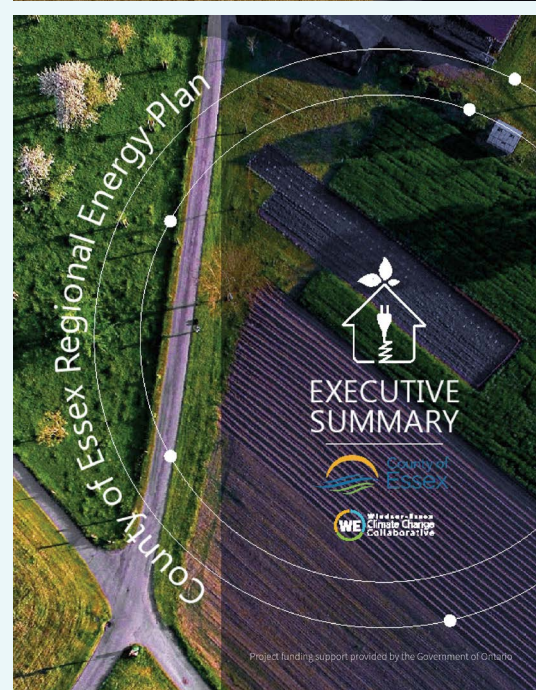
**Monitored** surface water quality at 50 sites and groundwater quality at 8 sites across the region. In total, more than 2,500 water quality samples were collected to evaluate watershed health, and calculate nutrient and phosphorous concentrations and loads in partnership with Federal and Provincial agencies.

**Completed** over 28 agricultural Best Management Practices (BMPs) such as cover crops, Crop Nutrient Plans and buffer strips on over 1182 hectares of land.

**Worked** with Municipality of Leamington to develop plans for a new wetland to receive excess storm water from the Lebo Creek Watershed through the drainage act, which will also help improve water quality flowing into Hillman Marsh and Lake Erie.

**Finalized** the Essex County Regional Energy Plan (ECREP) with the County of Essex and its seven municipalities to help the community to better understand current energy consumption, identify opportunities for energy efficiency, help to meet the community's climate priorities, and strengthen the local economy. ERCA provided significant coordination for the ECREP's development, which will allow Essex County to reap the economic benefits of the ongoing modern energy transition by ensuring reliable, cost-competitive energy services for residents and businesses, and planning considerations municipalities will need to incorporate to meet their climate priorities.

**Completed** an agriculturally focused climate change report to outline future challenges and potential solutions on how to mitigate climate change for the farming community.





# Communications & Outreach Services

## Communications and outreach services support all business units of the Authority.

These include supporting flood messaging, disseminating natural hazard information, engaging landowners in conservation practices, educating students of all ages about environmental sustainability, engagement in tree planting and restoration, connecting people to nature through a variety of programs and events, and communicating broadly with stakeholder groups and watershed residents. While the continued impacts of COVID-19 prohibited field trips and many traditional outreach events, creative approaches to engage with the community were implemented.

Corporate communications supporting mandatory activities are identified as mandatory, while curriculum-based outdoor education and non-hazard related outreach activities are non-mandatory.





This year, to engage stakeholders in conservation efforts, ERCA:

**Expanded** virtual Special High Skills Major certification programs for secondary students which were delivered to several school boards across the Province of Ontario, to allow these student to achieve required certifications for graduation.

**Collaborated** with south-western Conservation Authorities to lead Great Lakes watershed-themed education programs, including the 2021 Western Lake Erie Student Summit and the Lake Erie Virtual Field Trip.

**Hosted** two litter cleanups in the Sandwich community of Windsor, removing a total of 375 lbs. Funding for the Sandwich Litter Cleanups was provided by the Gordie Howe International Bridge Community Benefits Plan.

**Celebrated** the 20th anniversary of the Detroit River as a Canadian Heritage River. The river is truly a shared resource bringing the people of two nations together. The American side of the Detroit River was designated a Heritage River in 1998. With the Canadian side being designated a Canadian Heritage River in 2001, the Detroit River became the first river on the continent to receive both Canadian and American heritage river status.

**Launched** the Detroit River Coalition, a binational organization of Canadian and American organizations partnering to reduce litter pollution in the Detroit River and educate the public on the natural and cultural significance for communities throughout the Great Lakes Region.

**Planted** 575 native trees and shrubs and connected youth with nature at the Solcz Family Foundation Forest. Thanks to the Solcz Family Foundation, families and volunteers from across Windsor-Essex engaged with nature and learned how to plant trees.

**Provided** significant support to the Essex Region Conservation Foundation to reach its fundraising goals.



# ERCA Accountability

The following provides a three-year ‘by-the-numbers’ comparison of achievements.

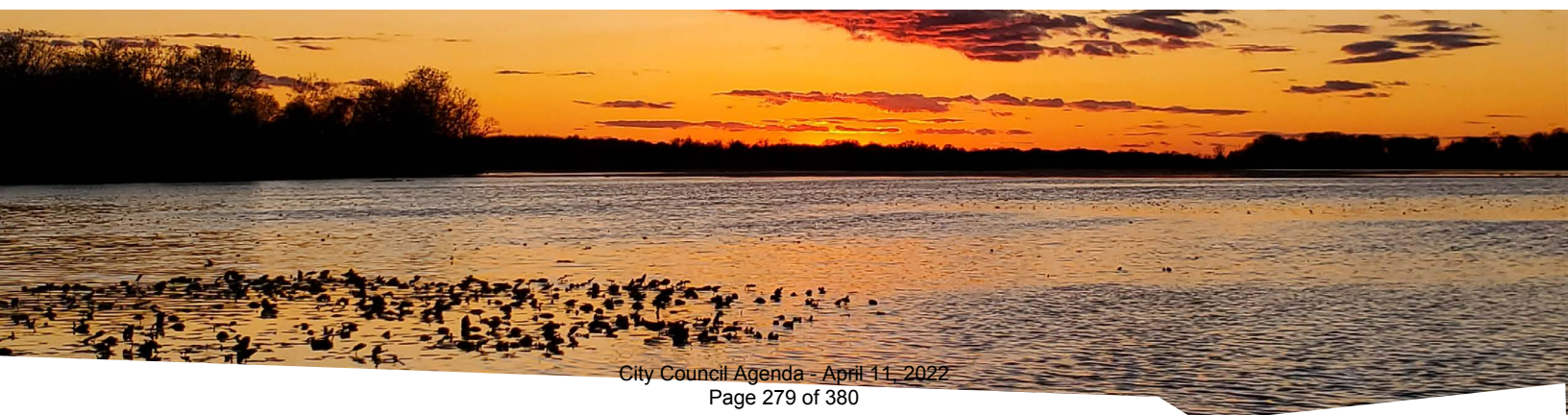
## Corporate Services

Area	2019	2020	2021
Area of CA Jurisdiction	1,681.3 km <sup>2</sup>	1,681.3 km <sup>2</sup>	1,681.3 km <sup>2</sup>
Watershed Population	322,715	321,341	318,862
Staff—Permanent and Long-Term Contract	38	41	42
Staff—Special Grant and Short-Term Full-Time Equivalent Contract	10	2	8.91
Average Full Time Staff Length of Service	10	9.49	8.83
Number of Local Committees, Boards and Advisory Panels with ERCA representation	24	24	24
Number of Provincial Committees, Boards and Advisory Panels with ERCA representation	26	20	21



# Watershed Management Services

Area	2019	2020	2021	
Permits Requested	1,305	1,403	1,182	
Permits Issued	1,158	1,269	1,076	
Clearances Issued	225	147	172	
Request for Information Letters Issued	281	275	385	
Permits to Take Water Applications	3	0	3	
Planning Services - transactions per year	811	673	858	
Appeals	22	8	24	
Appeals in CA Favour	22	8	24	
Violations Issued	38	16	7	
Average Response Time for Permits (days)	Minor Development	15	16	17
	Major Development	10	17	15
	Alteration to Waterways	6	10	8
Number of Structures Located in Floodplain	10,000	10,000	10,000	
Kilometres of Watercourses with Floodplain Mapping Completed	609	609	609	
Hectares (area) digitally mapped delineating the CA Regulation Limit	38,304	38,304	38,304	
Hectares (area) digitally mapped delineating the flooding hazard limit (flood plains)	38,304	38,304	38,304	
Metres of shoreline protected from flooding and erosion	0	220m	0	
\$ Value of Water/Infrastructure Contributions to Municipalities	0	\$141,000	\$0	
Flood Messages / Days	Watershed Conditions	15 / 48 days	11/39 days	30 / 73 days
	Flood Watches	24 / 147 days	33/198 days	10 / 22 days
	Flood Warnings	12 / 25 days	16/21 days	2 / 6 days



# Conservation Services

Area	2019	2020	2021
Total Landholdings (Hectares)	1,740	1,747	1,747
Hectares of recreational land owned and managed	1,056.8	1,056.8	1,056.8
Total hectares under forest management plans	44.39	44.39	44.39
Total Taxes for CA Landholdings	\$92,186	\$91,385	\$92,136
Land Acquisition in Reporting Year (in acres)	0	17	0
Value of acquisitions (Fair Market Value)	N/A	\$112,734	0
Total Acres of Habitat Restored	31	6	141
Number and Acres of Trees	57,560 30 acres	23,054 5 acres*	126,197 140 acres
Number and Acres of Wetlands	1 wetland 0.6 acres	0	0.5 acres
Number and Acres of Prairie	0	1 site 1.5 acres	1 acre
Number of landowners involved in restoration	217	170	170
Kilometres of Trails owned, managed & developed	98	98	98
Day Use Visitors to JRPH (estimated)	11,625	N/A**	4,600†
Day Use Visitors to HBCA (estimated)	10,800	N/A**	30,395
Number of seasonal campsites purchased	72	72	72

\*COVID-19 challenges resulted in spring projects being rescheduled until 2021.

† The John R. Park Homestead was closed until July 2, due to stay at home orders and construction.

\*\* As fees were waived and sites unstaffed for much of the year, statistics were not collected, although parking lot census data indicated a significant surge in use.

# Watershed Research Services

Area	2019	2020	2021	
Agriculture/Other (total)	80	75	26	
Water Quality Improvement Projects Implemented	Detroit River Watersheds	7	4	2
	Lake Erie Watersheds	66	70	16
	Lake St. Clair Watersheds	7	1	8
Number of wells decommissioned	3	0	*	
Number of landowners participating	16	31	26	
Number of surface water quality monitoring stations	61	54	61	
Number of ground water quality monitoring stations	8	8	8	
Number of benthos monitoring stations	10	0	0	
Number of research studies with ERCA involvement	7	5	14	

\*Program discontinued



# Communications & Outreach Services

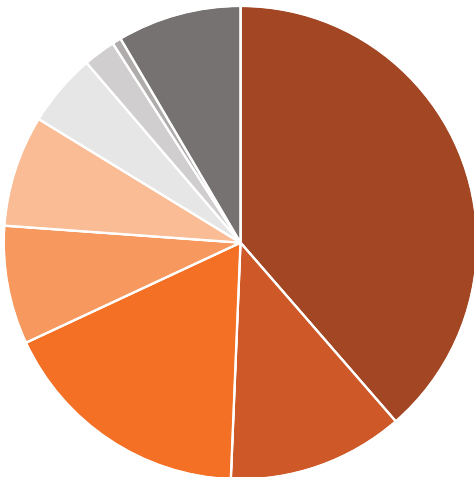
Area	2019	2020	2021
Number of volunteers	2,057	149	440
Number of outreach events	32	7	26
Number of schoolyard naturalization projects	1	0	0
Trees planted by volunteers	6,217	300	1,770
Native plants planted by volunteers	30	0	450
ERCA hosted special events	22	8*	14
Number of schools	75	N/A	42
Number of unique education programs	307	37*	129
Number of students	14,588	N/A*	3,111
Number of public meetings/workshops	28	14	17
Number of unique visitors to our website	71,918	80,829	84,982
Number of Facebook followers	4,011	4,339	5,222
Number of Twitter followers	3,159	3,397	3,572
Number of Instagram followers	1,313	1,595	1,792
Number of YouTube video views	3,500 views 130.9 hrs	7,472 views 333.6 hrs	5,168 views 311.1 hrs

\*While COVID-19 impacted field trips and gatherings, a number of virtual education and engagement opportunities were launched, including Earth-E Month, which reached 114,930 people and resulted in 61,243 engagements.



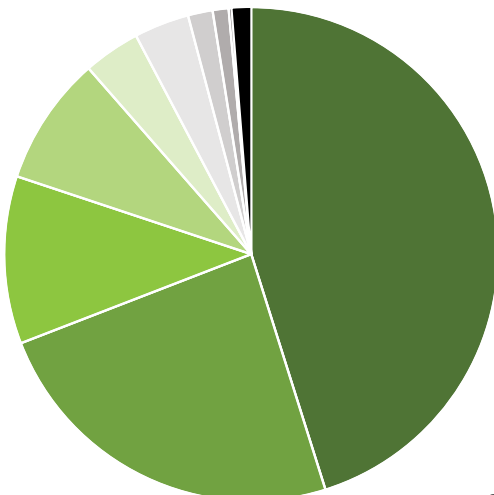
# 2021 Financial Review

## Projected Funding by Source \$8.9M



Municipal Levies	\$3,454,619
Municipal Special Project Contributions	\$1,076,763
Self-generated Revenues and Fees	\$1,557,093
Federal Grants	\$723,733
Other / ERCF Grants	\$679,986
Provincial Special Project Grants	\$446,240
Provincial Transfer Payments (S.39 & DWSP)	\$196,917
Interest / In Kind / Sundry	\$52,249
Internal Recoveries / Dept Chargebacks	\$756,650

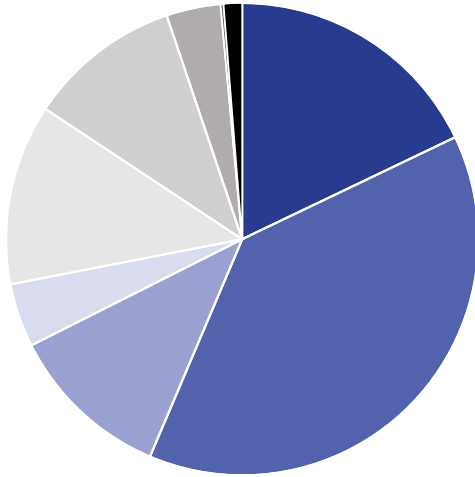
## Projected Use of Funds by Classification \$8.9M



Compensation	\$4,038,345
Construction & Engineering Contracts	\$2,145,959
Supplies, Materials & Contracted Services	\$981,987
Internal Chargebacks & Recoveries	\$756,318
Transfer to 2022 Projects	\$332,708
Rent, Taxes, & Utilities	\$332,450
Insurance, Audit, Legal & Professional Services	\$144,545
Vehicle Replacement	\$93,246
Net Transfers to Reserves	\$17,750
Projected Supply for Future Years	\$112,941

# Projected Use of Funds by Function

\$8.9M



Watershed Management Programs & Services	\$1,601,405
Conservation Programs & Services	\$3,443,373
Watershed Research Programs & Services	\$1,000,972
Community Outreach Programs & Services	\$389,950
Corporate & Shared Support Services	\$1,106,850
Capital Projects	\$940,300
Transfer to 2022 Projects	\$332,708
Net Transfers to Reserves	\$17,750
Projected Surplus for Future Years	\$112,941



## ERCA Board

Tania Jobin, Town of Tecumseh - Chair  
 Kieran McKenzie, City of Windsor - Vice Chair  
 Peter Courtney, Town of Amherstburg  
 Marolyn Morrison, Town of Amherstburg  
 Morley Bowman, Town of Essex  
 Chris Vander Doelen, Town of Essex  
 Laura Lucier, Town of Kingsville

Larry Patterson, Town of Kingsville  
 Tracey Bailey, Municipality of Lakeshore  
 Len Janisse, Municipality of Lakeshore  
 Mark Carrick, Town of LaSalle  
 Sue Desjarlais, Town of LaSalle  
 Trevor Jones, Municipality of Leamington  
 Larry Verbeke, Municipality of Leamington

Dayne Malloch, Township of Pelee  
 Joe Bachetti, Town of Tecumseh  
 Jeewen Gill, City of Windsor  
 Jim Morrison, City of Windsor  
 Ed Sleiman, City of Windsor

Tim Byrne Chief Administrative Officer / Secretary Treasurer

## Corporate Services

**Shelley McMullen** Chief Financial Officer / Director,  
Finance & Corporate Services

Tom Dufour Geomatics Technician

Nicole Kupnicki Human Resources Manager /  
Executive Assistant

Lisa Pavan Administrative Associate: Corporate  
Services

Ryan Rossman Director, Information Technology  
Services

Bryan Schmidt Application Support Technician

Kristen Walton Payroll & Accounting Specialist

## Watershed Management Services

**James Bryant** Director, Watershed Management  
Services

Vitra Chodha Resource Planner

Sydney Clackett Regulations Analyst

Kim Darroch Team Lead, Planning Services

Lina Florian Watershed Engineer

Tom Gutpell Engineering Technologist

Ashley Gyori Regulations Analyst

Dan Jenner Regulations Coordinator

Summer Locknick Surveyor / Technical Assistant

Tian Martin Water Resources Engineer

Laura Neufeld Regulations Technician

Kathleen Schnekenburger Regulations Technician

## Conservation Services

**Kevin Money** Director, Conservation Services

Kathryn Arthur Restoration Biologist

Tim Baxter Conservation Area Technician

Michael Dick Agricultural Technician

Rob Davies Forester

Samantha Dundas Water Quality Technician

Russ Jones Conservation Area Technician

Dan Lebedyk Biologist / Ecologist

Bevin Martin Conservation Area Technician

Devin McCann Assistant Superintendent, HBCA

Katie Stammler Water Quality Scientist / Project  
Manager, Source Water Protection

Jacqueline Serran Detroit River Remedial Action Plan  
Coordinator

William Tate Superintendent, Field Operations

Amy Weinz Water Quality Technician

Laren Weller Watershed Data Technician

## Community Outreach Services

**Danielle Breault Stuebing** Director, Communications &  
Outreach Services

Kris Ives Interpreter

Samantha Keller Partnerships & Outreach  
Coordinator

Gina Pannunzio Environmental Educator

Jessica Rose Multimedia Specialist

Aaron Zimmer Regulations Analyst



[facebook.com/EssexRegionConservation](https://facebook.com/EssexRegionConservation)



[@EssexRegionConservation](https://www.instagram.com/EssexRegionConservation)



[@EssexRegionCA](https://www.twitter.com/EssexRegionCA)



[youtube.com/TheEssexRegionCA](https://www.youtube.com/TheEssexRegionCA)

## Contact Us

360 Fairview Avenue West, Suite 311  
Essex, Ontario, N8M 1Y6

P: 519-776-5209

F: 519-776-8688

W: [essexregionconservation.ca](https://www.essexregionconservation.ca)



**Essex Region Conservation Authority's**

## **Transition Plan**

as per Ontario Regulation 687/21

**December 9, 2021**

## Table of Contents

Background .....	3
Purpose and Applicable Legislation .....	3
Transition Period:.....	3
Transition Period - Phase 1 [Sections 3 to 6 of O. Reg. 687/21] .....	4
Transition Period - Phase 2 [Sections 7 to 9 of O. Reg. 687/21] .....	5
Request for Extension [Section 10 of O. Reg. 687/21] .....	5
Summary of Legislative Requirements .....	6
Work Plans and Timelines for Completion .....	6
Phase 1 Work Plan .....	7
Phase 2 Work Plan .....	8
Inventory of Programs and Services .....	9
Record of Circulation .....	9
Progress Reports and Final Reports .....	9
Concluding Remarks .....	10
Appendix A: Phase 1 and 2 Work Plans .....	11
Appendix B: Stakeholder List & Record of Circulation .....	12
Stakeholder List & Record of Circulation .....	12

## Background

### Purpose and Applicable Legislation

The Royal Assent of Bill 229, *Protect, Support and Recovery From COVID-19 Act (Budget Measures)*, 2020 initialized significant changes to Conservation Authorities Act (CA Act). Since that time, and through the proclamation of specific provisions within the CA Act, as well as the passing of Ontario Regulation (O. Reg.) 687/21, conservation authorities are required to develop and implement a Transition Plan and establish Agreements to deliver certain programs and services. The overall objective of the Province of Ontario is to ensure that conservation authorities are operating in-line with the prescribed Objects as outlined in the revised CA Act, and to align budgets with Mandatory Programs and Services and Non-Mandatory Programs and Services, as outlined in O. Reg. 686/21. CAs have been afforded the opportunity to meet all of the legislated requirements through a two-phase approach that covers the overall Transition Period, which ends on January 1, 2024 (i.e. CAs are to be fully compliant by January 1, 2024). The two phases and associated requirements are described further below.

### Transition Period:

The overall transition period spans from October 2021 to January 1, 2024. This period is separated into two phases to allow for CAs to properly plan for the transition which generally includes the development of a Transition Plan outlining the work plan and timelines to complete the entire transition, an inventory of programs and services, and the execution of agreements with municipalities to deliver non-mandatory services. Figure 1 below provides a general depiction of the overall Transition Period. Note that this document is provided to fulfill the Essex Region Conservation Authority's requirement of developing a Transition Plan.

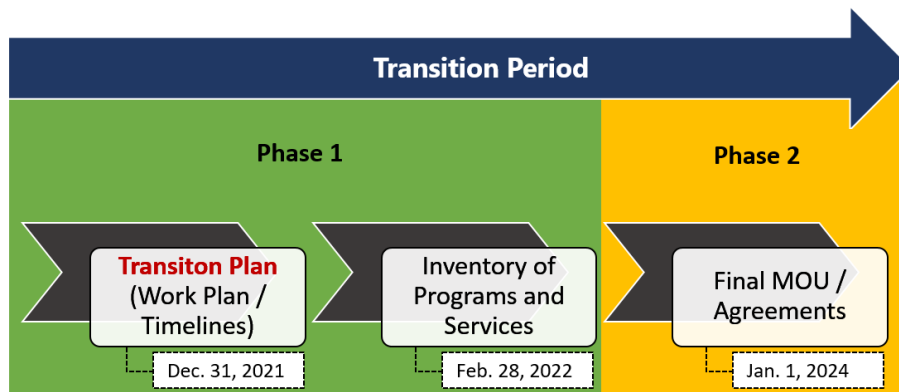


Figure 1: Transition Period, Phases, and Completion Dates

## Transition Period - Phase 1 [Sections 3 to 6 of O. Reg. 687/21]

Phase 1 of the Transition Plan includes two deliverables, the first of which is the Transition Plan and the second being the Inventory of Programs and Services that are delivered by the Authority. The Transition Plan must be completed by December 31<sup>st</sup>, 2021 while the Inventory of Programs and Services is required to be completed no later than February 28, 2022. In order for ERCA to be fully compliant, the Authority must complete the following by December 31<sup>st</sup>, 2021:

- a) The Transition Plan must include a time for ERCA to meet the requirements for the first and second phases of the Transition Period, as set out in O. Reg. 687/21.
- b) A copy of the Transition Plan must be sent to:
  - i. each participating municipality in the Authority's area of jurisdiction; and
  - ii. the Ministry of Environment, Conservation and Parks.
- c) A copy of the Transition Plan must be published on ERCA's website, or make the Plan available to the public by such other means as ERCA considers advisable.

The second deliverable of Phase 1 relates to the Inventory of Programs and Services which, at a general level, ERCA must complete the following to be compliant:

- a) Prepare an inventory of Programs and Services (the Inventory) categorized as per the MECP definitions which are:
  - i. Category 1: Mandatory
  - ii. Category 2: Non-Mandatory / Municipal
  - iii. Category 3: Non-Mandatory / Other
- b) Circulate the Inventory to all of the participating municipalities in the Authority's jurisdiction. It is also advisable to circulate to any other municipality with which the Authority has entered into, or intends to enter into, a memorandum of understanding or other agreement(s).
- c) Maintain a record of the municipalities that were circulated the Inventory along with the date of circulation for each. This is further referred to as "the Record of Circulation".
- d) Provide the Inventory and the Record of Circulation to the MECP by February 28, 2022.



## Transition Period - Phase 2 [Sections 7 to 9 of O. Reg. 687/21]

The second phase of the Transition Period generally includes the following objectives and deliverables:

- a) Consult with the participating municipalities on the Inventory. The inventory can be adjusted as necessary based on feedback from the municipalities.
- b) Take the necessary steps to seek and enter into cost apportionment agreements with the participating municipalities on or before January 1, 2024.
- c) Submit the required progress reports to the MECP that inform on the status of the Inventory and progress towards establishing the Agreements. There is a total of 6 progress reports that are required to be submitted by the dates outlined below:
  - i. Progress Report 1: July 1, 2022
  - ii. Progress Report 2: October 1, 2022
  - iii. Progress Report 3: January 1, 2023
  - iv. Progress Report 4: April 1, 2023
  - v. Progress Report 5: July 1, 2023
  - vi. Progress Report 6: October 1, 2023

## Request for Extension [Section 10 of O. Reg. 687/21]

Conservation Authorities may request an extension beyond the Transition Date. The request may be made directly to the MECP, must be submitted by October 1, 2023, and must be related to one or more of the following:

1. Additional time is required to complete cost apportionment agreements between the Authority and a participating municipality.
2. The Authority requires additional time to wind down a program or service that was being provided prior to the Transition Period, and will not longer be provided after the Transition Date.

## Summary of Legislative Requirements

Table 1 summarizes the key legislative requirements related to the entire Transition Period along with the applicable section of O. Reg. 687/21.

<b>Prescribed Completion Date</b>	<b>Key Deliverable</b>	<b>Applicable Section of O. Reg. 687/21</b>
December 31, 2021	Transition Plan (covering the work plan and timelines for the entire Transition Period)	Section 3
February 28, 2022	Inventory of Programs and Services	Section 6
February 28, 2022	Maintain and submit to MECP a Record of Circulation regarding the Inventory of Programs and Services	Section 5
July 1, 2022 to October 1, 2023	Progress Reports (6 in total) are required to be submitted to MECP reporting on the status of the Inventory and progress towards establishing the MOUs/Agreements	Section 7
October 1, 2023	Request for Extension (if required) on the overall Transition Period	Section 10
January 1, 2024 (Transition Date)	Finalized Inventory of Programs and Services and all required MOUs/Agreements are executed	Section 7
January 31, 2024	Final Report to MECP including the final Inventory of Programs and Services and a Statement of Compliance by the Authority regarding the execution of all required agreements	Section 9

## Work Plans and Timelines for Completion

This Transition Plan includes work plans for both Phases 1 and 2, which outline the steps that ERCA plans to take to develop and enter into agreements with participating municipalities. The work plans also include the necessary consultation process on the Inventory of Programs and Services that ERCA will undertake along with the necessary steps required to enter into Municipal Contribution Agreements to fund non-mandatory programs and services. The Phase 1 and 2 work plans as well as the Inventory of Programs and Services will support 2023 and 2024 budget discussions.

The Phase 1 and 2 work plans are included below as well as in [Appendix A](#) in the form of a Gantt Chart. Note that the progress, shown as a percent-completion, is as of the date of the Board of Directors meeting held on December 9<sup>th</sup>, 2021. Board Approval of the Plan is anticipated and shown as 100% complete.

## Phase 1 Work Plan

<b>Task Number</b>	<b>Task Description</b>	<b>Start Date</b>	<b>End Date</b>	<b>Progress percent</b>
1	Review newly released legislation	1-Oct-21	15-Oct-21	100%
2	Prepare Draft work plans for the Transition Plan	15-Oct-21	19-Nov-21	100%
3	Finalize work plans and Transition Plan	19-Nov-21	2-Dec-21	100%
4	Seek Board Approval of ERCA's Transition Plan	9-Dec-21	9-Dec-21	100%
5	Post Transition Plan on ERCA website and circulate to Municipalities, MECP, and others as required	15-Dec-21	19-Dec-21	0%
6	Parse and Categorize ERCA Programs & Services as per MECP Guidance and O. Reg. 686/21	1-Oct-21	10-Dec-21	95%
7	Calculate average annual cost of each Program and Service	1-Nov-21	21-Jan-22	25%
8	Establish/confirm municipal staff leads / contacts regarding P&S and MOU discussions	1-Dec-21	31-Jan-22	10%
9	Prepare Full Inventory of Programs & Services	1-Jan-22	28-Feb-22	85%
10	Seek Board Approval of the Full Inventory of P&S	17-Feb-22	17-Feb-22	0%
11	Circulate the Inventory of Programs and Services to all relevant stakeholders including MECP	21-Feb-22	28-Feb-22	0%
12	Amend the Inventory of Programs and Services based on discussions with municipalities, if/as required	21-Feb-22	30-Apr-22	0%

## Phase 2 Work Plan

<b>Task Number</b>	<b>Task Description</b>	<b>Start Date</b>	<b>End Date</b>	<b>Progress percent</b>
13	Consult municipal and CA stakeholders as necessary	1-Jan-22	1-Dec-23	0%
14	Discuss / negotiate existing agreements for JRPH and HBCA with Infrastructure Ontario and MECP	1-Jan-22	31-Aug-22	0%
15	Calculate Levy Costs for Mandatory Programs and Services for member municipalities (CVA)	1-Mar-22	30-Apr-22	0%
16	Estimate costs for Non-Mandatory Programs and Services for each Municipality (estimate based on CVA)	1-Mar-22	30-Apr-22	0%
17	Meet with established municipal leads to discuss/agree on cost apportionments for Non-Mandatory Services	1-Apr-22	31-Aug-22	0%
18	Attend municipal Councils if/as required	1-Jul-22	30-Aug-22	0%
19	Draft Memorandums of Understanding for review by all relevant partners/stakeholders	1-Jul-22	30-Oct-22	0%
20	Submit Progress Reports to MECP	1-Jul-22	1-Oct-23	0%
21	Circulate Draft MOUs for review by all relevant stakeholders	1-Sep-22	28-Oct-22	0%
22	Finalize the DRAFT MOUs based on stakeholder input	31-Oct-22	25-Nov-22	0%
23	Attend Municipal Councils if/as required regarding MOUs and negotiate any changes as required	9-Jan-23	28-Jul-23	0%
24	Request for extension of the Transition Date (if required)	18-Sep-23	29-Sep-23	0%
25	ERCA 2023 Budget Approval meeting / vote	1-Dec-23	14-Dec-23	0%
26	Deadline for Execution of MOUs / Agreements	31-Dec-23	31-Dec-23	0%
27	Publish all Cost Apportionment Agreements on the ERCA website	31-Dec-23	31-Dec-23	0%
28	Submit Final Report to MECP (Final Inventory and confirmation that all MOUs are executed)	1-Jan-24	31-Jan-24	0%

## Inventory of Programs and Services

The Inventory of Programs and Services is required to be substantially completed by February 28, 2022 and circulated to the stakeholder list included in [Appendix B](#). ERCA has completed the categorization of each program and service and is currently completing the necessary associated annual costs. As this work is still on-going, draft categorization and cost estimates have not been included with this document. The Inventory of Programs and Services is anticipated to be circulated to the stakeholder list by early to mid-February, and no later than February 28, 2022.

## Record of Circulation

Section 5 of O. Reg. 687/21 requires that a Record of Circulation, specifically related to the circulation of the Inventory of Programs and Services, be maintained and submitted to the Ministry of Environment, Conservation and Parks. [Appendix B](#) of this Transition Plan includes the Record of Circulation, which includes the municipality and/or agency name that was circulated, the affiliation with ERCA (member/non-member), the date of circulation, and whether a response was provided back to ERCA or not. This information will be maintained as an appendix within this plan and will be updated as required.

## Progress Reports and Final Reports

As per Section 7 of O. Reg. 687/21, the ERCA will submit quarterly progress reports on the following dates:

- Progress Report 1: July 1, 2022
- Progress Report 2: October 1, 2022
- Progress Report 3: January 1, 2023
- Progress Report 4: April 1, 2023
- Progress Report 5: July 1, 2023
- Progress Report 6: October 1, 2023

It is anticipated that the MECP will be preparing and circulating reporting templates for conservation authorities to complete and submit back to the Ministry.

## Concluding Remarks

ERCA's Transition Plan meets all of the requirements as described in *Ontario Regulation 687/21: Transition Plans and Agreements for Programs and Services under Section 21.1.2 of the Conservation Authorities Act*.

With the ERCA Board approval, this Plan will be available to the public on the ERCA website and circulated to the participating municipalities in advance of the December 31<sup>st</sup>, 2021 deadline. This Plan was submitted to the Ministry of Environment, Conservation and Parks on the 21st day of December, 2021.



## Appendix B: Stakeholder List & Record of Circulation

### Stakeholder List & Record of Circulation

The table below is a Record of Circulation indicating which municipalities and agencies were circulated ERCA's Inventory of Programs and Services. In addition to those listed below, the Conservation Authority will have also circulated this entire document (the Transition Plan) to the Ministry of Environment, Conservation and Parks on or before December 31<sup>st</sup>, 2021, as required by O. Reg. 687/21.

<b>Municipality</b>	<b>Affiliation</b>	<b>Date of Circulation</b>	<b>Feedback Provided</b>
City of Windsor	Member	December 22, 2021	Yes / No
Town of Amherstburg	Member	December 22, 2021	Yes / No
Town of Essex	Member	December 22, 2021	Yes / No
Town of Kingsville	Member	December 22, 2021	Yes / No
Municipality of Lakeshore	Member	December 22, 2021	Yes / No
Town of LaSalle	Member	December 22, 2021	Yes / No
Municipality of Leamington	Member	December 22, 2021	Yes / No
Town of Tecumseh	Member	December 22, 2021	Yes / No
Township of Pelee	Member	December 22, 2021	Yes / No
County of Essex (Upper Tier Municipality)	Non- Member	December 22, 2021	Yes / No
Lower Thames Valley Conservation Authority	Adjacent CA	December 22, 2021	Yes / No





**Additional Information: SCM 88/2022**

**Subject: Update on Changes to Conservation Authority Programs and Services**

Clerk's File: GCE2022

**TO: Mayor and Members of City Council**  
**FROM: Alex Hartley, Senior Counsel, Legal Services and Real Estate**  
**DATE: March 21, 2022**  
**SUBJECT: Update on Changes to Conservation Authority Programs and Services**

In 2017 the Province began a review of the *Conservation Authorities Act* (the “Act”) and between 2018 and 2021 passed a series of amendments to the Act (Bill 139 in 2017, Bill 108 in 2019 and Bill 229 in 2020). The Province filed three regulations in 2021 to support the implementation of the legislative changes. A primary goal of the Province’s legislative reform has been to help ensure conservation authorities are able to focus on delivery of their core mandates and can serve the needs of their communities with increased transparency and accountability.

The legislative changes are being implemented in phases, with the first phase bringing amendments around conservation authority mandate into effect in February, 2021. The Act set out three categories of programs and services related to conservation authorities: mandatory conservation authority programs and services (Category 1-Mandatory); municipal programs and services a municipality may have a conservation authority provide through an agreement (Category 2-Municipal); and programs and services the board of the conservation authority determines are advisable and are consistent with the purposes of the Act (Category 3 – Other).

The regulations passed under this first phase help implement the changes to conservation authority mandates as follows:

- **Mandatory programs:** outlines the requirements around the mandatory programs and services conservation authorities must provide ([O.Reg. 686/21](#))
- **Transition Plans:** requires conservation authorities to develop a plan outlining the steps it will take in developing a required inventory of programs and services it currently provides and would like to provide. It sets out the requirements for agreements for programs and services a municipalities requests the conservation authority carry out on its behalf and for program a conservation authority decides to adopt further to the purposes of the Act ([O. Reg. 687/21](#))
- **Conservation Area Rules:** consolidates the existing ‘conservation area’ regulations into one regulation which establishes rules of conduct in conservation areas ([O. Reg 688/21](#))

Consultation on a second phase of regulations and policy closed on February 25, 2022. This second phase will focus on the financial framework for delivering conservation authority programs and services and is expected to include a regulation outlining details on municipal levies, a regulation determining amounts owed by specified municipalities related to conservation authority mandatory programs under specific legislation (*Clean Water Act, 2006* and *Lake Simcoe Protection Act, 2008*) and a fee class policy to govern conservation authority fees. Until these regulations and policy are finalized and in effect and the associated legislative provisions proclaimed into force, conservation

authorities and municipalities would continue to follow current levy and budgeting processes. The Province has indicated its intent to have these proposed regulations and fee class policy in place in time to align with municipal and conservation authority calendar year budget beginning January 1, 2023.

Category 1-Mandatory. Programs and services a conservation authority must provide within its area of jurisdiction are outlined in the Act as follows, with further detail found in the Appendix:

- Programs and services related to the risk of natural hazards
- Programs and services related to the conservation and management of lands owned or controlled by the conservation authority
- Programs and services related to the conservation authority's duties, functions and responsibilities as a source protection authority under the *Clean Water Act, 2006*
- Programs and services related to the conservation authority's duties, functions and responsibilities under an Act prescribed by the regulations

O.Reg. 686/21 describes the components that a conservation authority can consider in delivering each broad category of program/service. These mandatory programs and services do not require an agreement with municipalities.

Non-mandatory programs and services under Category 2- Municipal may be provided by a conservation authority at the request of and on behalf of one or more participating municipalities. In order for a conservation authority to provide these services a memorandum of understanding (MOU) or other agreement must be entered into between the parties to have the program or service be funded by municipal levy or by other funding mechanisms that may be set out in the MOU or agreement.

Non-mandatory programs and services under Category 3 – Other may be provided where the conservation authority has determined it is advisable to deliver in its jurisdiction and where a cost-apportioning agreement is put in place with participating municipalities. This requirement for participating municipalities to decide on funding category 3 programs and services and then enter into a cost apportioning agreement where the municipal levy is proposed to be used, is new to the funding and programming relationship between conservation authorities and participating municipalities.

O.Reg. 687/21 requires these services be identified in a conservation authority's transition plan and agreements must be finalized by January 1, 2024 in order for a conservation authority to be able to levy for these programs or services.

In December 2021, the Essex Region Conservation Authority (ERCA) circulated its Transition Plan to the City and other Essex County municipalities. ERCA's Transition Plan outlines a schedule for working with municipalities within its jurisdiction to discuss the Inventory of Programs and Services and negotiate Memorandums of Understanding (MOU) or other agreements to provide for efficient

and cost-effective delivery of non-mandatory programs and services. Administration will schedule an education session for Council to review in detail the mandatory and non-mandatory programs and services, ERCA’s Transition Plan and the Province’s proposed financial framework. Following this session, Administration will work with ERCA, and the Essex County municipalities as applicable, to negotiate terms of a MOU or other agreement for non-mandatory programs and service and will report to Council with recommendations.

**Approvals:**

<b>Name</b>	<b>Title</b>
Alex Hartley Senior Legal Counsel	Thom Hunt City Planner
Shelby Askin Hager Commissioner, Legal and Legislative Services	Jason Reynar Chief Administrative Officer

**Appendices:**

Appendix A – ERO decision 019-2986 Regulatory Proposals (Phase I) Under the *Conservation Authorities Act*

## APPENDIX A

**Ontario**  Environmental Registry of Ontario

### Regulatory proposals (Phase 1) under the Conservation Authorities Act

ERQ (Environmental Registry of Ontario) number	019-2986
Notice type	Regulation
Act	Conservation Authorities Act, R.S.O. 1990
Posted by	Ministry of the Environment, Conservation and Parks
Notice stage	Decision
Decision posted	October 7, 2021
Comment period	May 13, 2021 - June 27, 2021 (45 days) Closed
Last updated	October 7, 2021

This consultation was open from:

**May 13, 2021  
to June 27, 2021**

#### Decision summary

New regulations have been finalized to focus conservation authorities on their core mandate by prescribing mandatory programs and services they must provide, giving municipalities greater control over what conservation authority (CA) programs and services they will fund, and consolidating "Conservation Areas" regulations.

#### Decision details

On December 8, 2020, Bill 229, the Protect, Support and Recover from COVID-19 (2019 Novel Coronavirus) Act (Budget Measures), 2020, which made changes to the Conservation Authorities Act and the Planning Act, received Royal Assent. To implement these changes, 3 new regulations have been filed under the Conservation Authorities Act as part of the first phase regulations:

- *Ontario Regulation 686/21: Mandatory Programs and Services*. This regulation prescribes the mandatory programs and services CAs (conservation authorities) would be required to provide, including core

watershed-based resource management strategies. This regulation will come into effect on January 1, 2022

- *Ontario Regulation 687/21: Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act.* This regulation requires each CA (conservation authority) to have a 'transition plan' that would outline the steps to be taken to develop an inventory of programs and services and to enter into agreements with participating municipalities to fund non-mandatory programs and services through a municipal levy. It also establishes the transition period to enter into those agreements. This regulation came into effect on October 1, 2021
- *Ontario Regulation 688/21: Rules of Conduct in Conservation Areas.* This regulation consolidates the current individual CA (conservation authority) 'Conservation Area' regulations made under Section 29 of the *Conservation Authorities Act* into one Minister's regulation that regulates the public use of CA (conservation authority) owned land. This regulation will come into effect when the unproclaimed provisions of Part VI and VII of the *Conservation Authorities Act* that deal with development permissions come into effect.

The new regulations will help to improve the governance, oversight and accountability of CAs (conservation authorities), while respecting taxpayer dollars by giving municipalities more say over the CA (conservation authority) programs and services they pay for.

We are committed to ensuring that CAs (conservation authorities) are focused on their core mandate, including:

- helping protect people and property from the risk of natural hazards
- conserving and managing conservation authority-owned lands
- their roles in drinking water source protection

## **A. Conservation authority mandatory programs and services**

The mandatory programs and services regulation that has been finalized sets out the following six mandatory programs and services that CAs (conservation authorities) are required to provide:

### **1. Mandatory programs and services related to the risk of natural hazards**

Each CA (conservation authority) will be required to implement a program or service to help manage the risk posed by the natural hazards within their jurisdiction, including:

- flooding
- erosion
- dynamic beaches
- hazardous sites as defined in the Provincial Policy Statement, 2020
- low water/drought as part of Ontario's Low Water response

This program is designed to:

- identify natural hazards
- assess risks associated with natural hazards including impacts of climate change
- manage risks associated with natural hazards and
- promote public awareness of natural hazards

Managing risks associated with natural hazards may include:

- prevention
- protection
- mitigation
- preparedness
- response

## 2. Mandatory programs and services related to the conservation and management of lands

Each CA (conservation authority) will be required to implement mandatory programs and services related to the conservation and management of lands owned or controlled by the CA (conservation authority), including any interests in land registered on title, within their jurisdiction. This includes:

- preparing a conservation area strategy
- compiling a land inventory
- ensuring CAs (conservation authorities) can continue to maintain trails, facilities, and other related amenities that the public can access in a self-directed nature without CA (conservation authority) staffing, facilities or programming (i.e. low maintenance passive recreation including activities such as hiking and picnicking)

- carrying out programs and services to secure the CA (conservation authority)'s interests in its lands to prevent unlawful entry and protect the CA (conservation authority) from exposure to liability
- carrying out programs and services to conserve natural heritage features
- administering the Minister's regulations made under section 29 of the *Conservation Authorities Act* (governing the rules of conduct on land owned by CAs (conservation authorities), including permits and enforcement activities)

### **3. Mandatory programs and services related to other programs or services prescribed by the regulation**

Each CA (conservation authority) will be required to:

- continue implementing the provincial stream monitoring program and groundwater monitoring program related to water quality and groundwater quantity monitoring
- establish a core watershed-based resource management strategy that summarizes:
  - existing technical studies
  - monitoring programs
  - other information on the natural resources the CA (conservation authority) relies on within its area of jurisdiction or in specific watersheds that directly informs and supports the effective delivery of mandatory programs and services

### **4. Mandatory programs and services related to CA (conservation authority) duties, functions, and responsibilities as a source protection authority under the *Clean Water Act, 2006***

CAs (conservation authorities) will be required to continue implementing the following responsibilities as source protection authorities under the *Clean Water Act, 2006*:

- maintaining source protection committees



- preparing progress reports on the implementation of source protection plans
- amending source protection plans
- implementing significant threat policies directed to the authority

**5. CA (conservation authority) duties, functions and responsibilities under other legislation prescribed by regulation – (i.e. (that is) on-site sewage systems as currently prescribed in the *Building Code Act*):**

This category of mandatory programs and services refers to responsibilities that may be assigned to CAs (conservation authorities) through other legislation and which are proposed to be prescribed in regulation under the *Conservation Authorities Act*

The North Bay–Mattawa CA (conservation authority) will be required to continue implementing programs and services for on-site sewage systems as currently set out in the *Building Code Act*.

**6. Lake Simcoe Region CA (conservation authority) duties, functions and responsibilities under the *Lake Simcoe Protection Act, 2008***

Under the *Lake Simcoe Protection Act, 2008*, the Lake Simcoe Region CA (conservation authority) carries out various duties, functions and responsibilities as set out in the Lake Simcoe Protection Plan. The Lake Simcoe Region CA (conservation authority) will continue to carry out these activities.

**B. Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act**

The transition plans and agreements for programs and services under section 21.1.2 prescribes:

- the process for CAs (conservation authorities) to transition to the new funding model for non-mandatory programs and services a CA (conservation authority) determines advisable for its jurisdiction and that the CA (conservation authority) requires municipal levy to fund. This

includes requirement for the preparation by the CA (conservation authority) of a transition plan by December 31, 2021 and an inventory of the CA (conservation authority)'s programs and services, the process to develop the inventory with participating municipalities by February 28, 2022, and steps taken to enter into agreement(s) with participating municipalities for the use of municipal levies for non-mandatory programs and services the CA (conservation authority) determines are advisable in its jurisdiction

- the regulation sets out a specific time in which the agreements must be finalized (i.e. (that is) January 1, 2024)

## C. Rules of Conduct in Conservation Areas

The rules of conduct in conservation areas regulation consolidates of each of the current individual CA (conservation authority) 'Conservation Areas' regulations made under Section 29 of the *Conservation Authorities Act* into one Minister's regulation. This new regulation continues to set out the prohibited activities, and activities requiring permits on lands owned by CAs (conservation authorities)

### Regulatory impact analysis

The regulatory impact analysis does not identify any compliance or administrative costs to business, the public or non-profit organizations associated with these regulations. The regulations implement changes to the CAA (Conservation Authorities Act) to improve governance, oversight and accountability of CAs (conservation authorities) and address concerns previously raised by businesses and municipalities about CAs (conservation authorities) extending their core mandate and operation.

Administrative costs related to negotiating agreements with participating municipalities for non-mandatory programs and services a CA (conservation authority) determines is advisable for its jurisdiction and requires the municipal levy to fund are anticipated to remain about the same since many CAs (conservation authorities) and municipalities regularly negotiate annual CA (conservation authority) budgets as well as agreements to fund various programs and services today.

The proposed mandatory programs and services set out in the regulation reflect the basic programs and services that CAs (conservation authorities) currently provide. Municipalities will have new abilities to make funding

decisions about non-mandatory programs and services that a CA (conservation authority) proposes to offer, which may result in savings.

Comments received	Through the registry	By email	By mail
	<b>237</b>	<b>207</b>	<b>0</b>

[View comments submitted through the registry \(/notice/019-2986/comments\)](#)

## Effects of consultation

Consultation on the regulatory proposals took place from May 31 to June 27, 2021.

In total, 444 comments were received.

We received comments from the public, Indigenous communities and organizations, CAs (conservation authorities), municipalities, environmental non-government organizations, community groups, industry and the development and agriculture sectors.

As well, the Ministry of the Environment, Conservation and Parks (ministry) engaged with a working group with representatives from CAs (conservation authorities), municipalities and other stakeholders, including those from the development and agriculture sector, as a practical forum to seek feedback on the proposals.

All the feedback received during the commenting period was considered.

### Summary of Consultation Feedback:

- there was general support for the work of CAs (conservation authorities) in protecting people and property against natural hazards and the value conservation authorities' lands provide to the public
- there was general support for efforts to improve transparency in the operations of conservation authorities and some stakeholders were

supportive of changes to improve governance, oversight and accountability

- there were recommendations to enable use of Indigenous knowledge in the work of CAs (conservation authorities), to finalize regulations quickly, and increase provincial funding of conservation authorities

## Mandatory programs and services

- there was extensive support for including low maintenance passive recreation activities as a mandatory program and service that a CA (conservation authority) delivers
- there were also recommendations for private land stewardship programs, such as tree planting and streambank rehabilitation, including on agricultural lands, to be offered as a mandatory program or service, and where CAs (conservation authorities) are managing natural hazards, that they also manage natural heritage and green infrastructure (e.g. (example), reclaiming sites through naturalization)
- support was also received for the inclusion of a core watershed-based resource management strategy and water quantity/quality monitoring among the mandatory programs and services
- some submissions recommended that there be flexible and reasonable timelines for the requirement to complete conservation area strategies, land inventories and the watershed-based resource management strategy

## Response:

Low maintenance passive recreation has been included in the list of mandatory program and service, specifically programs and services to maintain any facilities, trails or other amenities that support public access and recreational activities in conservation areas and that can be provided without direct support or supervision of staff employed by the CA (conservation authority) or by another person or body.

CAs (conservation authorities) will still have the ability to deliver non-mandatory programs and services (e.g. (example) private land stewardship) to respond to local priorities either under agreement with municipalities who are willing to pay for that program or service, or if they are able to secure other funding (e.g. (example) provincial grants or self generated revenue).

The development and implementation of a watershed-based resource management strategy and implementation of the provincial stream and groundwater monitoring programs were maintained as mandatory programs and services.

Timelines were provided for deliverables required under the mandatory programs and services regulation of December 31, 2024 to provide certainty for CAs (conservation authorities).

## Municipal Agreements and Transition Period

- some submissions expressed concern related to the proposed transition timing of January 1, 2023, noting it may be challenging to establish all the necessary agreements with participating municipalities by that time for non-mandatory programs and services
- there was support from some stakeholders to enable the Minister to grant extensions of time for CAs (conservation authorities) to enter into agreements with their participating municipalities for the municipal levy to fund non-mandatory programs and services
- there was desire for certainty and consistency on how CAs (conservation authorities) will determine CA (conservation authority) led non-mandatory programs and services

## Response:

Ontario is committed to ensuring that CAs (conservation authorities) are focused on their core mandate of helping protection people and property from the risk of natural hazards, the conservation and management of CA (conservation authority)-owned lands and their roles in drinking water source protection. These regulations implement the changes made to the Conservation Authorities Act initiated in 2019. In response to feedback, the transition to this new funding framework is to be completed by January 1, 2024, which will both meet the objective of ensuring municipalities have more say over the CA (conservation authority) programs and services they pay for and provide CAs (conservation authorities) and municipalities appropriate time to complete the necessary deliverables and agreements as part of the transition. As well, the regulation has retained the ability for the CA (conservation authority) to be granted an extension of time beyond the transition date under certain circumstances was maintained.

Some changes were made to the requirements related to completion of the inventory of programs and services by the CAs (conservation authorities). These were completed in response to comments related to the role of municipalities in the preparation of the inventory and the information they have on costing to support decision-making for non-mandatory programs and services. The regulation now requires that a CA (conservation authority) must circulate the inventory to all participating municipalities in the CA (conservation authority)'s area of jurisdiction, and if the CA (conservation authority) considers it advisable, to any other municipality with which the CA (conservation authority) has entered into, or intends to enter into a Memorandum of Understanding (MOU) or other agreement. The CA (conservation authority) must take municipal comments into consideration as the inventory is updated during consultations with municipalities throughout the transition period. The CA (conservation authority) would need to maintain a record of the municipalities that the inventory was circulated to and the associated date. Additionally, the regulation requires CAs (conservation authorities) to provide costing information for all programs and services in the inventory (e.g. (example) total annual cost estimates based on the last five years or for a shorter duration if the program or service has been provided for less than five years).

## Community Advisory Boards

- some submissions recommended that the purpose of community advisory boards be clarified, that their implementation not be required until following the transition period, and that their funding be mandatory or covered under the administrative levy with the municipalities
- some stakeholders expressed support for the proposal to defer certain details for community advisory boards to terms of references to be developed by each conservation authorities
- other comments were concerned that the proposed boards would be duplicative of boards that have already been established by many CAs (conservation authorities), and would increase cost. They recommended that this requirement be removed
- comments from Indigenous communities and organizations included recommendations for Indigenous membership on community advisory boards and requested mention of traditional ecological knowledge

consideration requirements within management plans for conservation authority lands

### **Response:**

The ministry did not proceed with the regulation that would have required CAs (conservation authorities) to establish a community advisory board as many CAs (conservation authorities) across Ontario already have a diverse range of advisory boards and CAs (conservation authorities) can continue to include additional members, including from Indigenous communities, where there is interest. Further, where there is not an existing advisory board, CAs (conservation authorities) will continue to have the ability to establish one where they consider it appropriate and useful.

### **Rules of Conduct in Conservation Areas**

- Some submissions recommended more coordination between CAs (conservation authorities), police, and the Ministry of the Attorney General on long-term enforcement issues and that a full review and update of the regulation governing rules of conduct in conservation areas be completed.

### **Response:**

Maintained approach to consolidate and maintain requirements from the individual section 29 "Conservation Area" regulations governing the rules of conduct on CA (conservation authority) lands into one regulation for consistency. The regulation reflects the rules of conduct that have been in effect in conservation areas to date on CA (conservation authority)-owned land to protect against property damage, for public safety, to protect the resources on the land and public investment.

---

## **Supporting materials**

### **Related links**

**Conservation Authorities Act**  
**(<https://www.ontario.ca/laws/statute/90c27>)**

**More Homes, More Choice Act, 2019 (Bill 108)**  
**(<https://www.ola.org/en/legislative-business/bills/parliament->**

[42/session-1/bill-108](#)

[Made-in-Ontario Environment Plan](#)

<https://www.ontario.ca/page/made-in-ontario-environment-plan>

[Online consultation with stakeholders](#)

<https://www.ontario.ca/page/consultation-ontario-conservation-authorities>

[Protect, Support and Recover from COVID-19 Act \(Budget Measures\), 2020 \(Bill 22... \(https://www.ola.org/en/legislative-business/bills/parliament-42/session-1/bill-229\)](#)

[Ontario Regulation 686/21: Mandatory Programs and Services](#)

<https://www.ontario.ca/laws/regulation/r21686>

[Ontario Regulation 687/21: Transition Plans and Agreements for](#)

[Programs and Ser... \(https://www.ontario.ca/laws/regulation/r21687\)](#)

[Ontario Regulation 688/21: Rules of Conduct in Conservation Areas](#)

<https://www.ontario.ca/laws/regulation/r21688>

## **Related ERO (Environmental Registry of Ontario) notices**

[Updating the Conservation Authorities Act \(/notice/019-2646\)](#)

### **View materials in person**

Important notice: Due to the ongoing COVID-19 pandemic, viewing supporting materials in person is not available at this time.


Please reach out to the Contact listed in this notice to see if alternate arrangements can be made.

Connect with **Contact**

US

**Brie-Anne Breton**



 [705-772-9166](tel:705-772-9166)

 [Brie-Anne.Breton2@ontario.ca](mailto:Brie-Anne.Breton2@ontario.ca)

## Original proposal

ERQ (Environmental Registry of Ontario) number	019-2986
Notice type	Regulation
Act	Conservation Authorities Act, R.S.O. 1990
Posted by	Ministry of the Environment, Conservation and Parks
Proposal posted	May 13, 2021
Comment period	May 13, 2021 - June 27, 2021 (45 days)

## Proposal details

On December 8, 2020, Bill 229, the Protect, Support and Recover from *COVID-19 (2019 Novel Coronavirus) Act* (Budget Measures), 2020, which made changes to the *Conservation Authorities Act* and the *Planning Act*, received Royal Assent.

These changes will improve the governance, oversight and accountability of conservation authorities, while respecting taxpayer dollars by giving municipalities more say over the conservation authority programs and services they pay for.

The Ministry of the Environment, Conservation and Parks (MECP) is now proposing to move forward with our first of two phases of regulatory amendments to implement the legislative changes previously made to the *Conservation Authorities Act* and those recently made through the Protect, Support and Recover from *COVID-19 (2019 Novel Coronavirus) Act* (Budget Measures), 2020.

The regulations the government proposes to introduce as part of the first phase would set out the following:

- Mandatory programs and services that conservation authorities would be required to provide, including core watershed-based resource management strategies.
- A requirement for agreements between conservation authorities and their participating municipalities for the use of municipal levies to fund non-mandatory programs and services an authority determines are advisable in its jurisdiction.
  - The proposed regulation may set out a specific time in which the agreements must be reviewed and to determine whether or not the agreements will be renewed.
- Details of the transition plan conservation authorities must prepare, including an inventory of the authority's programs and services, the consultation process with participating municipalities on the inventory, and steps taken to enter into these agreement(s) with participating municipalities for the use of municipal levies for non-mandatory programs and services the authority determines are advisable in its jurisdiction.
- The consolidation of each of the current individual conservation authority 'Conservation Areas' regulations made under Section 29 of the *Conservation Authorities Act* into one Minister's regulation. This would set out, for example, prohibited activities and activities requiring permits on conservation authority owned lands.
- Requirements for each conservation authority to establish a community advisory board to include members of the public, and providing that conservation authority by-laws may govern the operation of these and other advisory boards that may be established by the authority.

Greater detail on these proposed regulations can be found in a **Consultation Guide** ([https://prod-environmental-registry.s3.amazonaws.com/2021-05/CAA\\_Phase%201\\_Reg.%20Posting%20Consultation%20Guide\\_FINAL.pdf](https://prod-environmental-registry.s3.amazonaws.com/2021-05/CAA_Phase%201_Reg.%20Posting%20Consultation%20Guide_FINAL.pdf)).

In the coming months, the MECP (Ministry of the Environment, Conservation and Parks) will be consulting on the second phase of proposed regulations under the *Conservation Authorities Act*, including:

- Municipal levies governing the apportionment of conservation authority capital and operating expenses for mandatory programs and services and for non-mandatory programs and services under municipal agreement. This would also set out provisions pertaining to municipal

appeals of conservation authority municipal levy apportionments, including who would hear those appeals.

- Standards and requirements for the delivery of non-mandatory programs and services.

## Supporting materials

### Related files

**CAA Phase 1 Regulatory Proposal Consultation Guide**  
(<https://prod-environmental-registry.s3.amazonaws.com/2021-05/CAA Phase 1 Reg. Posting Consultation Guide FINAL.pdf>)  
pdf.(Portable.Document.Format.file) 307.45 KB

### Related ERO (Environmental Registry of Ontario) notices

**Updating the Conservation Authorities Act (/notice/019-2646)**

### Related links

**Conservation Authorities Act**  
(<https://www.ontario.ca/laws/statute/90c27>)

**More Homes, More Choice Act, 2019 (Bill 108)**  
(<https://www.ola.org/en/legislative-business/bills/parliament-42/session-1/bill-108>)

**Made-in-Ontario Environment Plan**  
(<https://www.ontario.ca/page/made-in-ontario-environment-plan>)

**Online consultation with stakeholders**  
(<https://www.ontario.ca/page/consultation-ontario-conservation-authorities>)

**Protect, Support and Recover from COVID-19 Act (Budget Measures), 2020 (Bill 22...)** (<https://www.ola.org/en/legislative-business/bills/parliament-42/session-1/bill-229>)

---

## View materials in person

Important notice: Due to the ongoing COVID-19 pandemic, viewing supporting materials in person is not available at this time.

Please reach out to the Contact listed in this notice to see if alternate arrangements can be made.

---

## Comment

Commenting is now closed.


This consultation was open from May 13, 2021  
to June 27, 2021

---

## Connect with us

### Contact

Liz Mikel

 [705-313-0563](tel:705-313-0563)

 [ca.office@ontario.ca](mailto:ca.office@ontario.ca)



**Subject: Homelessness Prevention Program (HPP) - City Wide**

**Reference:**

Date to Council: April 11, 2022  
Author: Jennifer Tanner  
Manager, Homelessness and Housing Support  
519-255-5200 ext. 5250  
jtanner@citywindsor.ca  
Housing and Children's Services  
Report Date: 3/25/2022  
Clerk's File #: SS/13026

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

**Recommendation:**

1. THAT the report from the Manager of Homelessness & Housing Support regarding the provincial Ministry of Municipal Affairs and Housing's Homelessness Prevention Program (HPP) **BE RECEIVED**.
2. THAT the Chief Administrative Officer and City Clerk or their designates **BE AUTHORIZED** to **EXECUTE** the Homelessness Prevention Program Multi-Program Ontario Transfer Payment Agreement(s) and any related amendments and extensions including any current or subsequent programs and program extensions, between the City of Windsor and the Ministry of Municipal Affairs and Housing, provided that the agreement 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 Executive Director of Housing and Children's Services and the Commissioner of Human & Health Services.
3. THAT the Commissioner of Human and Health Services **BE AUTHORIZED** to **EXECUTE** and **SUBMIT** applications and related submissions and amendments to the Ministry of Municipal Affairs and Housing, or any other Ministry as required, to secure funding related to the Homelessness Prevention Program 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.
4. THAT the Commissioner of Human and Health Services **BE AUTHORIZED** to **APPROVE** and **SUBMIT** annual Investment Plans, subsequent updates, or any other required reports to the Ministry of Municipal Affairs and Housing, or to any other Ministry as required outlining, among other things, how the Homelessness Prevention Program allocation will be utilized in Windsor-Essex, provided that any

submission, amendment or reallocation does not exceed the funding provided by the provincial government or as allocated in the approved City budget in each respective year, in consultation with the Manager of Intergovernmental Funding.

5. THAT the Executive Director of Housing and Children's Services **BE AUTHORIZED** to **APPROVE** and **SUBMIT** amendments to the Homelessness Prevention Program Investment Plans, subsequent updates, or any other required reports to the Ministry of Municipal Affairs and Housing over the program duration provided that any submission, amendment or reallocation does not exceed the funding provided by the provincial government or as allocated in the approved City budget in each respective year, in consultation with the Manager of Intergovernmental Funding.
6. THAT the Executive Director of Housing and Children's Services **BE AUTHORIZED** to **APPROVE** and **SUBMIT** Quarterly Reports, Year End Reports, Project Information Forms(s), French Language Service Report(s), and any other documents/reports in a form and format required by the Ministry of Municipal Affairs and Housing over the program duration to remain in compliance with mandatory reporting requirements under the Homelessness Prevention Program, in consultation with the Manager of Intergovernmental Funding for all financial reports.
7. THAT the Commissioner of Human and Health Services **BE AUTHORIZED** to **ALLOCATE** funding to supportive housing and/or emergency shelter service providers for acquisition, renovation and/or retrofit projects that adhere to the Homelessness Prevention Program guidelines, and to **EXECUTE**, sign, amend, and terminate agreements to provide such funding to other agencies provided such agreements comply with the Homelessness Prevention 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 Executive Director of Housing and Children's Services, provided that projects do not exceed the funding allocation provided by the provincial government or as allocated in the approved City budget in each respective year. Recommendations for the City to acquire and retain ownership of any properties to be used as supportive housing and/or emergency shelters, will require Council approval.
8. THAT the Executive Director of Housing and Children's Services **BE AUTHORIZED** to issue Request for Proposal(s), as required, consistent with the municipal purchasing by-law and requirements established by the Ministry of Municipal Affairs and Housing as required by the Homelessness Prevention Program to hire qualified consultants, acquire additional resources, and select partner or agency support to deliver program components to address needs in Windsor Essex at a cost not to exceed the funding allocation provided by the provincial government or as allocated in the approved City budget in each respective year, as confirmed by the Manager of Intergovernmental Funding.
9. THAT the Executive Director of Housing and Children's Services **BE AUTHORIZED**, throughout the duration of the Homelessness Prevention Program, to operationalize the program including approving projects, allocating funds, withdraw, negotiate and re-allocate program funds, including re-allocation between the different program components and program recipients, agencies and organizations to maintain and

ensure compliance with program rules and criteria, and/or to enable full take-up of program funds, and/or to address housing and homelessness needs in Windsor-Essex provided that any submission, amendment or re-allocation does not exceed the funding allocation provided by the provincial government or as allocated in the approved City budget in each respective year, as confirmed by the Manager of Intergovernmental Funding.

10. THAT the Commissioner of Human and Health Services **BE AUTHORIZED** to execute, sign, amend, and terminate agreements with Purchase of Service agencies on behalf of the City in accordance with the existing criteria and any changed criteria established by the Ministry of Municipal Affairs and Housing, provided such agreements and documents comply with the Homelessness Prevention 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.
11. THAT the Commissioner of Human and Health Services **BE AUTHORIZED** to execute, sign, amend, and terminate interim funding agreements with Purchase of Service agencies on behalf of the City to fund such services while awaiting approval from the Ministry of Municipal Affairs and Housing of the 2022 – 2023 Homelessness Prevention Program Investment Plan, provided such agreements and documents comply with the 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.
12. THAT for any Homelessness Prevention Program related agreements that exceed a \$150,000 net City contribution or a \$1,000,000 gross contribution, for which the Commissioner of Human and Health Services is authorized to execute, that in addition to the Commissioner of Human and Health Services, the Chief Administrative Officer and City Clerk or their designates be required to sign as a secondary authority.
13. THAT the Executive Director of Housing and Children's Services **BE AUTHORIZED** to acquire resources and partners to deliver the Homelessness Prevention Program and any affiliated programs, at a cost not to exceed the funding allocation provided by the provincial government or as allocated in the approved City budget in each respective year.

### **Executive Summary:**

In March 2022, the Ministry of Municipal Affairs and Housing (MMAH) announced the new Homelessness Prevention Program (HPP) which comes into effect starting on April 1, 2022.

HPP is a consolidation of several other programs that have been terminated effective March 31, 2022 including the Community Homelessness Prevention Initiative (CHPI), the Strong Communities Rent Supplement Program (SCRSP), and Home for Good (HFG). The City of Windsor, as the legislated Consolidated Municipal Service Manager

(Service Manager or SM) had previously received allocations under CHPI and SCRSP, but not HFG.

## **Background:**

The City of Windsor's planned funding allocation under HPP is set at \$12,470,100 for the April 2022 to March 2023 fiscal year, and will continue until the HPP program is modified or terminated. This is an increase of \$647,957 in provincial funding compared to funding provided under CHPI and SCRSP in 2021-2022. HPP allocations are based on the sum of two components: (1) Base funding to support planning stability, whereby a funding allocation equivalent to the sum of operating funding allocated under the former CHPI and SCRSP programs in 2021-22 fiscal year, and; (2) Needs based funding based on Windsor-Essex's proportional share of Deep Core Housing Need<sup>1</sup>, priority population indicators<sup>2</sup>, Low Income Measure Before Taxes<sup>3</sup>, unemployment rate, and Indigenous identity data from the 2016 Census.

Besides the increase in funding which, will help address homelessness needs in Windsor-Essex, the HPP recognizes the importance and integral part SCRSPs play within the affordable housing system and addresses the significant concerns raised regarding the program's scheduled end on March 31, 2023 by continuing to fund this program through this new consolidated funding allocation. The SCRSP, which equates to approximately \$1.18 million in annual funding, provides a Rent Supplement (RS)/Housing Allowance (HA) to approximately 195 households, and is one of many long-standing and quasi-permanent RS/HA programs, wherein many of the households assisted require supportive housing as a result of their physical and/or cognitive needs. An information report on the RS/HA program expiries and mitigation strategies was the subject of a recent report to Council (Council Report: S 144/2021; CR 36/2022 CSPA 175). HPP will assist in mitigating some of the risks associated with the expiring RS/HA funding programs which were identified within that Council Report.

Administration is seeking Council approval as indicated in the Recommendations section above, including the approval to enter into a Transfer Payment Agreement with MMAH and submit the initial HPP Investment Plan both of which are due to the Ministry by April 15, 2022.

---

<sup>1</sup> A household is considered to be in deep core housing need if it meets two criteria. (1) A household is below one or more of the adequacy, stability and affordability standards; (2) The household would have to spend 50% or more of its total before-tax income to pay for local median rent.

<sup>2</sup> Priority populations that may be at greater risk of homelessness may include youth, Indigenous Peoples, and people transitioning from provincial institutions.

<sup>3</sup> Low Income Measure Before Taxes (LIM-BT) refers to households that pay more than 50% of before tax income on shelter.



## Discussion:

The overall vision of Homelessness Prevention Program (HPP) is that people at risk of or experiencing homelessness have the housing and support services they need to retain and/or obtain stable housing and achieve better outcomes.

HPP provides funding to support Service Managers in meeting three key goals:

1. Prevent homelessness – People at risk of homelessness remain housed and have connections to support services.
2. Address homelessness – People who are homeless and chronically homeless obtain and retain housing and support services.
3. Reduce chronic homelessness<sup>4</sup>

The program offers a wider variety of eligible activities compared to the previous CHPI program, including the ability to allocate funding to capital expenses to establish new or renovate existing supportive housing and emergency shelter facilities.

HPP requires Service Managers to maintain a By-Names Prioritized List (BNPL) to identify those experiencing homelessness, prioritize services based on need, and match people with supports to help them obtain and retain housing. Windsor-Essex has had a quality and active BNPL since 2018. It should be noted that since the City receives funding under the federal Reaching Home: Canada's Homelessness Strategy program for BNPL activities, that funding must be fully utilized before using HPP funding for this purpose.

HPP will require the Service Manager and all service providers funded by the program to collect and report on new outcome measures to track progress toward meeting the program's objectives.

## Operating Funding

The program organizes operating funding allocations under four categories, which are similar to the ones used under the CHPI program, but with some differences.

- a. Supportive Housing – Refers to a combination of housing assistance with individualized, flexible, and ongoing support services. This includes transitional housing and Residential Services Homes (formerly known as Housing with Supports Homes). Eligible expenses include rent supplements and housing allowances for people living in supportive housing, mental health and addiction supports, other health-related supports, life skills development, daily living supports, culturally-relevant supports for Indigenous people, and other costs such as Personal Protective Equipment (PPE).
- b. Housing Assistance – Includes financial and non-financial supports for people not in supportive housing to obtain and retain housing. Eligible expenses include

---

<sup>4</sup> Refers to people, often with disabling conditions who are currently homeless and have been homeless for six months or more in the past year (i.e. have spent more than 180 cumulative nights in a shelter or place not fit for human habitation). These are individuals who move in and out of homelessness.

assistance with rent and utilities arrears, emergency repairs to housing units, financial assistance to set up a housing unit (e.g. furniture) and first/last month's rent. Housing allowances and rent supplements, including those under the former Strong Communities Rent Supplement Program are also eligible. Non-financial supports could include housing help, evictions supports budgeting assistance, shelter diversion, hoarding assistance, landlord-tenant assistance.

- c. Community Outreach and Support Services – Refers to supports and services provider to people not in supportive housing and expenses related to the By Names Prioritized List. Eligible expenses include case management, outreach, food security, employment / education / training supports, mental health and addictions supports, other health-related supports, life skills development, daily living supports, and culturally-relevant supports for Indigenous people.

In Windsor-Essex, this would include programs such the Windsor-Essex Housing Connection Program (WEHC) and homelessness street outreach workers.

- d. Emergency Shelter Solutions – Refers to expenses directly related to the cost to operate and staff emergency shelters. Eligible expenses include shelter beds or motel rooms, basic needs items, housing search assistance, supports within the shelter (e.g. health-related, child care), transportation, PPE, and minor retrofits and upgrades.

Administrative expenses are also eligible under HPP but have been reduced from the 10% available through CHPI. For the 2022 – 2023 fiscal year, the maximum allowable administrative amount is 7.5%, and in 2023 – 2024 this is further reduced to 5%.

### **Capital Funding**

HPP also allows for capital investments to maintain and increase the supply of supportive housing and maintain the availability of emergency shelters to meet the local need. Funding can be allocated for new supportive housing or emergency shelter facilities or for retrofits to meet building code standards and public health requirements. Renovation costs below \$50,000 are considered to be minor retrofits and are considered an operating expense.

### **Risk Analysis:**

The risk of Council not approving the recommendations set forth in this report is that the City of Windsor could lose the planned funding allocation of \$12,470,100 under HPP, which result in the loss of funding for the majority of homelessness programs in Windsor-Essex. This includes the immediate loss of funding for approximately 195 recipients of the former Strong Communities Rent Supplement Program.

Another risk relates to the reduction to administrative expenses explained in the operating section above. The City's own administrative costs have typically come in under the maximum 10% previously allowed under CHPI, and Administration has adjusted administrative allocations to be no higher than 7.5% for the 2022 – 2023 fiscal year under HPP. For the 2023 – 2023 fiscal year, when the administrative amount is further reduced to 5%, additional funding may be required from other sources to meet actual costs or reductions may need to be made to internal staffing which could

negatively impact service levels. This reduction to administrative expenses could also have negative impacts on service providers who were funded under CHPI, who will have to make their own budget and staffing adjustments in response to the new allowable amounts under HPP.

While the HPP program allows for capital expenditures to acquire new supportive housing and/or emergency shelter facilities, such investments would result in the need to reallocate funding from existing homelessness programs. Also, these types of facilities regarding ongoing operating funding, so increasing the supply of supportive housing and/or emergency shelter will lead to a need for additional funding for operating expenses. Given the limited funding increase of \$647,957 under HPP for the 2022 – 2023, Administration will not be recommending any capital investments for this fiscal year, under this specific funding stream.

## **Climate Change Risks**

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

N/A

## **Financial Matters:**

On March 7, 2022, the City of Windsor as the Consolidated Municipal Service Manager for Housing and Homelessness programs in Windsor/Essex County received notice that effective April 1, 2022, two of the programs that it delivers (Community Homelessness Prevention Initiative and the Strong Communities Rent Supplement Program) will be consolidated by MMAH into one flexible Homelessness Prevention Program.

The original 2022-2023 planning allocations for the two programs noted above totalled \$11,822,143. With the announcement of HPP, the 2022-2023 funding allocation increased by \$647,957 for a total of \$12,470,100. As noted in the body of the report, Administrative expenses are also eligible under HPP but the maximum administration funding allowable has been reduced from 10% through CHPI to 7.5% under HPP for the 2022 – 2023 fiscal year, and then further reduced to 5% in the 2023 – 2024 fiscal year.

The allocation is contingent on the Ministry approval of a submitted Investment Plan and the return of the signed Transfer Payment Agreement. Council approval is required for the submission of Investment Plan and the ability to amend and reallocate funds under this plan in-year provided that any submission, amendment or reallocation does not exceed the budgeted contributions to the program.

The investment plan identifies how investments are made amongst the service categories and how it this is intended to contribute to objectives of the program. Investment decisions are based on HPP guidelines and the Windsor Essex Housing and Homelessness Master Plan, which was approved by Council in 2019 (CR 612/2019). Service Managers are encouraged to consider investments that:

- Support a shift away from emergency responses toward prevention and permanent housing and contribute to a reduction and chronic homelessness
- Support priority populations who may be at greater risk of homelessness (e.g. youth, Indigenous Peoples, and people transitioning out of provincial institutions such as jails and hospitals)

Table 1 summarizes the proposed HPP Investment Plan.

**Table 1: 2022-2023 Proposed HPP Investment Plan**

<b>Service Category</b>	<b>Provincial Funding</b>	<b>% Total</b>
Supportive Housing	\$3,757,015	30.1%
Housing Assistance	\$2,835,373	22.7%
Community Outreach and Support Services	\$2,022,018	16.2%
Emergency Shelter Solutions	\$3,182,791	25.5%
Program Administration	\$672,903	5.4%
Investment Plan – Total HPP Funding	\$12,470,100	100%

The Investment Plan reflects only the provincial funding portion (\$12,470,100) of the homelessness budget. As the delivery of homelessness programs are not governed by the existing arbitrated funding arrangement with the County of Essex, any municipal (City and County) investments in the programs are discretionary. The approved 2022 City budget contains \$2,374,278 to support the City Housing with Support homes, Street Outreach workers, and the Emergency Shelters. Historically, the County contributes \$448,640 towards the County’s Housing with Support Homes for a total gross investment of \$15,293,018.

The required timeframe for submission of this plan to MMAH is April 15, 2022. Once approved by MMAH, further details outlining the Investment Plan and how it is linked to the Windsor Essex Housing and Homelessness Master Plan will be brought to Council.

**Consultations:**

Kelly Goz - Coordinator, Housing Administration and Development

Jolayne Susko - Coordinator, Housing Administration and Policy

Mike Deimling - Social Housing Analyst

Linda Higgins – Manager, Intergovernmental Funding

Aaron Farough, Legal Counsel

**Conclusion:**

The Homelessness Prevention Program provides the City of Windsor with an increase in provincial funding to help address homelessness needs in Windsor-Essex. The program allows Service Managers to fund a wider variety of services and make capital investments that were not permissible under the former Community Homelessness Prevention Initiative. It will also allow the continuation of rent supplements for approximately 195 recipients that would have otherwise expired by March 2023 under the former Strong Communities Rent Supplement Program. HPP is a welcome and much needed stream of funding that will be augmented with federal and municipal funding to help achieve the goals laid out in the Windsor Essex Housing and Homelessness Master Plan, including the reduction of chronic homelessness.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Jennifer Tanner	Manager of Homelessness and Housing Support
Kirk Whittal	Executive Director of Housing and Children's Services
Andrew Daher,	Acting Commissioner, Human and Health Services
Dan Seguin for Joe Mancina	Commissioner, Corporate Services CFO/City Treasurer
Shelby Askin-Hager	Commissioner, Legal & Legal Services/City Solicitor
Jason Reynar	Chief Administrative Officer

**Notifications:**

Name	Organization	Email
Chairperson and members	Housing and Homelessness Advisory Committee (HHAC)	Clerks to send to HHAC members
Mike Galloway	County of Essex	<a href="mailto:mgalloway@countyofessex.ca">mgalloway@countyofessex.ca</a>

Jeanie Diamond-Francis	County of Essex	<a href="mailto:JDiamond@countyofessex.ca">JDiamond@countyofessex.ca</a>
Lisa Christo	Bruce Villa	<a href="mailto:lchristo@brucevilla.com">lchristo@brucevilla.com</a>
Earle Baker	Devonshire Lodging Home	<a href="mailto:devonshireebaker@gmail.com">devonshireebaker@gmail.com</a>
Tigrena Domi	Devonshire Seniors Residence	<a href="mailto:tigrena.domi@devonshireretirement.ca">tigrena.domi@devonshireretirement.ca</a>
Anne Ryan	IRIS Residential Inns and Services	<a href="mailto:iris@irisinns.ca">iris@irisinns.ca</a>
Douglas Rosete	La Maison Royale	<a href="mailto:lamaisonwindsor@gmail.com">lamaisonwindsor@gmail.com</a>
Ralph Ganter	Assisted Living Southwest Ontario	<a href="mailto:RalphGanter@alsogroup.org">RalphGanter@alsogroup.org</a>
Leigh Vachon	Assisted Living Southwest Ontario	<a href="mailto:leighvachon@alsogroup.org">leighvachon@alsogroup.org</a>
Bikram Grewal	Manor House Lodge	<a href="mailto:oasiscarecorp@gmail.com">oasiscarecorp@gmail.com</a>
Bim Alicante	Marentette Rest Home	<a href="mailto:marentetteresthome@gmail.com">marentetteresthome@gmail.com</a>
Major Danny Pinksen	The Salvation Army	<a href="mailto:Danny_Pinksen@salvationarmy.ca">Danny_Pinksen@salvationarmy.ca</a>
Christine Dubruiel	Victoria Manor	<a href="mailto:administrator@victoriamanor.ca">administrator@victoriamanor.ca</a>
Lady Laforet	Welcome Centre Shelter for Women	<a href="mailto:info@welcomecentreshelter.com">info@welcomecentreshelter.com</a>
Rukshini Ponniah-Goulin	The Downtown Mission	<a href="mailto:rukshini@downtownmission.com">rukshini@downtownmission.com</a>
Lakya Scott	Willistead Inn	<a href="mailto:lakya.scott@yahoo.com">lakya.scott@yahoo.com</a>

Joyce Zuk	Family Services Windsor Essex	<a href="mailto:jzuk@fswe.ca">jzuk@fswe.ca</a>
Anna Angelidis	Housing Information Services	<a href="mailto:angelidis@lscdg.com">angelidis@lscdg.com</a>
Tina Jacobs	Can-Am Indian Friendship Centre	<a href="mailto:exec.director@caifc.ca">exec.director@caifc.ca</a>
Kim Noah	Can-Am Indian Friendship Centre	<a href="mailto:aha@caifc.ca">aha@caifc.ca</a>
June Muir	Unemployed Help Centre	<a href="mailto:jmuir@uhc.ca">jmuir@uhc.ca</a>
Lisa Bezaire	Housing Information Services / Housing and Homelessness Help Hub	<a href="mailto:lbezaire@hislscdg.com">lbezaire@hislscdg.com</a>
Pamela Porter	Augustine Villas	<a href="mailto:Augustinevilla.ocmc@yahoo.com">Augustinevilla.ocmc@yahoo.com</a>
Jennifer Baker	Erie Glen Manor	<a href="mailto:gmerieglen@rosewoodseniorliving.ca">gmerieglen@rosewoodseniorliving.ca</a>
Ginger Hickmott	Harrowood Seniors	<a href="mailto:harrowoodseniorscommunity@bellnet.ca">harrowoodseniorscommunity@bellnet.ca</a>  <a href="mailto:ginger.harrowood@gmail.com">ginger.harrowood@gmail.com</a>
Nicole Courtney	Heritage Court	<a href="mailto:nicole@heritagecommunityresidence.com">nicole@heritagecommunityresidence.com</a>
Cara Gagne	La Chaumiere	<a href="mailto:cgagne@lachaumiere.net">cgagne@lachaumiere.net</a>

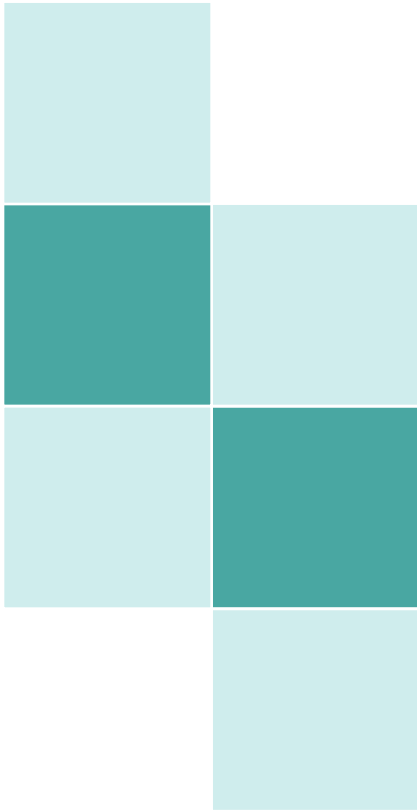
Anthony Abraham	New Beginnings	<a href="mailto:nbresthome@gmail.com">nbresthome@gmail.com</a>
Saba Farooq	St. Joachim Manor	<a href="mailto:stjoachimlodge@gmail.com">stjoachimlodge@gmail.com</a>
Nicole Mastronardi	Southgate Village	<a href="mailto:Nicole_Masteronardi@srgroup.ca">Nicole_Masteronardi@srgroup.ca</a>
Adrian Sasca	Village Lodge	<a href="mailto:adriansasca@gmail.com">adriansasca@gmail.com</a>
Jim Steele	Windsor Essex Community Housing Corporation	<a href="mailto:jsteele@wechc.com">jsteele@wechc.com</a>
Luciano Carlone	Canadian Mental Health Association	<a href="mailto:lcarlone@cmha-wecb.on.ca">lcarlone@cmha-wecb.on.ca</a>
Karen Bolger	Community Living Essex	<a href="mailto:karen@communitylivingessex.org">karen@communitylivingessex.org</a>
Krista Rempel	The Bridge – Leamington Youth Resource Centre	<a href="mailto:krista@thebridgeyouth.ca">krista@thebridgeyouth.ca</a>
Lynn Calder	Life After Fifty	<a href="mailto:lcalder@lifeafterfifty.ca">lcalder@lifeafterfifty.ca</a>
Nadine Manroe- Wakerell	Windsor Essex Community Health Centre	<a href="mailto:nmanroe-wakerell@wechc.org">nmanroe-wakerell@wechc.org</a>
Shelley Gilbert	Legal Assistance of Windsor	<a href="mailto:gilberts@lao.on.ca">gilberts@lao.on.ca</a>
Stacey Yannacopoulos	New Beginnings	<a href="mailto:syannacopoulos@newbe.ca">syannacopoulos@newbe.ca</a>
Stephanie Premrl	Veteran Affairs Canada	<a href="mailto:stephanie.premrl@veterans.gc.ca">stephanie.premrl@veterans.gc.ca</a>
Stephanie Lyanga	Women's Enterprise Skills Training of Windsor	<a href="mailto:slyanga@westofwindsor.com">slyanga@westofwindsor.com</a>



Naomi Levitz	Windsor Women Working with Immigrant Women	<a href="mailto:levitz@uwindsor.ca">levitz@uwindsor.ca</a>
Daniele Andrade	Employment & Social Development Canada	<a href="mailto:danielle.andrade@servicecanada.gc.ca">danielle.andrade@servicecanada.gc.ca</a>

**Appendices:**

- 1 HPP Guidelines April 2022



# Homelessness Prevention Program (HPP)

## Program Guidelines

April 2022



# Table of Contents

Introduction.....	4
Context.....	4
Summary of Changes in 2022-23.....	5
Overview of Program Design.....	7
Roles and Responsibilities .....	8
Key Dates and Timelines.....	9
Inputs: Program Funding.....	11
Allocation Methodology .....	11
Future Fiscal Years.....	12
Transfer Payment Agreements.....	12
Investment Plan.....	13
Operating Payment Process.....	14
Outputs: Service Categories.....	15
Eligible Expenses.....	16
A. Operating .....	16
Supportive Housing.....	16
Community Outreach and Support Services.....	18
Housing Assistance .....	20
Emergency Shelter Solutions.....	20
B. Capital.....	21
Supportive Housing.....	22
Emergency Shelters .....	22
C. Administration .....	23
Outcomes.....	24
Reporting.....	24
By Name Lists .....	25
Performance Indicators.....	25
Capital Funding Requirements .....	27
New Facilities .....	27
Project Submission Process.....	27
Contributions by Others.....	28
Project Approval Process.....	28

Funding.....	29
Payment Process.....	29
Project Reporting.....	30
Affordability Criteria and Rents.....	31
Retrofits.....	32
Project Submission and Approval Process.....	32
Funding.....	32
Payment Process.....	32
Project Reporting.....	33
Other Program Requirements.....	34
Reallocation.....	34
Year-End Reconciliation.....	34
Return of Funding.....	35
Audit Requirements and Reviews.....	35
Indemnification and Repayment.....	35
Glossary.....	37
MMAH Staff Contacts.....	39
Appendix A: MMAH Initiatives Informing HPP.....	40
Appendix B: Guide to the Residential Services Homes Standards Framework.....	42

## Introduction

The Homelessness Prevention Program (HPP) is a provincially-funded program that supports Ontario's 47 municipal Service Managers to provide affordable housing and support services for people at risk of or experiencing homelessness. The objective of the program is to support Service Managers in preventing, addressing and reducing homelessness, including chronic homelessness.

This document provides a framework for the administration and delivery of the HPP, including key program requirements. It is intended to assist Service Managers with the implementation of the HPP in their local communities, and forms part of the transfer payment agreement governing the program.

These guidelines are effective April 1, 2022 and will be updated as program implementation progresses. The ministry intends to continuously improve the program design in these guidelines in the coming years to reflect engagement and consultation with Service Managers and to ensure the HPP is effective in achieving intended outcomes.

The ministry welcomes feedback on the design of HPP, as well as questions of clarification on the implementation of the program. Should you wish to share your thoughts or ask a question, please [contact MMAH staff](#).

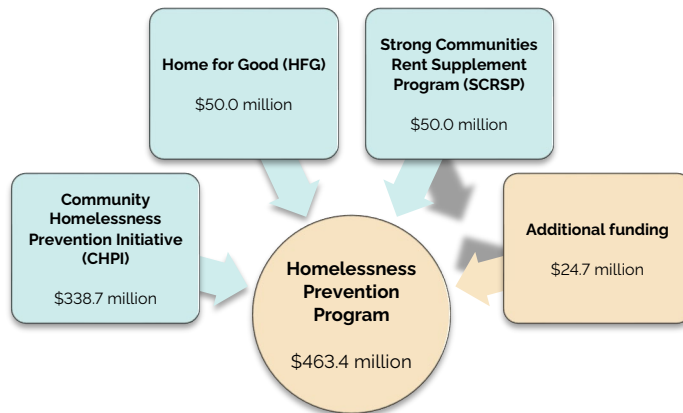
## Context

The HPP is a result of the consolidation of funding from three Ministry of Municipal Affairs and Housing (MMAH) programs. It combines the former Community Homelessness Prevention Initiative (CHPI), Home for Good (HFG)<sup>1</sup> and the Strong Communities Rent Supplement Program (SCRSP) into one new program under a single policy and accountability framework.

---

<sup>1</sup> Note that legacy Home for Good capital will continue to be administered through the Home for Good Transfer Payment Agreement.

## Homelessness Prevention Program Funding in the 2022-23 Fiscal Year



The program consolidation responds to several findings and recommendations from the December 2021 Office of the Auditor General of Ontario (OAGO) [Value for Money audit of homelessness programs](#), the recent Multi-Ministry Supportive Housing Initiative (MMSHI), [housing engagement sessions with Service Managers in 2020-21](#) and program reviews of CHPI, HFG and SCRSP. See [Appendix A](#) for more information on the inputs informing the development of the program.

## Summary of Changes in 2022-23

The HPP is intended to be flexible and streamlined, so that Service Managers can target funding where community need is greatest and can make the most impact on reducing and preventing homelessness. Key changes include:

Priority	Key Change
<b>1. Sustainability</b>	<ul style="list-style-type: none"> <li><i>Increased overall funding:</i> the HPP consolidates the funding envelopes of CHPI, HFG, and SCRSP and provides an additional increase of \$24.7M for a total of \$463.4 million in 2022-23.</li> <li><i>Stability for recipients of SCRSP:</i> long-term rent supplement assistance is an allowable program expense and funding will be sustained so that Service Managers can continue to support SCRSP recipients beyond the planned end date of SCRSP on March 31, 2023.</li> </ul>
<b>2. Equity</b>	<ul style="list-style-type: none"> <li><i>Updated funding allocation methodology:</i> as an immediate step to improve equity of the allocations for 2022-23, the increase of \$24.7 million will be allocated based on the proportional share of Deep Core Housing Need and priority population indicators from Census 2016</li> </ul>

	<p>data. A funding model review to further address ongoing equity concerns is planned for 2022-23.</p>
<b>3. Flexibility</b>	<ul style="list-style-type: none"> <li>• <i>New, clearer service categories:</i> consolidated service categories have been developed that clarify eligible expenditures and enable Service Managers to utilize funding for a wider variety of eligible activities.</li> <li>• <i>Capital expenses:</i> Service Managers will be able to allocate as much or as little funding as needed to capital spending that supports the creation and renewal of supportive housing and emergency shelters.</li> </ul>
<b>4. Accountability</b>	<ul style="list-style-type: none"> <li>• <i>Requirements for By-Name Lists</i> as a condition of HPP funding, Service Managers are required to maintain a By-Name List in accordance with provincial requirements. The ministry intends to release new By-Name List requirements that will build on the current requirements. These new requirements will be expected to be implemented by April 1, 2023.</li> <li>• <i>New outcomes measures:</i> Informed in part by recently established By-Name Lists, new outcomes measures have been developed to track provincial progress in preventing, addressing and reducing homelessness, including chronic homelessness.</li> </ul>
<b>5. Efficiency</b>	<ul style="list-style-type: none"> <li>• <i>Streamlined administration:</i> The new HPP will streamline the number of transfer payments agreements and associated take up documents and reports that Service Managers need to submit, helping to focus administrative efforts on frontline program delivery.</li> <li>• <i>Reduced administrative spending:</i> In order to focus funding on frontline service, the cap on administration spending will be 7.5 per cent of each Service Manager's annual funding allocation starting in 2022-23. This will be reduced to 5 per cent in 2023-24.</li> </ul>

# Overview of Program Design

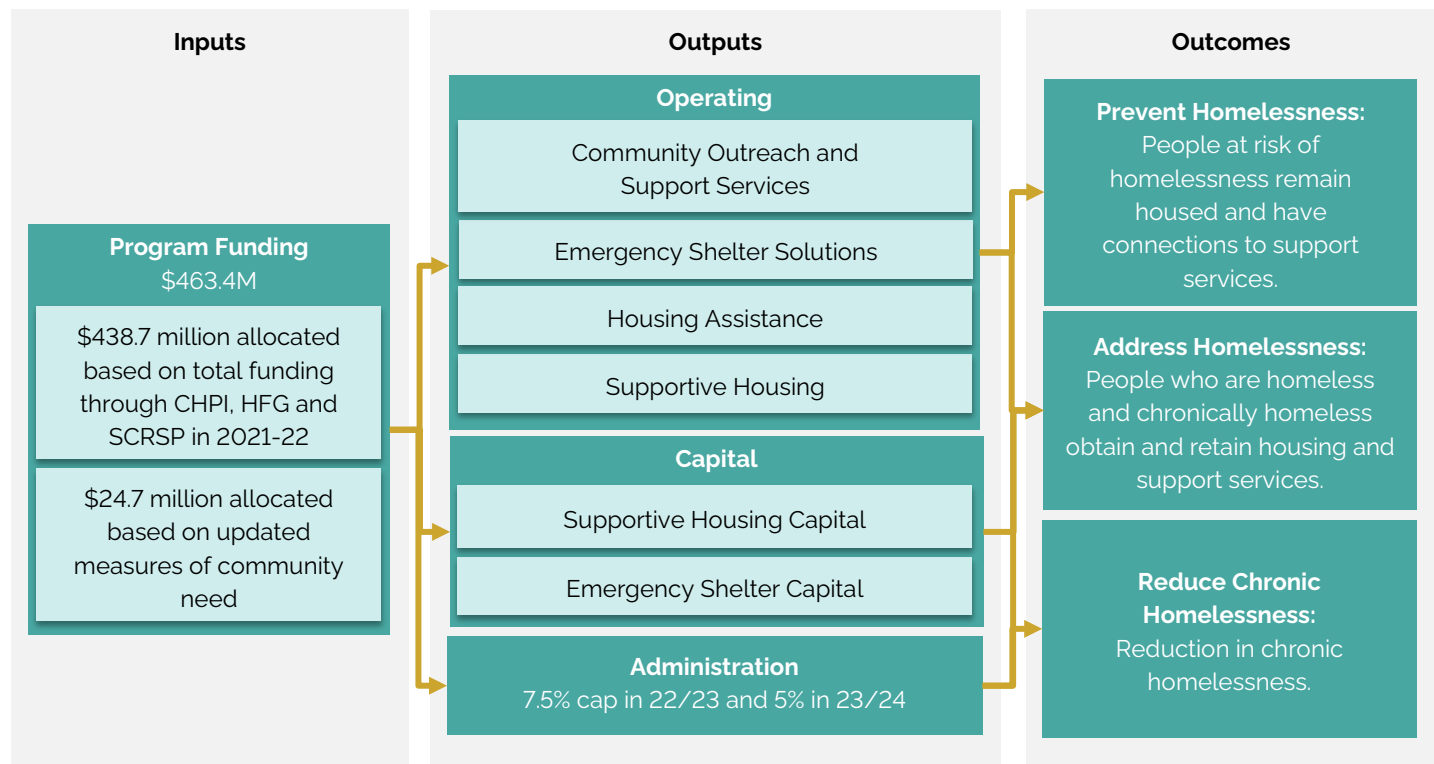
The overall vision of the HPP is to provide Service Managers with the resources needed to establish a coordinated housing and homelessness system in each community so that:

**People at risk of or experiencing homelessness have the housing and support services that they need to retain and/or obtain stable housing and achieve better outcomes.**

In support of this vision, the HPP provides funding (*inputs*) to support Service Managers in implementing a variety of flexible, local approaches to the delivery of services and supports (*outputs*) aligned with three key goals (*outcomes*):

1. **Prevent homelessness:** People at risk of homelessness remain housed and have connections to support services.
2. **Address homelessness:** People who are homeless and chronically homeless obtain and retain housing and support services.
3. **Reduce chronic homelessness:** Reduction in chronic homelessness.

*Homelessness Prevention Program Logic Model*





# Roles and Responsibilities

MMAH and Service Managers will be responsible for specific tasks, including but not limited to:

Province	Service Managers
Establishing the policy framework and Program Guidelines.	Engaging in planning activities related to program delivery, which may include assessing service needs, identifying partners, and developing planning processes.
Ensuring administrative accountability for the HPP.	Delivering services and administering the program in accordance with these Program Guidelines and the Transfer Payment Agreement.
Entering into Transfer Payment Agreements with Service Managers.	Entering into Transfer Payment Agreements with the Province.
Administering funding.	Creating, entering into, and monitoring service contracts with service providers as appropriate.
Assisting with developing, reviewing and approving Service Manager Investment Plans and quarterly reports.	Submitting annual Investment Plans outlining how program funds (including administrative funding) will be used and submitting quarterly reports outlining use of funds.
Approving capital projects for funding.	Soliciting and reviewing capital project proposals and submit to the Ministry for funding approval. Monitoring capital project progress and affordability requirements.
Monitoring compliance with the Transfer Payment Agreement and Program Guidelines.	Complying with the requirements in the Transfer Payment Agreement and Program Guidelines.
Taking appropriate and progressive corrective action for non-compliance with the terms and conditions of the Transfer Payment Agreement and Program Guidelines.	Submitting timely reporting and complying with the requirements in the Transfer Payment Agreement and Program Guidelines.

MMAH is required to comply with financial management directive and policies as issued by the government. These directives and policies include the [Transfer Payment Accountability Directive](#) and the [Transfer Payment Operational Policy](#).

Where applicable, these directives and policies inform and constrain MMAH. All ministry specific and Treasury Board financial management policies are subject to Public Sector Accounting Standards.

### Key Dates and Timelines

Report	Due Date	Details
<b>Investment Plan</b>	April 15 <sup>th</sup> of each year for the next program year	Projected quarterly operating expenditures and capital commitments by Service Category.  Proposed Plan including proposed use of funding by Service Category.
<b>Q1 Report Back</b>	July 15 <sup>th</sup> of each year	Actual quarterly expenditures and commitments for Q1 and projected quarterly expenditures and commitments for Q2-Q4 by Service Category.
<b>Q2 Report Back</b>	October 15 <sup>th</sup> of each year	Actual quarterly expenditures and commitments for Q1 and Q2 and projected quarterly expenditures and commitments for Q3 and Q4 by Service Category.
<b>Deadline for Capital Commitments for New Facilities</b>	November 30 <sup>th</sup> of each year	Deadline to 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 conventional, conversion, or modular housing projects)
<b>Q3 Report Back</b>	January 15 <sup>th</sup> of each year	Actual quarterly expenditures and commitments for Q1-Q3 and projected quarterly commitments and expenditures for Q4 by Service Category. Attestation that Service Managers intends to fully take-up all funding by fiscal year end.

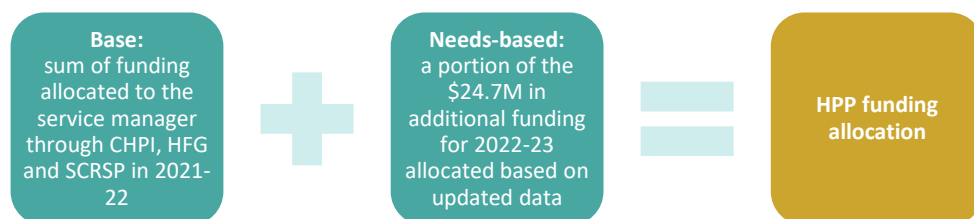
<b>Year End Report</b>	May 31 <sup>st</sup> of each year for the previous program year	Actual quarterly operating expenditures and capital commitment for previous program year. Municipal homelessness program spending. Performance indicator reporting for previous program year.
<b>French Language Services Report</b>	May 31 <sup>st</sup> of each year for the previous program year	Report to the ministry annually confirming that the requisite French language services are being provided by Service Managers who are located in or servicing an area that is designated under the French Language Services Act

The Ministry reserves the right to request additional reporting as required.

## Inputs: Program Funding

For the 2022-23 fiscal year, \$463.4 million in total HPP funding will be provided to Service Managers. This funding amount represents an increase of \$24.7 million from the total combined funding under CHPI, HFG and SCRSP provided in the 2021-22 fiscal year.

### Allocation Methodology



For the 2022-23 fiscal year, the ministry will provide Service Managers with a single funding allocation that is calculated based the sum of two components:

- **Base funding:** to support planning stability, each Service Manager will continue to be allocated a funding envelope equivalent to the sum of operating funding allocated under the former CHPI, HFG and SCRSP programs in the 2021-22 fiscal year.
- **Needs-based funding:** all Service Managers will be allocated a portion of the additional investment of \$24.7 million in 2022-23 based on updated Statistics Canada socioeconomic data from the 2016 Census. Approximately half will be allocated based on Deep Core Housing Need, while the other half will be allocated based on the Provincial Priorities Indicator component of the former CHPI program.

Component of Needs-Based Funding	Proportion
<i>Deep Core Housing Need:</i> Service Manager area share of households in Deep Core Housing Need as defined by the Canada Mortgage and Housing Corporation (CMHC).	50%
<i>Low Income and Shelter:</i> Service Manager area share of households that are LIM-BT (Low Income Measure 50 per cent before tax) and that pay more than 50 per cent of before tax income on shelter, as a percentage of total provincial households.	17%
<i>Unemployment:</i> Service Manager area share of unemployed population, as a percentage of total provincial unemployed population.	17%
<i>Indigenous Identity:</i> Service Manager area share of provincial Indigenous identity population (including First Nations, Inuit, and Métis).	8%
<i>Youth:</i> Service Manager area share of youth population aged 16-25 years	8%

## **Future Fiscal Years**

Please note that funding allocations for the 2023-24 fiscal year and beyond are contingent on provincial budget approvals and will be communicated at a later date. Service Managers will be notified of any changes to their HPP allocations and/or allocation methodology.

To make further progress in allocating funding to meet local need, the ministry intends to review the funding allocation methodology for the overall HPP funding envelope. The Ministry intends to consult with Service Managers. Further details regarding consultation and next steps will be communicated in 2022-23.

## **Transfer Payment Agreements**

Service Managers are required to enter into a new Transfer Payment Agreement (TPA) with MMAH in order to participate in the HPP and to receive the funding allocated to them. The TPA outlines the roles, responsibilities, and accountability requirements of the program.

The new HPP TPA will replace the existing CHPI Service Manager Service Agreement, HFG Transfer Payment Agreement and Strong Communities Rent Supplement Program Memorandum of Understanding. Please note, however, that existing HFG capital affordability and milestone transfer payment arrangements committed prior to April 1, 2022 will continue to be administered as a legacy component of HFG.

The TPA may need to be renewed and/or amended as program implementation progresses and the program matures. This may include but may not be limited to amendments to terms and conditions, program updates including updated program guidelines, and additional program communications.

## Investment Plan

Service Managers are required to submit an annual HPP Investment Plan for ministry approval outlining how the Service Manager plans to allocate funding among the different service categories of the HPP (see [Outputs](#) section below), and how this is intended to contribute to the objectives of the program.

While planning for the implementation of the HPP, Service Managers are encouraged to consider how investments:

- support a shift away from emergency responses towards prevention and permanent housing and contribute to a reduction in chronic homelessness.
- support priority populations who may be at a greater risk of homelessness (for example, youth, Indigenous Peoples, and people transitioning from provincial institutions.)

The ministry will review Investment Plans for alignment with the intended outcomes of the HPP and to verify compliance with the HPP Transfer Payment Agreement, HPP Program Guidelines, and any other applicable government directives or legislation.

The plan will be **due to the ministry no later than April 15<sup>th</sup>** of each year and must be approved by the Service Manager's local Council, District Social Services Administration Board, or a delegated authority. The plan must include at minimum the information requested in the ministry's Investment Plan templates, including:

- Projected use of funding and number of households supported for each service category in each quarter.
- Details on the types of services and activities that will be funded for each service category.
- An outline of strategic considerations informing the Investment Plan.
- Attestation that funds used for program administration comply with program guidelines (i.e., they are being used only to fund the administration of HPP services and supports) and that all information submitted is accurate.
- Local standards as required by the standards framework for Residential Services Homes, if applicable (see Appendix C – Guide to the Residential Services Homes Standards Framework for more information)

Please note that there are no requirements for a minimum or maximum amount of operating and/or capital expense within each service category. Service Managers are best placed to determine local needs and will be provided the flexibility to determine these amounts in their Investment Plans.

Service Managers must report back on progress on a quarterly basis through the Transfer Payment Ontario (TPON) system. Quarterly updates must provide a forecast reflective of any

variances from the initial plan and a detailed variance explanation if applicable. When completing the Investment Plan and quarterly updates, Service Managers must provide the most accurate forecast and reflection of expenditures for the year.

## **Operating Payment Process**

Subject to the TPA, operating funding will be issued to Service Managers based on projections in their approved Investment Plans and quarterly updates each year. Payments typically follow a quarterly schedule (in April, July, October, and January of each year), subject to quarterly report reconciliation of actual program spending and forecasts.

The first quarter (April) operating payment for fiscal 2022-23 will be initiated upon receipt of an executed Transfer Payment Agreement, based on 25% of the Service Manager's total allocation. Subsequent quarterly payments (Q2, Q3, Q4) will be issued based on the approved annual Investment Plans and quarterly updates.

Please note that payments related to capital projects follow a different process. Please see [Capital Funding Requirements](#) for further information.

## Outputs: Service Categories

The HPP recognizes that Service Managers know where community need is greatest and where investments can make the most impact on preventing, addressing and reducing homelessness, including chronic homelessness. Service Managers have the flexibility to use allocated funding for any of the following service categories, provided the ministry has approved the Service Manager's Investment Plan and the expense is eligible.

### A. Operating Service Categories

#### • **Supportive Housing**

- Refers to a combination of housing assistance with individualized, flexible, and ongoing support services (for example, mental health and addictions supports, assistance with daily living, and other services).
- For the purposes of HPP, this category includes transitional housing and residential services homes (i.e., former domiciliary hostels).

#### • **Community Outreach and Support Services**

- Refers to services and supports, such as community outreach and food security programs, as well as case management and referrals for people on By-Name Lists.
- Also includes ongoing supports and services (such as counselling, medical care, or assistance with daily living) for people not receiving long-term housing assistance, which would be considered supportive housing under HPP.

#### • **Housing Assistance**

- Refers to short-term/emergency assistance, non-financial housing assistance, and long-term housing assistance (such as rent supplements and housing allowances) for people not receiving ongoing support services, which would be considered supportive housing for the purposes of the HPP.
- Includes rent supplements under the former SCRSP program.

#### • **Emergency Shelter Solutions**

- Refers to expenses directly related to operating and staffing emergency shelters.

### B. Capital Service Categories

- **Supportive Housing:** new facilities and retrofits.
- **Emergency Shelters:** new facilities and retrofits.

### C. Administration

- Costs not directly related to delivering services and supports, such as back-office administration, professional services, and office expenses.



## Eligible Expenses

Compared with the former CHPI, HFG and SCRSP programs that the HPP replaces, service categories in the HPP are designed to be better defined, so that Service Managers have more guidance on how program costs should be classified. They are also more flexible in that a wider variety of program expenses are recognized.

Please note, however, that Service Managers **may only allocate funding towards eligible expenses under each service category**. If a proposed expense does not clearly fall within a service category's eligible expenses as outlined in this guide, the Service Manager should [contact MMAH staff](#) for guidance. In some cases, the ministry may authorize Service Managers to allocate funding to an expense not specifically listed in this document and may reflect this approval in future versions of these program guidelines.

## A. Operating

### Supportive Housing

Supportive housing combines long-term housing assistance (e.g., rent supplements, housing allowances) with individualized, flexible, and ongoing support services (e.g., , counselling, life skills training, activities of daily living, behaviour supports) to enable people to live as independently as possible in their community.

Supportive housing may be place-based (situated in one building or location) or in scattered sites where supports are delivered through home visits, in the community or via phone/virtually. As well, supportive housing may include congregate living arrangements or may be available through a self-contained unit. For further clarity, this could exist within the context of social housing and other forms of government-assisted housing (e.g., rent supplements, housing allowances).

For the purposes of HPP, supportive housing also includes:

- Transitional housing, which is typically considered as an intermediate step between emergency shelter and permanent housing and has limits on how long an individual or family can stay (generally up to four years). It is intended to offer a supportive living environment for its residents, including offering them structure, supervision, support (for addictions and mental health, for instance), and life skills to become more independent.
- Residential Services Homes, i.e., housing in which the Residential Services Homes Standards Framework applies (see [Appendix B](#)). Residential Services Homes include long-term housing facilities that were previously funded under the former Domiciliary Hostel Program, or housing where the housing provider delivers both long-term housing and on-site daily supports and services to its tenants. Examples of on-site daily supports and

services may include providing tenants with meals, laundry and cleaning services, and assistance with personal care and medication.

### Eligible Expenses

- **Housing assistance for people in supportive housing.**
  - Ongoing / long-term housing assistance including rent supplements and housing allowances provided as part of supportive housing.
- **Support services for people in supportive housing. E.g.:**
  - Mental health and addictions (MHA) supports:
    - Activities could include assessment, support, treatment, withdrawal and counselling services; case management and navigation; delivery of harm reduction activities; prevention, interventions and recovery related supports.
  - Other health-related supports not covered under MHA supports.
    - Activities could include community nursing; community paramedicine; assistance with medication; and wellness/health promotion activities and education.
  - Life skills development and daily living supports:
    - Activities could include life skills development such as budgeting; assistance with personal care; daily living supports such as housekeeping, laundry, cooking and shopping; and assistance to access education, training, employment or income support.
  - Culturally-relevant supports for Indigenous people:
    - Activities could include traditional supports and activities with the goal of increasing cultural connections and an individual's sense of belonging in a community; and supports to access traditional or culturally sensitive healing services (e.g., healing circles, sweat lodges ceremonies, access to traditional medicines).
  - Other supports not included above for people in supportive housing.
    - For example, costs to reduce the potential for infection and transmission in congregate supportive housing settings, such as the purchase of Personal Protective Equipment.
- **Minor retrofits or upgrades to existing supportive housing facilities** with a total funding request of up to \$50,000
- **Residential services homes.**
  - Costs associated with providing housing in Residential Services Homes.
  - Necessary basic needs (e.g., food, clothing, blankets, hygiene items, and other essentials).

- On-site daily supports and services (e.g., meals, laundry and cleaning services, and assistance with personal care and medication).
- Costs to reduce the potential for infection and transmission of contagious illnesses among residents and staff of Residential Services Homes (e.g., personal protective equipment).

## Community Outreach and Support Services

This service category refers to operating supports and services provided outside to individuals not in supportive housing (i.e., the services are short-term/emergency supports or are ongoing but not linked to a person receiving long-term housing assistance). Services provided on an ongoing basis to a person receiving long-term housing assistance should be expensed under the supportive housing service category.

This category also captures expenses related to maintaining a By-Name List, a real-time list of people experiencing homelessness to help better connect people with the services and supports they need. All Service Managers are required to maintain a By-Name List that meets the provincial requirements.

Costs that can be expensed under this service category include engaging clients from the By-Name List through assessments, case management and referrals, including within emergency shelters or supportive housing settings. Costs associated with maintaining a By-Name List are also eligible under this service category.

Note: Service Managers that receive funding from other sources for By-Name List implementation and associated activities are expected to allocate those funds first before using their HPP funding for By-Name List activities.

### Eligible Expenses

- **Case Management and Outreach.**
  - For example, outreach to people experiencing homelessness which may include wellness checks; clothing and blankets; hygiene items; referrals to community agencies and other supports.
  - Costs associated with other important case management and individualized planning processes, such as pre-discharge planning from provincial institutions (e.g., hospitals and correctional facilities) and development of support service plans.
- **By-Name List related activities** and other important case management/referrals processes. E.g.:

- Costs associated with engaging clients from the By-Name List including assessments, case management, navigation, referrals, assistance to access support service, and development of support service plans.
- Costs associated with maintaining a By-Name List to meet provincial requirements (e.g., staffing, data management, and training).
- **Food security.**
  - For example, food banks, grocery vouchers, food assistance.
- **Employment, education, training supports.** E.g.:
  - Services directed towards individuals and families to help them access income benefits.
  - Pre- and post-employment services that bridge individuals and families to the labour market and assist them to maintain employment and build self-sufficiency.
  - Services to support essential skills development; and services to connect individuals and families to education and training programs.
- **Mental Health and Addiction (MHA) supports for individuals not in supportive housing.**
  - For example, support, treatment, withdrawal and counselling services; case management and navigation; delivery of harm reduction activities; prevention, interventions, and recovery.
- **Other health-related supports not included under MHA supports for individuals not in supportive housing.:**
  - For example, community nursing; community paramedicine, assistance with medication; and wellness/health promotion activities and education.
- **Life skills development and daily living supports in the community.:**
  - For example, life skills development such as budgeting; assistance with personal care; daily living supports such as housekeeping, laundry, cooking and shopping; and assistance to access education, training, employment or income support.
- **Culturally-relevant supports for Indigenous people.**
  - For example, traditional supports and activities with the goal of increasing cultural connections and an individual's sense of belonging in a community; and supports to access traditional or culturally sensitive healing services (healing circles, sweat lodges ceremonies, access to traditional medicines)

## Housing Assistance

This service category covers the use of operating funding to support people in obtaining and retaining housing, including both financial and non-financial housing assistance. This kind of assistance is an important tool in preventing and addressing homelessness.

Please note that long-term financial housing assistance for people receiving ongoing support services should generally be expensed as part of the supportive housing service category.

### Eligible Expenses

- **Short-term / emergency financial assistance:**
  - This could include assistance with rent arrears (e.g. rent banks), utilities arrears, time limited rental assistance (e.g. rapid rehousing; emergency housing assistance), and emergency repairs to housing units.
  - Financial assistance to set up a housing unit. This includes: first/last months' rent, moving costs, costs for start-up items such as furniture, household products and housewares.
- **Long-term housing assistance:**
  - Housing allowances or rent supplements intended to be ongoing (e.g., lasting for year or more) not provided as part of supportive housing, transitional housing or Residential Services Homes.
- **Non-financial assistance:**
  - Activities could include housing help, eviction supports, legal supports to avert eviction, budgeting assistance, shelter diversion, hoarding assistance, landlord-tenant assistance.

## Emergency Shelter Solutions

Emergency shelter solutions include services and supports that provide immediate relief or protect households / people who are experiencing homelessness. Operating funding under the Emergency Shelter Solutions service category may be used to support the operating costs of providing shelter, services, and basic needs in emergency shelter facilities.

Emergency shelters may target specific sub-populations, including women, families, youth or Indigenous persons. These shelters typically have minimal eligibility criteria, may offer shared sleeping facilities and amenities, and may expect clients to leave in the morning. They may offer food, clothing or other services. This would include hotel and motel stays, for example where no emergency shelters exist or in overflow situations.

The ministry recognizes that emergency shelters are an important pillar of support for people experiencing homelessness. However, as Investment Plans are developed, Service Managers are encouraged to consider how investments can best be made to shift from a reliance on emergency shelters towards prevention and long-term housing.

Eligible Expenses
<ul style="list-style-type: none"><li>• <b>Services related to the provision of emergency shelter beds</b> including beds provided in hotels/motels and vouchers for hotels/motels.</li><li>• <b>Necessary basic needs.</b> E.g., food, clothing, blankets, hygiene items, diapers, and other essentials</li><li>• <b>Services offered within the emergency shelter or by shelter employees.</b> E.g., housing search assistance; childcare within the shelter; nursing; transportation for shelter residents; outreach to former shelter residents.</li><li>• <b>Costs to reduce the potential for infection and transmission among shelter residents and those who work with them.</b> E.g., purchase of Personal Protective Equipment.</li><li>• <b>Minor retrofits or upgrades to existing emergency shelters</b> with a total funding request of less than \$50,000.</li></ul>

## B. Capital

To support Service Managers in maintaining and expanding the supply of supportive housing and in maintaining the availability of emergency shelters where there is a local need, the HPP provides the flexibility for Service Managers to allocate funding towards capital expenses.

Please note that all ongoing operating costs associated with capital projects funded under HPP will be the responsibility of the respective Service Manager, and Service Managers will be expected to articulate how they plan to manage these costs as part of Project Information Forms.

Please refer to [Capital Funding Requirements](#) later in this document for further guidance on approval, reporting and payment processes related to capital.

Eligible capital expenses include the following.

## Supportive Housing

- **New Facilities:**

- Acquisition and, where required, rehabilitation of existing buildings to create transitional housing or permanent supportive housing.
- Conversion of existing buildings to create transitional or permanent supportive housing.
- Expansion of an existing transitional housing or permanent supportive housing facility.
- Conventional or modular construction of a new permanent supportive or transitional housing facility or expansion of a current transitional or permanent supportive housing construction project in-progress to increase capacity.

- **Retrofits:**

- Renovation, retrofitting, repair and upgrading of existing transitional housing and permanent supportive housing facilities, for example, to meet building code standards and public health requirements. (Note that retrofit / renovation costs below \$50,000 should be considered as an operating expense.)

## Emergency Shelters

- **New Facilities:**

- Costs to assist with the acquisition of buildings that would be converted/upgraded to provide emergency shelter.
- Conversion of an existing property and/or expansion of an existing facility to create additional emergency shelter spaces.
- Conventional or modular construction to increase emergency shelter capacity.

- **Retrofits:**

- Renovation, retrofitting, repair and upgrading of existing emergency shelters to meet building code standards and public health requirements (e.g., building self-contained bedrooms, adding walls/partitions, washrooms)

## C. Administration

Eligible administrative expenditures are those supporting but not directly related to the delivery of HPP programming, including but not limited to:

- **Staff that do not directly deliver services to clients.**
  - Salaries, wages and benefits for administrative staff and back-office functions, such as those providing accounting, reporting, IT support, communications, security, and human resources and program management functions.
  - Administrative costs associated with planning, managing and evaluating homelessness supports and services, enumeration (in years the ministry requires Service Managers to complete enumeration).
  - Professional development and staff training.
- **General office expenses:**
  - Utilities, information technology, phone/internet, postage/courier, office supplies, and cleaning.
- **Professional services:**
  - Contracting for services such as bookkeeping, consulting, communications, translation, legal fees, and audit costs.

Ineligible expenses include administration costs not associated with the HPP program delivery and capital costs (outside of eligible expenses related to supportive housing and emergency shelters outlined in other service categories.)

In the 2022-23 fiscal year, Service Managers may use up to 7.5 per cent of their annual HPP allocation for program administration costs. Starting in the 2023-24 fiscal year, this cap will be reduced to 5 per cent of each Service Manager's annual funding allocation, to help ensure more funding is directed towards front line programming.

Service Managers must ensure that program administration funds are used efficiently and only in support of the delivery of HPP services and supports. Service Managers are required to include the amount of HPP funding used for program administration in their Investment Plans and report back on the use of this funding in their quarterly updates and year-end reports. Service Managers must ensure any underspending in administration is recovered by the ministry or reallocated towards eligible HPP operating expenses in the same fiscal year (see [Other Program Requirements](#) below.)

Notwithstanding the cap on administrative spending, the ministry may authorize Service Managers to spend above the cap in exceptional circumstances. Prior approval from the ministry must be sought; Service Managers should [contact MMAH staff](#) for guidance.



# Outcomes

## Reporting

Generally, all Service Manager reporting must be done through the government's Transfer Payment Ontario (TPON) system, unless otherwise indicated by the ministry. This includes but is not limited to the submission of investment plans, quarterly reporting, project information forms, and project documentation.

There are five reports due for each program year:

Report	Due Date	Details
<b>Investment Plan</b>	April 15 <sup>th</sup> of each year for the next program year	Projected quarterly operating expenditures and capital commitments by Service Category.  Proposed Plan including proposed use of funding by Service Category.
<b>Q1 Report Back</b>	July 15 <sup>th</sup> of each year	Actual quarterly expenditures and commitments for Q1 and projected quarterly expenditures and commitments for Q2-Q4 by Service Category.
<b>Q2 Report Back</b>	October 15 <sup>th</sup> of each year	Actual quarterly expenditures and commitments for Q1 and Q2 and projected quarterly expenditures and commitments for Q3 and Q4 by Service Category.
<b>Q3 Report Back</b>	January 15 <sup>th</sup> of each year	Actual quarterly expenditures and commitments for Q1-Q3 and projected quarterly commitments and expenditures for Q4 by Service Category. Attestation that Service Managers intends to fully take-up all funding by fiscal year end.
<b>Year End Report</b>	May 31 <sup>st</sup> of each year for the previous program year	Actual quarterly operating expenditures and capital commitment for previous program year. Municipal homelessness program spending. Performance indicator reporting for previous program year.

## By-Name Lists

A By-Name List is a real-time list of people experiencing homelessness to help better connect people with the services and supports they need. All Service Managers have an operational By-Name List in place to better understand homelessness in their communities, track changes in service needs over time, and effectively coordinate and prioritize service delivery. As part of HPP requirements, Service Managers must maintain their By-Name List in accordance with Ontario requirements and report on key performance measures.

Please note that the ministry intends to release new By-Name List requirements that will build on the current requirements. These new requirements will be expected to be implemented by April 1, 2023. Further details on the new requirements for By-Name Lists will be provided in a separate document to be released in early 2022.

## Performance Indicators

Building on the implementation of By Name Lists as well as the recommendations outlined in [Appendix A](#), a set of performance indicators have been developed to monitor and track progress on the achievement of HPP outcomes, including the ultimate goal of measuring a reduction in homelessness and chronic homelessness.

For each performance indicator, data elements will be reported annually in the year-end report by Service Managers. It includes reporting on unique households assisted, By-Name List data and breakdowns by the provincial priority groups (i.e., Chronic Homelessness, Youth, Indigenous, Transitions from Provincial Institutions) as recommended by the Expert Advisory Panel on Homelessness (2015) and (re)recommended by the Auditor General in December 2021.

By collecting data elements to calculate the following indicators, HPP can monitor progress towards the goals of preventing, addressing and reducing homelessness, including chronic homelessness. The data elements will be collected for the overall population participating in the program and by provincial priority group of participants (i.e., Chronic Homelessness, Youth, Indigenous, Transitions from Provincial Institutions).

Performance indicators for measuring the achievement of the HPP's outcomes include:

- #/% of participant households who were at-risk of homelessness at program entry
- #/% of at-risk participant households assisted to retain housing by provincial priority group by housing type
- #/% of at-risk participant households assisted who retained housing for 12 months or more
- #/% of at-risk participant households who received community outreach and support services

- #/% of participant households who were experiencing homelessness at program entry
- #/% of participant households experiencing homelessness who received assistance to obtain housing by provincial priority group by housing type
- #/% of participant households experiencing homelessness assisted to retain their housing for 12 months or more
- #/% of participant households experiencing homelessness assisted with community outreach and supportive services
- #/% of people on BNL who obtain housing
- #/% of people on BNL participating in HPP
- #/% change in units of supportive housing stock preserved and created
- Emergency shelter usage
- Emergency shelter capacity
- Change in number of individuals on BNL
- #/% of people experiencing homelessness by provincial priority group, including chronic homelessness
- # of people who become homeless (new or return)

Please note that a separate **HPP Performance Indicators Reporting Guide** will be released with details on specific data elements, definitions and instructions.

# Capital Funding Requirements

## New Facilities

### Project Submission Process

Service Managers will solicit proposals and select projects through appropriate procurement processes to recommend to the Ministry 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** of each program year;
- For acquisition projects, the executed Agreement of Purchase and Sale must have a **closing date no later than March 1** of each program year;
- Commence construction, acquisition, rehabilitation and/or conversion within 120 days of the date of commitment and be completed within two years of the date of commitment;
- Meet the current Ontario Building Code, public health, and other applicable requirements;
- Reflect the best value for money, for example by using competitive procurement processes where possible, and ensuring that costs per unit are reasonable;
- Include information on how the on-going operating financial requirements for the project will be met; and
- Address local housing/homelessness needs.

In addition, for Supportive Housing New Facilities projects:

- have rents that on average are at or below 80 per cent of the Canada Mortgage and Housing Corporation (CMHC) Average Market Rent (AMR) for the community or as approved by MMAH for a minimum of 20 years; and
- Provide a clear indication about the types of supports that will be made available directly, or via partnership (via agreement, Memorandum of Understanding, or other arrangement). Support services must be provided for a minimum period of 10 years.

In addition, for Emergency Shelter Solutions New Facilities projects, facilities must operate for their intended use for a minimum of 20 years.

Service Managers are encouraged to give priority consideration to projects that:

- Have contributions by others, including the Service Manager, host municipality, and proponent, to be used in partnership with HPP funding;
- Are sponsored by providers that agree to project affordability periods beyond the minimum 20-year term to ensure the longer-term supply of affordable housing stock;
- Have energy efficiency features that reduce and/or eliminate greenhouse gas emissions; and
- Are fully accessible and/or have units that are accessible to persons with disabilities.

**All projects must be submitted through the TPON system along with additional project background information such as information contained in Council/Board reports.**

### Contributions by Others

Service Managers and proponents are encouraged to provide contributions in order to increase the financial viability of the project and/or to provide deeper affordability.

Contributions by Service Managers may include: waiving or reducing development charges, planning approvals application fees, building permit fees, and full property tax exemptions as well as contributions of municipal grants, and municipally-owned land.

### Project Approval Process

Project approval will be based on alignment with the approved Investment Plan, consideration of the information submitted to the Ministry and the ability to meet the program's eligibility criteria and timelines.

Once approved, a project will receive a Conditional Letter of Commitment from MMAH, which confirms ministry 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 Service Managers 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 conventional, conversion, or modular housing projects) – will be November 30 of each program year, to allow time for realignment between operating and capital funding, or reallocation of funds if necessary.

The Ministry reserves the right to return a project application for revision and resubmission if it is

not consistent with these Program Guidelines and/or required information is missing.

### Funding

Emergency Shelter Solutions and Supportive Housing New Facilities capital funding must be provided as a secured forgivable capital loan.

Service Managers 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.

### Payment Process

The Ministry will advance funding directly to Service Managers, who will be responsible for making project payments to proponents. Service Managers 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 Service Managers 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 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 HPP is insufficient to cover the cost of the acquisition of the building and/or any rehabilitation work required, the Service Manager 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.

All final payments are required to be made within two years of signing the Contribution

Agreement. Service Managers are required to ensure that all projects are completed and request the final payment prior to this deadline.

### Project Reporting

Service Managers must complete a Project Information Form (PIF) through the TPON System supplemented by regular milestone updates in TPON, along with detailed construction / acquisition / rehabilitation progress reports to ministry contacts describing project progress and potential issues of concern that might delay or jeopardize the project.

Any delays to the construction start or completion timelines for New Facilities projects must be communicated to the ministry as early as possible. Extensions to the construction start and completion timelines are subject to ministry approval.

Service Managers must also ensure that the following documentation is submitted in the TPON System:

- For acquisition projects, registration of mortgage security or an alternate form of security once acquisition is complete;
- Confirmation of Construction Start (for conventional and other projects);
- Confirmation of 50 per cent construction completion (for conventional and conversion projects);
- Confirmation of Project Completion/Initial Occupancy Report (for all projects); and
- An Audited Financial Statement for the project within six months following project completion/initial occupancy date, or such additional time acceptable to MMAH.
- Annual Occupancy Reports for the affordability period.

PIFs will require Service Managers 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
- The population targeted for the housing project.

Service Managers must confirm that capital projects funded under the HPP meet the affordability requirements and/or continue to be used for their intended purpose.

During the minimum 20 year intended use period for Emergency Shelter Solutions New Facilities projects, proponents may not, without the Ministry's consent, dispose of assets developed/acquired with Funds under these Program Guidelines. However, new facilities

developed/acquired by the Service Manager may be sold prior to the expiry of the minimum 20-year intended-use period, so long as the Service Manager is of the view that the facility is no longer needed for its intended use, and ensures that all proceeds are reinvested into the housing and homelessness sector.

## **Affordability Criteria and Rents**

Approved Supportive Housing New Facilities projects must remain affordable for a minimum period of 20 years. Affordability is defined as having rents for the project that are at or below 80 per cent of CMHC AMR at the time of occupancy. If the Service Manager wishes to provide greater affordability to tenants, then rent supplements may also be utilized.

Average rent is calculated using actual rents paid by tenants, and any rent supplements provided by the Service Manager. If rent supplements are used in HPP units to provide deeper affordability for tenants, the Service Manager shall ensure that total rent received by a proponent, including rent from the tenant and any rental supplements from the Service Manager or other party shall not exceed 100 per cent of CMHC AMR. In addition, the total of the rent paid by the tenant and any federal and/or provincially funded rent supplements paid to the proponent must be used to calculate the weighted average rent in a project.

While individual unit rents may be set above or below the 80 per cent threshold, in no instance shall an HPP-funded unit have a rent that is greater than the CMHC AMR for the relevant bedroom type for the area.

If CMHC AMRs are not available for certain communities, or in instances where in the opinion of Service Managers the CMHC AMRs do not reflect the actual AMRs in the local market area, Service Managers may request an alternate AMR by submitting a business case including a local market rent survey for the Ministry's consideration.

Projects may include both HPP units and market units; however, only units with rents that meet affordability requirements will receive HPP funding.

Rent increases under this program must be in accordance with the *Residential Tenancies Act, 2006* (RTA) rent increase guideline. The Transfer Payment Agreement provides that rent increases follow the RTA rent increase guidelines (irrespective of whether they apply) and that average rent for a Supportive Housing New Facilities Project must still remain at or below 80 per cent of CMHC AMR.



## **Retrofits**

### **Project Submission and Approval Process**

The Service Manager 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 Service Manager, 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 to commit the funding.

MMAH reserves the right to return a project application for revision and resubmission if it is not consistent with the Program Guidelines or if information is missing or incomplete.

### **Funding**

Emergency Shelter Solutions and Supportive Housing Retrofit funding must be provided as a secured forgivable capital loan based on the cost of the work items approved by the Service Manager. Loans are to be secured by a mortgage registered on title upon project completion.

### **Payment Process**

Funding will be advanced to Service Managers and based on the following instalments:

1. 50 per cent when a completed Project Information Form along with an executed loan agreement between the Service Manager 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.

Service Managers must ensure project status is updated and documents are posted in TPON on an on-going basis. Retrofit activities must start within 120 days of the date of the funding agreement.

Service Managers are responsible for project selection and approval, monitoring progress and completion of projects, quality of work, and for the advancement of funds. Retrofit activities must be completed in two years of the date of loan agreement.

Any delays to the repair start or completion timelines for Retrofit projects must be communicated

to the ministry as early as possible. Extensions to the repair start and completion timelines are subject to ministry approval.

## **Project Reporting**

Service Managers 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.

PIFs will require Service Managers to report on the following information for performance indicators:

- Number of units retrofitted/repared.
- Vulnerable population group(s) targeted for the housing project.

Service Managers must confirm that Retrofit projects funded meet the affordability requirements (i.e., with rents at or below AMR for the bedroom type for the local area) and/or continue to be used for their intended purpose, for a minimum period of 10 years following completion.

## Other Program Requirements

### Reallocation

Service Managers must make best efforts to ensure that planned operating and capital expenditures are accurate. If changes in operating and capital funding are required, Service Managers must submit a business case to the ministry for approval. Please note that **requests to realign operating and capital funding made after November 30<sup>th</sup> of the respective fiscal year may not be approved.**

The Ministry, at its sole discretion, reserves the right to re-allocate funds to another Service Manager in instances where a Service Manager may not be able to fully utilize their annual HPP allocation within a fiscal year.

After the end of Quarter 3 of each fiscal year (December 31<sup>st</sup>), the Ministry will review Service Manager progress in their spending against their annual allocation to determine if there will likely be unspent program funds in a Service Manager area. If it is determined that under-spending is likely to occur, funds may be reallocated to another Service Manager area before the end of the fiscal year.

### Year-End Reconciliation

Service Managers are required to fully spend their annual operating funding and commit capital funding in the fiscal year that the funds are allocated.

With the ministry's approval, where an approved eligible capital project is cancelled or reduced after the end of the fiscal year (March 31<sup>st</sup>) in the year approved, the affected funding will be considered to remain approved provided that the Service Manager recommits the affected ministry funding to previously approved eligible project(s) eligible under the same capital service category and within the same fiscal year in which the cancellation or reduction occurred within the original approved allocation.

The recommitment period is limited to one subsequent fiscal year (i.e. the subsequent March 31<sup>st</sup>) following the year of initial commitment. Any subsequent savings identified through cancelled or reduced projects must be returned (recovered) to the Ministry upon demand and generally cannot be carried over into the next fiscal year.

Service Managers are required to submit a year-end financial report to the Ministry by May 31 of each year outlining actual expenditures for the prior fiscal year (April 1 to March 31). Identified savings will remain unspent (recoveries) and may be required to be returned (recovered) to the Ministry upon demand and cannot be carried over into the next fiscal year.

All recoveries will be completed through the Transfer Payment Ontario (TPON) system. Service Managers will be notified by the Ministry prior to any recoveries made with information regarding the recovery and next steps.

### **Return of Funding**

Operating funds allocated in a fiscal year are required to be fully spent by March 31. Operating expenditures are considered spent if funds have been paid by March 31 and, if not paid, owed to [others] as of March 31 by the Service Manager.

If funds are not fully spent by Service Managers or are not used for an eligible expense under these Program Guidelines, funds shall be returned to MMAH on demand.

All remedies under these Program Guidelines shall survive any termination or expiry of the Program.

### **Audit Requirements and Reviews**

Service Managers shall support the ministry in exercising its rights to audit and inspect Service Managers to ensure program funding is used in compliance with these Program Guidelines as is set out in the HPP Transfer Payment Agreements.

### **Risk Assessment**

The ministry is committed to ensuring risk management planning is incorporated into policies, operations and program delivery. Service Managers are encouraged to assess their risk and capacity to deliver the HPP on an annual basis. The ministry will make available a Risk and Capacity Assessment template to assist service managers in this work.

### **Indemnification and Repayment**

There are obligations for all HPP parties with regard to the indemnification and recovery of government funding. Specific obligations and provisions are included in the Transfer Payment Agreement.

### **Compliance with Statues: Attestation and Tax Compliance Verification**

Service Managers are required to have good standing with tax laws and attest to being in good standing with labour and environment laws. Valid compliance information is required to be submitted within the organization's profile in TPON by April 1, 2022:

- Compliance with tax laws – tax compliance verification completed on the [Tax Compliance Verification Portal](#).
- Compliance with labour and environment laws – an attestation. An attestation form is available to be completed within the organization's profile in TPON.

## **French Language Services Act Compliance**

Service Managers who are located in or servicing an area that is designated under the French Language Services Act (FLSA) are required to:

- Ensure services are provided in French; and,
- Make it known to the public (through signs, notices, other information on services, and initiation of communications in French) that services provided to and communications with the public in connection with HFG are available in French.

Services being provided to the public directly by Service Managers, or through the office of a sub-contractor (such as a local non-profit agency), are required to comply with the FLSA.

To demonstrate compliance, Service Managers are required to complete and submit a French Language Services Report to the ministry annually confirming that the requisite French language services are being provided.

## Glossary

Term	Explanation
At risk of homelessness	Refers to households who are not homeless, but whose current economic and/or housing situation is precarious and/or does not meet public health, or safety standards.
Average Market Rent (AMR)	AMRs refer to the average rent by bedroom type for each community published yearly by the Canada Mortgage and Housing Corporation (CMHC) in the Rental Market Report.
By-Name List	Real-time list of people experiencing homelessness in the Service Manager area who consent to be on the list to be connected to supports and services they need.
Chronic Homelessness	Refers to people, often with disabling conditions (e.g., chronic physical or mental illness, substance abuse problems), who are currently homeless and have been homeless for six months or more in the past year (i.e., have spent more than 180 cumulative nights in a shelter or place not fit for human habitation). These are individuals who move in and out of homelessness.
Deep Core Housing Need (DCHN)	A household is said to be in DCHN if its housing falls below at least one of the adequacy, affordability or suitability, standards and it would have to spend 50 per cent or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (meets all three housing standards).
Emergency Shelter	<p>A facility designed to meet the immediate needs of people who are homeless.</p> <p>Emergency shelters may target specific sub-populations, including women, families, youth or Indigenous persons. These shelters typically have minimal eligibility criteria, may offer shared sleeping facilities and amenities, and may expect clients to leave in the morning. They may offer food, clothing or other services.</p> <p>This would include hotel and motel stays, where no emergency shelters exist or in overflow situations.</p>
Fiscal Year	Provincial fiscal year that spans from April 1 <sup>st</sup> of one calendar year to March 31 <sup>st</sup> of the following calendar year.

Homelessness	The situation of an individual or family without stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it.
Household	A household may consist of a family group, a couple, or of a person living alone.
Indigenous	Persons who identify as First Nation, Métis or Inuit
LIM-BT (Low Income Measure 50 per cent before tax)	Low-income measure before tax (LIM-BT) is a fixed percentage (50%) of median adjusted total income of households observed at the person level, where 'adjusted' indicates that a household's needs are taken into account. Adjustment for household sizes reflects the fact that a household's needs increase as the number of members increase, although not necessarily by the same proportion per additional member.
Long-Term Housing	Housing that is provided to clients for a longer period of time, beyond one year. Includes: market rental, co-op housing, subsidized housing, group homes, housing formerly known as domiciliary hostels, supportive housing, ownership housing, etc.
Permanent Housing	Term used interchangeably in this document with long-term housing, above.
Provisionally Accommodated	Refers to those who are homeless and whose accommodation is temporary or lacks security of tenure.  Provisional accommodations may include: staying with friends/acquaintances, correctional institutions, hospitals, residential treatment, etc.  This does not include emergency shelters, group homes, retirement homes, long-term care homes, and crown ward facilities.
Retrofit	Renovation, retrofitting, repair and upgrading of existing capital to meet building code standards and public health requirements
Transitional Housing	Supportive, yet temporary, type of accommodation that is meant to bridge the gap from homelessness to permanent housing by offering structure, supervision, support, life skills, education, etc.
Supportive Housing	Housing that combines long-term housing assistance (e.g., rent supplements, housing allowances) with individualized, flexible, and ongoing support services (e.g., counselling, life skills training, activities of daily living, behaviour supports) to enable people to live as independently as possible in their community.

Youth	Persons aged between 16 and 25 years old.
Youth Homelessness	Youth homelessness refers to the situation and experience of young people under the age of 25 who are living independently of parents and/or caregivers, but do not have the means or ability to acquire a stable, safe or consistent residence.

## MMAH Staff Contacts

Questions regarding the HPP may be directed to your respective MMAH Municipal Services Office (MSO) or Housing Programs Branch staff contact, as noted below:

Region & Contact	Contact Information
<b>Toronto:</b> Melissa Grieco <ul style="list-style-type: none"> <li>Serving the City of Toronto</li> </ul>	<a href="mailto:Melissa.Grieco@ontario.ca">Melissa.Grieco@ontario.ca</a>
<b>MSO Central:</b> 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>
<b>MSO Eastern:</b> 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>
<b>MSO Western:</b> 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>
<b>MSO Northeastern:</b> Cindy Couillard <ul style="list-style-type: none"> <li>Serving Algoma, Cochrane, Greater Sudbury, Manitoulin-Sudbury, Nipissing, Parry Sound, Sault Ste. Marie, and Timiskaming</li> </ul>	<a href="mailto:Cindy.Couillard@ontario.ca">Cindy.Couillard@ontario.ca</a>
<b>MSO Northwestern:</b> Jessica Vail <ul style="list-style-type: none"> <li>Serving Kenora, Rainy River, and Thunder Bay</li> </ul>	<a href="mailto:Jessica.Vail@ontario.ca">Jessica.Vail@ontario.ca</a>



## Appendix A: MMAH Initiatives Informing HPP

In recent years, the province has moved forward with several strategic activities and initiatives to address the challenges of housing and homelessness. The consolidation of the ministry's Community Homelessness Prevention Initiative (CHPI), Home For Good (HFG) and Strong Communities Rent Supplement Program (SCRSP) into the larger HPP is informed by these activities and strategies, which include:

### Multi-Ministry Supportive Housing Initiative (MMSHI)

MMSHI is a cross ministry joint initiative between three ministries – MMAH, the Ministry of Health (MOH), and the Ministry of Children, Community and Social Services (MCCSS) – which together have 17 supportive housing programs (as of January 2022) assisting people with a wide range of needs.

In 2019, the province committed to reviewing Ontario's supportive housing system to help identify opportunities to streamline and improve coordination so that people can get the help they need. The review focused on two overarching objectives:

- **Improving services for people** (i.e., people with diverse needs have access to the right housing and supports, enabling them to maintain their housing and live as independently as possible).
- **System efficiency** (i.e., system design ensures that funding is spent where it has the greatest impact on people in the most efficient way).

In late 2020 through early 2021, MMAH, MCCSS, and MOH undertook a virtual engagement to seek input and feedback from key stakeholders, partners and Service Managers on how the government could improve the supportive housing system. Some of the feedback received included that the government consider:

- Reducing administrative and reporting burdens within and across programs.
- Providing greater flexibility within supportive housing programs to address both capital and operating funding needs.
- Additional funding to support the long-term sustainability of projects and increased capacity where needed to support individuals who need high intensity supports as well as linguistically and culturally appropriate service delivery models.

### Community Homelessness Prevention Initiative / Home For Good Program Review

MMAH's CHPI and HFG programs were determined in scope for the supportive housing program

review above. MMAH engaged with Service Managers to assess program relevance, delivery, design and efficiency. Key issues identified included:

1. Fragmented funding and significant administrative burden, as well as insufficient operational funding for supportive housing.
2. Limited outcomes tracking and accountability measures needed to address chronic homelessness.
3. Inequitable distribution of funding due to program allocations that are based largely on historical spending and do not adequately reflect updated measures of community need.

The review noted that a redesigned program could incorporate the flexibility of CHPI and the longer-term supports and capital projects available under HFG, create greater efficiency by reducing administration and reporting complexity, and allow more Service Manager areas to create additional supply by incorporating a capital component.

## **Strong Communities Rent Supplement Program (SCRSP) Review**

The recommendation to include SCRSP in the consolidated HPP program was informed by the findings from the Ministry's SCRSP program review. In late-2020, the Ministry launched a review of SCRSP to discuss several elements of the program design, program delivery experience and post-2023 planning as the program was set to expire on March 31, 2023.

Feedback from this consultation indicated widespread agreement that SCRSP is very important and an integral part of the affordable housing system and that significant concerns existed regarding the end of provincial funding. Service Managers have been clear regarding the need for funding certainty beyond March 2023.

Based on the findings of the SCRSP program review, the ministry decided to continue provincial funding through a consolidated HPP. Funding will be sustained so that Service Managers can continue supporting vulnerable households who may otherwise be at risk of homelessness while also providing greater flexibility to minimize underspending. The annual funding associated with SCRSP could be used by Service Managers to support existing recipients with any leftover funding moved across program components under HPP.

## **By-Name Lists**

In March 2021, the provincial government directed all Service Managers to implement a By-Name List. A By-Name List is a real-time list of people experiencing homelessness to help better connect people with the services and supports they need. All Service Managers now have an operational By-Name List in place to better understand homelessness in their communities, track changes in service needs over time, and effectively coordinate and prioritize service delivery.

# Appendix B: Guide to the Residential Services Homes Standards Framework

(Formerly "Housing with Related Supports")

## Introduction

Under the previous Community Homelessness Prevention Initiative (CHPI), SMs had the flexibility to use funding for services and activities in any of the following four services categories:

1. Emergency Shelter Solutions
2. Housing with Related Supports
3. Other Services and Supports
4. Homelessness Prevention

The Housing with Related Supports category included a Standards Framework that applied to certain types of housing with supports. The Standards Framework required that SMs develop local standards under eight provincial categories and that SMs implement a monthly allowance for tenants. This requirement continues under the Homelessness Prevention Program (HPP) for Residential Services Homes under the Supportive Housing service category.

SMs that elect to use HPP funds for housing that is covered by the Standards Framework must meet the requirements under the Standards Framework including developing local standards.

The purpose of this guide is to provide details on Residential Services Homes and to assist SMs with implementation of the Standards Framework at the local level.

## Purpose of the Standards Framework

The purpose of the Standards Framework is two-fold:

1. to provide protection for vulnerable tenants who reside in long-term housing where tenants are dependent on the on-site daily supports and services delivered by the housing provider; and
2. to provide continued flexibility for SMs in the delivery of community-based housing solutions that address homelessness and those at risk of experiencing homelessness.

## When Does the Standards Framework Apply?

The Standards Framework applies to Residential Services Homes funded under the HPP. This includes housing that was previously funded under the former Domiciliary Hostel Program.

The Standards Framework also applies when HPP funding is used for other long-term housing with supports that meets the following description:

- HPP funding provided to a housing provider to deliver both long-term housing and on-site daily supports and services to its tenants.
  - Examples of on-site daily supports and services may include providing tenants with meals, laundry and cleaning services, assistance with personal care and medication
  - Other support services may also be provided

## When Does the Standards Framework Not Apply?

The Standards Framework does not apply when HPP funding is used for services and supports that fall do not meet the above description including the following examples:

- housing allowances or rent supplements
- programs or initiatives that provide rent supplements or housing allowances for clients with separate support services (e.g. case management or housing advocacy services provided by a community or housing agency)
- support services only (e.g. funding to community agencies or housing providers to provide support services only, such as case management, advocacy, drop-in support programs, food programs etc.)
- transitional housing beds or programs.

## Monthly Allowance for Personal Use

Under the Standards Framework, there is a requirement that tenants living in housing with supports where the Standards Framework applies have a minimum amount of money for personal use. This amount is referred to as a monthly allowance. There is a provincial category requiring that SMs establish standards for the management of the monthly allowance (see Schedule A).

The amount of the monthly allowance must be no less than the amount for personal needs set out in paragraph 1 of section 32(1) of Ontario Regulation 222/98 (General) under the *Ontario Disability Support Program Act, 1997* (see <https://www.ontario.ca/laws/regulation/980222#BK35> for more information.)

If during the year, the amount for personal needs changes under the regulation, there must be a corresponding change made to the tenant's monthly allowance effective April 1 of the following

fiscal year.

The tenant must either receive or retain no less than the minimum monthly amount of money for personal use. The allowance must be in the form of a monetary amount (not in-kind).

The ministry encourages SMs to set out the requirement for a monthly allowance in their agreement with the housing provider.

## **Developing Local Standards**

SMs that fund housing where the Standards Framework applies, as described above, must develop local standards for the delivery of that housing.

The Standards Framework includes eight broad provincial categories for which local standards are required. These eight provincial categories are described in Schedule A to this Guide.

In addition, the ministry requests that SMs consider certain health and safety recommendations when developing their local standards under these eight provincial categories. These recommendations are set out in paragraphs one to nine of the [Verdict of Coroner's Jury from the inquest into the death of Aron James Firman](#).

SMs may choose to develop additional standards that go beyond the eight provincial categories set out in the Standards Framework. SMs may also apply their local standards to other types of residential services homes, beyond what is being required by the ministry.

## **Approval of Local Standards**

SMs must have their local standards approved by Council or by a delegated SM authority.

## **Implementation of Local Standards**

### **Accountability**

SMs are accountable to the province for developing local standards under the eight provincial categories and reporting to the province on these standards.

### **Submission of Local Standards to the Ministry**

SMs are required to submit a copy of their approved local standards to the ministry prior to using HPP funding for housing covered by the framework. The ministry will review the approved local standards, and if necessary, work with the SM to ensure local standards meet the requirements under the Standards Framework.

Local standards may be submitted to the ministry with the Investment Plan, through HPP quarterly reporting, or at any time during the fiscal year.

If through their Investment Plan an SM indicates they plan to use HPP funding under the Residential Services Homes service category, the SM must also submit their approved local standards with the Investment Plan.

If an SM decides to fund housing covered under the framework through the Residential Services Homes service category at a later date (after submitting their Investment Plan), they must notify the ministry – either in a HPP report or through written correspondence – that they plan to do so and are required to submit their approved local standards to the ministry at that time.

SMs are required to have their local standards in place prior to using HPP funding for housing covered by the Framework.

### Reporting

SMs using HPP funding for housing covered by the Standards Framework will be required to report on such housing in their HPP year-end reports, which are due to the ministry by May 31 of each year.

HPP Year-End Report sets out reporting required from the SM on Residential Services Homes including:

- The names and addresses of the housing providers that received HPP funding and are covered by the Standards Framework.
- For each of the housing providers covered by the Standards Framework:
  - number of spaces/beds that are receiving/received HPP funding
  - average length of stay
  - type of client/tenant group
  - amount of monthly allowance provided to tenants.

## Moving Forward with Residential Services Homes

As SMs move forward in developing and implementing Residential Services Homes under the HPP Program Guidelines, the ministry encourages consideration of best practices in this area.

Research identifies that best practice approaches to housing with supports include fostering a level of independence and social inclusion for all vulnerable adults. Research has demonstrated the importance of tailoring supports for each tenant according to their individual needs.<sup>2</sup> Housing stability is more likely to occur when individuals are supported with appropriate levels of assistance in daily living and are provided access to other relevant rehabilitation, treatment and support services in the community.<sup>3</sup>

Historically, some Residential Services Homes programs have been developed based on a custodial model of care. Custodial housing can be described as a service model that provides the same services to all tenants in the same manner, regardless of the level of ability and/or independence of the individual. A fixed range of services may mean, for example, that tenants may be prevented from cooking and cleaning for themselves, which can in some cases result in tenants receiving services that they do not need. This type of housing with supports is focused on care and dependency rather than recovery and independence for clients.

SMs are encouraged to design Residential Services Homes programs and services that move away from custodial models, to approaches that are recovery-oriented and provide access to supports and services that foster independence and social inclusion.

## Schedule A - Provincial Categories

The Standards Framework sets out eight broad provincial categories for which local standards are required:

1. **Eligibility:** SMs must establish standards that define the tenant eligibility criteria and the intake process.
2. **Staffing:** SMs must establish standards for the minimum qualifications of staff and volunteers, staff/volunteer levels, staff/volunteer conduct and staff/volunteer training.

---

<sup>2</sup> See Community Support and Research Unit. (2012) From this point forward: Ending custodial housing for people with mental illness in Canada. Toronto, Ontario, Canada: Centre for Addiction and Mental Health.

<sup>3</sup> See Turning the Key: Assessing Housing and Related Supports for Persons Living with Mental Health Problems and Illness. (2013) Canadian Mental Health Commission.

3. **Insurance and Monitoring:** SMs must establish standards for insurance coverage and standards for regular monitoring of the housing provider to ensure compliance with local standards.
4. **Conflict Resolution, Complaints Processes and Reporting:** SMs must establish standards for conflict resolution and complaint processes, and for the reporting of serious incidents.
5. **Rights and Responsibilities:** SMs must establish standards for tenant and landlord rights and responsibilities, including tenancy agreements, tenant confidentiality and privacy, and management of tenant files and other documentation.
6. **Physical Safety, Health and Well-being of Tenants:** SMs must establish standards for tenants' physical health, safety and well-being, including medication storage and/or management.
7. **Provision of, or Access to, Activities and Support Services:** SMs must establish standards for the provision of, or access to, activities and support services for tenants (both within the housing and the community).
8. **Monthly Allowance for Personal Use:** SMs must establish standards for the management of the monthly allowance for personal use for tenants.





**Committee Matters: SCM 83/2022**

**Subject: Adoption of the Development & Heritage Standing Committee minutes of its *Planning Act* Training Session held March 3, 2022**

Development & Heritage Standing Committee Meeting  
*Planning Act* Training Session

Date: Thursday, March 03, 2022

Time: 3:00 o'clock p.m.

**Members Present:**

**Councillors**

Ward 3 - Councillor Bortolin (Chairperson)

Ward 4 - Councillor Holt

Ward 5 - Councillor Sleiman

Ward 7 - Councillor Gill

Ward 10 - Councillor Morrison

**Members**

Member Gyemi

Member Moore

Member Rondot

**Clerk's Note:** Members participated via video conference, in accordance with Procedure By-law 98-2011 as amended, which allows for electronic participation during a declared emergency.

**ALSO PARTICIPATING VIA VIDEO CONFERENCE ARE THE FOLLOWING FROM ADMINISTRATION:**

Jelena Payne, Commissioner of Human & Health Services  
Thom Hunt, City Planner / Executive Director of Planning & Building  
Wira Vendrasco, Deputy City Solicitor – Legal & Real Estate  
Michael Cooke, Manager of Planning Policy / Deputy City Planner  
Neil Robertson, Manager of Urban Design / Deputy City Planner  
George Robinson, Planner III – Site Plan Approval Officer  
Sandra Gebauer, Council Assistant  
Anna Ciacelli, Deputy City Clerk / Supervisor of Council Services

# Minutes

## Development & Heritage Standing Committee Thursday, March 03, 2022

Page 2 of 3

---

### 1. CALL TO ORDER

The Chairperson calls the *Planning Act* Training Session of the Development & Heritage Standing Committee to order at 3:03 o'clock p.m and provides a brief outline regarding the training session and its purpose.

### 2. COMMITTEE MANDATE OVERVIEW

#### Thom Hunt, City Planner / Executive Director of Planning & Building

Thom Hunt, City Planner / Executive Director of Planning & Building, appears via video conference before the *Planning Act* Training Session of the Development and Heritage Standing Committee and provides a brief outline of the items on today's agenda, including the Committee Mandate Overview; Development Proposals – Administrative Review of Applications; Key Considerations; Focus is on land use issues; is the proposed use consistent with PPS; the current Official Plan land use designation/policies; the current permitted uses/regulations in the zoning by-law; and whether the proposed use/regulations are compatible with surrounding uses. Mr. Hunt details the Administrative Recommendations in the Report and the Motions of Members/Committee's Recommendations to City Council.

### 3. DEVELOPMENT PROPOSALS – ADMINISTRATIVE REVIEW PROCESS

### 4. KEY CONSIDERATIONS OF STAFF ON ALL DEVELOPMENT APPLICATIONS

#### 4.1. Official Plan

**AND**

#### 4.2. Zoning By-Law

#### Michael Cooke, Manager of Planning Policy / Deputy City Planner

Michael Cooke, Manager of Planning Policy / Deputy City Planner, appears via video conference before the *Planning Act* Training Session of the Development and Heritage Standing Committee and provides a brief outline of the Official Plan, including details related to the Official Plan sets out land use designations City wide (residential, industrial, commercial, open space, etc.); sets out general land use and high order policy direction; and proposal may request to change the land use or policy direction through an O.P. Amendment (OPA); the Zoning By-Law, including details regarding the Zoning By-Law and the zoning category, and a list of permitted uses/regulations for each parcel of land in the city; and permitted uses and regulations can be changed through a zoning by-law amendment – typically referred to as a 'rezoning' or ZBA.

# Minutes

## Development & Heritage Standing Committee Thursday, March 03, 2022

Page 3 of 3

---

### 4.3. Site Plan

#### Neil Robertson, Manager of Urban Design / Deputy City Planner

Neil Robertson, Manager of Urban Design / Deputy City Planner, appears via video conference before the *Planning Act* Training Session of the Development and Heritage Standing Committee and provides a brief outline of Site Plan Approval; Site Plan staff regulate development in accordance with Official Plan and Zoning By law policies and other Council approved guidelines or policies; Site Plan is a tool that ensures city standards are met and enforced through a binding agreement (Site Plan Approval); All commercial, institutional, industrial and medium/high density residential developments are subject to Site Plan; Site Plan ensures compliance within a cross functional team that connects with other service areas and agencies; and Site Plan ensures proper site function at the property level including building orientation, public safety and access, servicing, landscaping, lighting.

### 5. ADMINISTRATIVE RECOMMENDATIONS IN REPORT

### 6. MOTIONS OF MEMBERS/COMMITTEE'S RECOMMENDATIONS TO CITY COUNCIL

#### Wira H.D. Vendrasco, Deputy City Solicitor – Legal & Real Estate

Wira H.D. Vendrasco, Deputy City Solicitor – Legal & Real Estate, appears via video conference before the *Planning Act* Training Session of the Development and Heritage Standing Committee and provides details related to changes to the administrative recommendations, minor changes to recommendations; process where the committee recommendation is substantially different from administration's recommendation; reasons are welcome but not required; when the committee decides to deny the application; refusal in a rezoning application and refusal in subdivision approvals, provisions in the *Planning Act*, as well as notification including explanations and reasons for the refusal are required.

### 7. ADJOURNMENT

There being no further business the *Planning Act* Training Session of the Development & Heritage Standing Committee is adjourned at 5:09 o'clock p.m.

Carried.

---

Ward 3 - Councillor Bortolin  
(Chairperson)

---

Deputy City Clerk / Supervisor  
of Council Services