

City Council Meeting

Date: May 9, 2022

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

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

All members will have the option of participating in person in Council Chambers or electronically and will be counted towards quorum in accordance with Procedure By-law 98-2011 as amended, which allows for electronic meetings. The minutes will reflect this accordingly. Any delegations 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. | ORDER OF BUSINESS |
| 1.1. | In the event of the absence of the Mayor, Councillor Francis has been Appointed Acting Mayor for the month of May, 2022 in accordance with By-law 176-2018, as amended. |
| 2. | CALL TO ORDER - 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. | DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF |
| 4. | ADOPTION OF THE MINUTES |
| 5. | NOTICE OF PROCLAMATIONS Illumination "Polish Heritage Month" – Monday, May 9 to Friday, May 13, 2022 "Light it up for Huntington Disease" – Monday, May 16 to Friday, May 20, 2022 |
| 6. | COMMITTEE OF THE WHOLE |
| 7. | COMMUNICATIONS INFORMATION PACKAGE (This includes both Correspondence and Communication Reports) |
| 7.2. | Response to CQ13-2021 - Basement Flood Risk Reduction Update - Ward 7 (C 1/2022) |
| 7.3. | Your Quick Gateway (Windsor) Inc. Year-End 2021 Financial Statements - City Wide (C 74/2022) |
| 7.4. | Update on Poet Laureate & Storytellers Program - End of Term for Windsor's Second Poet Laureate, Mary Ann Mulhern (2019-2022) - City Wide (C 75/2022) |

8. **CONSENT AGENDA**

- 8.1. University Avenue & Victoria Street Environmental Assessment - Wards 2 & 3
(**C 55/2022**)
- 8.2. Local Roadway Speed Humps Procedure - Traffic Calming Policy Amendment
(**C 56/2022**)
- 8.3. 2021 Annual Report - Building Permit Fee Reserve Fund (**C 70/2022**)
- 8.4. 2022 Business Improvement Area Budget & Levy Approvals - Wards 2, 3, 4, 5 & 6
(**C 46/2022**)
- 8.5. 2022 Tax Policy Decisions and Establishment of the 2022 Final Property Tax Rates -
City Wide (**C 69/2022**)
- 8.6. 2023 Proposed Budget Process & Timeline - City Wide (**C 72/2022**)

CONSENT COMMITTEE REPORTS

- 8.7. Town and Gown 2021 Annual Report (**SCM 117/2022**) (**SCM 78/2022**)
- 8.8. Transit Windsor Advisory Committee 2021 Annual Report (**SCM 118/2022**)
(**SCM 87/2022**)
- 8.9. Essex-Windsor Solid Waste Authority Regular Board Meeting Minutes - March 1, 2022
(**SCM 119/2022**) (**SCM 94/2022**)
- 8.10. Ward 9 Ditch Survey and Inspection of Private Culverts and Private Catch Basins -
Ward 9 (**SCM 120/2022**) (**S 14/2022**)
- 8.11. Science Based Targets for GHG Reduction – City Wide (**SCM 121/2022**) (**S 42/2022**)
- 8.12. Transit Windsor Master Plan - Implementation Plan Project Update - City Wide
(**SCM 122/2022**) (**C 64/2022**)

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

10. **PRESENTATIONS AND DELEGATIONS**

PRESENTATION:

- 10.1. Tourism Windsor Essex Pelee Island – unveiling of new 2022/2023 Official Visitor Guide
a) Gordon Orr, CEO; Lynnette Bain, Vice President, Destination Development, and Jason Toner, Director of marketing and Communications (5 minutes)

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

- 11.1. 2021 Year-End Operating Budget Variance Report - City Wide (**C 73/2022**)

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. Minutes of the Windsor Accessibility Advisory Committee of its meeting held February 22, 2022 (**SCM 89/2022**)
- 12.3. Housing and Homelessness Advisory Committee 2021 Annual Report (**SCM 90/2022**)
- 12.4. Minutes of the Committee of Management for Huron Lodge of its meeting held March 9, 2022 (**SCM 92/2022**)
- 12.5. Minutes of the meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held March 10, 2022 (**SCM 105/2022**)

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

14. **MOVE BACK INTO FORMAL SESSION**

15. **NOTICES OF MOTION**

Moved by Councillor Bortolin, seconded by Councillor _____

Whereas, opioid-related morbidity and mortality have been increasing steadily in Windsor-Essex County over the past several years and are currently at the highest levels ever recorded in the region, and

Whereas, the onset of the COVID-19 pandemic in Ontario in March 2020 have contributed to substantial increases in opioid-related ED visits, opioid and drug overdose-related Emergency Medical Services (EMS) calls, hospitalizations, and deaths, and

Whereas, the majority of opioid and drug overdose cases that present in the emergency department resided in downtown Windsor, and

Whereas, Consumption and Treatment Services (CTS) sites have been established across the province to address opioid overdose and opioid related mortality, and

Whereas, the Windsor-Essex County Health Unit has completed a feasibility study indicating community support for a CTS, and

Whereas, the Windsor-Essex County Health Unit has established a Stakeholder Advisory Committee for the creation of a CTS in the downtown core of the City of Windsor, and

Whereas, the WECHU, in collaboration with partners involved in the WECOSS and the CTS Stakeholder Advisory Committee, has completed a series of comprehensive community consultations (2018-2021) that supported the local feasibility, need, and site-selection for establishing a local CTS site at 101 Wyandotte St E in the City of Windsor, and

Whereas, the WECHU has obtained a local Board of Health resolution in support of proceeding with the federal and provincial application processes for establishing a CTS site at the location of 101 Wyandotte St E, and

Whereas, the application for a CTS to the provincial government requires the WECHU obtain and submit local municipal council support (i.e. council resolution) endorsing the CTS site at 101 Wyandotte St E in the City of Windsor, and

Now Therefore be it resolved that the City of Windsor Council support the WECHU's applications to the Ontario Ministry of Health and Health Canada to operate a Consumption and Treatment Services site at the location of 101 Wyandotte St E in the City of Windsor through a council resolution, and

Be it further resolved that the City of Windsor Council support the WECHU in establishing a CTS site at 101 Wyandotte St E in the City of Windsor post-approval from the provincial and federal governments.

Clerks File: MH/14274

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, May 2, 2022
4:30 p.m., Zoom video conference

Community Services Standing Committee - **CANCELLED**
Wednesday, May 4, 2022
9:00 a.m., Zoom/Hybrid Platform

Windsor Bicycling Committee
Wednesday, May 4, 2022
4:30 p.m., Zoom Video Conference

Environment, Transportation and Public Safety Standing Committee
Wednesday, May 25, 2022
4:30 p.m., Zoom video conference

21. **ADJOURNMENT**



Council Report: C 1/2022

Subject: Response to CQ13-2021 - Basement Flood Risk Reduction Update - Ward 7

Reference:

Date to Council: May 9, 2022

Author: Ian Wilson

Engineer II

519-255-6100 x639

iwilson@citywindsor.ca

Design & Development

Engineering

Report Date: January 5, 2022

Clerk's File #: SW2022

To: Mayor and Members of City Council

Recommendation:

That City Council **RECEIVE** the response to CQ 13-2021 for information.

Executive Summary:

N/A

Background:

At the July 5, 2021 meeting of City Council, Councillor Gill asked the following question, CQ 13-2021:

"Whereas in Ward 7 this is the third time that the same basements have been flooded spanning from 2008, 2016, 2017 and even last week in June 2021 from the inadequate storm water management. This is unacceptable for residents of this area as many of the damages are not covered by insurance and residents are left to pay out of pocket on many separate occasions; and whereas,

In 2017, there was a resident meeting with administration to discuss the flooding issues. I would like to ask administration what the findings were from the 2018 meeting and what measures were put in place to resolve this issue; and,

I would like to ask administration what the findings from their studies on the recent flooding issues in June 2021 were and what measures they will now be

taking to rectify this problem. I request that administration report back to council in detail with viable action solutions, as soon as possible to mitigate the situation that is getting worse for many residents in Ward 7.

I urge that we put a pause on other developments until we have remedied these urgent problems and set up a system to prevent future flooding.”

The following information is provided in response to Council Question 13-2021.

Discussion:

In recent years, the City of Windsor has experienced significant rainfall events with prevalent basement and surface flooding. The City received over 11,000 basement flooding reports from the June 4-5-6, 2010, September 28, 2016 and August 28-29, 2017 storm events. Rainfall records characterize the June 2010 and September 2016 storm events between the 1:50 and 1:100 year occurrence. The August 2017 event's rainfall exceeded the 1:100 year occurrence. Significant and heavy rainfall events continue to affect the Municipality with wet late summer and early fall storms in 2019, 2020, and 2021, including the June 2021 storm event.

Although individual storm events are often limited to affect certain areas within the City, the cumulative impacts over time from these storm events have affected neighbourhoods and residents in all wards.

In December of 2020, the City of Windsor completed the Sewer and Coastal Flood Protection Master Plan (SMP). This comprehensive study identified causes and locations of basement, surface, and coastal flooding risks within the Municipality. The SMP provided an extensive strategy for public infrastructure improvements and homeowner actions to reduce the risks of flooding.

The City of Windsor is currently funding numerous recommended projects from the SMP that aim to reduce flooding risks within the Municipality, several of which have grant funding support including the Disaster Mitigation and Adaptation Fund (DMAF) grant. Further, other programs, projects, and measures aimed to reduce these risks, were and in many cases continue to be successfully implemented.

The City's strategy for flood risk reduction is multifaceted and encompasses all wards, with a focus on neighbourhoods with observed flooding coupled with consideration for computer modelled flooding risks. The strategy and measures to reduce risks include short-term programs, immediate capital projects and long-term plans for continual infrastructure improvements. There is a record of many successfully implemented programs and projects, but as more work is needed, there are several on-going and planned flood risk reduction projects. The question from Council is focused on Ward 7, therefore, the following is a focused summary of local measures and projects coupled with City Wide programs that have and continue to reduce flooding risks in the same Ward.

Select Flood Risk Reduction Project and Programs:

- **Smoke and Dye Testing Projects**

- Summary: Smoke and dye testing programs to assess illegal and damaged connections were completed throughout the City. Smoke testing includes the placement of smoke in the sanitary sewer system and a subsequent observation identifying where the smoke escapes. Dye testing includes placing a dye tablet in a home's yard drain to verify whether it is connected to a sanitary sewer.
- Benefits: Smoke and dye testing are both useful tools to identify illegal connections or breaks, where unintended stormwater may enter the sanitary system, which can lead to increased basement flooding risks.
- Progress: From the smoke testing, nearly 200 instances of failure with the property owner's private drain connection clean-out were identified. The work was undertaken in numerous areas including Forest Glade. Nearly, 9,000 work orders were issued for smoke and dye testing between 2014 and 2017.

- **Camera Inspections**

- Summary: Continued as part of the SMP, Administration began an exhaustive investigation into assessing existing sewer conditions in which video documentation of every sewer asset was recorded.
- Benefits: The current inspections allow Administration to identify locations of breaks and witness other losses of imperviousness throughout the network.
- Progress: Completed. However, in time this information will become outdated.

- **Sewer and Coastal Flood Protection Master Plan (SMP)**

- Summary: The SMP included collection of past flooding records, monitoring of flow conditions in sewers, computer modelling of flooding risks, public consultation, evaluation of flood risk reduction solutions, preliminary designs of solutions with cost estimates, and development of an implementation strategy.
- Benefits: Provides a strategy to implement flood risk reduction measures based on recent and significant input including a balance of past flooding records, public input, Administration's experience, engineering design and sewer modelling software outputs. Council endorsed SMP recommendation strategy in July 27, 2020 per CR 379/2020.
- Progress: Completed in 2020. Updates will be needed when the information in the SMP becomes outdated.

- **Basement Flooding Protection Subsidy Program**

- Summary: Partnership program offered by the City to subsidize the costs of protecting private basements from flooding. This includes a financial subsidy to install a sump pump and/or disconnection of foundation drains from the floor drain.
- Benefits: Although the City's sewer systems are being continuously improved, under severe rainfall events, often the most effective measures a resident can take to prevent flooding, is at their property. The program benefits include both reducing total water entering the sewer system and

installation of a reactive mechanical barrier (back flow preventer) to stop sanitary sewage from entering basements.

- Progress: Over 7,750 properties, to date, have received subsidies with successfully inspections and installations of protection measures. The support program is on going.
- **Education Related to Flooding – General**
 - Summary: Includes numerous measures taken by Administration to inform the public of flooding risks, potential homeowner protection measures, and projects completed to improve the City's sewer systems. This includes periodic publications of pamphlets and online informational documents.
 - Benefits: Informed residents with an understanding of potential flooding risks and mitigation measures are better able to make decisions and actions to protect their property.
 - Progress: On going.
- **Sanitary Sewer Lid Sealing SMP Priority Area Implementation – Phase 1**
 - Summary: Installation of rain catchers (seals) under sanitary sewer maintenance hole covers which reduce surface water entering the sanitary system. The SMP identified a priority list of seals. Phase 1 of implementation includes, but is not limited to the Jerome and Clairview trunk sanitary sewer service areas, both of which service Ward 7.
 - Benefits: The SMP identified that under heavy rainfall conditions the lid sealing could reduce the volume of rainwater entering the sanitary sewer system up to 5%.
 - Progress: Program started in 2021 with over 50% of Phase 1 seals installed to date. Planned completion in 2022.
- **Mountbatten Sanitary Sewer Overflow**
 - Summary: Installation of a sanitary sewer overflow pipe and a new backwater prevention valve servicing Mountbatten Crescent.
 - Benefits: During heavy rainfall conditions, these improvements have the potential to reduce basement flooding risks with an overflow sewer lowering the sanitary sewer water levels within the Mountbatten Crescent service area.
 - Progress: Planned tender in May 2022 and construction in July 2022.
- **Downspout Disconnection Pilot Project (SMP)**
 - Summary: Pilot project reviewing the benefits of a mandatory downspout disconnection in reducing total volume of water entering the storm sewer system. Pilot project includes works within Forest Glade. Note, an existing optional subsidized downspout disconnection service is currently provided to homeowners.
 - Benefits: The anticipated benefit for flood risk reduction may be modest (2 to 5% reduction in volume of water in the sewer), but relative to costs of more expensive capital infrastructure projects are expected to have an appropriate return on investment. This is being reviewed as part of the pilot project.
 - Progress: Pilot program started in 2021. Estimated completion in 2024.
- **Little River Pollution Control Plant (PCP) Bypass Improvements (DMAF)**
 - Summary: New sanitary pumping station increasing bypass conveyance capacity at the Little River PCP. Works include a new dedicated pumping

station for sanitary flows, which operates when the sewer and treatment plant systems are under high water level conditions derived from severe rainfall.

- Benefits: Potential of lowering heavy rainfall condition sanitary sewer water levels, throughout the Little River PCP service area including Ward 7.
- Progress: Funding of project secured through DMAF. Project currently in pre-design phase with planned completion in 2025.
- **St. Paul Pumping Station Improvements (DMAF)**
 - Summary: Expand pumping capacity at existing St. Paul stormwater pumping station. Proposed improvements will nearly double existing capacity providing resiliency in the storm sewer and surface drainage systems under extreme rainfall conditions.
 - Benefits: This pumping station, primarily services Ward 6, but with numerous overflow connections to Ward 7, there is the potential to reduce surface flooding and storm sewer water levels in Ward 7.
 - Progress: Funding of project secured through DMAF. Project currently in design phase with planned completion in 2025.
- **East Marsh Drainage Redirection (DMAF)**
 - Summary: Work includes redirection of stormwater drainage currently being conveyed to the East Marsh Pumping Station, stormwater flows will be redirected to the North Neighbourhood Pond. The extents of the service area being redirected, is approximately identified as lands north of Wyandotte Street East, south of Ganatchio Trail, west of Adelaide Avenue, and east of the Little River Corridor Park.
 - Benefit: These improvements are anticipated to reduce surface flooding and water levels in the storm sewers for lands currently being serviced by the East Marsh Pumping Station. This includes both the lands with drainage being redirected, and the lands remaining serviced by the East Marsh Pumping Station, where the additional stormwater conveyance capacity will be available for the new smaller drainage area.
 - Progress: Funding of project secured through DMAF. Design started in 2021. Phase 1 construction planned for 2022. Project completion in 2025.
- **East Marsh Pumping Station Improvements (DMAF)**
 - Summary: Upgrade and modernization of existing East Marsh Pumping Station, which includes rehabilitation or replacement of the existing pumping station and the installation of a new backup power generator.
 - Benefits: Renewed and upgraded pumping infrastructure is anticipated to improve overland flow conveyance and reduce surface flooding within the service area.
 - Progress: Funding of project secured through DMAF. Design started in 2021. Construction planned for 2022 start. Project completion in 2024.

Basement flooding continues to be a problem for homeowners and municipalities across Canada and may be expected to increase with the impacts of climate change. The City of Windsor continues to provide support to homeowners with public education efforts and subsidy measures to reduce basement flooding risks at individual properties. Further, the City of Windsor has numerous projects planned or initiated, with the goals

to reduce these risks including infrastructure improvement projects, inspections of the sewer system's performance, and computer modelling of flood risks and solutions. Effective solutions rely on a partnering approach between the City and private property owners where residents review their flooding risk and participate in available programs.

Risk Analysis:

As this is an informational report to Council, there are no significant or critical risks associated with the recommendations in this report. The report outlines a variety of mitigation measures which seek to address potential contributing factors to basement flooding and provides an update on initiatives, programs and projects.

Climate Change Risks

Climate Change Mitigation:

The recommendations related to this Council Report do not facilitate Climate Change Mitigation in a material way.

Climate Change Adaptation:

The recommendations related to this Council Report do not facilitate Climate Change Adaptation in a material way.

Financial Matters:

While the various measures identified in this report have financial and budgetary impacts, those financial impacts have and continue to form part of the overall operating and capital budget plans presented to City Council.

Consultations:

Phong Nguy – Manager Contracts, Field Services and Maintenance

Ed Valdez – Manager of Process Engineering & Maintenance

Aojeen Issac – Engineer II

Daniel Lopez – Engineer I

Conclusion:

The above information is provided in response to Council Question 13-2021.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|-----------------------|--|
| Fahd Mikhael | Manager, Design |
| France Isabelle-Tunks | Executive Director, Engineering / Deputy City Engineer |
| Chris Nepszy | Commissioner, Infrastructure Services |
| Joe Mancina | Acting Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|--------------------------------|--|--|
| Jeewen Gill, Ward 7 Councillor | c/o 350 City Hall Sq W, Suite 220, Windsor, ON N9A 6S1 | jgill@citywindsor.ca |

Appendices:



Council Report: C 74/2022

Subject: Your Quick Gateway (Windsor) Inc. Year-End 2021 Financial Statements - City Wide

Reference:

Date to Council: May 9, 2022

Author: Dan Seguin

Deputy Treasurer - Financial Accounting & Corporate Controls

519-255-6100 Ext. 1663

dseguin@citywindsor.ca

Financial Accounting

Report Date: April 22, 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. 2021 Year-End 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 year-end consolidated financial statements (audited) as at December 31, 2021 with comparative figures for 2020.

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 the following as at December 31, 2021:

- Statement of Financial Position
- Statement of Comprehensive Income
- Statement of Changes in Equity
- Statement of Cash Flows
- Notes to Financial Statements

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 |
| Tony Ardovini | Acting Commissioner, Corporate Services Chief Financial Officer & City Treasurer |
| Joe Mancina | Acting 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 - Year-End Consolidated Financial Statements (Audited) as at December 31, 2021

Financial Statements of

**YOUR QUICK GATEWAY
(WINDSOR) INC.**

And Independent Auditors' Report thereon

Year ended December 31, 2021



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

INDEPENDENT AUDITORS' REPORT

To the Shareholders of Your Quick Gateway (Windsor) Inc.

Opinion

We have audited the financial statements of Your Quick Gateway (Windsor) Inc. (the Corporation), which comprise:

- the statement of financial position as at December 31, 2021
- the statement of comprehensive income (loss) for the year then ended
- the statement of changes in equity for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2021, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Basis for Opinion

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

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

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

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



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Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards (IFRS), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Financial Reporting Standards will always detect a material misstatement when it exists.

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

As part of an audit in accordance with International Financial Reporting Standards, we exercise professional judgment and maintain professional skepticism throughout the audit.



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We also:

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP' in a cursive, stylized font, with a horizontal line underneath.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada
April 7, 2022

YOUR QUICK GATEWAY (WINDSOR) INC.

Statement of Financial Position

Year ended December 31, 2021, with comparative information for 2020

| | Notes | 2021 | 2020 |
|-----------------------------------|-------|---------------------|---------------------|
| Assets | | | |
| Current assets: | | | |
| Cash | 4 | \$ 7,623,933 | \$ 5,082,853 |
| Accounts receivable | 5 | 594,721 | 642,765 |
| Grants receivable | 13 | 115,374 | 3,178,000 |
| Prepaid expenses and deposits | | 27,549 | 30,849 |
| Inventories | | 34,232 | 35,216 |
| Total current assets | | 8,395,809 | 8,969,683 |
| Accounts receivable, long-term | 5 | 112,954 | 115,503 |
| Furniture, fixtures and equipment | 6 | 181,856 | 236,625 |
| Total assets | | \$ 8,690,619 | \$ 9,321,811 |

Liabilities and Shareholder's Equity

| | | | |
|---|----|---------------------|---------------------|
| Current liabilities: | | | |
| Accounts payable and accrued liabilities | 9 | \$ 369,223 | \$ 311,080 |
| Accrued payroll expenses | | 269,511 | 186,988 |
| Due to City of Windsor | 11 | 279,043 | 622,629 |
| Total current liabilities | | 917,777 | 1,120,697 |
| Shareholder's equity: | | | |
| Share capital | 8 | 100 | 100 |
| Retained earnings | | 7,772,742 | 8,201,014 |
| Total shareholder's equity | | 7,772,842 | 8,201,114 |
| Contingencies | 12 | | |
| Total liabilities and shareholder's equity | | \$ 8,690,619 | \$ 9,321,811 |

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

YOUR QUICK GATEWAY (WINDSOR) INC.

Statement of Comprehensive Income (Loss)

Year ended December 31, 2021, with comparative information for 2020

| | Notes | 2021 | 2020 |
|--|-------|---------------------|---------------------|
| Revenue: | | | |
| Passenger facility fees | | \$ 465,733 | \$ 471,447 |
| Terminal and landing fees | | 653,252 | 578,601 |
| Leases | 7 | 1,153,649 | 1,123,455 |
| Ground handling | | 159,604 | 126,065 |
| Miscellaneous | | 121,410 | 83,861 |
| Parking revenue | | 155,796 | 223,298 |
| Fuel sales | | 133,745 | 72,310 |
| Café-Lounge sales | | - | 92,615 |
| Licensing | | 38,890 | 46,432 |
| Interest | | 12,382 | 29,547 |
| Grants | 13 | 73,661 | 3,178,000 |
| | | 2,968,122 | 6,025,631 |
| Expenses and other items: | | | |
| Salaries and benefits | | \$ 1,509,388 | 1,633,610 |
| Safety and security | | 424,248 | 431,053 |
| Repairs and maintenance | | 768,216 | 670,738 |
| Sales and marketing | | 92,567 | 157,018 |
| Office | | 78,963 | 75,019 |
| Utilities | | 284,688 | 277,317 |
| Insurance | | 60,015 | 52,532 |
| Professional fees | | 77,420 | 99,089 |
| Depreciation | | 100,889 | 107,452 |
| | | 3,396,394 | 3,503,828 |
| Net income (loss) representing total comprehensive income (loss) for the period | | | |
| | | \$ (428,272) | \$ 2,521,803 |

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

YOUR QUICK GATEWAY (WINDSOR) INC.

Statement of Changes in Equity

Year ended December 31, 2021, with comparative information for 2020

| | | Share Capital | | Retained Earnings | | Total Equity |
|------------------------------------|-----------|------------------|-----------|----------------------|-----------|------------------|
| Balance - January 1, 2020 | \$ | 100 | \$ | 5,679,211 | \$ | 5,679,311 |
| Net income for the year | | - | | 2,521,803 | | 2,521,803 |
| Balance - December 31, 2020 | \$ | 100 | \$ | 8,201,014 | \$ | 8,201,114 |
| Balance - January 1, 2021 | \$ | 100 | \$ | 8,201,014 | \$ | 8,201,114 |
| Net loss for the year | | - | | (428,272) | | (428,272) |
| Balance - December 31, 2021 | \$ | 100 | \$ | 7,772,742 | \$ | 7,772,842 |

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

YOUR QUICK GATEWAY (WINDSOR) INC.

Statement of Cash Flows

Year ended December 31, 2021 with comparative information for 2020

| | 2021 | 2020 |
|---|---------------------|---------------------|
| Cash flows from operating activities: | | |
| Net income (loss) for the period | \$ (428,272) | \$ 2,521,803 |
| Adjustments for: | | |
| Depreciation | 100,889 | 107,452 |
| Change in non-cash operating working capital: | | |
| Decrease in accounts receivable | 50,593 | 634,494 |
| Decrease (increase) in grant receivable | 3,062,626 | (3,178,000) |
| Decrease in inventories | 984 | 6,997 |
| Decrease in prepaid expenses and deposits | 3,300 | 2,526 |
| Increase in accounts payable and accrued liabilities | 58,143 | 219,870 |
| Increase (decrease) in accrued payroll expenses | 82,523 | (74,030) |
| Decrease in due to City of Windsor | (343,586) | (274,065) |
| Increase in deferred revenue | - | (37,945) |
| Net cash (used in) generated from operating activities | 2,587,200 | (70,898) |
| Cash flows from investing activities: | | |
| Purchase of equipment | (46,120) | (4,025) |
| Disposal of equipment | - | 45,497 |
| Decrease in short-term deposits | - | 3,000,000 |
| Net cash generated from investing activities | (46,120) | 3,041,472 |
| Increase in cash for the period | 2,541,080 | 2,970,574 |
| Cash as at January 1 | 5,082,853 | 2,112,279 |
| Cash as at December 31 | \$ 7,623,933 | \$ 5,082,853 |

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

YOUR QUICK GATEWAY (WINDSOR) INC.

Notes to Financial Statements

Year ended December 31, 2021

1. Reporting Entity:

Your Quick Gateway (Windsor) Inc. (the "Corporation") is incorporated under the Canada Business Corporations Act. The Corporation provides management consulting and support services for the Windsor International Airport (the "Airport") to the Corporation of the City of Windsor (the "City"), its parent company.

On July 1, 2007, the Corporation entered into an operating agreement with the City whereby the City retains ownership of certain property and assets of the Windsor International Airport and the Corporation operates and manages the Airport.

The address of the Corporation is Unit #200, 3200 County Road 42, Windsor, Ontario, Canada.

2. Basis of preparation:

(a) Statement of compliance:

The Corporation's financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS).

The financial statements were authorized for issue by the Board of Directors on March 31, 2022.

(b) Basis of measurement:

The financial statements have been prepared on the historical cost basis.

(c) Functional and presentation currency:

These financial statements are presented in Canadian dollars, which is the Corporation's functional currency.

(d) Use of estimates and judgments:

The preparation of the financial statements in conformity with IFRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

Information about assumptions and estimation uncertainties that have the most significant effect on the amounts recognized in these financial statements, include:

- (i) Note 5 – accounts receivable: valuation of accounts receivable
- (ii) Note 6 – furniture, fixtures and equipment: estimate of useful lives of assets

YOUR QUICK GATEWAY (WINDSOR) INC.

Notes to Financial Statements

Year ended December 31, 2021

3. Significant accounting policies:

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Revenue recognition:

Passenger facility fees are recognized as income in the period that passengers depart from the Airport. Terminal and landing fees are generated from scheduled airlines and non-scheduled commercial aviation and are recognized when the airport facilities are utilized. Revenue from leases are recognized on a straight-line basis based on lease contract terms.

Licensing revenue is recognized during the period in which the related services are delivered or performed.

(b) Deferred revenue:

Revenues relating to lease contracts are accounted for as deferred revenue when monies are received in advance for the leases. These amounts are amortized into income on a straight-line basis over the life of the lease.

(c) Financial instruments:

(i) Financial assets:

The Corporation initially recognizes financial assets on the date that they are originated. All other financial assets are recognized initially on the trade date at which the Corporation becomes a party to the contractual provisions of the instrument.

The Corporation's financial assets are comprised of loans and receivables.

Loans and receivables

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognized initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition loans and receivables are measured at amortized cost using the effective interest method, less any impairment losses.

Loans and receivables comprise cash, trade and other receivables and due from the City. Cash comprises of bank balances.

YOUR QUICK GATEWAY (WINDSOR) INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

3. Significant accounting policies (continued):

(c) Financial instruments (continued):

(ii) Financial liabilities:

The Corporation initially recognizes financial liabilities on the trade date at which the Corporation becomes a party to the contractual provisions of the instrument.

The Corporation derecognizes a financial liability when its contractual obligations are discharged, cancelled or expire.

The Corporation has the following financial liabilities: accounts payable and accrued liabilities, accrued payroll expenses, and due to City of Windsor.

Such financial liabilities are recognized initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition these financial liabilities are measured at amortized cost using the effective interest method.

(iii) Share capital:

Common shares

Common shares are classified as equity. Incremental costs directly attributable to the issue of common shares are recognized as a deduction from equity.

(d) Impairment:

(i) Financial assets:

Financial assets impairment follows the “expected credit loss” (“ECL”) model. The impairment model applies to financial assets measured at amortized cost.

All impairment losses are recognized in profit or loss. An impairment loss is reversed if the reversal can be related objectively to an event occurring after the impairment loss was recognized. For financial assets measured at amortized cost the reversal is recognized in profit or loss.

(ii) Non-financial assets

At each reporting date, the Corporation reviews the carrying amounts of its non-financial assets to determine whether there is any indication of impairment. If any such indication exists, then the asset’s recoverable amount is estimated. Where the carrying value of an asset exceeds its recoverable amount, which is the higher of value in use and fair value less costs to sell, the asset is written down accordingly.

Impairment losses are recognized in profit or loss.

YOUR QUICK GATEWAY (WINDSOR) INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

3. Significant accounting policies (continued):

(e) Furniture, fixtures and equipment:

Furniture, fixtures and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation is provided on the straight-line basis over the estimated useful lives of the assets (5 years).

Depreciation methods, useful lives and residual values are reviewed annually and adjusted if necessary.

(f) Defined benefit plans:

The Corporation's employees participate in a multi-employer plan under which the Corporation is required to make contributions. Obligations for contributions are recognized as an employee benefit in profit or loss in the periods during which services are rendered by employees. Prepaid contributions are recognized as an asset to the extent that a cash refund or reduction in future payments is available.

(g) Finance income and finance costs:

Finance income is recognized as it accrues in profit or loss, using the effective interest method.

Finance costs comprise interest expense on borrowings, and the unwinding of the discount on provisions.

(h) Foreign currency transactions:

Transactions in foreign currencies are comprised of sales to foreign customers and purchases from foreign suppliers. These transactions are translated using the functional currency of the Corporation at exchange rates at the dates of the transactions. The related receivables and payables denominated in foreign currencies at the reporting date are translated to the functional currency at the exchange rates at that date. The resulting foreign currency gains or losses are recognized on a net basis within finance income and finance costs in profit or loss.

(i) Set-off and reporting on a net basis:

Assets and liabilities and income and expenses are not offset and reported on a net basis unless required or permitted by IFRS. For financial assets and financial liabilities, offsetting is permitted when, and only when, the Corporation has a legally enforceable right to set-off and intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

YOUR QUICK GATEWAY (WINDSOR) INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

4. Cash:

| | 2021 | 2020 |
|---------------|--------------|--------------|
| Bank balances | \$ 7,623,933 | \$ 5,082,853 |
| Cash | \$ 7,623,933 | \$ 5,082,853 |

5. Accounts receivable and accounts receivable – long-term:

| | 2021 | 2020 |
|---------------------------------|------------|------------|
| Accounts receivable | \$ 594,721 | \$ 642,765 |
| Accounts receivable – long-term | 112,954 | 115,503 |
| | \$ 707,675 | \$ 758,268 |

| | 2021 | 2020 |
|---------------------------------|------------|------------|
| Not past due | \$ 367,720 | \$ 648,127 |
| Past due 0 – 30 days | 144,962 | 87,817 |
| Past due 31 – 90 days | 135,695 | 17,841 |
| More than 90 days | 76,720 | 21,905 |
| Allowance for doubtful accounts | (17,422) | (17,422) |
| | \$ 707,675 | \$ 758,268 |

Included in the amounts above is an allowance of \$17,422 as at December 31, 2021 (2020 - \$17,422). The allowance as at December 31, 2021 is based on an account by account analysis of the amounts that management feels may not be collectible. The Corporation believes that the unimpaired amounts that are past due by more than 30 days are still collectible, based on historic trends in receipts.

The allowance accounts with respect to receivables are used to record impairment losses unless the Corporation is satisfied that no recovery of the amount owing is possible; at which point the amounts are considered irrecoverable and are written off against the financial asset directly.

YOUR QUICK GATEWAY (WINDSOR) INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

6. Furniture, fixtures and equipment:

| | | Cost | Accumulated depreciation | Carrying amount |
|------------------------------|----|----------|--------------------------|-----------------|
| Balance at January 1, 2020 | \$ | 864,657 | \$ (479,108) | \$ 385,549 |
| Additions | | 4,025 | — | 4,025 |
| Disposal | | (45,497) | — | (45,497) |
| Depreciation | | — | (107,452) | (107,452) |
| Balance at December 31, 2020 | \$ | 823,185 | \$ (586,560) | \$ 236,625 |
| Balance at January 1, 2021 | \$ | 823,185 | \$ (586,560) | \$ 236,625 |
| Additions | | 46,120 | — | 46,120 |
| Disposal | | — | — | — |
| Depreciation | | — | (100,889) | (100,889) |
| Balance at December 31, 2021 | \$ | 869,305 | \$ (687,449) | \$ 181,856 |

7. Leases:

The Corporation leases out its land and building for varying purposes under operating lease agreements. The future minimum lease payments to be received under non-cancellable leases are as follows:

| | 2021 | 2020 |
|-----------------------|--------------|--------------|
| Less than 1 year | \$ 849,518 | \$ 854,620 |
| Between 1 and 5 years | 2,202,643 | 1,865,899 |
| More than 5 years | 4,952,258 | 4,881,674 |
| | \$ 8,004,419 | \$ 7,602,193 |

During the year ended December 31, 2021, contingent rent recognized as revenue amounted to \$126,702 (2020 - \$69,696).

YOUR QUICK GATEWAY (WINDSOR) INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

8. Share capital:

| | 2021 | 2020 |
|---|--------|--------|
| Authorized: | | |
| Unlimited common shares | | |
| Unlimited Class A shares, 999 non-voting, redeemable, retractable and non-participating, non-cumulative dividends | | |
| Unlimited Class B shares, non-voting, redeemable, retractable, and non-participating non-cumulative dividends | | |
| Issued: | | |
| 100 common shares | \$ 100 | \$ 100 |

9. Accounts payable and accrued liabilities:

Accounts payable and accrued liabilities consist of the following:

| | 2021 | 2020 |
|--|------------|------------|
| Trade payables | \$ 264,767 | \$ 138,271 |
| Security deposits payable | 40,500 | 40,500 |
| Accrued liabilities | 63,956 | 132,309 |
| Total accounts payable and accrued liabilities | \$ 369,223 | \$ 311,080 |

YOUR QUICK GATEWAY (WINDSOR) INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

10. Financial instruments and risk management:

The carrying values of cash, accounts receivable, accounts receivable – long-term, accounts payable and accrued liabilities, accrued payroll expenses and due to the City approximate fair values because of the short maturity of these instruments.

The Corporation's activities provide for a variety of financial risks, particularly credit risk, market risk and liquidity risk.

(i) Credit risk:

Financial assets carry credit risk that a counter-party will fail to discharge an obligation which would result in a financial loss. Financial assets held by the Corporation, such as cash, short-term deposits and accounts receivable, expose it to credit risk. The Corporation earns its revenue mainly from tenants and various airlines.

The Corporation's maximum credit exposure is equal to the carrying amount of its financial assets.

The carrying amount of accounts receivable is reduced through the use of an allowance for impairment and the amount of the related impairment loss is recognized in the statement of comprehensive income (loss). Subsequent recoveries of receivables previously provisioned are credited to the statement of comprehensive income (loss). The balance of the allowance for impairment at December 31, 2021 is \$17,442 (2020 - \$17,442).

The Corporation's credit risk associated with accounts receivable is primarily related to payments from customers for services. As at December 31, 2021, \$76,720 (2020 - \$21,905) is considered in excess of 90 days past due. Management is actively seeking to resolve these disputes.

Cash is in excess of federally insured limits and is held with a large Canadian financial institution.

(ii) Liquidity risk:

The Corporation monitors its liquidity resources to ensure it has access to sufficient funds to meet operational and investing requirements. The Corporation's objective is to ensure that sufficient liquidity is on hand to meet obligations as they fall due while minimizing interest expense. The Corporation monitors cash balances to ensure that sufficient levels of liquidity are on hand to meet financial commitments as they come due.

The Corporation's financial liabilities all have contractual maturities of less than one year.

(iii) Currency risk:

The Corporation has no significant exposure to currency risk.

(iv) Interest rate risk:

The Corporation has no significant exposure to interest rate risk.

YOUR QUICK GATEWAY (WINDSOR) INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

10. Financial instruments and risk management (continued):

(v) Capital management:

The Corporation is 100% owned by the City and manages Windsor International Airport on behalf of the City.

The Board's target is to maintain a sufficiently strong capital base to allow the Corporation to properly meet its operational and financial objectives as set out in the Amended and Restated Windsor Airport Management Agreement between the Corporation and the City.

11. Related party transactions:

(a) Parent and ultimate controlling party:

The parent is the Corporation of the City of Windsor. The City produces financial statements that are available for public use.

(b) Key management personnel:

The key management personnel of the Corporation have been defined as members of its board of directors and executive management team members.

Key management compensation:

| | 2021 | 2020 |
|-----------------------|-------------------|-------------------|
| Salaries and benefits | \$ 505,213 | \$ 439,961 |
| Pension contributions | 51,755 | 43,310 |
| Total | \$ 556,968 | \$ 483,271 |

(c) Transactions with parent:

The amount due to the City of Windsor in 2021 is \$279,043 (2020 - \$622,629). The City of Windsor has advanced funding to the Corporation against their capital expenditures, creating a payable to the City.

YOUR QUICK GATEWAY (WINDSOR) INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

12. Contingencies:

From time to time, the Corporation is involved in various litigation matters arising in the ordinary course of its business. The Corporation has no reason to believe that the disposition of any such current matter could reasonably be expected to have a materially adverse impact on the Corporation's financial position, results of operations or its ability to carry on any of its business activities.

13. Grants receivable:

In 2020, the City has provided the Corporation with \$3,178,000 in subsidy funding in response to COVID-19 related operating pressures during 2020 through the Safe Restart Grant. The grant provides financial relief for losses incurred in 2020 and is included in grant receivable at December 31, 2020. This grant was received in 2021.

In 2021, the Corporation was approved for a grant of \$1,020,600 from Federal Economic Development Agency of Ontario under the Regional Air Transportation Initiative ("RATI") for costs incurred in 2021 and 2022. At December 31, 2021 total funds received and receivable for RATI were \$365,374, of which \$291,713 were payable to the City for airport capital expenditures owned by the City. \$73,661 was recorded as income in the Corporation. As costs are incurred, the Corporation will file claims for additional monies that have been approved.

14. Impact of COVID 19:

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This has resulted in governments worldwide, including the Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, self-imposed quarantine periods and social distancing, have caused disruption to businesses globally and in Ontario resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions however the success of these interventions is not currently determinable. As a result, the Corporation cannot reasonably estimate the length or severity of the COVID-19 pandemic, or the extent to which the disruption caused by the pandemic may materially impact its operations and financial results in year 2022.

15. Comparative information:

Certain reclassifications have been made to the prior year's financial statements to enhance comparability with current year's financial statements. As a result, certain line items have been amended in the statement of financial position, statement of comprehensive income (loss), statement of changes in equity, and statement of cash flow and related notes to the financial statements. There was no impact on current or prior year's net income (loss). Comparative information have been adjusted to conform to the current year's presentation.



Council Report: C 75/2022

Subject: Update on Poet Laureate & Storytellers Program - End of Term for Windsor's Second Poet Laureate, Mary Ann Mulhern (2019-2022) - City Wide

Reference:

Date to Council: May 9, 2022
Author: Christopher Lawrence Menard
Cultural Development Coordinator
(519)-253-2300 ext. 2752
cmernard@citywindsor.ca
Recreation and Culture
Report Date: April 22, 2022
Clerk's File #: SR2022

To: Mayor and Members of City Council

Recommendation:

THAT the report from the Cultural Development Coordinator regarding the update on the Poet Laureate component of the Poet Laureate & Storytellers Program **BE RECEIVED**.

Executive Summary:

N/A

Background:

In response to Council Report S 23/2018, Windsor City Council approved a recommendation from Administration to update and expand the City of Windsor's established Poet Laureate program to include two new positions – Poet Laureate Emeritus, and Youth Poet Laureate. City Council appointed Mr. Marty Gervais to the role of Poet Laureate Emeritus for the City, and authorized Administration to seek nominations for recognized Windsor authors for the position of Poet Laureate and Youth Poet Laureate. Ms. Mary Ann Mulhern was the successful candidate and became the City of Windsor's second Poet Laureate in April of 2019.

Discussion:

Mary Ann Mulhern holds a Masters of Education and a Bachelor of Arts from the University of Windsor, a Teacher's Diploma from London Teacher's College, and an Associate of Music, from the University of Western Ontario's Conservancy of Music. She was a teacher with the Windsor Separate School Board (1970-1995). Ms. Mulhern

began writing poetry in 2001 during a summer writing seminar at the University of Windsor. In September of 2001, she won first prize in the Freedom Festival Poetry Contest, with her poem about Harriet Tubman, entitled, *Freedom's Rail*. Encouraged and mentored by Marty Gervais, publisher of Black Moss Press, Mulhern wrote *The Red Dress*, her first book of narrative poetry, which focused on her experiences living in a convent for eight years in the sixties. Published by Black Moss Press in 2003, *The Red Dress* received national attention through an interview on Tapestry, CBC Radio.

Ms. Mulhern's next book, *Touch the Dead*, was published by Black Moss Press in 2006, and focused on her life experiences growing up in a 'cemetery house', located at the edge of a cemetery in St. Thomas, Ontario, where her father was grave-digger and caretaker. *Touch the Dead* was shortlisted for the Acorn-Plantos Award in 2007. She later wrote *When Angels Weep* after researching a sexual abuse case involving a priest. In 2010, Mulhern published the sequel to *The Red Dress* entitled *Brides in Black*. In 2019, she published *The Midnight Moon Sings of Murder*. In 2020, through the City's South Shore Collections Series and in partnership with Windsor's Poet Laureate Emeritus Marty Gervais, Windsor's first Youth Poet Laureate Samantha Badaoa, and Windsor Mayor Drew Dilkins, Mulhern published *A Dance of Self-Isolation: Covid Poems from the Biggest Little City in Canada*, helping to respond to the first year of the global pandemic and its impact on the City of Windsor. In 2021, she again teamed up with Mr. Gervais and with Windsor's second Youth Poet Laureate Alexei Ungurenaşu, to publish *Walk in the Woods: Portrait of the Ojibway Prairie Complex*. She has written countless poems, and published ten books to date.

Ms. Mulhern has been involved in workshops and readings in local high schools and over the past several years has provided guidance and mentoring for young, hopeful writers. She is involved with the Uni-com poetry class at the University of Windsor – a class for seniors who wish to continue learning in later years. She respects Marty Gervais' work as Windsor's inaugural Poet Laureate and welcomed the opportunity to continue the tradition of the popular annual *Poetry at the Manor* event at Willistead.

In her nomination materials, Mulhern said that, if selected as Windsor's second Poet Laureate, she would work closely with Poet Laureate Emeritus, Marty Gervais, the Youth Poet Laureate and fellow Windsor poets, while continuing to write and publish her own work commemorating events or celebrations in Windsor. She looked forward to the opportunity to represent Windsor as a city that welcomes, celebrates and promotes poetry and the arts, seeking to "Make Windsor Proud" while continuing to work with young writers to inspire and encourage them in their own artistic endeavours. In addition to nominating herself, Mary Ann Mulhern was nominated for the position of Poet Laureate by four other community members.

At the time of her selection, the committee members said they appreciated Ms. Mulhern's "voice," her respectable publication history and positive reputation, her strong ability to "tell Windsor's Story," and the connections and influence she has both within the city and in the broader literary arts world. They felt she would be a strong mentor and that her time in area schools had shown her to be a flexible and adaptable leader with the ability to command a room. While one committee member described her as an

organized presence at public readings with a strong ability to connect with audiences of all ages, another described Ms. Mulhern as an "unofficial" Poet Laureate over the few years preceding her application.

Ms. Mulhern has served as Windsor's Poet Laureate from April 2019 to May 2022. During this term, her impressive list of initiatives and accomplishments includes:

- Represented Windsor in the National Poetry Month annual literary arts campaign, three years in a row.
- Participated in a National Poetry Month reading at Biblioasis.
- Featured as one of the 'A Group of Seven Poets' included in the *Because We Have All Lived Here* Windsor125 poetry collection.
- Launched *House Calls* initiative to bring poetry to seniors' homes/residences.
- Participated in a reading series with the South Windsor Seniors Group at Paulin Memorial Church – included storytelling and a slide show related to the poetry.
- Co-wrote and read the original poem 'Beginnings We Did Not See' at the Windsor127 Birthday celebration, with FREE bookmark copies distributed.
- Featured reader at Black Moss Press' 50th Anniversary celebrating literary arts.
- Wrote and published *The Midnight Moon Sings of Murder* with Black Moss Press.
- Featured poet and co-host of the annual *Poetry at the Manor* at Willistead (2019).
- Delivered a commemorative reading at the Grand Opening of the John Muir Branch of the Windsor Public Library in Sandwich Town.
- Participated in annual poetry and literary arts workshops with secondary schools, elementary schools, and seniors' homes.
- Wrote the poems 'Shovels in the Ground' and 'We Can't Wait' to support the campaign to transform the health care system in Windsor-Essex; as a featured speaker in the campaign, her words helped secure \$9.8 million in Provincial funding in support of the functional design program for the new regional acute care hospital.
- Wrote and shared poems online during Year 1 of the COVID-19 global pandemic.
- Featured in *A Dance of Self-Isolation: COVID Poems from the Biggest Little City in Canada*, featuring poems written in response to the pandemic, and to inspire Windsor-Essex residents, dedicated to frontline health care workers, and with a portion of proceeds supporting food bank initiatives.
- Participated in the virtual launch of *A Dance of Self-Isolation* to mark the one-year anniversary of the first recorded case of COVID-19 in Windsor-Essex.
- Participated in an in-person launch for *A Dance of Self-Isolation* at the Windsor Yacht Club when pandemic restrictions lifted to allow for in-person gatherings.
- Helped facilitate the *Windsor's Resilient Voices* campaign to place short, inspirational poems on Transit Windsor buses, in Mass Vaccination Clinics, and at two Windsor Regional Hospital campuses, to inspire the community and provide hope during Year 2 of the COVID-19 global pandemic.

- Published and presented 'Pathways to the Stars' to help commemorate the unveiling of Mary E. Bibb Park in Sandwich Town as part of Black History Month celebrations.
- Published 'Freedom's Rail' online in honour of Black History Month.
- Published 'Homeless in Windsor' online to help shine a light on the impact of the pandemic on Windsor's vulnerable populations, and efforts to support them.
- Published 'Migrant Worker' to help shine a light on the impact of the pandemic on the region's temporary foreign workers in the agriculture sector.
- Published 'Second Shot' online to encourage community vaccinations in the fight against COVID-19, supporting public health and safety during the pandemic.
- Published 'Forgotten Graves' online to respond to the tragic discovery of the graves of 215 Indigenous children, and help our community reflect.
- Wrote 'Mary Walker at Willistead' in support of the annual fundraising campaign for the restoration of historic Willistead Manor.
- Featured poet and co-host of the annual *Poetry at the Manor* held virtually in both 2020 and 2021.
- Featured in *Walk in the Woods: Portrait of the Ojibway Prairie Complex* published with Black Moss Press as part of the City's South Shore Collections Series in 2021.
- Featured in *A Manor of Words: Poetry at the Manor 10th Anniversary Anthology* with Black Moss Press as part of the City's South Shore Collections Series in 2022.
- Participated in 2022 National Poetry Month with 3 poem video recordings published online.
- Served on the 2021 Youth Poet Laureate Selection Committee.
- Served on the 2022 Poet Laureate Selection Committee.
- During her term, Ms. Mulhern wrote well over 120 original poems, all of which were published to social media pages for the City of Windsor, Museum Windsor, and Mayor Drew Dilkens. Combined, these poems received well over 10,000 views from community members in Windsor, Essex County, and beyond.
- During her term, Ms. Mulhern participated in over 10 video poetry readings and presentations via Zoom, resulting in thousands of views.

Of her time as Poet Laureate for the City of Windsor, Mary Ann Mulhern reflects:

"I have been so proud to be a 'Poet of the Pandemic', and to have the opportunity to help create pandemic books! Alongside my colleagues in the Poet Laureate Program, I have made an effort to bring hope. I think it worked! The Poet Laureate is an ambassador for the City of Windsor, and its poets and literary artists. I've loved being Windsor's Poet Laureate, and working with Marty, Christopher, Samantha and Alexei. What a team! What a time!"

Christopher Lawrence Menard, Cultural Development Coordinator for the City of Windsor, who oversees the Poet Laureate & Storytellers Program, says of Mary Ann Mulhern's time as Poet Laureate: "As Windsor's Poet Laureate, Mary Ann often wrote poetry in response to issues facing the community in real-time. She views the act of writing poetry as a relevant and important way to preserve and share a community's history and identity. That is what shines through all of her work – and there has been a substantial amount of it – that she has created during her time as our laureate. Through her poems, particularly her pandemic poems, Mary Ann reflected on isolation, family, community successes and struggles, and the ability of the pandemic to make the smallest taken-for-granted-moments seem suddenly big, intricate, and so very important. She helped us see through the dark. *A Dance of Self-Isolation* is a record of her individual experiences, a snapshot of our community's consciousness, and an artifact to help tell future generations what it was like to live, love, lose and look forward during times of almost constant uncertainty. Her work in *Walk in the Woods* celebrates the magic and mystery of the Ojibway Prairie Complex at a time we are having a national conversation about its potential as a National Urban Park. Mary Ann's term has really been about connections made when we need them most. We have been lucky to have Mary Ann as a guide over the last few years. She leaves a legacy of poetry that connects us strongly to the people and places around us."

Examples of Mary Ann Mulhern's poems written during her term:

MARY WALKER AT WILLISTEAD

It was her home
This mansion of many rooms
She planned every detail
Decorations, furnishing, colours
Paintings, each piece
A reflection
Of her gift for art

Now, all these years later
Mary Walker is at peace
Knowing all is well
With her beloved Willistead
She rejoices to see the rooms
Filled with people
To hear the voices
Wordsmiths from all across the country

It was her gift to all of us.

FORGOTTEN GRAVES

Who were the children
Forced to enter a Residential School
In Kamloops, British Columbia

What were their names
Before Baptism washed away identity
Ties with family
Ancestors who read signs in the sky
Followed rivers to the sea
Spoke to their brothers
Deer, foxes, moose, bears
Shared eternal forests
Respected islands and streams
All the bounty bestowed on men

Who were the 215 children
Hidden in shallow graves
No names anywhere
No parent ever informed
"Your child has died."

We must place every child
In the arms of family
Restore every name
Give them back to their people
To their god.

PATHWAYS TO THE STARS

Mary Bibb, a young black teacher
Taught children of her race
Here in Windsor
She pointed to the heavens
Invited black children
To reach for the stars
In a time when black children
Were kept away from books
Gateways to the universe
Of learning
All the magic of words
Written on doors
Mary Bibb opened to them
Their brothers and sisters
Their children

HOMELESS IN WINDSOR

Newspapers shout
"Stay home"
I have a backpack
An old coat from the mission
Salvation Army shoes

Covid has closed shelters
Left us to survive in doorways
On benches in a park
The mayor of Windsor
Promises the Aquatic Centre
Some citizens complain

Drew Dilkens keeps his word
Today I have a sandwich, hot coffee
A warm blanket, a safe place

Maybe tomorrow I'll find my way
Into a life far away from icy streets
I'll offer a hand to my brothers
Who shiver in the night

MIGRANT WORKER

Snakes lurk beneath leaves
In fields, orchards and greenhouses
My fellow workers and I
Fear a virus
Seeds of death, silent, hidden
In the light, the dark

In our crowded bunkhouse
A man struggles
To smother his cough
Afraid to be tested
To be sent home
Shamed by sickness

Nothing in his hands
For his wife
His children

AUTUMN IN OJIBWAY

I watch them dance
leaves changing
from green to gold
some are scarlet
brilliant as jewels
in the sun

I watch them dance
through autumn wind

sounds of music
songs of the gods

City Administration extends sincere thanks to Mary Ann Mulhern for her passion, dedication and commitment to the Poet Laureate & Storytellers Program during her term as Poet Laureate. Her contributions and her steadfast belief in the power of words, poetry and stories to share a community's history have helped to secure the program's expansion and rebranding, paving the way for two storytellers to join the program to represent the Indigenous and multicultural communities in Windsor. She has served as a strong ambassador for poets, poetry, and the literary arts and artists in Windsor, while helping to mentor other writers and finding innovative ways to connect with new audiences. Ms. Mulhern has also been instrumental in bringing the voices of poets laureate from across Canada to share their words with Windsor residents. She has accomplished all she set out to do, and much more. Mary Ann Mulhern leaves an indelible mark on this program.

Risk Analysis:

Community Impact Risks: Initiatives such as the Poet Laureate & Storytellers Program can thrive in communities like Windsor's by providing a grass roots level of cultural engagement, where a variety of local writers, poets, and storytellers have opportunities to contribute to the program, and to be considered for available roles. Windsor's creative community has frequently celebrated the recognition its Poet Laureate program has received across Canada, and community members are proud that Windsor's program is considered to be innovative, trend-setting, and continuously evolving. The community has embraced the enhanced program, and engaged strongly with the Poet Laureate Emeritus, Poet Laureate, and Youth Poet Laureate, and is excited for the two new Storytellers positions to come aboard. There would be a negative reaction within the cultural and broader community should the program cease.

Financial Matters:

As approved by City Council (SCM 223/2021), an annual budget of \$20,000 has been allotted to cover the honorariums for each of the five individuals serving in the program, as well as the programming and initiatives undertaken including the annual Poetry at the

Manor event, annual South Shore Collections Series publications, various in-person and virtual community readings, school programming, youth and seniors programming, and readings at events through each year. All program funding occurs through the existing Culture & Events Operating Budget, allocated in consultation with Administration.

Table 1: Poet Laureate & Storytellers Program Honorariums and Initiatives

| Program Role / Initiative | Total Funding |
|---|----------------------|
| Poet Laureate Emeritus Honorarium | \$1,000 |
| Poet Laureate Honorarium | \$2,500 |
| Youth Poet Laureate Honorarium | \$1,000 |
| Indigenous Storyteller Honorarium | \$2,000 |
| Multicultural Community Storyteller Honorarium | \$2,000 |
| Poetry at the Manor | \$4,000 |
| Poet Laureate Initiatives | \$1,500 |
| Youth Poet Laureate Initiatives | \$1,000 |
| Indigenous Storyteller Initiatives | \$1,000 |
| Multicultural Community Storyteller Initiatives | \$1,000 |
| Other Initiatives and Programming | \$3,000 |
| Total | \$20,000 |

Consultations:

N/A

Conclusion:

The City of Windsor's Poet Laureate & Storytellers Program is a vital piece of the local arts, culture, heritage, and broader community. Since 2011, the program has helped develop and cultivate an engaged, all-ages local audience that appreciates and responds to the literary arts. The recent rebranding and expansion will do the same for storytelling in our community. Windsor is a culturally-rich, diverse and inclusive community that prides itself on capturing, preserving and sharing its stories. This goal has been continuously accomplished through this ever-evolving program, which has also set an example for other Canadian communities for what is possible through a responsive and interactive poetry and storytelling program that truly engages a diverse and multicultural community. Administration looks forward to continuing to oversee the Poet Laureate & Storytellers Program, and to helping build on the strong legacies of our Poets Laureate, including Mary Ann Mulhern, to continue to support the City of Windsor in its ongoing goal to share our stories with a wide, diverse and growing audience

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|----------------------|--|
| Val Clifford | Financial Planning Administrator |
| Michelle Staadegaard | Manager, Culture and Events |
| Jen Knights | Executive Director, Recreation & Culture |
| Ray Mensour | Commissioner, Community Services |
| Tony Ardovini | (Acting) Commissioner, Corporate Services / Chief Financial Officer / City Treasurer |
| Joe Mancina | (Acting) Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|-------------|----------------|--------------|
| | | |

Appendices:



Council Report: C 55/2022

Subject: University Avenue & Victoria Street Environmental Assessment - Wards 2 & 3

Reference:

Date to Council: May 9, 2022
Author: Jeff Hagan
Transportation Planning Senior Engineer
519-255-6267 ext 6003
jhagan@citywindsor.ca
Planning & Building Services
Report Date: March 35, 2022
Clerk's File #: MT2022

To: Mayor and Members of City Council

Recommendation:

1. THAT the recommended design for University Avenue and Victoria Avenue, attached as Appendices A, B & C, **BE ENDORSED**, and
2. THAT Administration **BE DIRECTED** to post the Environmental Study Report and Notice of Study Completion for the University Avenue and Victoria Avenue Environmental Assessment for their 30-day review period, as required by the Municipal Class Environmental Assessment.

Executive Summary:

N/A

Background:

Previous Studies

Downtown Transportation Strategy (2016)

The Downtown Transportation Strategy, approved by Council in 2016 (CR137/2016) reviewed transportation needs for all travel modes in the downtown area. Key findings for University Avenue and Victoria Avenue were as follows:

- University Avenue experiences much lower traffic volumes than key commuting routes in the downtown, such as Ouellette Avenue and Wyandotte Street.
- Traffic volumes on Victoria Avenue are significantly lower than the roadway capacity.

The Strategy's recommendations included identifying the primary transportation mode on key corridors. The recommendations for University Avenue and Victoria Avenue were as follows:

- University Avenue: cycling corridor
- Victoria Avenue: pedestrian corridor with cycling infrastructure

The Strategy provided conceptual alternative roadway cross-sections that reflected the recommended corridor type. Design concepts for University Avenue (west of Church Street) are shown in Figure 1.

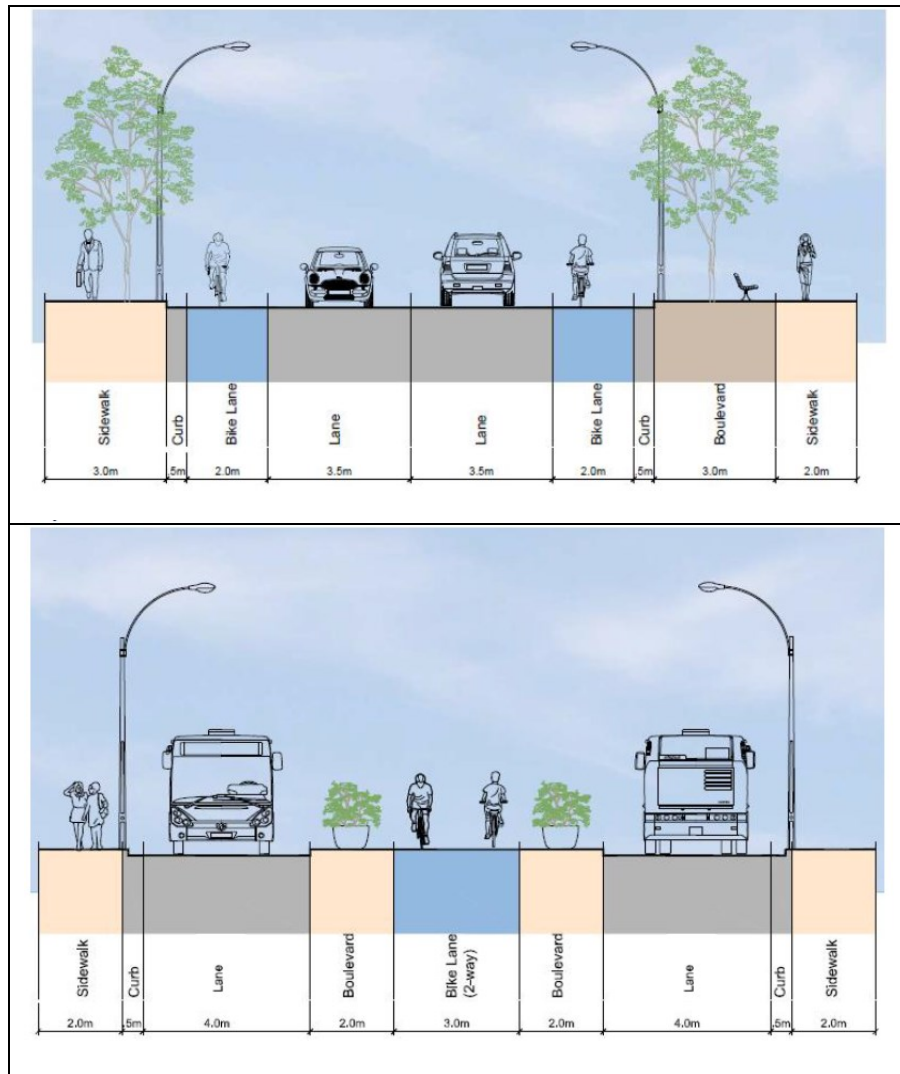


Figure 1: University Avenue (West of Church) Conceptual Alternative Cross-sections (source: Downtown Transportation Strategy)

The Strategy identified the potential for a multipurpose “flex space” on Victoria Avenue; a conceptual alternative cross-section from the Strategy including a “flex space” is provided as Figure 2.

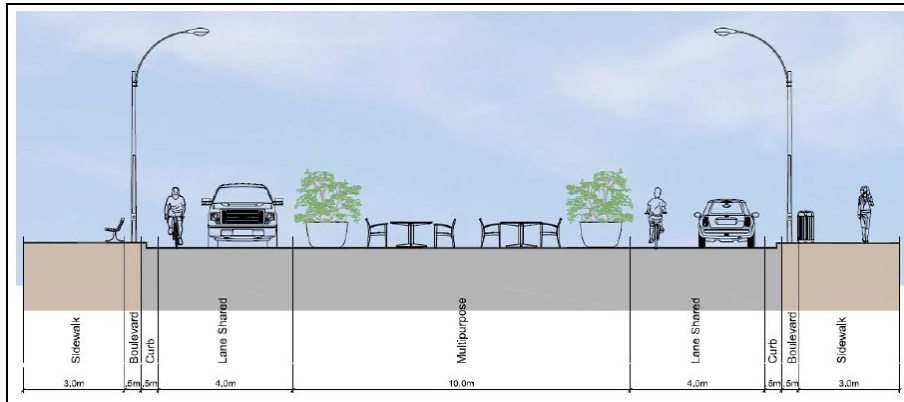


Figure 2: Victoria Avenue Conceptual Alternative Cross-Section with Multipurpose "Flex Space"
(source: Downtown Transportation Strategy)

Walk Wheel Windsor (Active Transportation Master Plan)

The Active Transportation Master Plan included a review to determine the neighbourhoods with the greatest active transportation potential, based on factors such as road network connectivity, road network density, land use mix, population and employment density, topography, and permeability. This review found that Downtown was the neighbourhood with the highest active transportation potential in the City, and that the University neighbourhood was among the neighbourhoods with the highest active transportation potential. The active transportation potential of the University Avenue corridor is shown in Figure 3.



Figure 3: Active Transportation Potential - University Avenue Corridor (source: *Walk Wheel Windsor Final Report*)

The Active Transportation Master Plan's recommendations include targets for non-auto mode share, both City-wide and by area type; the targets applicable to the University Avenue & Victoria Avenue Environmental Assessment are provided in Table 1.

To achieve these targets, the Active Transportation Master Plan also recommended, among other measures, a City-wide cycling network. As shown in Figure 4, University Avenue is identified as a regional spine cycling route west of Crawford and as an element of the Downtown Grid east of Crawford. Within the project area, Victoria Avenue is also identified as an element of the Downtown Grid.

Construction of protected bicycle lanes on University Avenue was identified as a “quick win” in the Active Transportation Master Plan.

Table 1: Walk Wheel Windsor Mode Share Targets

| Area Type | 2019 Existing Non-Auto Mode Share (walking, cycling & transit combined) | 2041 Target Non-Auto Mode Share (walking, cycling & transit combined) | % Change | Notes |
|---------------------------|---|---|----------|--|
| Total City-Wide | 10.20% | 25% | 145% | |
| Inner City Neighbourhoods | 22.50% | 45% | 100% | Includes eastern portion of project area |
| Mature Neighbourhoods | 8.30% | 22% | 165% | Includes western portion of project area |

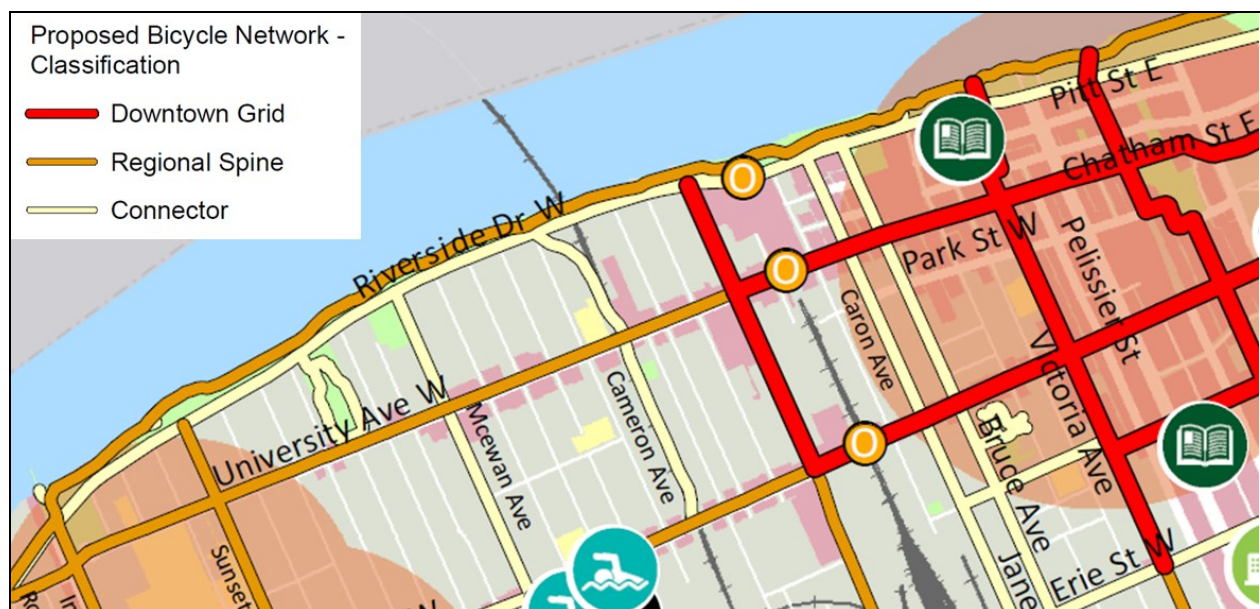


Figure 4: Bicycle Network Classification - University Corridor (source: *Walk Wheel Windsor Final Report*)

Discussion:

The proposed design for University Avenue (Huron Church Road to McDougall Street) and Victoria Avenue (Chatham Street West to Park Street West) is attached as follows:

- Appendix A: University Avenue Recommended Design
- Appendix B: Victoria Avenue Recommended Design
- Appendix C: Bridge Removal Option – University Avenue near Salter

Key features of the design are summarized in Table 1 below. Examples of the University Avenue design are provided in Figure 5 for the area near the University of Windsor and Figure 6 for the downtown. The Victoria Avenue design is shown in Figure 7. Further details are provided in the Environmental Study Report Executive Summary (Appendix D).

Table 2: Key Features of Recommended Design

| Feature | University Avenue | Victoria Avenue |
|-------------------------------|---|---|
| Traffic Lanes | <ul style="list-style-type: none">• One travel lane in each direction• Turning lanes at intersections as needed | <ul style="list-style-type: none">• Chatham to University (two-way): one travel lane in each direction• University to Park (one-way): one travel lane |
| Cycling Infrastructure | One-way cycle tracks on both sides, transitioning to painted bicycle lanes at eastern project limit (McDougall Street) | One-way cycle tracks on both sides |
| Parking | <ul style="list-style-type: none">• Huron Church to Salter: existing on-street parking retained• Salter to McDougall: existing on-street parking removed | <ul style="list-style-type: none">• Most on-street parking is retained• Flex space (see “other” below) that can be configured for pay-and-display or app-based parking when not in use for other purposes. |

| Feature | University Avenue | Victoria Avenue |
|---------|---|---|
| Other | <p>Increased green space along the corridor for:</p> <ul style="list-style-type: none"> Mitigation of the urban heat island effect Increased permeability and stormwater benefits | <p>A wide flex space that would be suitable for street festivals, farmers markets or other special events.</p> <p>The flex space can be configured for pay-and-display or app-based parking when not in use for other purposes.</p> |

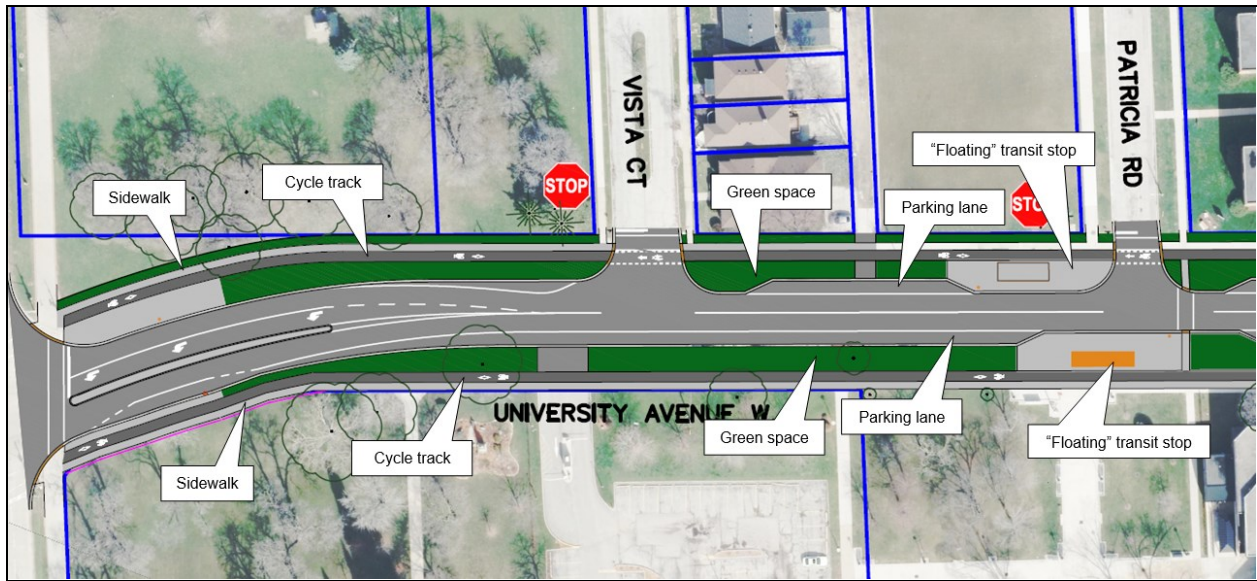


Figure 5: University Avenue Recommended Design Example (Huron Church Road to Patricia Road)

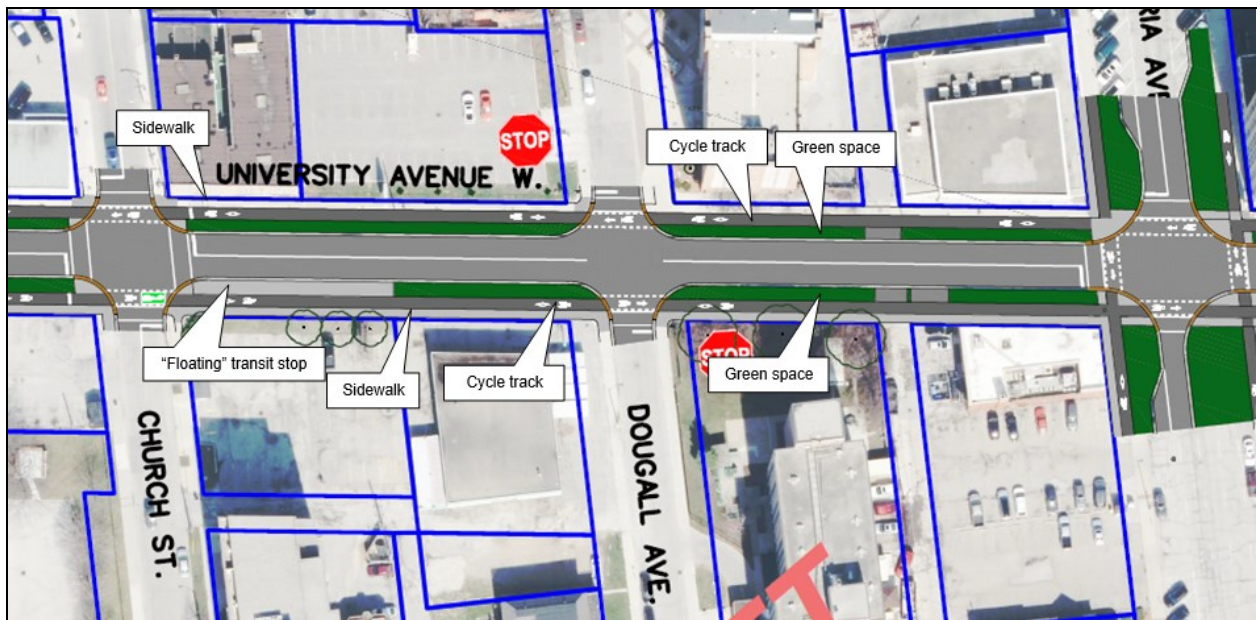


Figure 6: University Avenue Recommended Design Example (Church Street to Victoria Avenue)

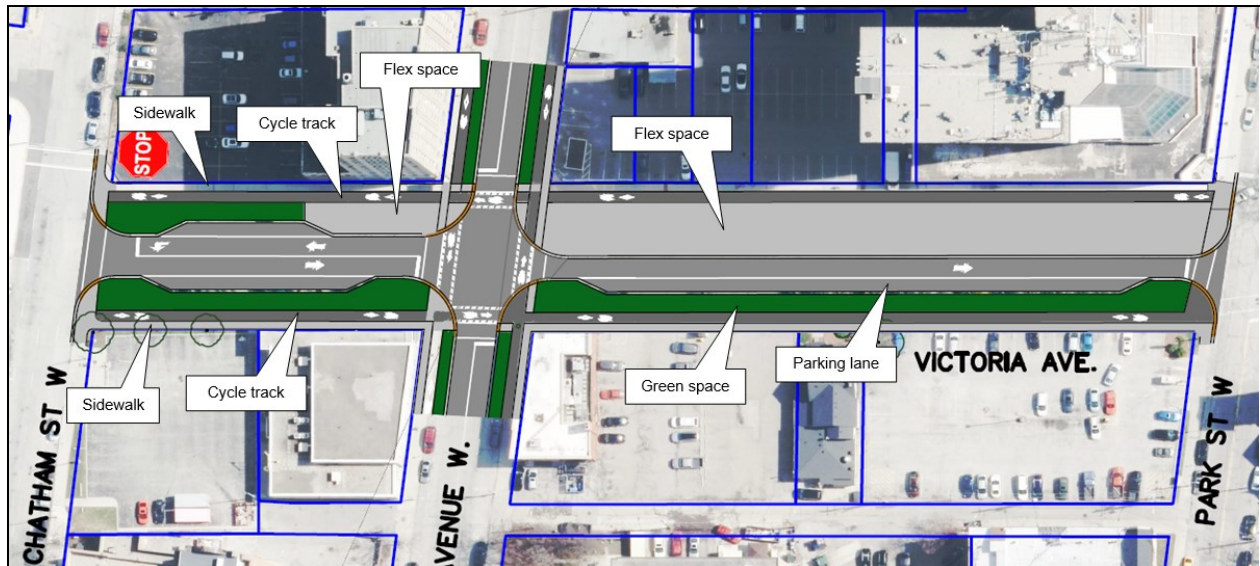


Figure 7: Victoria Avenue Recommended Design (Chatham Street West to Park Street West)

As shown in Figure 5 and Figure 6, “floating” transit stops are proposed along University Avenue. At these floating transit stops, transit users will board and alight from buses in a space between the cycle track and the roadway, and cyclists will be required to yield to pedestrians crossing between the platform and the sidewalk. The layout of these floating bus stops will depend on space available and whether a transit shelter is provided on the platform; more details can be seen in the typical layouts in Figures 8 and 9.

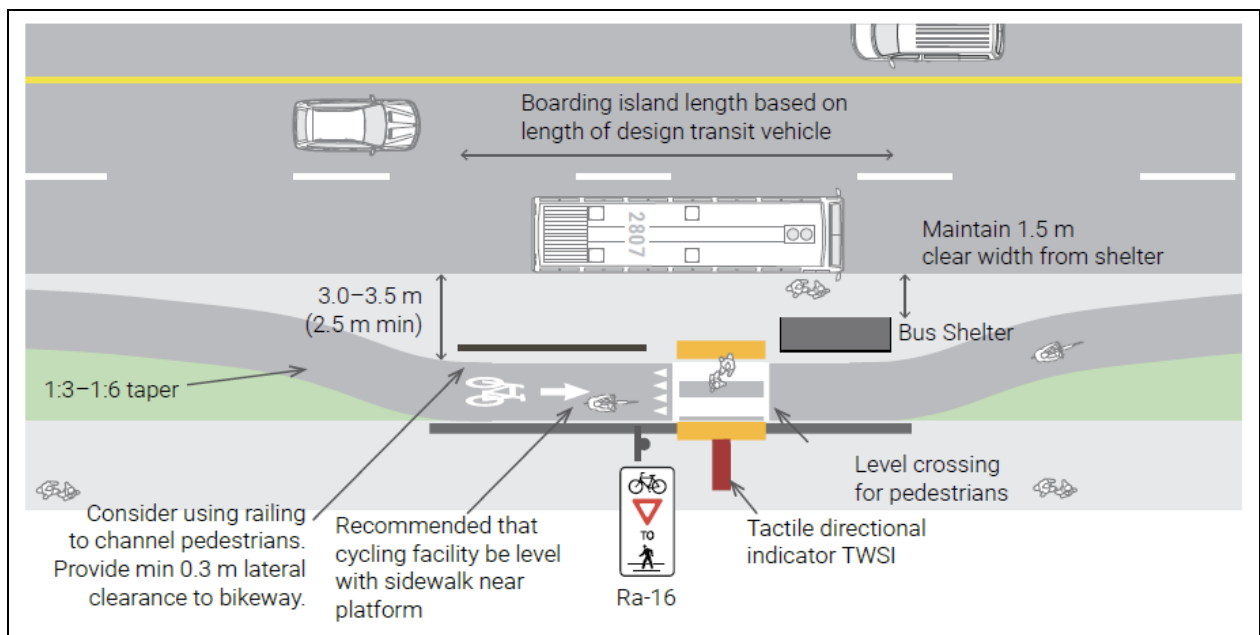


Figure 8: Example of a "Floating" Transit Stop with Bus Shelter (source: Ontario Traffic Manual)

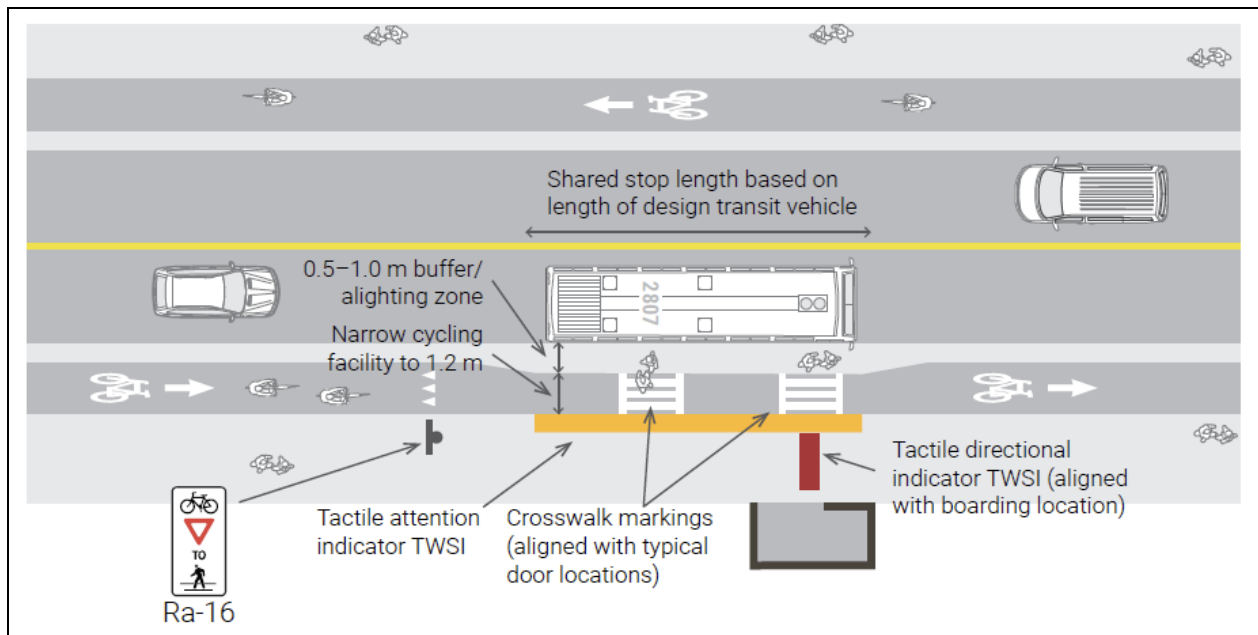


Figure 9: Example of a "Floating" Transit Stop without Bus Shelter (source: Ontario Traffic Manual)

On-Street Parking Impacts

The design team endeavoured to retain on-street parking wherever possible.

In the western end of the study area, near the University of Windsor main campus, the existing wide right-of-way provides enough space to place the cycle tracks in the boulevard without displacing parking.

In the central section, the reduction of University Avenue from four lanes to two allows enough width to provide cycle tracks and parking.

Through the downtown, in the areas with limited right-of-way width and an existing two-lane University Avenue, the right-of-way is generally not wide enough to provide on-street parking as well as cycle tracks. The recommended design will result in the loss of approximately 84 parking spaces along University Avenue, all between Crawford Street and McDougall Street, where parking will be removed from both sides of the street.

The amount of parking demand that will be displaced as a result of this change varies by time of day. Table 2 summarizes the displaced parking demand, based on the parking survey that was carried out for the environmental assessment; the parking survey was carried out during pre-pandemic conditions (October 2018).

Table 3: Parking Demand in Portion of University Avenue Proposed for Parking Removal

| Time of Day | Parking Demand |
|-------------|----------------|
| 9:00 AM | 21 |
| 12:00 PM | 29 |
| 4:00 PM | 23 |
| 8:00 PM | 55 |

Generally, there is capacity nearby to accommodate this displaced demand in either:

- On-street parking on other nearby streets,
- Off-street City lots and garages along University Avenue, and
- Nearby off-street privately-owned lots and garages.

Additionally, this project is expected to improve non-auto mode share, which will reduce overall parking demand in the downtown: Active Transportation Master Plan target for the urban core is to increase non-auto mode share (transit, cycling and walking) from 22.5% (2019 existing) to 44% (2041 target).

Next Steps

Following Council's endorsement of the design, next steps would be as follows:

- Issue the Notice of Study Completion and post the Environmental Study Report for the mandatory 30-day public comment period
- Obtain Ministry of Environment, Conservation and Parks approvals for the environmental assessment
- Proceed with detailed design and construction along both corridors

Because of the size of the project, a phased approach will be needed to implement the recommended design. Phasing will be finalized based on factors such as pavement and sewer condition along the corridor as well as the timing of capital funding.

Risk Analysis:

Required approvals by the Ministry of the Environment, Conservation and Parks (MECP) create significant timing risks, since construction of the project cannot proceed until the MECP has approved the Environmental Study Report, and timelines for MECP approval are not guaranteed. These risks have been mitigated as much as possible by adhering to the requirements of the Municipal Class Environmental Assessment. Remaining timing risks due to MECP approval are outside the Corporation's ability to control and must be tolerated.

Capital cost estimates for the project are subject to a moderate level of financial risk due to risks that are typical for construction projects of this size and scope, such as cost variability for materials and labour. These risks can be mitigated by following normal project management and cost control processes.

Some features of the recommended design, including the cycle tracks, floating transit stops, and the Victoria Avenue flex space, are items with which the City has limited or no experience, although they have been implemented successfully in other jurisdictions. Because of this, operating costs for these items are difficult to predict with certainty, which creates a moderate level of financial risk. Since these are integral features of the design, it is recommended that this risk be tolerated.

The proposed on-street parking removals create several risks:

- Community risk due to removal of parking directly fronting businesses along the affected portion of the corridor, and due to increases in parking occupancy on other nearby streets as parking demand is displaced
- Reputational risk due to negative perceptions from affected businesses
- Financial risk due to loss of parking revenue (for the portion of the displaced parking demand that does not shift to other metered on-street spaces or City off-street lots or garages)

Since a bikeway cannot be accommodated in the existing University Avenue right-of-way without these parking removals, it is recommended that these risks be tolerated.

Climate Change Risks

Climate Change Mitigation:

The recommended design for University Avenue and Victoria Avenue supports the auto mode share reductions endorsed by Council through the adoption of the Active Transportation Master Plan, *Walk Wheel Windsor*. This shift from personal motor vehicles to other travel modes is an important element of achieving the greenhouse gas reduction targets identified in the Community Energy Plan.

Climate Change Adaptation:

A key goal for this project was to incorporate opportunities for urban greening and reductions in impervious area. Compared to existing conditions, these features of the recommended plan will reduce the urban heat island effect and increase stormwater infiltration, which will lessen the impact of an increased number of days per year with temperatures over 30 degrees Celsius as well as the impact of an increase in heavy rainfall events.

A decrease in the number of days per year with temperatures below -10 degrees Celsius is likely to increase the attractiveness of cycling as a year-round travel mode, which will increase the demand for commuter cycling infrastructure, particularly on regional spine cycling routes such as University Avenue and Victoria Avenue.

Financial Matters:

Estimated costs within the Environmental Assessment only reflect costs to implement the recommended design (surface works) and do not include the costs of other works that would be carried out at the same time (e.g. sewer reconstruction if needed, streetscaping, utility relocations, lighting and signals upgrades, etc.). Table 4 provides an overall order of magnitude of the costs expected to implement the design.

Table 4: Estimated Costs Associated with the Recommended Design

| Street | Order of Magnitude |
|-------------------|---------------------------|
| University Avenue | \$45,000,000 |
| Victoria Avenue | \$4,000,000 |
| Total | \$49,000,000 |

These costs do not include the potential removal of the existing rail bridge on University Avenue near Salter Avenue. No property acquisitions – and therefore no property acquisition costs – are needed for the project.

Table 5 summarizes the future funding for the University and Victoria Avenue capital projects as reflected in the 2022 Capital Budget. Any adjustments needed for the amount or timing of funding for the project will be brought forward for consideration in future budget submissions.

Table 5: Currently-Budgeted Funds for University Avenue & Victoria Avenue – 2022 Approved Capital Budget

| Year | ECP-014-07 University Avenue/Victoria Avenue | OPS-003-14 University Avenue Environmental Assessment Placeholder | Total |
|--------------|---|--|-------------------|
| 2022 | 4,025,000 | 0 | 4,025,000 |
| 2023 | 1,900,000 | 401,000 | 2,301,000 |
| 2024 | 3,674,730 | 850,000 | 4,524,730 |
| 2025 | 2,272,045 | 0 | 2,272,045 |
| 2026 | 2,653,225 | 0 | 2,653,225 |
| 2027 | 0 | 0 | 0 |
| 2028 | 0 | 0 | 0 |
| 2029 | 0 | 0 | 0 |
| 2030 | 0 | 0 | 0 |
| 2031 | 1,000,000 | 0 | 1,000,000 |
| Total | 15,525,000 | 1,251,000 | 16,776,000 |

The proposed design has the potential to increase maintenance costs for the corridor. Any required increases to the operating budget will be brought forward for consideration in future budget submissions as the project is built out by phase.

Consultations:

The project team included representatives from the following departments:

- Engineering
- Operations – Maintenance
- Traffic Operations
- Planning
- Transit Windsor

Key points of consultation with the public and stakeholders are as follows:

- Notice of Study Commencement: July 25, 2018
- Public Information Centre #1: November 1, 2018
- Stakeholder Meeting #1: November 1, 2018
- Stakeholder Meeting #2: December 6, 2018
- Public Information Centre #2: July 27, 2021

- Stakeholder meeting #3 (Downtown Districting Committee): August 19, 2021
- Downtown Windsor BIA stakeholder meeting: September 30, 2021

One final required point of public consultation, the 30-day review period following the posting of the Notice of Study Completion, will occur after Council endorsement of the recommended design.

Conclusion:

The design presented is the end result of the University Avenue and Victoria Avenue Environmental Assessment process. Administration recommends that the draft design be endorsed.

Following endorsement of the design by Council, a Notice of Study Completion will be posted and the Environmental Study Report will be made available for a 30-day public comment period. After approval of the Environmental Study Report by the Ministry of the Environment, Conservation and Parks, detailed design and construction of the project will be able to proceed in phases.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|-----------------------|--|
| Josie Gualtieri | Financial Planning Administrator |
| John Revell | Chief Building Official |
| Shawna Boakes | Executive Director of Operations |
| France Isabelle Tunks | Executive Director of Engineering, Deputy City Engineer |
| Jelena Payne | Commissioner of Economic Development and Innovation |
| Chris Nepszy | City Engineer and Commissioner of Infrastructure Services |
| Joe Mancina | City Treasurer, Commissioner of Corporate Services and Acting Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|---|----------------|--------------|
| Windsor Bicycling Committee | | |
| Town & Gown Committee | | |
| Windsor BIA Advisory Committee | | |
| Transit Windsor Advisory Committee | | |
| Windsor Essex County Environment Committee | | |
| Debi Croucher, Executive Director Downtown Windsor BIA | | |
| Project notification list | | |

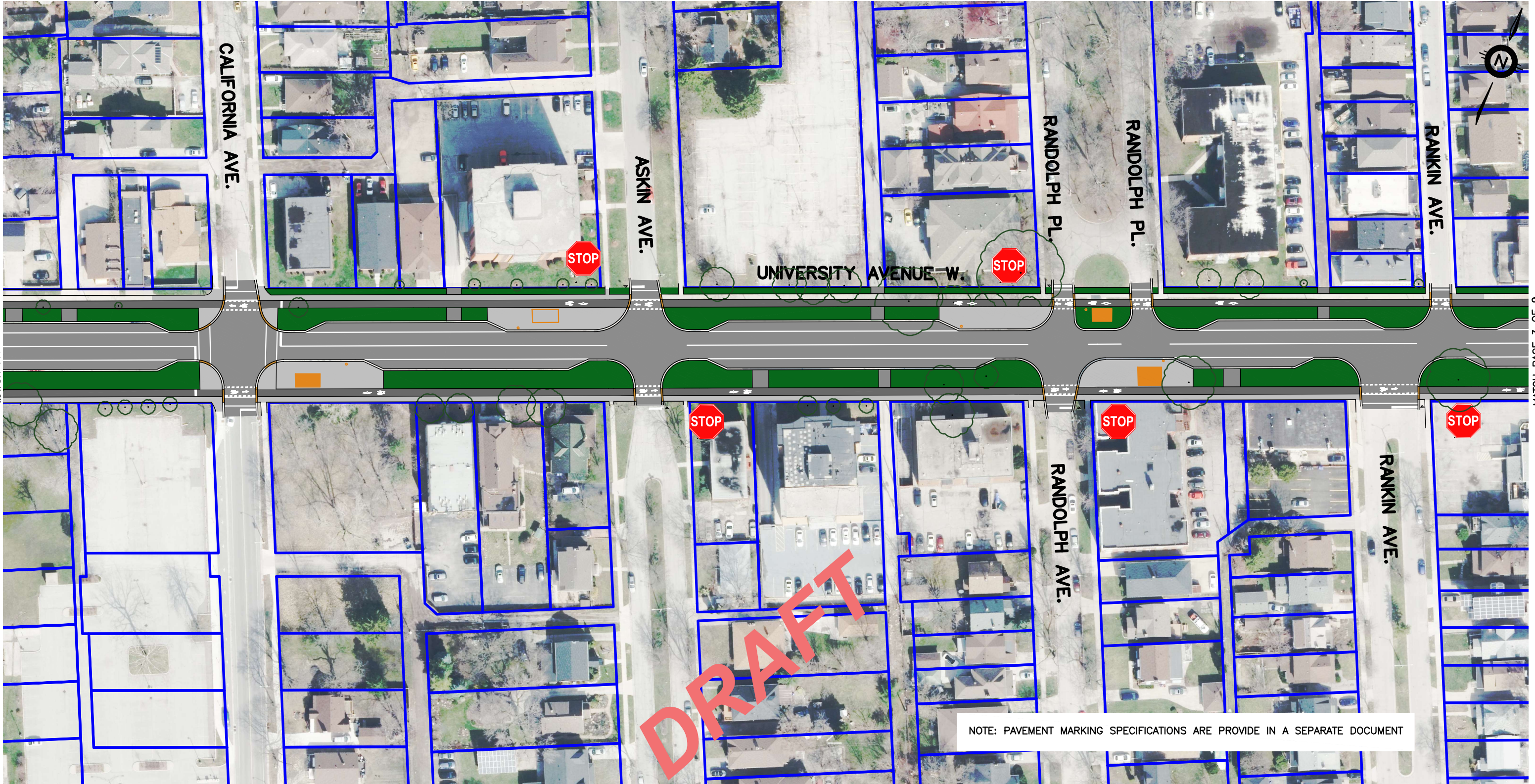
| Name | Address | Email |
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| <i>(list provided to Clerks)</i> | | |






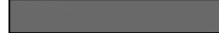

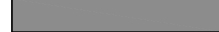



Appendices:

- 1 Appendix A - Recommended Design - University Avenue
- 2 Appendix B - Recommended Design - Victoria Avenue
- 3 Appendix C - Optional Removal of University Avenue Rail Bridge
- 4 Appendix D - University Avenue & Victoria Avenue ESR Executive Summary

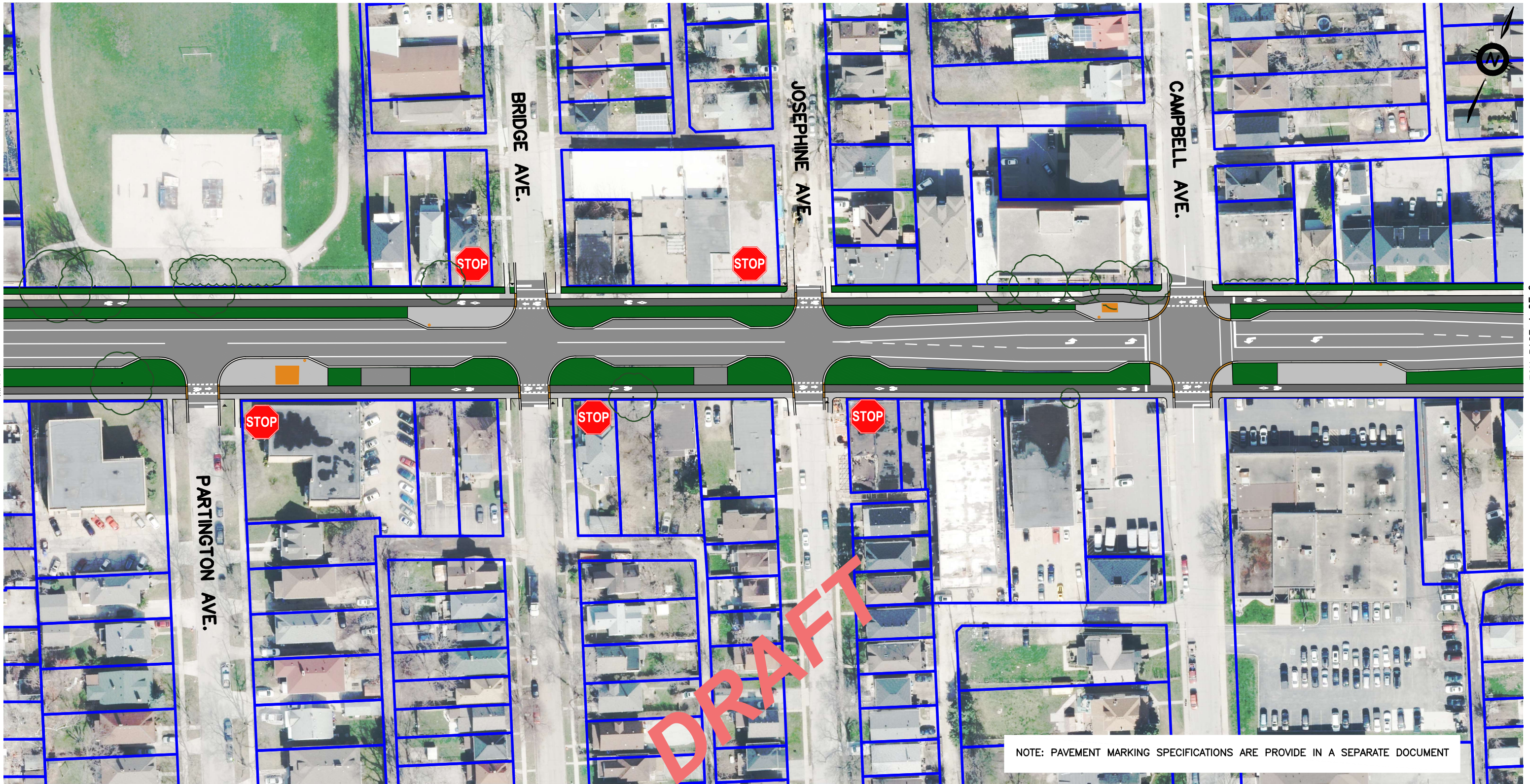
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| LEGEND | | | |  | <div>UNIVERSITY AVENUE W CLASS EA FROM HURON CHURCH RD TO MCDOUGALL ST</div> <div>CITY OF WINDSOR</div> <div>PREFERRED DESIGN</div> | | PROJECT # | B000917 |
|  | PROP. PROPERTY LINE |  | EXISTING SIDEWALK | | | | SCALE | 1:1000 |
|  | NEW SIDEWALK |  | DROPPED CURB | | | | DATE | June 2021 |
|  | CYCLE TRACK |  | SOD | | | | PAGE # | 2 of 9 |
|  | PAVEMENT |  | BUS STOP WITH SHELTER | | | | | |
|  | NEW CURB/GUTTER |  | BUS STOP WITH PAD | | | | | |

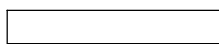
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- EX. PROPERTY LINE
- NEW SIDEWALK
- CYCLE TRACK
- PAVEMENT
- NEW CURB/GUTTER



EXISTING
SIDEWALK



DROPPED
CURB



SOD



BUS STOP



BUS STOP WITH
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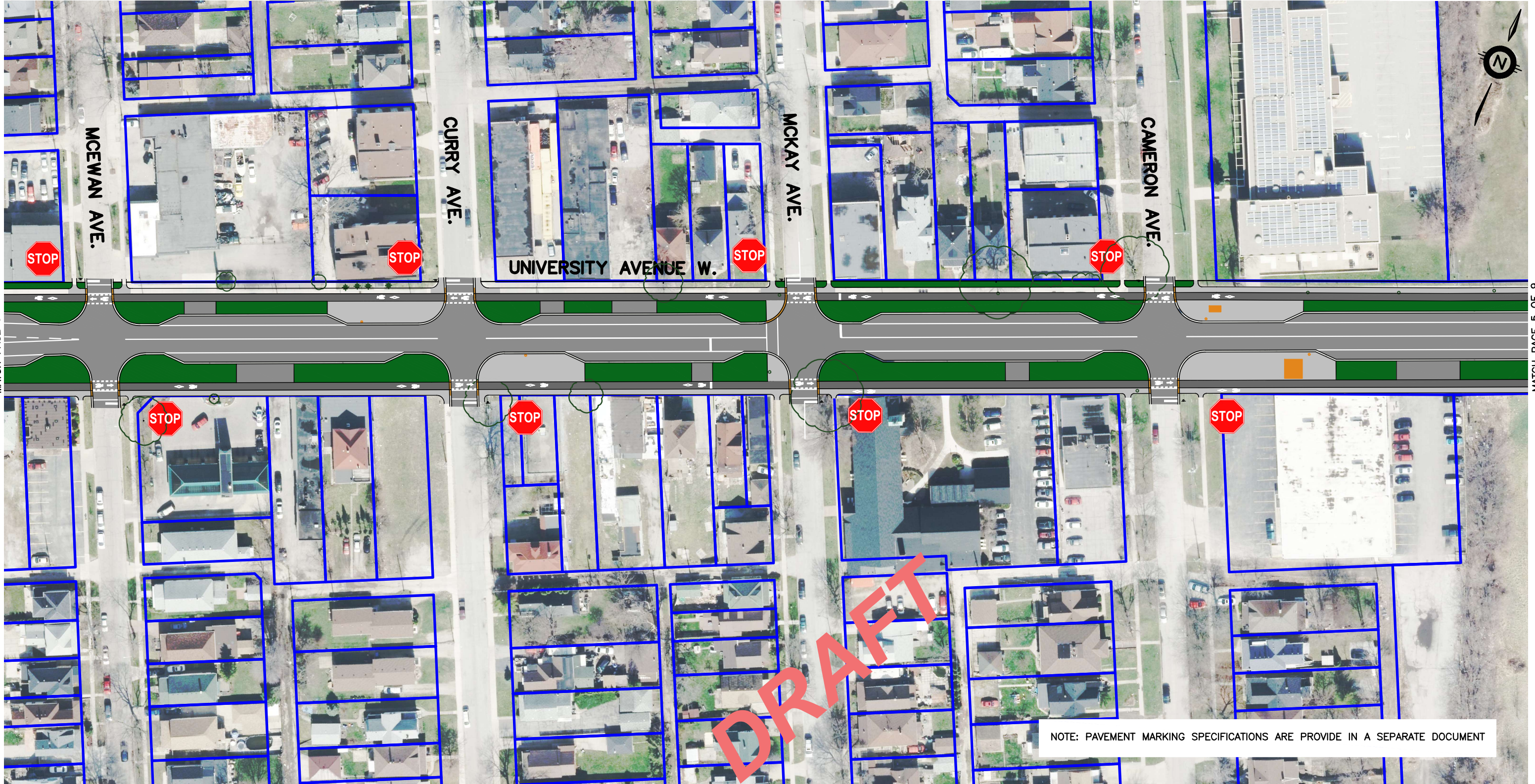


**UNIVERSITY AVENUE W CLASS EA
FROM HURON CHURCH RD TO MCDOUGALL ST**
CITY OF WINDSOR
PREFERRED DESIGN

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| | BUS STOP |
| | BUS STOP WITH SHELTER |
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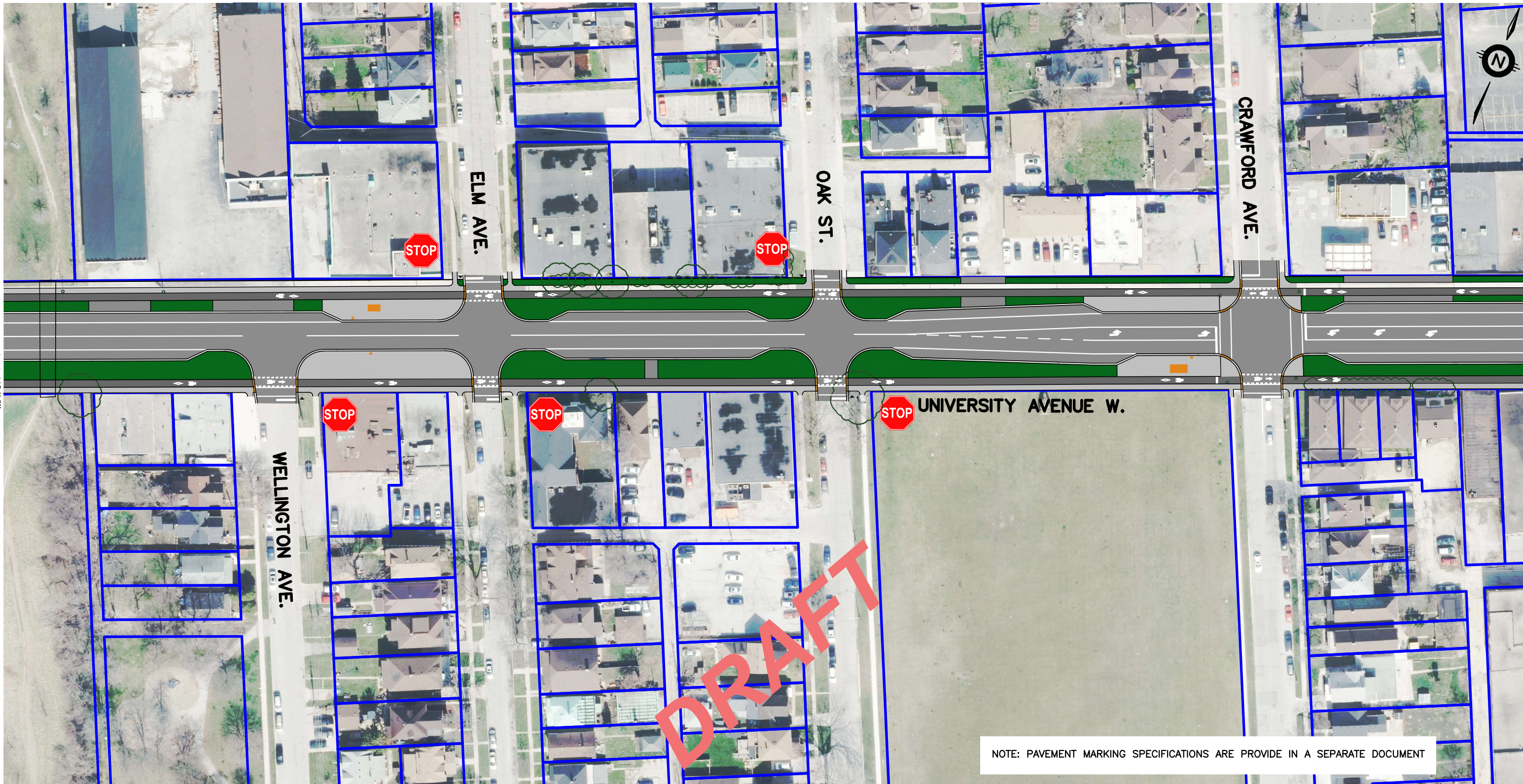


UNIVERSITY AVENUE W CLASS EA
FROM HURON CHURCH RD TO MCDOUGALL ST
CITY OF WINDSOR
PREFERRED DESIGN

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| PROJECT # | B000917 |
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| DATE | June 2021 |
| PAGE # | 4 of 9 |

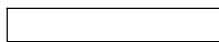
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LEGEND

PROP. PROPERTY LINE
EX. PROPERTY LINE
NEW SIDEWALK
CYCLE TRACK
PAVEMENT
NEW CURB/GUTTER



EXISTING
SIDEWALK



DROPPED
CURB



SOD



BUS STOP
BUS STOP WITH
SHELTER
BUS STOP WITH
PAD

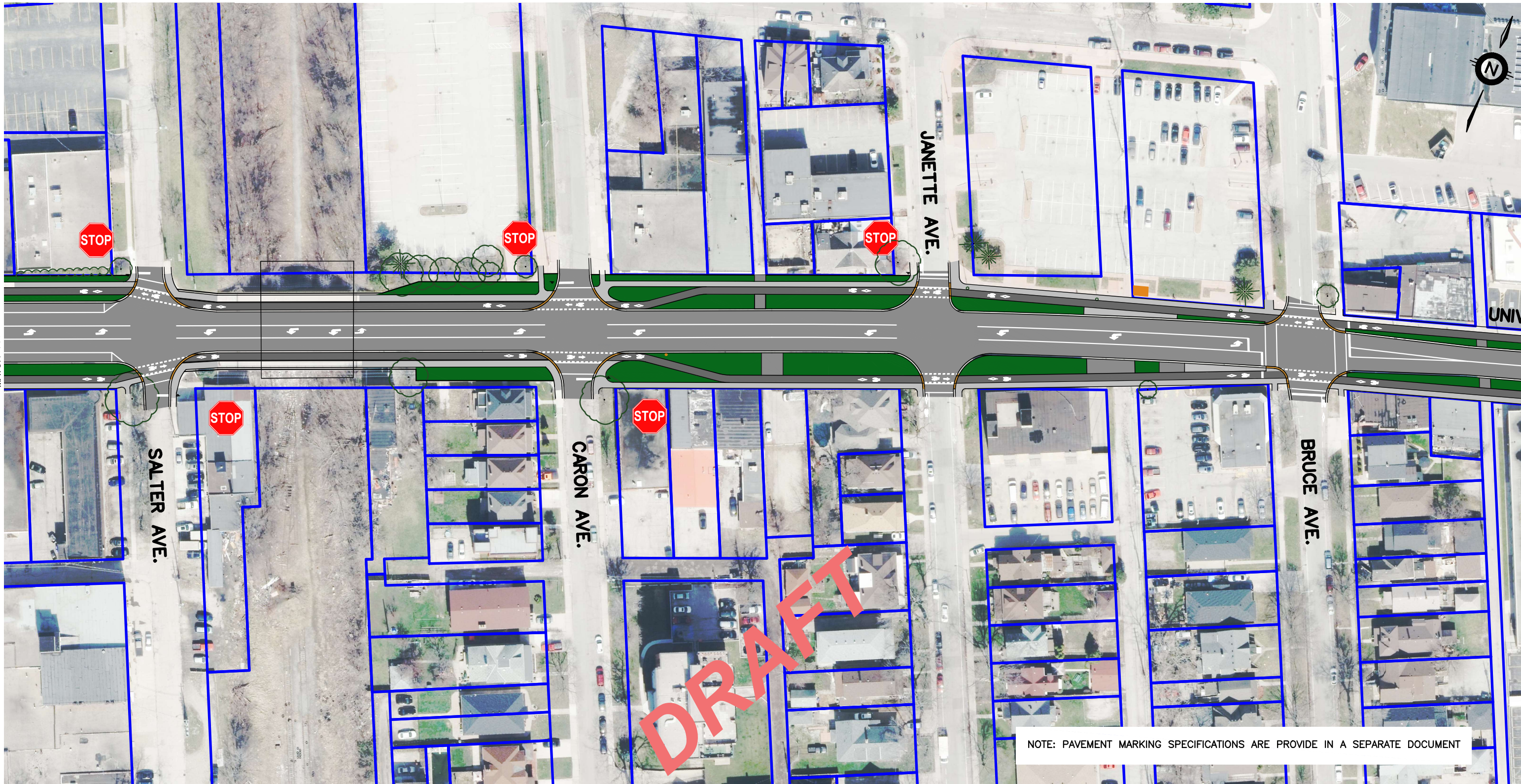


**UNIVERSITY AVENUE W CLASS EA
FROM HURON CHURCH RD TO MCDOUGALL ST**
CITY OF WINDSOR
PREFERRED DESIGN

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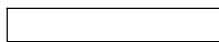
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LEGEND

PROP. PROPERTY LINE
EX. PROPERTY LINE
NEW SIDEWALK
CYCLE TRACK
PAVEMENT
NEW CURB/GUTTER



EXISTING
SIDEWALK



DROPPED
CURB



SOD



BUS STOP
BUS STOP WITH
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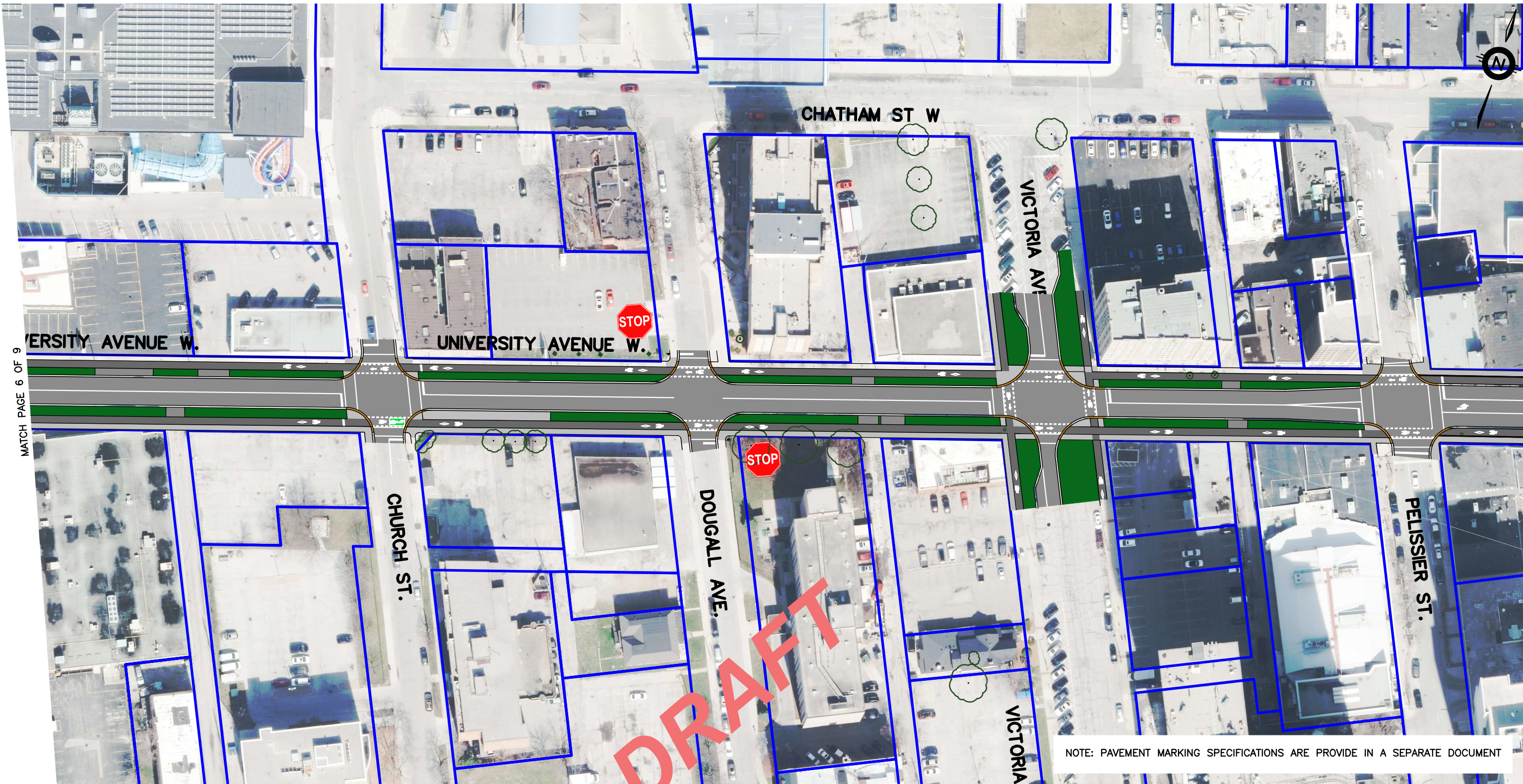


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UNIVERSITY AVENUE W CLASS EA FROM HURON CHURCH RD TO MCDOUGALL ST CITY OF WINDSOR PREFERRED DESIGN

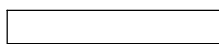
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| SCALE | 1:1000 |
| DATE | June 2021 |
| PAGE # | 6 of 9 |



NOTE: PAVEMENT MARKING SPECIFICATIONS ARE PROVIDE IN A SEPARATE DOCUMENT

LEGEND

PROP. PROPERTY LINE
 EX. PROPERTY LINE
 NEW SIDEWALK
 CYCLE TRACK
 PAVEMENT
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DROPPED
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BUS STOP
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UNIVERSITY AVENUE W CLASS EA FROM HURON CHURCH RD TO MCDOUGALL ST CITY OF WINDSOR PREFERRED DESIGN

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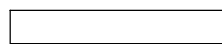
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LEGEND

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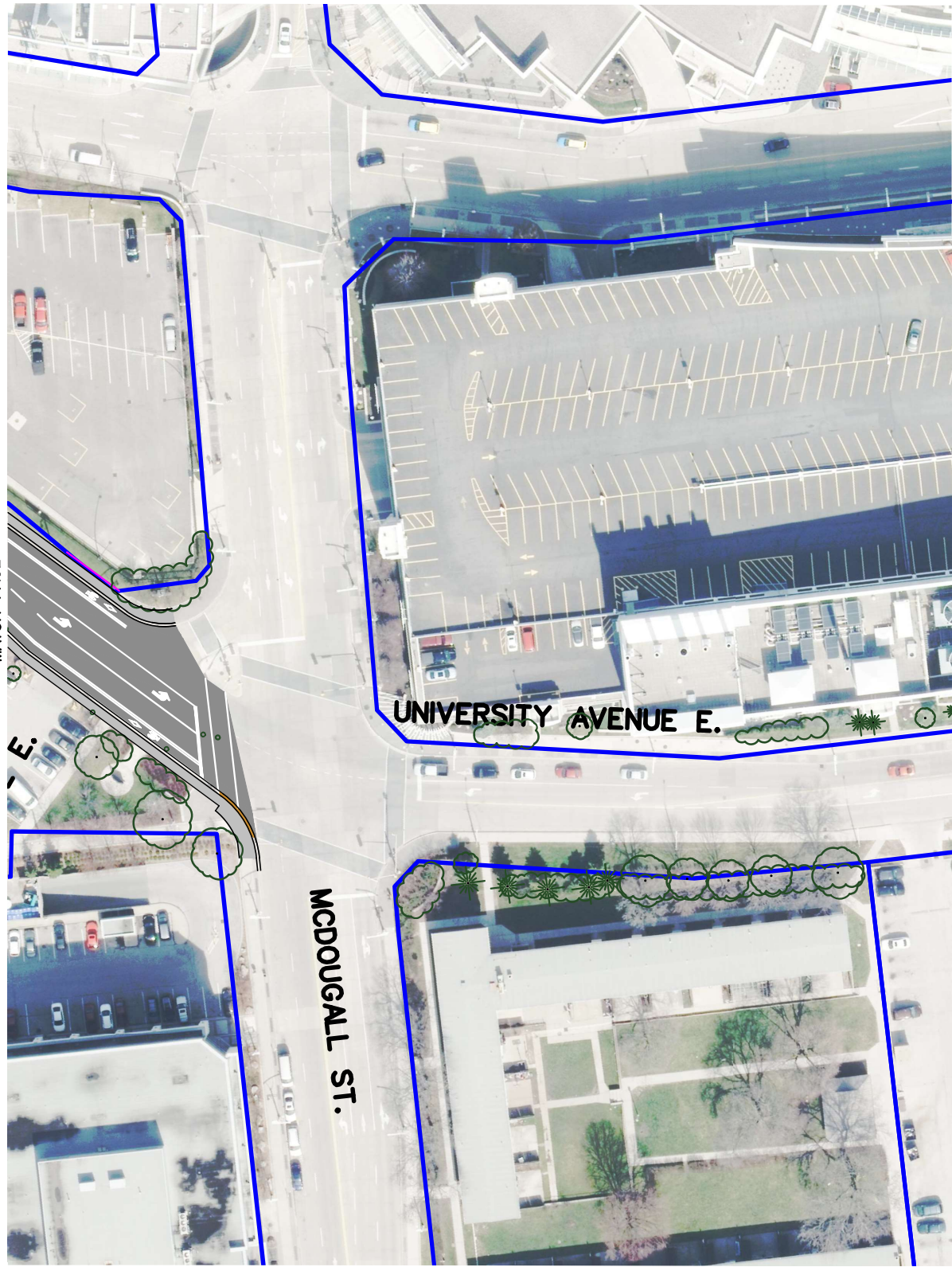
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UNIVERSITY AVENUE W CLASS EA FROM HURON CHURCH RD TO MCDOUGALL ST CITY OF WINDSOR PREFERRED DESIGN

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| PROJECT # | B000917 |
| SCALE | 1:1000 |
| DATE | June 2021 |
| PAGE # | 8 of 9 |

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NOTE: PAVEMENT MARKING SPECIFICATIONS ARE PROVIDE IN A SEPARATE DOCUMENT

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NEW CURB/GUTTER

EXISTING SIDEWALK

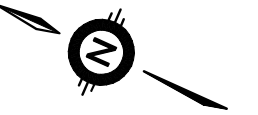
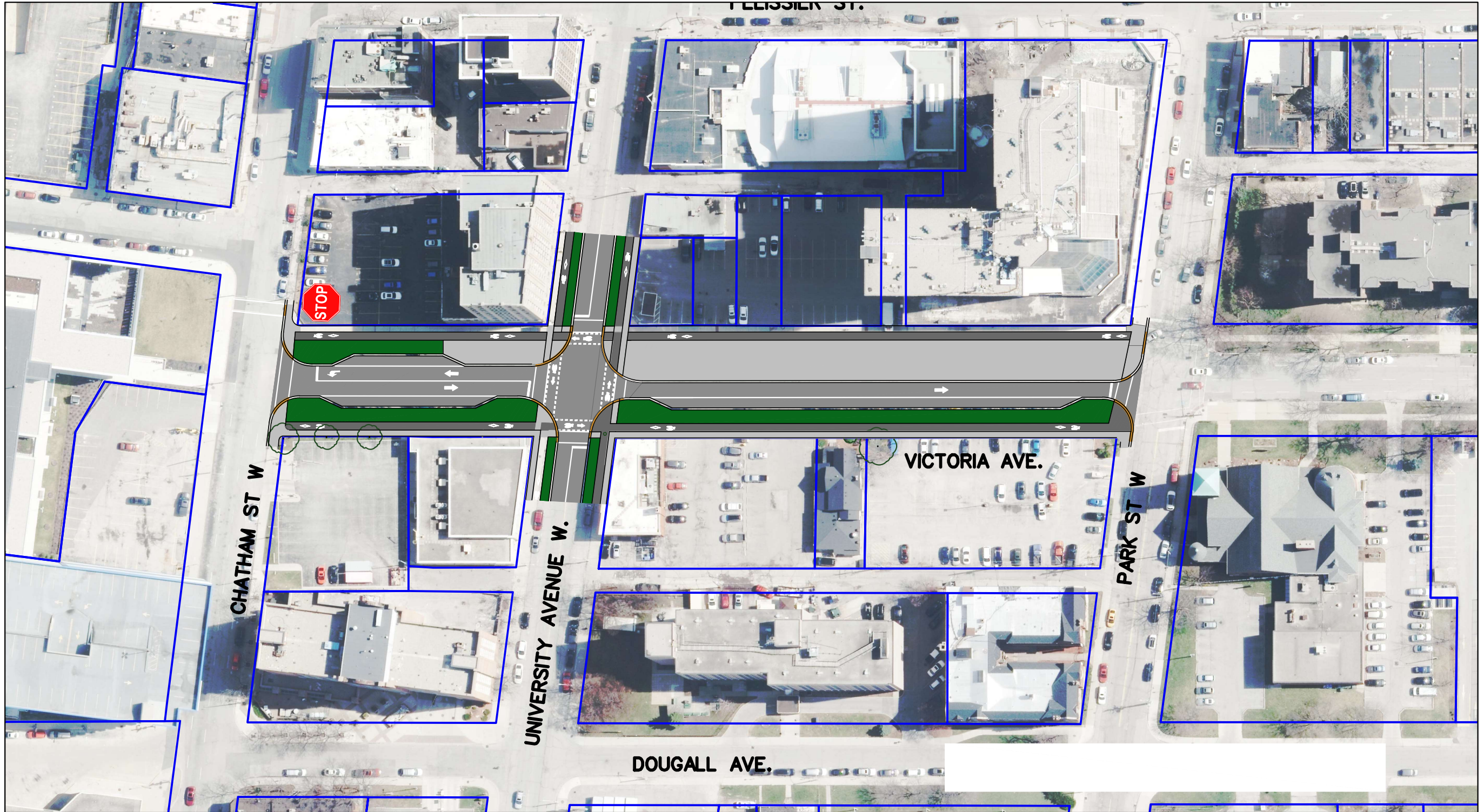
DROPPED CURB

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BUS STOP

BUS STOP WITH SHELTER

BUS STOP WITH PAD



LEGEND



**VICTORIA AVENUE
FROM CHATHAM ST TO PARK ST**
CITY OF WINDSOR
PREFERRED DESIGN

| | |
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| PROJECT # | B000917 |
| SCALE | 1:1000 |
| DATE | June 2021 |
| PAGE # | 1 of 1 |



MEMO

TO : Jeff Hagan, City of Windsor

FROM : Jaime Garcia, CIMA+

DATE : January 28, 2022

SUBJECT : **University Avenue and Victoria Avenue Municipal Class Environmental Assessment – DRAFT Executive Summary**

1. INTRODUCTION

The City of Windsor has undertaken a Municipal Class Environmental Assessment for the University Avenue and Victoria Avenue corridors to review the existing roadway elements along the University Avenue and Victoria Street corridors and consider opportunities within the right-of-way to provide a pleasant experience for all roadway users. The study was carried out as a Schedule C project in accordance with the Municipal Class EA document (October 2000, amended in 2007, 2011, and 2015), as approved under the Ontario Environmental Assessment Act.

Within the EA study area, the 3.5-kilometre section of University Avenue between Huron Church Road and McDougall Street has a varying cross-section including:

- 2-lane urban cross-section from Huron Church Road to Partington Avenue;
- 4-lane urban cross-section from Partington Avenue to Crawford Avenue; and
- 2-lane urban cross-section from Crawford Avenue to McDougall Street.

The land use surrounding the study area varies from residential (between California Avenue and Bruce Avenue) to commercial (between Pelissier Street and McDougall Street).

Victoria Avenue is a one-way street (southbound) south of University Avenue with 3 lanes of traffic. North of University Avenue, Victoria Avenue presents 2 traffic lanes (one per direction). The land use along Victoria Avenue is mixed commercial/high-rise residential, as well as several parking lots. The current statutory speed limit on University Avenue and Victoria Avenue within the study area is 50 km/h.

The study area is shown in **Attachment A**.

2. EXISTING CONDITIONS

Existing conditions of the study area were collected and reviewed, through:

- Various background studies and reports;
- Investigations undertaken as part of this Class EA study (e.g. Transportation and Traffic Assessment, Socio-Economic Environment, Built Heritage and Cultural Landscapes, Stage 1 Archaeological Assessment, site visits, etc.);
- Consultation with the City Project Team, relevant City Staff, Agencies and Key Stakeholders; and
- Consultation with members of the public, (including two Public Information Centres) and stakeholders.

3. PROBLEM AND OPPORTUNITIES

Taking into consideration background growth rate and planned developments, the future vehicular traffic expected along the corridors under study will require the following for the 20-year study horizon;

- For University Avenue
 - 2 lanes, 1 per direction
- For Victoria Avenue
 - North of University Avenue; 2 lanes, 1 per direction
 - South of University Avenue; 1 lane, southbound only
- Auxiliary lanes will be maintained at intersections as required.

This creates the opportunity to optimize roadway elements in the balance of the right-of-way to create a pleasant mobility experience for pedestrians, cyclists, and transit operations as well as increase green areas and pervious surface for the mitigation of urban heat island effects. There is also opportunity to incorporate street furniture and amenities within the right-of-way.

4. EVALUATION OF ALTERNATIVE SOLUTIONS

For consistency with previous studies, the evaluation criteria developed for the Downtown Windsor Transportation Strategy was used as the basis for the preliminary evaluation of alternatives. The evaluation factors are outlined in **Table 1**.

Table 1 Evaluation Factors

| Urban Design Qualities | Description | Evaluation Factors |
|------------------------|--|---|
| Connectivity | Introduce or enhance opportunities for integration of other modes of transportation | <ul style="list-style-type: none">• Vehicular capacity• Level of Service• Input from related projects |
| Accessibility | Meet or surpass the AODA requirements. | <ul style="list-style-type: none">• Sidewalk design elements (i.e. width, clearance, intersection treatments) |
| Behavioural Factors | Create a physical environment that encourages safe roadway user behaviour and minimizes conflict between different modes of transport. | <ul style="list-style-type: none">• Safety of all roadway users |

University Avenue and Victoria Avenue Municipal Class Environmental Assessment – DRAFT Executive Summary

| Urban Design Qualities | Description | Evaluation Factors |
|------------------------|---|---|
| Spatial Experience | Introduce or enhance opportunities for street furniture, landscaping and other urban design amenities | <ul style="list-style-type: none"> Urban heat island reduction Improvements to the pedestrian realm |
| Parking Availability | On-street parking provision | <ul style="list-style-type: none"> Number of parking spaces |

The Study considered the following alternative solutions as elements within the study area:

- Light rail
- Public transportation
- Pedestrian comfort
- Cycling infrastructure
- On-Street parking
- Medians/boulevards/street furniture

The evaluation of alternative solutions is illustrated in **Table 2**.

Table 2 Evaluation of Alternative Solutions

| Element | Recommendation |
|--|---------------------|
| 1. Light Rail | Not carried forward |
| 2. Public Transportation: | |
| • Bus Rapid Transit | Not carried forward |
| • Dedicated Transit Lanes | Not carried forward |
| • Shared Lanes with Vehicular Traffic (3.65 m per lane) | Recommended |
| 3. Pedestrians comfort: | |
| • AODA Standard Sidewalks (sidewalks at 1.5 m minimum as per AODA) | Recommended |
| 4. Cycling Infrastructure: | |



University Avenue and Victoria Avenue Municipal Class Environmental Assessment – DRAFT Executive Summary

| Element | Recommendation |
|---|----------------------------|
| • Multi-Use Trails | Not carried forward |
| • Conventional On-Road Infrastructure | Not carried forward |
| • Protected Bike Facilities (approximately 2.2 m per lane) | Recommended |
| 5. On-Street Parking | |
| • Context specific solution (approximately 2.5 m) | Recommended |
| 6. Medians/ Boulevards/Street furniture: | |
| • Context specific solution | Recommended |

The results of Phases 1 and 2 of the Class EA, including the recommended planning solution, was presented to agencies and the public for review and input at Public Information Centre (PIC) No. 1. No comments were received during or following the PIC that could not be addressed or which were not in support of the recommended solution.

Following the PIC and based on consultation with agencies and the public, the preferred planning solution was selected as a combination of the following:

- Public Transportation: Shared Lanes with Vehicular Traffic (3.65 m per lane)
- Pedestrian Comfort: AODA Standard Sidewalks (sidewalks at 1.5 m minimum as per AODA)
- Cycling Infrastructure: Protected Bike Facilities (approximately 2.2 m per lane)
- On Street Parking: context specific solution (approximately 2.5 m)
- Medians/ Boulevards/Street furniture: Context specific solution

EVALUATION OF ALTERNATIVE DESIGN CONCEPTS FOR THE PREFERRED SOLUTION

Four alternative design concepts were developed for the University Avenue West corridor:

- Alternative 1: Physically Protected Bicycle Lanes
- Alternative 2: Buffered Bicycle Lanes
- Alternative 3: Cycle Tracks (one-way)
- Alternative 4: Cycle Tracks and Buffered Bicycle Lanes (hybrid)

Similarly, six alternative design concepts were developed for the Victoria Avenue corridor:

- Alternative 1: Physically Protected Bicycle Lanes
- Alternative 2: Buffered Bicycle Lanes
- Alternative 3: Cycle Tracks (one-way)
- Alternative 4: Physically Protected Bicycle Lanes with Flex Boulevard



University Avenue and Victoria Avenue Municipal Class Environmental Assessment – DRAFT Executive Summary

- Alternative 5: Buffered Bicycle Lanes with Flex Boulevard
- Alternative 6: Cycle Tracks (one-way) with Flex Boulevard

Schematic cross-section illustrated each of the alternatives are presented in **Appendix B¹**.

In order to determine the recommended alternative design concept, each alternative for the University Avenue and Victoria Avenue corridors were analyzed against the following criteria:

- Traffic Operations and Safety
 - Future Traffic Operations
 - Motorist Safety
 - Pedestrian Safety
 - Cyclist Safety
 - Pedestrian and Cyclist Security and Comfort
 - Parking
 - Transit
- Transportation Planning
 - Compliance with Concurrent Studies
- Natural Environment
 - Stormwater Management
 - Opportunities for Landscaping (Urban Heat Island Reduction/Climate Change Mitigation)
- Socio-Economic
 - Opportunities for Streetscaping
 - Cultural Heritage/Archaeological Impacts
 - Accessibility
 - Network Connectivity
 - Implications to Stakeholders
- Implementation
 - Utility Relocation
 - Operations and Maintenance
 - Construction Staging and Constructability
 - Cost

The alternatives were then evaluated against one another and assigned a score based on the scoring system illustrated in **Table 3** and their respective benefits to the surrounding environments.

Table 3 Scoring System

| | | | | |
|---|---|---|---|---|
|  |  |  |  |  |
| Highest Benefit | Fairly High Benefit | Moderate Benefit | Fairly Low Benefit | Least Benefit |

¹ Alternative 4 - Cycle Tracks and Buffered Bicycle Lanes (hybrid) is not included since it follows the same cross-section than for Alternative 2 and 3 respectively.

University Avenue and Victoria Avenue Municipal Class Environmental Assessment – DRAFT Executive Summary

Based on the evaluation and feedback received from the public and other stakeholders, - Alternative 3 Cycle Tracks (one-way) were selected to be the preliminary preferred design concept for University Avenue West and Victoria Avenue.

CONSULTATION

An extensive stakeholder consultation and engagement program was undertaken to assist the planning and decision-making process. Throughout the study, the public, external agencies, and Indigenous Communities were engaged to provide input. Key milestones of the consultation program included:

- The Notice of Study Commencement was prepared to inform the public and agencies of the commencement of the study. The Notice was advertised in the Windsor Star on July 25 and 28, 2018. The Notice was mailed or emailed to 1,350 property owners within the study limits and 26 agency representatives and stakeholders on July 25, 2018;
- The Notice of Public Information Centre No. 1 was prepared to inform the public and agencies of the opportunity to review the project and provide input. The Notice was advertised in the Windsor Star on October 27 and 31, 2018. The Notice was mailed to 1,109 property owners within the study limits on October 26, 2018;
- The PIC was held on November 1, 2018 from 5:00 PM to 8:00 PM at the Windsor International Aquatic and Training Centre, Lower East Atrium at 401 Pitt Street West in the City of Windsor. Virtual Public Information Centre #2 held from May 20 to June 18, 2021;
- A separate letter inviting stakeholders and agencies to attend Stakeholder Meeting #1 was mailed or emailed to 36 agency representatives and stakeholders on October 24th. The stakeholder meeting was held on the same date and at the same location as the PIC (one hour in advance of the PIC).
- The Notice of Public Information Centre No. 2 (virtual PIC) was prepared to inform the public and agencies of the opportunity to review the project and provide input. The Notice was first advertised in the Windsor Star on July 15, 2021. The Notice was mailed to 1,109 property owners within the study limits on July 16, 2021;
- A separate letter inviting stakeholders and agencies to attend the PIC was mailed or emailed to 36 agency representatives and stakeholders on July 15, 2021.
- Additional meetings with Downtown Districting Committee, concerned property owners, and Senior City Staff

A dedicated website was established through the City of Windsor website at the beginning of the project. Study notices and Public Information Centre materials (e.g. Notices, display material, Q&As) were made available on the website as the study progressed.

Study website: <https://www.citywindsor.ca/residents/Construction/Environmental-Assessments-Master-Plans/Pages/University-Ave-Victoria-Ave-EA.aspx>

DESCRIPTION OF THE PROPOSED UNDERTAKING

Elements of the Preferred Alternative for University Avenue West include:

- Sidewalks and dedicated cycling facilities are provided along both sides of the road along the full length of the corridor.
- On street parking provided on both sides of University Avenue between Huron Church Road and Bruce Avenue.



University Avenue and Victoria Avenue Municipal Class Environmental Assessment – DRAFT Executive Summary

- Boulevards are provided on both sides of the corridor along most of the corridor which provides an opportunity for plantings, landscaping features and streetscaping.

Elements of the Preferred Alternative for Victoria Avenue include:

- Sidewalks and dedicated cycling facilities are present on the east and west sides of Victoria Avenue along the full length of the corridor.
- Permanent on street parking present on both sides of Victoria Avenue between Chatham Avenue and Park Street.
- Boulevards are provided on both sides of the corridor which provides an opportunity for plantings, landscaping features and streetscaping.

The results of the traffic analysis undertaken to determine the type of traffic control at each of the intersections of University Avenue and Victoria Avenue identified the need for the following improvements:

- Dedicated left turn lanes at the following intersections with University Avenue West:
 - Campbell Avenue
 - Crawford Avenue
 - Salter Avenue
 - Caron Avenue
 - Janette Avenue
 - Bruce Avenue
 - Ouellette Avenue
 - McDougall Avenue
- The remaining intersections will operate as shared left/through/right lanes.
- Victoria Avenue will transition from a two-way street to one-way at University Avenue West. The northbound lane ends at this intersection and one through lane continues through the intersection to the south.

The proposed plan, cross-section, and 3D representation of the proposed undertaking are included in **Attachment C**.

PROPERTY REQUIREMENTS

Based on the proposed plan, no private property is required for the recommended plan for University Avenue West or Victoria Avenue.

POTENTIAL ENVIRONMENTAL IMPACTS / PROPOSED MITIGATION MEASURES

Although there are no potential environmental effects associated with the selected design, the City has a wonderful opportunity to improve on this already unique historic area, and the streetscape design philosophy should centre on creating a space that provides both a familiar feel and a unique identity for the City of Windsor within the existing planning context. Through the implementation of universal design principles, AODA guidelines for the design of public spaces, and application of accepted Crime Prevention Through Environmental Design (CPTED) principles, the design must consider overall function, accessibility, safety, and vandal-resistance.

Similarly, streetscape elements such as street trees, lighting, signage, and gateway features can provide strong visual cues, link spaces together, and often compensate for a lack of cohesion in the built



University Avenue and Victoria Avenue Municipal Class Environmental Assessment – DRAFT Executive Summary

environment. A streetscape that is lined with trees and has a consistent street furniture style speaks the same visual language along its length, reading as a continuous space to the visitor. The repetition of these elements can also create a rhythm in the streetscape that can spill over to other streets within an area to define a distinct neighbourhood.

NOTICE OF COMPLETION

The Notice of Completion and Environmental Study Report will be filed for public review at the end of the study. If no Part II Orders are filed with the Ministry of Environment, Conservation and Parks and any concerns raised are addressed during the public review period, this project will be deemed approved.

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Attachment A: **Study Area**



Study Area



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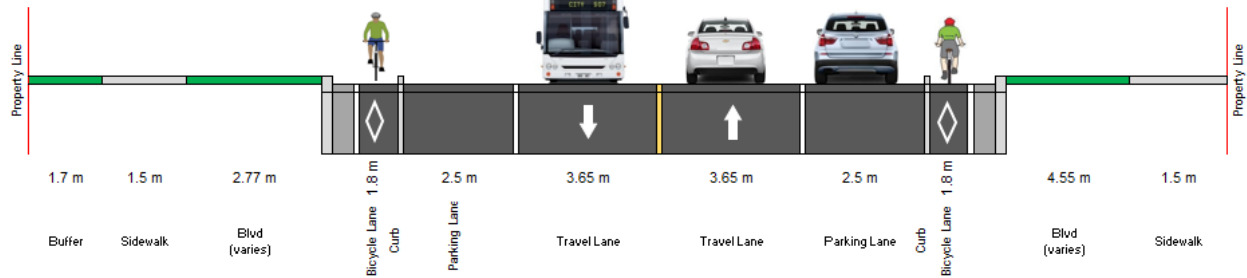




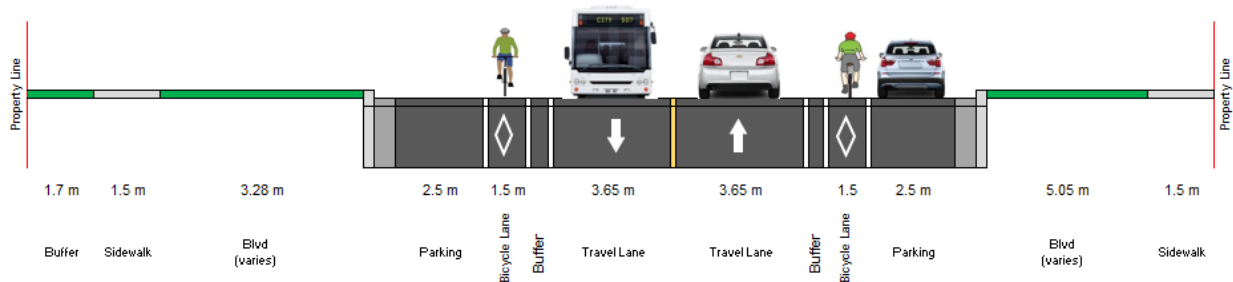
Attachment B: **Alternative Design Concepts**



Alternative Solutions



Alternative 1: Physically Protected Bicycle Lanes (Representative Cross-Section)

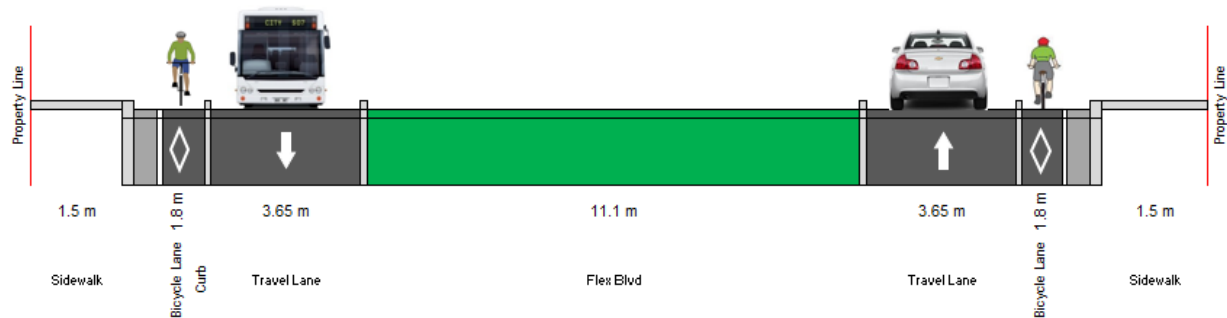


Alternative 2: Buffered Bicycle Lanes (Representative Cross-Section)

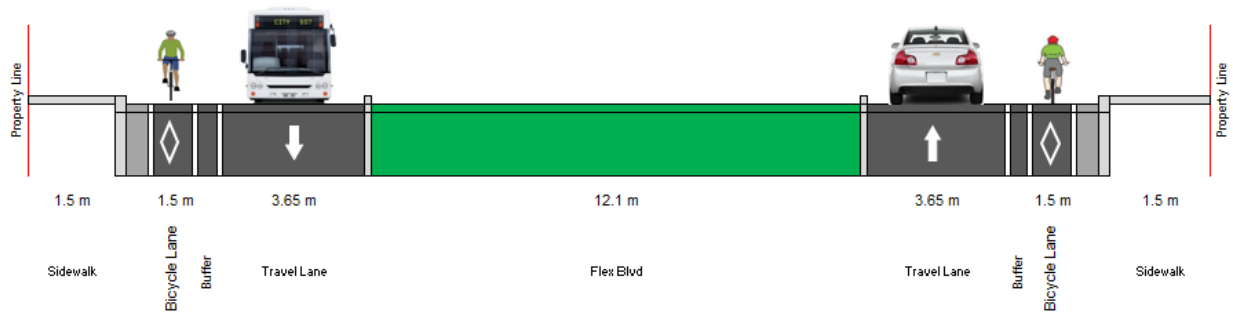


Alternative 3: Cycle Tracks (Representative Cross-Section)

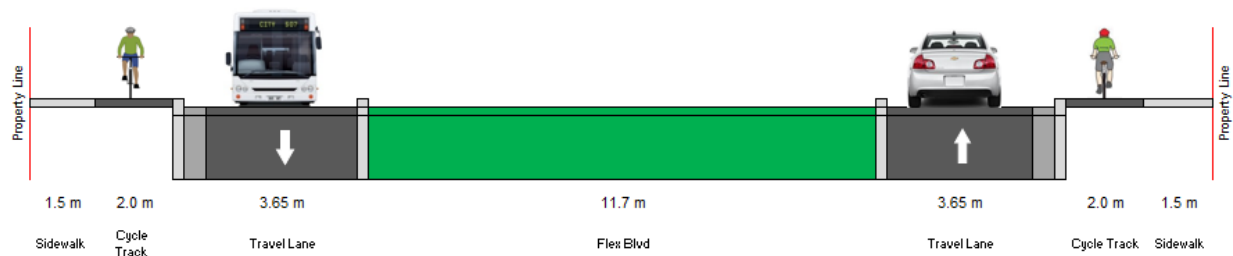
University Avenue and Victoria Avenue Municipal Class Environmental Assessment – DRAFT Executive Summary



Alternative 4: Protected Bicycle Lanes + Flex Boulevard (Representative Cross-Section)



Alternative 5: Buffered Bicycle Lanes + Flex Boulevard (Representative Cross-Section)



Alternative 6: Cycle Tracks + Flex Boulevard (Representative Cross-Section)





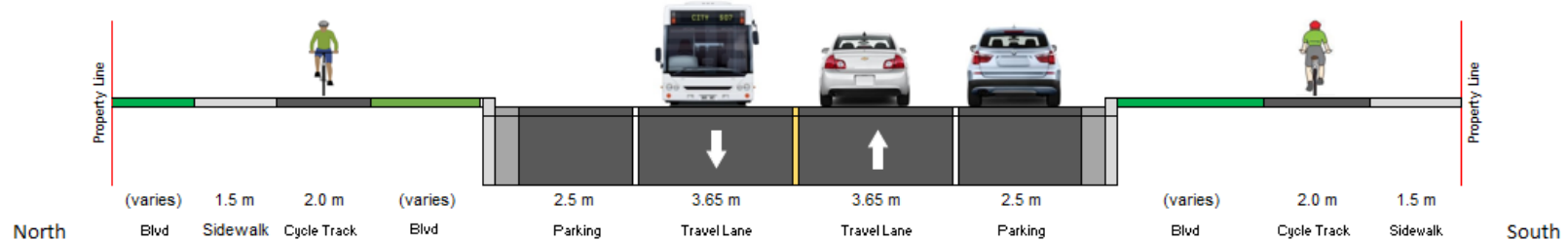
Attachment C: **Proposed Design**



Proposed Typical Cross Section

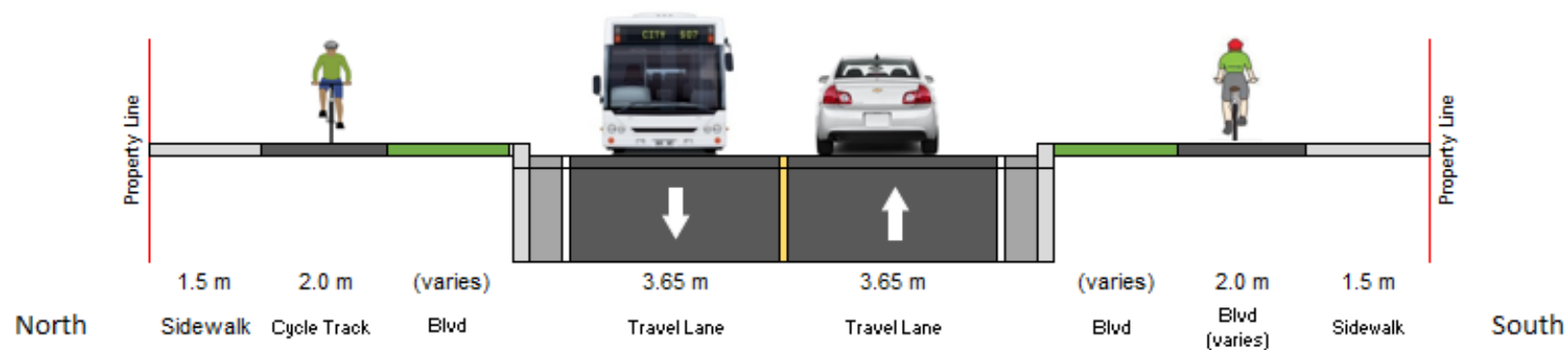


University Avenue - From Huron Church Road to Partington Avenue

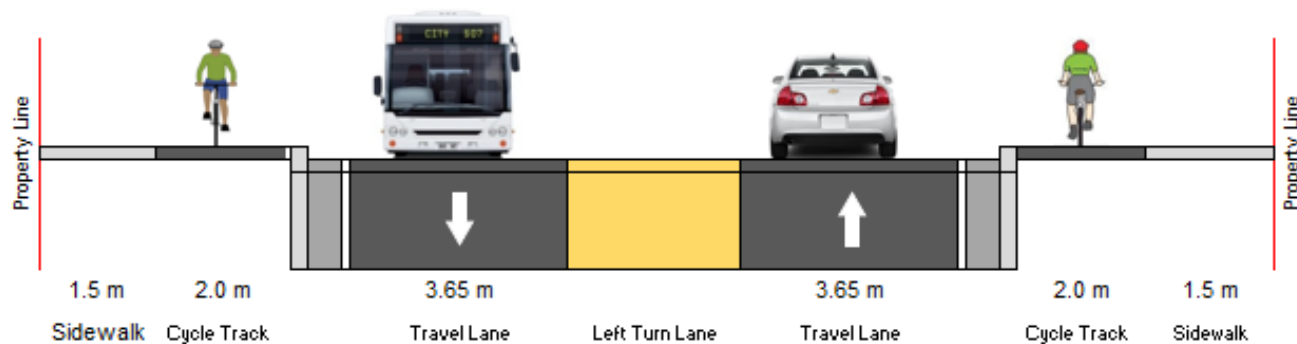


University Avenue - From Partington Avenue to Salter Avenue

University Avenue and Victoria Avenue Municipal Class Environmental Assessment – DRAFT Executive Summary

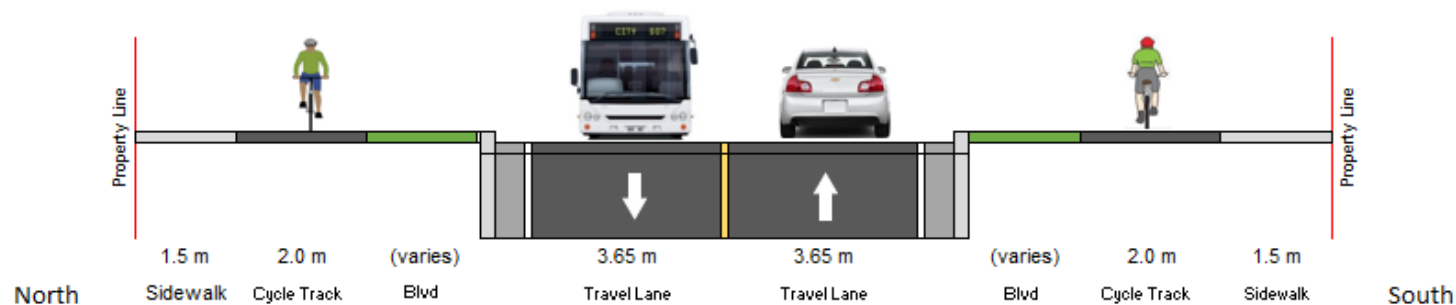


University Avenue - From Salter Avenue to Pelissier Avenue

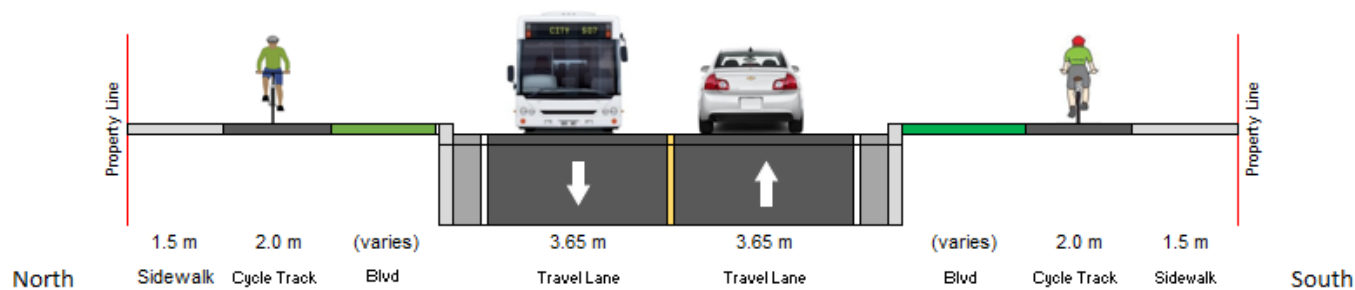


University Avenue - From Pelissier Avenue to Oullette Avenue

University Avenue and Victoria Avenue Municipal Class Environmental Assessment – DRAFT Executive Summary

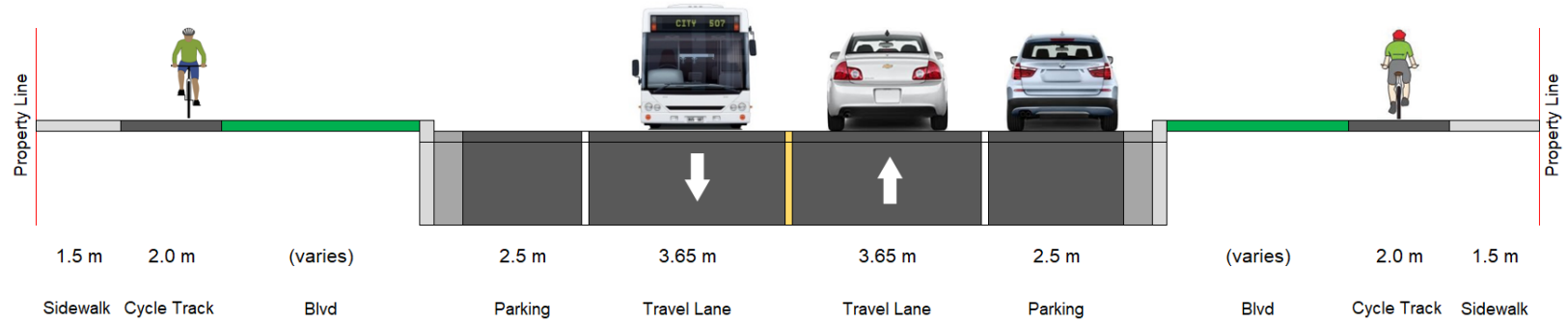


University Avenue - From Oullette Avenue to Freedom Way

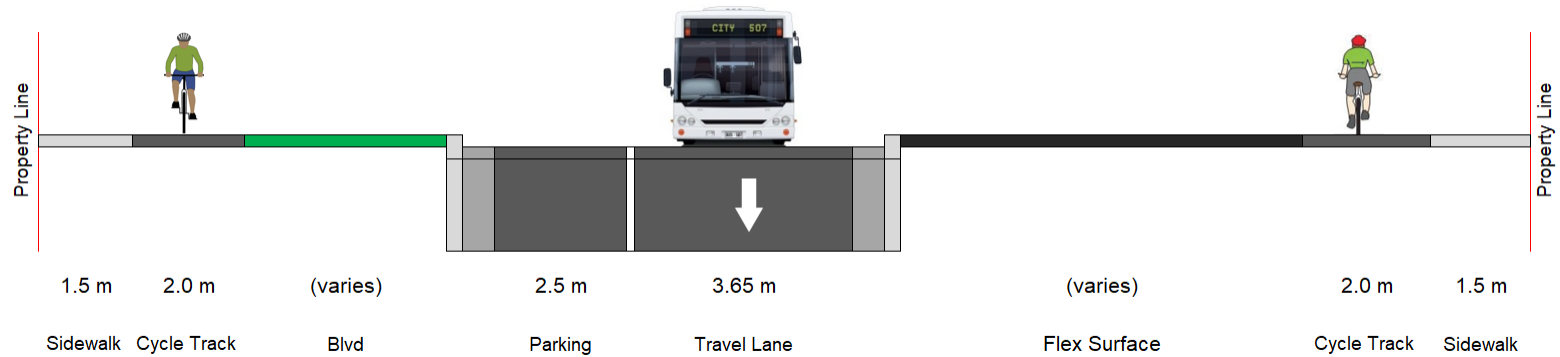


University Avenue - From Freedom Way to City Hall Square

University Avenue and Victoria Avenue Municipal Class Environmental Assessment – DRAFT Executive Summary



Victoria Avenue - From Chatham Street W to University Avenue W



Victoria Avenue - From University Avenue W and Park Street W

DRAFT





Subject: Local Roadway Speed Humps Procedure - Traffic Calming Policy Amendment—City Wide

Reference:

Date to Council: May 9, 2022
Author: Rania Toufeili
Policy Analyst
519-255-6543 ext. 6830
rtoufeili@citywindsor.ca

Report Date: March 28, 2022
Clerk's File #: ST/13863

To: Mayor and Members of City Council

Recommendation:

1. THAT report C 56/2022, "Speed Humps Procedure – Traffic Calming", **BE RECEIVED** for information; and,
2. THAT the Traffic Calming Policy **BE AMENDED** to include the Speed Humps Procedure and associated changes as appended in report C 56/2022.

Background:

At the April 19th 2021 meeting Council made the following decision (CR168/2021):

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

The City of Windsor Traffic Calming Policy was updated in 2021 and included a number of Procedures based on road characteristics which includes the following;

1. Expedited Temporary Traffic Calming Procedure
2. Arterial Roadway Traffic Calming Procedure
3. Bikeways Traffic Calming Procedure
4. New Neighbourhood Traffic Calming Procedure
5. Permanent Traffic Calming Procedure

Currently residents have the potential to receive speed humps on their roads through the Permanent Traffic Calming Procedure, however local road requests are combined with a variety of other roadway requests which may extend the process and warrant priority. Furthermore, current traffic calming plans may involve more than one traffic

calming measure and take years to implement based on the complexity of the project and priority of the roadway.

Administration is proposing a new Local Roadways Speed Humps procedure that will provide for a more accelerated process to allow residents to make requests for speed humps if a majority of the residents on the subject block agree with the request.

Discussion:

The proposed Local Roadways Speed Humps Procedure is shown in Appendix 1 along with the associated updated Traffic Calming Policy and Permanent Traffic Calming Procedure that both make reference to the proposed new speed hump procedure.

Local Road Eligibility for Speed Humps

The procedure is created for local streets which are primarily residential, with curbs, and where speed humps will not pose risks for transit, trucks or emergency services.

Table 1 shows the locations where speed humps can not be installed through the new procedure with justifications and descriptions for each.

Table 1 - Locations where speed humps can not be installed

| | <i>Ineligible Locations for Speed Humps</i> | Description |
|---|--|--|
| 1 | Scenic drives, collector or arterial roads | Typically have higher speeds and traffic volumes which make speed humps unsuitable. |
| 2 | Roads which are transit routes | Affects bus operations, driver stress and passenger comfort. |
| 3 | Roads which are truck routes | Affects truck operations, increased noise and more maintenance required for speed humps. |
| 4 | Roads where the speed limit is above 50 km/h | Speed humps are not suitable for roads with higher posted speeds as they can cause safety issues and damage to vehicles. |
| 5 | Roads which are primary routes for Emergency Services | Creates a delayed emergency response. |
| 6 | Roads which do not have curbs | Circumnavigation around the humps creates a safety risk for the public and residents along the roadway. |
| 7 | Roads which are classified as local road industrial | Large industrial vehicles travel and creates issues similar to on truck routes. |
| 8 | Roads which are deemed unsuitable at the discretion of the City Engineer if there are special circumstances related to feasibility or implementation | Under special circumstances related to feasibility or safety, the City Engineer may be able to deem roadways unsuitable. |

Local roads which are ineligible for speed humps based on the above criteria are still eligible to follow the Permanent Traffic Calming Procedure to receive traffic calming in other forms on their roadway.

Windsor Police Services and Fire and Rescue Services were consulted on the new speed humps procedure. Fire and Rescue Services indicated that the speed humps should be smooth and the quantity of humps should be minimized as much possible when the design and placement work is completed. Police Services provided a list of roads which are commonly used during emergency services which included only collector and arterial roads. Therefore, the roads list provided would not be eligible for speed humps per the established criteria in the Local Roadway Speed Humps Procedure. Furthermore, Fire and Police Services will be consulted for speed hump placement when there are potential issues related to emergency access.

Procedure to Request Speed Humps

The procedure diagram for the new Speed Humps Procedure is shown in **Figure 1**, which outlines the process for eligible local street residents to accelerate the process of receiving traffic calming in the form of speed humps on their roadway.

As shown in the diagram, if a road is ineligible for traffic calming based on the existing warrant criteria through the Permanent Traffic Calming Procedure by not meeting the required speed and volumes, support required from residents or warrant points, it will be automatically redirected and reviewed for speed humps eligibility through the Speed Humps Procedure. If a road is eligible for speed humps, all households and commercial units along a roadway will be directed to complete a survey to indicate their support for the implementation of speed humps.

For roads which do not meet the permanent traffic calming procedure warrants, a minimum of 50% support is required in order to be added to the list for warranted speed humps. **For roads which do meet the Permanent Traffic Calming Procedure warrant criteria, a 50% response and 60% support is required** in order to be added to the list for warranted speed humps. This creates a lower threshold for the warranted roadways to ensure the new policy is still following the principles of the Permanent Traffic Calming Procedure where a roadway is prioritized for meeting the technical criteria. The survey area should include all residential households and commercial properties directly abutting the street of concern (excluding City-owned or vacant properties).

Furthermore, if a road is eligible for traffic calming through the Permanent Traffic Calming Procedure but it meets all of the criteria of the Speed Humps Procedure, the road will move in to the speed humps procedure and a survey will be completed to determine if there is 50% support for speed humps.

Similar to the Permanent Traffic Calming Procedure, if 50% of the area is not in support of speed humps, a new request on the same block of the roadway will not be evaluated within 3 years of the last review.

Current Permanent Traffic Calming Procedure

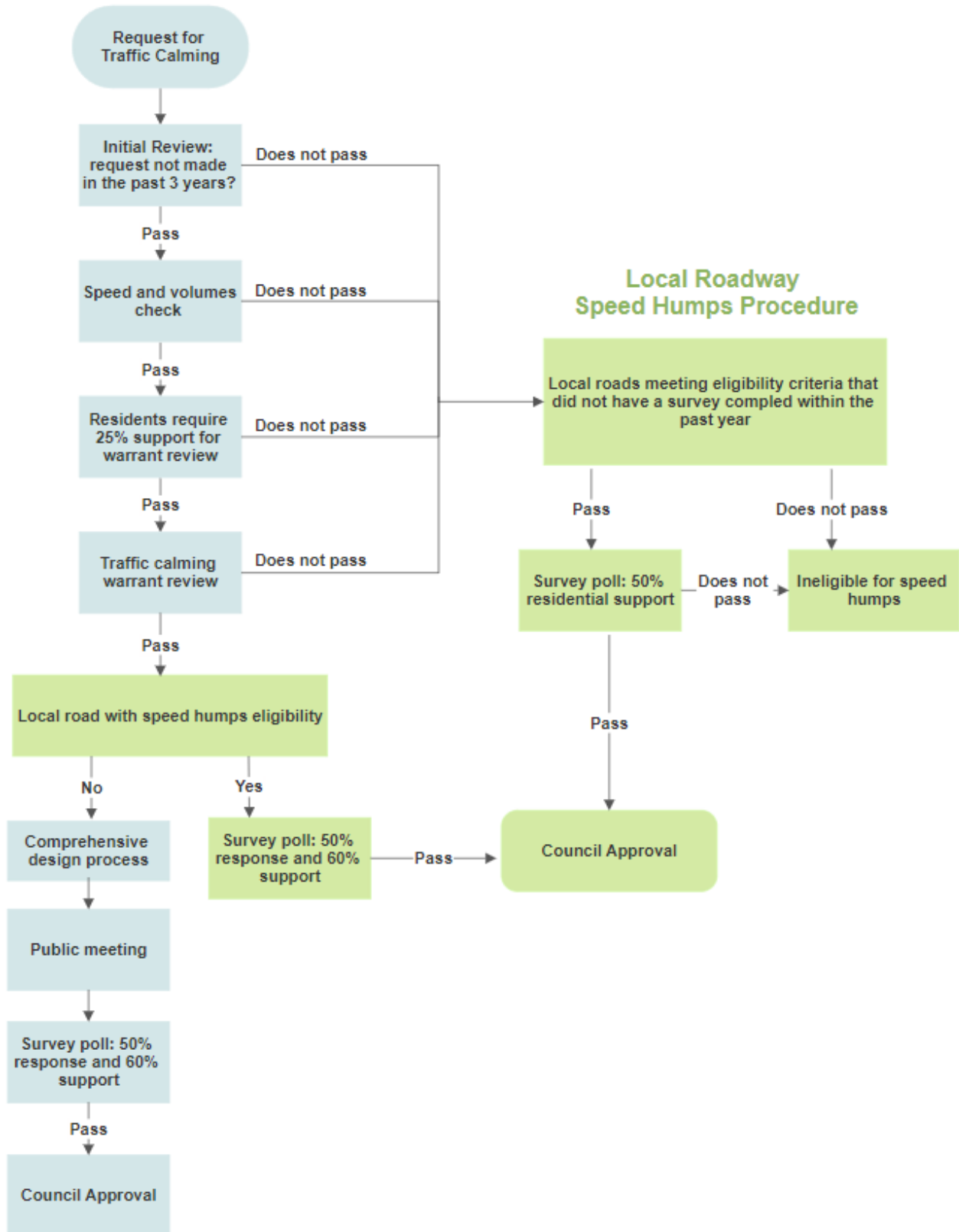


Figure 1 – Local Roadway Speed Humps Procedure Process

Implementation of the Speed Humps Procedure

A list will be maintained of all the roadways which are eligible for speed humps according to the Speed Humps Procedure. This list will prioritize the speed hump locations based on the warrant points received through the Permanent Traffic Calming Procedure review and percent of resident support. This list will be presented to Council annually at Budget Review or when the number of requests received exceeds capacity. Council will be provided with cost estimates to implement the speed humps. Council will be able to dedicate required funding if required, and review or change priorities of speed humps locations.

Table 2 shows the structure of the eligibility list which will be presented to Council annually for speed hump locations.

Table 2 – Speed Hump Locations Priority List Structure

| Priority List of Speed Hump Locations |
|--|
| Part 1 Prioritized by points achieved through the Permanent Traffic Calming Warrant Review (# of Points) |
| Part 2 Prioritized by percentage of resident support (% Resident Support) |

Current Locations under Traffic Calming Review

Currently, there are a number of locations under traffic calming review which could be referred to the Speed Humps Procedure if it is approved.

The following locations are currently in the queue to receive a traffic calming plan and would be eligible for Speed Humps in accordance with the Local Roadway Speed Humps Procedure:

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

With the new addition of the Local Roadways Speed Humps Procedure, roads which have previously made traffic calming requests can make new requests for traffic calming even if they have done so within the past three years.

In addition to the Traffic Calming Policy, the Active Transportation Master Plan (ATMP) identifies all of the local street bikeways that the City is looking to implement. Local roads will receive traffic calming in various ways outlined through the ATMP in order to achieve the appropriate bikeway. This can include speed humps or other measures from the traffic calming measures tool box.

Risk Analysis:

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

Based on the current resource and staffing levels within the Transportation Planning Services Division, there is a risk that the demand for speed humps will exceed the ability of processing all applications. It is anticipated that 3-5 requests can be reviewed and processed per month, depending on the length of the road segments requesting the speed humps. Transportation Planning will determine if the capacity to install the speed humps is achievable through Operations based on the approved list or if a tender will be required to hire a contractor.

Furthermore, in order to mitigate this capacity issue it is proposed that the approved speed humps roads list be presented to Council annually at budget review or once a significant quantity of roads have been processed, rather than for each individual roadway to preserve staff time and resources.

Climate Change Risks

Climate Change Mitigation:

Some studies have indicated that speed humps result in an increase of fuel consumption and particulate matter in the air due to the changed pattern of driver behaviours. They also increase perceptible noise pollution on the roadways.

In the longer term, speed limit reductions from the implementation of speed humps may indirectly reduce greenhouse gas emissions by allowing design standards that better encourage walking and cycling.

Climate Change Adaptation:

Speed humps may encourage active transportation as speeds are reduced and people feel safer on traffic calmed roadways.

Financial Matters:

The Local Roadway Speed Humps Procedure outlines that a list of eligible speed hump locations will be brought forward to Council annually during budget review. A priority list of locations will be presented with required Capital and Operating Budgets to implement all locations. Speed humps will require annual budget allotments for operation and maintenance related to repainting pavement marking, signage inspections and maintaining the speed humps after the winter. Annual operating budget requirements will be presented to Council for consideration.

Initial installation of new speed humps will be funded by the capital Traffic Calming budget. Additional capital budget requests will be brought forward for consideration annually to request additional funds required related to Traffic Calming Projects. Currently there is an amount of \$1,196,636 in the Traffic Calming Capital Budget with \$775,240 committed funds to approved projects as per **Table 3** below. Therefore, there is a balance of **\$421,396** remaining as uncommitted funds in the Traffic Calming Capital Budget.

Table 3 – Traffic Calming Capital Budget Committed Funds

| | |
|---|--------------------|
| Current Available funds in the Traffic Calming Initiatives Project | \$1,196,636 |
| Drouillard Traffic Calming Project | \$(458,440) |
| Cabana Radar Speed Feedback Signs | \$(13,800) |
| Arterial Speed Control Programs | \$(50,000) |
| BIA Community Safety Zone Signs | \$(48,000) |
| Ward Funds for 2021 & 2022 (\$10,000/Ward/Yr.) | \$(200,000) |
| Please Slow Down Lawn signs | \$(5,000) |
| Balance Uncommitted | \$421,396 |

As per **Table 4** below the total cost of each speed hump currently would be \$7,425. The total cost would also include the required associated signage and pavement markings. Also the total annual maintenance cost per unit would be \$435 using the assumption of resurfacing the roadways every 20 years which is the usual target for road work.

Table 4 – Cost per Speed Hump

| <i>Item</i> | <i>Unit</i> | <i>Cost/Unit</i> | <i>Annual Maintenance Cost /Unit</i> |
|---|-------------|--------------------|--------------------------------------|
| <i>Speed Humps</i> | Each | \$ 7,000.00 | \$ 350.00 |
| <i>Speed Hump Sign (Wa-74)</i> | Each | \$ 250.00 | \$ 5.00 |
| <i>Speed Hump Tab Sign (Wa-74t)</i> | Each | \$ 75.00 | \$ 5.00 |
| <i>Pavement Markings on Speed Humps</i> | Each | \$ 100.00 | \$ 75.00 |
| Total | Each | \$ 7,425.00 | \$ 435.00 |

Consultations:

Ian Day, Acting Senior Manager of Traffic Operations
 Andrew Lewis, Coordinator of Right-of-Way and Field Services, Operations
 Phong Nguy, Manager of Contracts and Maintenance, Operations
 Roberta Harrison, Coordinator of Maintenance, Operations
 Inspector Jennifer Crosby, Windsor Police Services
 Anne Marie Albidone, Manager of Environmental Services, Operations
 Charles Hartford, Contracts Coordinator, Operations
 Michael Coste, Chief Fire Prevention Officer
 Cindy Becker, Financial Planning Administrator – Public Works Operations

Conclusion:

The Local Roadway Speed Humps Procedure is proposed to be added to the Traffic Calming Policy. Residents will have the opportunity to request speed humps on local roads that are eligible per the procedure without proceeding through all the steps in the Permanent Traffic Calming Procedure. Furthermore, for roadways which meet all of the technical criteria of the Permanent Traffic Calming Procedure an approval threshold of

50% response rate and 60% support is required. For roadways which do not meet the eligibility requirements for speed humps but not the technical criteria of the permanent traffic calming procedure an approval threshold of 50% support is required. Roads that are eligible for speed humps through the Local Roadway Speed Humps Procedure will be presented to Council for approval with funding requirements.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|------------------|---|
| Jeff Hagan | Transportation Planning Senior Engineer |
| Josie Gualtieri | Financial Planning Administrator |
| John Revell | Chief Building Official |
| Colleen Middaugh | Acting Executive Director of Engineering |
| Shawna Boakes | Executive Director of Operations/ Deputy City Engineer |
| Jelena Payne | Commissioner of Economic Development and Innovation |
| Chris Nepszy | Commissioner of Infrastructure Services |
| Tony Ardovini | Acting Commissioner of Corporate Services, Chief Financial Officer/City Treasurer |
| Joe Mancina | Acting Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|--|--------------------------------|--------------|
| Residents that contacted the City for speed humps since the news release on the new Procedure. | List to be provided to clerks. | |

Appendices:

- 1 Local Roadway Speed Humps Procedure
- 2 Traffic Calming Policy Amendment 2022
- 3 Permanent Traffic Calming Procedure Amendment 2022

THE CORPORATION OF THE CITY OF WINDSOR PROCEDURE

| | | | |
|---------------|--|-----------------|--------------------|
| Service Area: | Office of the City Solicitor | Procedure No.: | |
| Department: | Planning and Building Services | Approval Date: | |
| Division: | Transportation Planning | Approved By: | |
| | | Effective Date: | On Approval |
| Subject: | Local Roadway Speed Humps Procedure | Policy Ref.: | |
| | | Pages: | Replaces: N/A |
| Prepared By: | R. Toufeili, Policy Analyst | | Date: |

1. PURPOSE

1.1. This procedure is intended to provide details for the implementation of speed humps as requested by residents for the Corporation of the City of Windsor.

2. SCOPE

2.1. This procedure covers requests for speed bumps within the City as a measure for traffic calming and speed reduction.

2.2. This procedure serves as an addition to the existing Traffic Calming Policy by the Corporation of the City of Windsor.

3. RESPONSIBILITY

3.1. Responsibility for implementing this procedure is outlined in the Traffic Calming Policy.

4. PROCEDURE

4.1. The speed humps location check is used to determine areas where the speed humps can not be located. Speed humps through this procedure shall not be implemented on:

- 4.1.1. Scenic drives, collector or arterial roads;
- 4.1.2. Roads which are transit routes;
- 4.1.3. Roads which are truck routes;
- 4.1.4. Roads where the speed limit is above 50 km/h;
- 4.1.5. Roads which are primary routes for Emergency Services;
- 4.1.6. Roads which do not have curbs;
- 4.1.7. Roads which are classified as local road industrial; and,
- 4.1.8. Roads which are deemed unsuitable at the discretion of the City Engineer if there are special circumstances related to feasibility or implementation.

4.2. The selection of speed hump locations shall be processed through the Traffic Calming Policy – Permanent Traffic Calming Procedure as shown in **Figure 1** and as follows:

4.2.1. A request for traffic calming measures will be received through 311 or City Administration.

4.2.2. A speed and volumes check will be conducted in agreement with the Permanent Traffic Calming Procedure.

4.2.3. If the speed and volumes check does not pass through the Permanent Traffic Calming Procedure, the request shall be reviewed for eligibility of speed humps.

4.2.4. If the traffic calming request passes all Permanent Traffic Calming Procedure steps up to the resident petition stage but does not receive the required 25% support, the request shall be reviewed for eligibility for speed humps.

4.2.5. If a roadway is eligible for speed humps based on the speed humps location check but it **does not** meet the warrant criteria of the permanent traffic calming procedure, a survey will be completed along the length of the subject area to **determine if a majority of the subject area, over 50%, are in support** of receiving speed humps on their street. The survey shall be open for a period of 30 days.

4.2.6. If a roadway is eligible for speed humps based on the speed humps location check and it **does** meet the warrant criteria of the permanent traffic calming procedure, a survey will be completed along the length of the subject area requiring a **50% response rate and 60% support**. The survey shall be open for a period of 30 days.

The survey area should include all residential households and commercial properties directly abutting the street of concern (excluding City-owned or vacant properties).

4.2.7. If the speed humps survey does not achieve the required level of support, the street will be ineligible for speed humps and residents can reapply once one year has elapsed from the closing date of the survey.

Current Permanent Traffic Calming Procedure

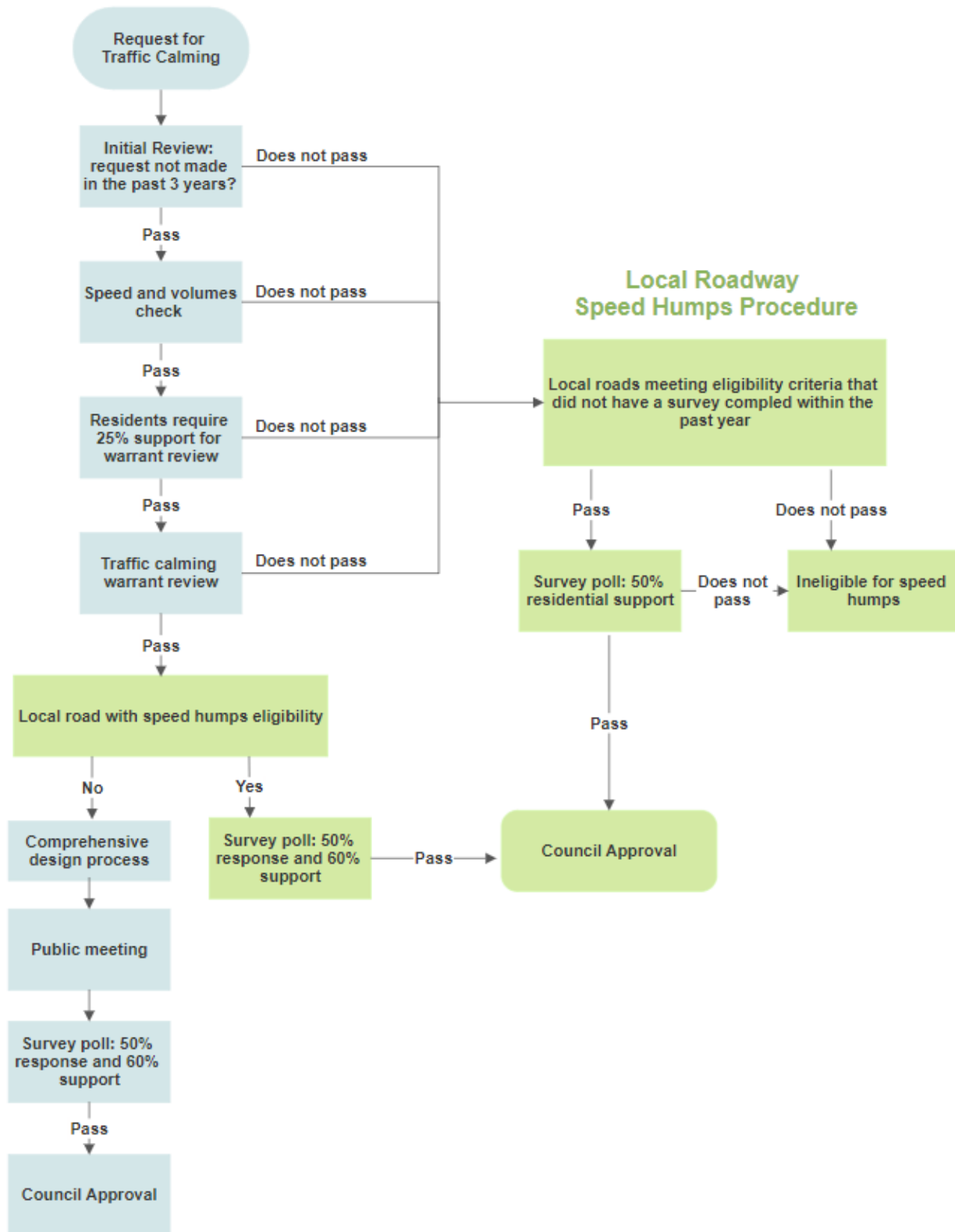


Figure 1 – Local Roads Speed Humps Procedure

4.3. For streets that warrant speed humps:

4.3.1. A list of locations will be kept where speed humps are warranted based on the Local Roads Speed Humps procedure.

4.3.2. Locations will be prioritized for speed humps based on:

4.3.2.1. Streets that have passed the traffic calming warrant review in the Permanent Traffic Calming Procedure; and,

4.3.2.2. Level of percent support from street residents.

4.3.3. A priority list comprised of two sections, as shown in **Table 1**, will be presented to Council of speed hump locations and available funding for the projects. Council may direct administration to place speed humps on specified roadways.

Table 2 – Speed Hump Locations Priority List Structure

| Priority List of Speed Hump Locations |
|---|
| Part 1 Prioritized by points achieved through the Permanent Traffic Calming Warrant Review (# of Points) |
| Part 2 Prioritized by percentage of resident support (% Resident Support) |

4.4. Speed humps shall be placed as follows:

4.4.1. With appropriate signs and pavement markings adjacent to each speed hump to indicate their presence to drivers;

4.4.2. Not obstructing any driveways or significant areas of access on the roadways; and,

4.4.3. Not on parts of roadways within 75 meters of traffic signals.

THE CORPORATION OF THE CITY OF WINDSOR POLICY

| | | | |
|---------------------|---------------------------------------|-----------------|---|
| Service Area: | Office of the City Solicitor | Policy No.: | |
| Department: | Planning and Building Services | Approval Date: | |
| Division: | Transportation Planning Services | Approved By: | |
| | | Effective Date: | On approval |
| | | | <ul style="list-style-type: none"> - Expedited Temporary Traffic Calming Procedure - Arterial Roadway Traffic Calming Procedure - Bikeways Traffic Calming Procedure - New Neighbourhood Traffic Calming Procedure - Permanent Traffic Calming Procedure |
| Subject: | Traffic Calming Policy | Procedure Ref.: | |
| Review Date: | | <i>Pages:</i> | Replaces: Traffic Calming Policy |
| Prepared By: | R. Toufeili, Policy Analyst | 2 | Date: September 2015 |

1. POLICY

1.1. This policy governs the implementation of traffic calming for the Corporation of the City of Windsor.

2. PURPOSE

2.1. The purpose of this policy is to provide Administration and the general public with a simple and transparent framework to assess, design and implement traffic calming measures on primarily residential streets to reduce and maintain appropriate traffic speeds and volumes.

3. SCOPE

3.1. This policy covers:

- 3.1.1. requests for permanent traffic calming measures;
- 3.1.2. requests for expedited temporary traffic calming;
- 3.1.3. speed control on arterial roadways;
- 3.1.4. traffic calming on bikeways; and
- 3.1.5. traffic calming requirements for new residential developments.

3.2. This policy should be utilized in coordination with the City's Active Transportation Master Plan and School Neighbourhood Policy, where applicable.

4. RESPONSIBILITY

- 4.1 Council has authority to approve implementation and funding for traffic calming plans that are developed under this policy, and is responsible for approving amendments to this policy.
- 4.2 Administration is responsible for carrying out this policy as follows:
 - 4.2.1 The City Engineer and the City Solicitor are corporate leads for all transportation and associated public safety programs and are responsible for initiating amendments to the Traffic Calming Procedures.
 - 4.2.2 The Transportation Planning Senior Engineer is responsible for:
 - 4.2.2.1 Overseeing implementation of this policy,
 - 4.2.2.2 Bringing forward traffic calming plans before Council for approval,
 - 4.2.2.3 Recommending operating and capital budget expenditures related to traffic calming, and
 - 4.2.2.4 Recommending amendments to this policy to Council.
 - 4.2.3 The Manager of the 311 Call Centre has overall responsibility for receiving public poll responses, and for reporting these responses to the Transportation Planning Senior Engineer.

5. GOVERNING RULES AND REGULATIONS

- 5.1 This policy will be implemented in accordance with the following traffic calming procedures:
 - 5.1.1 Expedited Temporary Traffic Calming Procedure
 - 5.1.2 Arterial Roadway Traffic Calming Procedure
 - 5.1.3 Bikeways Traffic Calming Procedure
 - 5.1.4 New Neighbourhood Traffic Calming Procedure
 - 5.1.5 Permanent Traffic Calming Procedure
 - 5.1.6 Local Roadway Speed Humps Procedure

6. RECORDS, FORMS AND ATTACHMENTS

- 6.1. Records for this policy shall be prepared and retained in accordance with Records Retention By-Law 21-2013, as amended.
- 6.2. Attachments:
 - 6.2.1. Attachment 1: Expedited Temporary Traffic Calming Procedure
 - 6.2.2. Attachment 2: Arterial Roadway Traffic Calming Procedure
 - 6.2.3. Attachment 3: Bikeways Traffic Calming Procedure
 - 6.2.4. Attachment 4: New Neighbourhood Traffic Calming Procedure
 - 6.2.5. Attachment 5: Permanent Traffic Calming Procedure
 - 6.2.6. Attachment 6: Local Roadway Speed Humps Procedure

THE CORPORATION OF THE CITY OF WINDSOR PROCEDURE

| | | | |
|---------------|--|-----------------|------------------------|
| Service Area: | Office of the City Solicitor | Procedure No.: | |
| Department: | Planning and Building Services | Approval Date: | |
| Division: | Transportation Planning | Approved By: | |
| | | Effective Date: | On Approval |
| Subject: | Permanent Traffic Calming Procedure | Policy Ref.: | Traffic Calming Policy |
| | | Pages: | Replaces: |
| Prepared By: | R.Toufeili, Policy Analyst | 18 | Date: |

1. **PURPOSE**

- 1.1. This procedure is intended to provide details for reviewing traffic calming requests and implementing the Traffic Calming Policy using a warrant review process.

2. **SCOPE**

- 2.1. This procedure provides the details to address traffic calming requests for permanent traffic calming measures.

3. **RESPONSIBILITY**

- 3.1. Responsibility for implementing this procedure is outlined in the Traffic Calming Policy.

4. **PROCEDURE**

- 4.1. A traffic calming project is initiated when a resident, business or group submits a concern specifically related to vehicle speeds and/or volumes. Requests are usually submitted by contacting 311
- 4.2. There are four stages of a traffic calming project:
 Stage 1: Project Initiation (Section 4.5)
 Stage 2: Project Development (Section 4.6)
 Stage 3: Project Approval (Section 4.7)
 Stage 4: Project Implementation (Section 4.8)
- 4.3. A traffic calming project ends when a traffic calming solution is implemented or traffic calming is not appropriate for implementation.

4.4. Stage 1: Project Initiation

- 4.4.1. Upon receiving the request, the street will be evaluated for eligibility and must meet all of the following criteria, otherwise the review process ends:
- Local or Collector road in the City's Official Plan;
 - Longer than 150 m; and
 - Has not been evaluated for traffic calming in the last 3 years.
- 4.4.2. Administration will then determine the appropriate locations to collect speed and volume data. One of the following thresholds must be met, otherwise the street is reviewed for speed humps eligibility through the Local Roadway Speed Humps Procedure:
- A minimum 85th percentile speed of 10 km/h over the speed limit; or
 - A minimum volume of 1,000 vehicles per day (vpd) for local roadways; 3,000 vpd for Class II collector roadways and 6,000 vpd for Class I collector roadways.
- 4.4.3. A preliminary warrant review of speed, volume and pedestrian data may be undertaken to determine whether a warrant would be achievable. If it is determined the initial data would not meet warrant, the requestor may be referred to the Expedited Temporary Traffic Calming Procedure or the Local Roadway Speed Humps Procedure.
- 4.4.4. Administration will identify a survey area to survey the neighbourhood for support of initiating a traffic calming review. The survey area should include all residential households and commercial properties directly abutting the street of concern (excluding City-owned or vacant properties), up to 150 m on either side of the location of concern, or to the nearest intersection, whichever is closer. If the concern is at an intersection, the survey area should extend to the next cross street in each direction. Examples of survey areas are illustrated in **Figure 1**.
- 4.4.5. Administration will mail a letter to all households, residential units and commercial properties within the survey area, requesting participation in a telephone survey using the City's 311 system (or other means appropriate) to demonstrate neighbourhood support. **A minimum 25% must respond in favour of a traffic calming review.** If this threshold is not met, the review process for permanent traffic calming ends and the street is reviewed through the Local Roadway Speed Humps Procedure. A new traffic calming request within the same street segment may start from the survey stage if the traffic data collected for the previous request is still current.
- 4.4.6. Upon confirming neighbourhood support, a warrant/prioritization area will be identified, which should include local and collector roads bound by higher functioning roads, as illustrated in **Figure 2**.
- 4.4.7. A warrant review will be conducted using the points criteria identified in **Table 1**. Vehicle speeds are analyzed using the 85th percentile speed collected during a speed study. Volumes are analyzed using the measured annual average daily traffic (AADT) counts.

- 4.4.8.** A project should score at least 30 points in the warrant evaluation and prioritization process to proceed. If the score threshold is not met the street is referred to the Local Roadway Speed Humps Procedure. If the score threshold is met the street will be reviewed against the Local Roadway Speed Humps Procedure, and if deemed eligible it will follow the survey per that procedure.
- 4.4.9.** Prioritization will be based on points from the warrant evaluation. Additional factors may include other project schedules, available funding and other considerations.

Figure 1 - Examples of Survey Areas

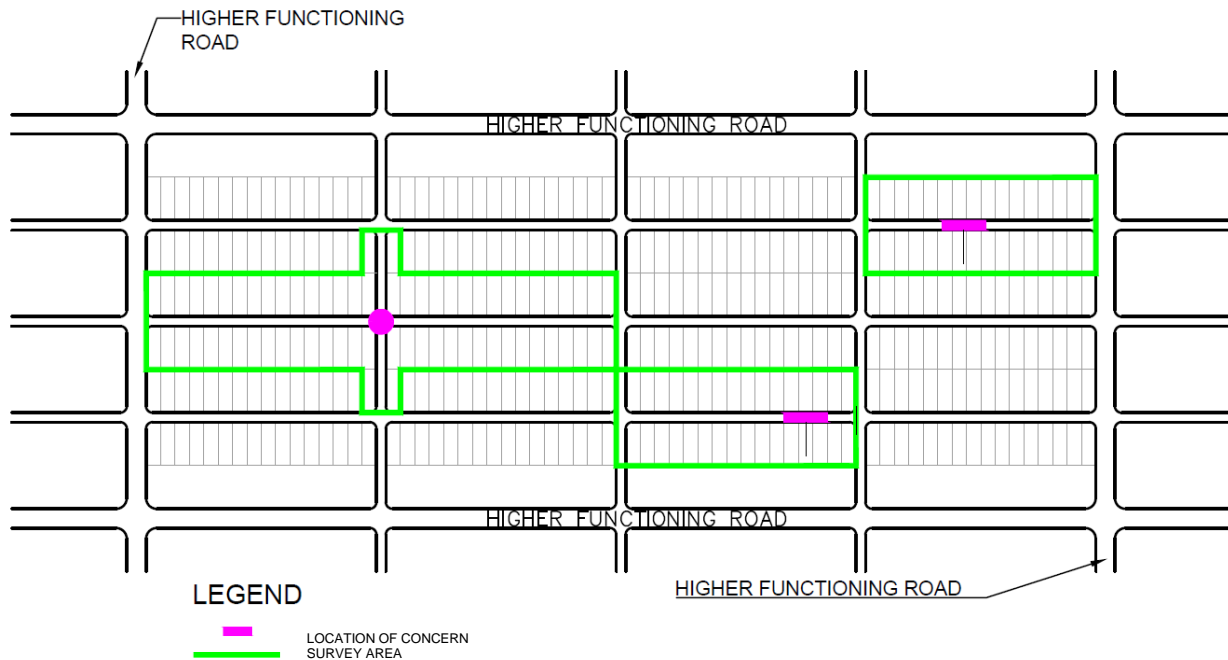


Figure 2 - Example of Warrant/Prioritization Area

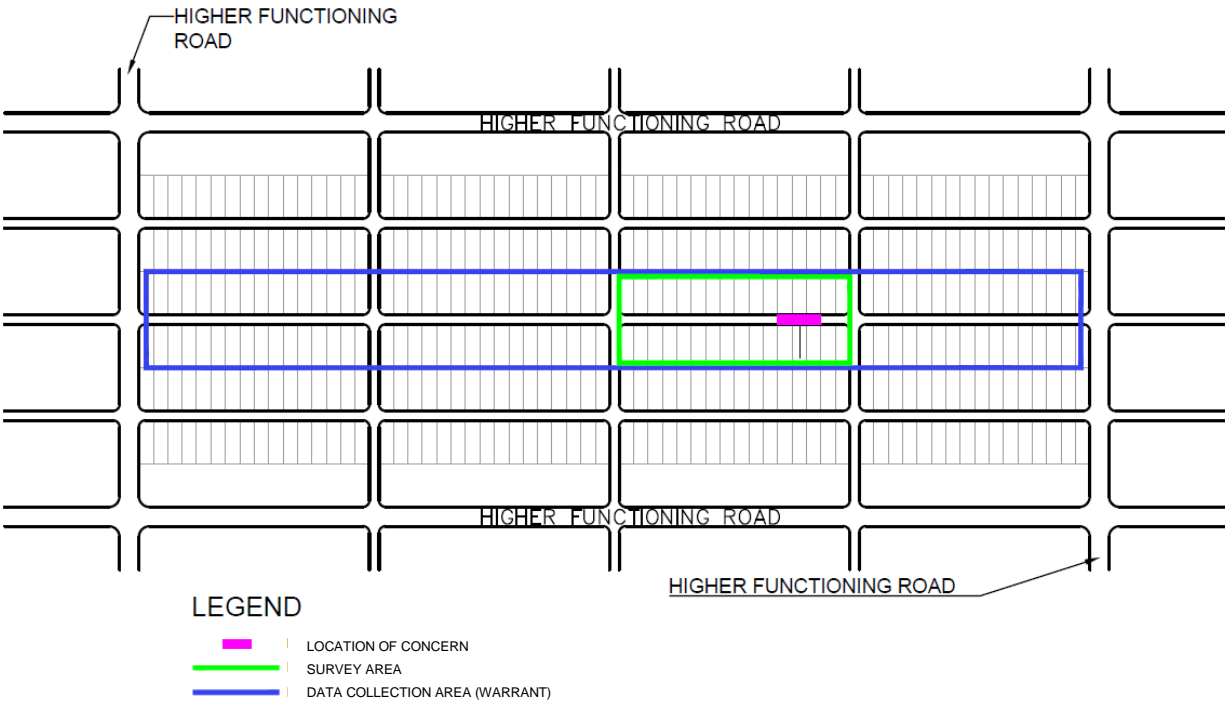


Table 1: Permanent Traffic Calming Warrant Review

| Criteria | Points | Max. Points |
|-----------------------------|---|-------------|
| LOCAL ROADS | | |
| Vehicle Speeds | 3 points for every km/h (85 th percentile) over the posted speed using the average along the street. Eg. average 85 th percentile speed: 58 km/h in a max. 50 km/hr zone = 24 points | 30 |
| Vehicle Volumes | 1 point for every 100 AADT starting from 0. Eg. 1,500 AADT = 15 points | 25 |
| Presence of Schools | 7.5 points for each school along the street and 5 points for designated school walk routes for schools near but not on the street itself. | 15 |
| Other Pedestrian Generators | 5 points for each generator (park, senior's center, community centre, place of worship, retail or public institution excluding schools) with a direct connection to the street (frontage, trail, sidewalk or other access point). | 10 |
| Collisions | 1 point for each reducible* collision per kilometer in the past five years plus 5 points for each reducible collision per kilometer involving a vulnerable road user within the past five years. | 10 |
| Presence of Sidewalks | 5 points if the road does not have a continuous sidewalk on at least one side. | 5 |
| COLLECTOR ROADS | | |
| Vehicle Speeds | 2 points for every km/h (85 th percentile) over the posted speed limit using the average along the street. E.x. average 85 th percentile speed: 58 km/h in a max. 50 km/h zone = 16 points | 30 |
| Vehicle Volumes | 1 point for every 100 AADT starting from 3,000 for Class II; 6,000 for Class I. E.x. 4,500 AADT on Class II = 15 points 7,500 AADT on Class I = 15 points | 25 |
| Presence of Schools | 7.5 points for each school along the street and 5 points for designated school walk routes for schools near but not on the street itself. | 15 |
| Other Pedestrian Generators | 5 points for each generator (park, senior's center, community centre, place of worship, retail or public institution excluding schools) with a direct connection to the street (frontage, trail, sidewalk or other access point). | 10 |
| Collisions | 1 point for each reducible* collision per kilometer in the past five years plus 5 points for each reducible collision per kilometer involving a vulnerable road user within the past five years. | 10 |
| Presence of Sidewalks | 5 points if the road does not have a continuous sidewalk on at least one side. | 5 |

*The collision data used for the criteria should be limited to those collision types which may have been prevented by traffic calming treatments. Excluding the collisions which may not have been prevented ensures that the project does not receive a higher priority for an outlying safety issue beyond the scope of traffic calming. High collision rate areas should be given broader consideration and reviewed outside of the Traffic Calming Policy. In addition to collisions with vulnerable road users, engineering judgement must be used to identify collisions which may be reduced based on suitable traffic calming measures.

Both mid-block and intersection collisions may be considered if they meet the above criteria. In order to ensure that longer streets don't receive a higher priority versus a shorter street because of the higher likely number of collisions due to length, a collision rate is utilized. The collision rate is expressed as the number of collisions per kilometre of roadway.

4.5. Stage 2 - Project Development

4.5.1. Administration will define a study area, including all local roads bound by the nearest collector/major roads. If the request is located on a Class II Collector, the study area should include the area adjacent to the collector bound by major roads. A decision tree is provided in **Table 2** and illustrations in **Figure 3** to assist with defining the study area. Some element of professional judgment will be required in finalizing the limits. If cut-through traffic is confirmed as an issue, the study area should consider potential alternative routes cut-through traffic would take if measures were implemented.

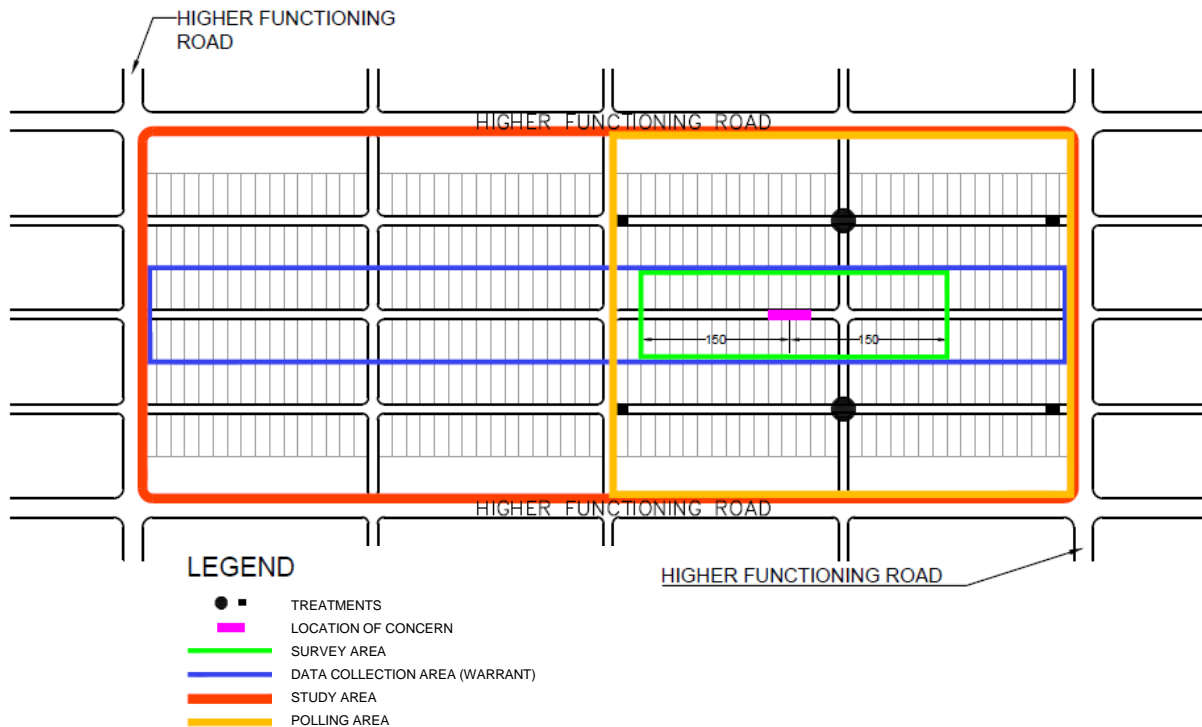
- Cut-through traffic may be confirmed by estimating the number of trips made by residential and other types of units along the road. If the measured traffic volume is greater than the estimated volume, cut-through traffic may be assumed.

4.5.2. The polling area is defined as all streets on which measures will be placed, extending from the last measure to the next nearest intersection. An illustrated is provided in **Figure 3**.

Table 2: Decision Tree for Defining the Study Area

| Source of Issue | Location of Issue | Issue | Study Area Suggestion |
|---|--------------------------|--------|--|
| Local Traffic | Block | Speed | Identified block (including turns on/off the block) |
| | | Volume | Access management study required |
| | | Both | Identified block (including turns on/off the block) and alternate routes |
| | Intersection | Speed | One block radius from intersection |
| | | Volume | Access management study required |
| | | Both | One block radius from intersection |
| | Multiple Blocks (Linear) | Speed | Identified blocks (including turns on/off the blocks) |
| | | Volume | Neighborhood area |
| | | Both | Identified blocks (including turns on/off the blocks) and alternate routes |
| | Neighbourhood Wide | Speed | Neighborhood area |
| | | Volume | |
| | | Both | Neighborhood area and alternate routes |
| Shortcutting (or both local and shortcutting) | Block | Speed | Identified block (including turns on/off the block) and alternate routes |
| | | Volume | |
| | | Both | |
| | Intersection | Speed | One block radius extending from identified intersection |
| | | Volume | |
| | | Both | |
| | Multiple Blocks (Linear) | Speed | Identified blocks (including turns on/off the blocks) and alternate routes |
| | | Volume | |
| | | Both | |
| | Neighbourhood Wide | Speed | Neighborhood area and alternate routes |
| | | Volume | |
| | | Both | |
| Other | | | Professional Judgement |

Figure 3: Examples of Study and Polling Area



4.5.3. Administration will then develop a Traffic Calming Plan for the study area using the Traffic Calming Toolbox provided in **Attachment A**.

- **Table A-1** provides general recommendations for traffic calming measures according to road classification.
- **Table A-2** provides cost estimate ranges used for each measure.
- **Table A-3** provides a brief description of each measure.
- Administration will continue to explore new traffic calming measures and may test different measures as pilot projects to determine if they are suitable for temporary or permanent installation.
- Each location/scenario should be evaluated with the full range of traffic calming measures.
- Applicable policies, guidelines and master plans should be considered during the review, including the City's Active Transportation Master Plan (ATMP), School Neighbourhood Policy and the Transportation Association of Canada (TAC) Canadian Guide to Traffic Calming. Any traffic calming construction work shall meet the requirements on the City of Windsor Development Manual and any relevant City of Windsor Engineering Standard Drawings.

4.5.4. The proposed Traffic Calming Plan should include:

- Description of all aspects of the project;
- Description of the problem including results of data collection;

- Proposed design layout with signage; and
 - Description/photos of proposed treatment with cost estimate.
- 4.5.5. Notifications will be mailed to all dwelling units and commercial properties within the study area, inviting residents and stakeholders to attend an open house to review the proposed Traffic Calming Plan, ask questions and provide comments. Notices may also be advertised in the local newspaper, City website or media.
- 4.5.6. The community will be given the opportunity to provide feedback on the design during a given feedback period. A second public meeting may be required if the feedback results in substantial design changes.
- 4.5.7. Other affected agencies, such as the Windsor Accessibility Advisory Committee (WAAC), the Windsor Bicycling Committee (WBC), Bus Kids, any affected Business Improvement Areas (BIA) and the Windsor-Essex County Health Unit (WECHU), may be invited to provide comments and feedback.
- 4.5.8. Additional collection of speed and volume data may be required due to a change in study area boundaries based on feedback.

4.6. Stage 3 - Project Approval

- 4.6.1. Once the comments have been reviewed, the City will mail a letter to all dwelling units and commercial properties within the polling area to disclose the final details of the proposed Traffic Calming Plan and request participation in a telephone survey using the City's 311 system (or other means appropriate) to identify community acceptance. **A minimum 50% must respond, and of this, 60% must indicate their support for the Traffic Calming Plan.** If threshold is met, the Traffic Calming Plan will be deemed to have been approved by the community in the polling area. If this threshold is not met, the project ends.
- 4.6.2. Approved Traffic Calming Plans will be prioritized using the points score outlined above, with consideration to implementation cost. Projects will be put forward in priority sequence for approval to proceed with implementation. The number of projects put forward in any given year will depend on associated implementation cost and available budget. The length of time a project has been waiting for implementation funding will not influence whether it is constructed in the coming season. Practical considerations may affect the selection of projects, some of which include the availability of funds restricted to specific activities or areas, the potential to coordinate with other projects and the availability of alternate funding sources. Although a project may be appropriate for traffic calming, it may take several years before it proceeds to implementation. The City's traffic calming website provides details about traffic calming projects and status.
- 4.6.3. Administration will present a report to the Environment, Transportation and Public Safety Standing Committee containing the Traffic Calming Plan and the results of the prioritization process (including details of costs and public support) for consideration and recommendation to Council

about implementation and funding the Traffic Calming Plan. Additional methods for presenting the results of the process to the Council include an annual presentation as a part of the capital budgeting process. Other methods may be developed as necessary. Council makes the decisions about funding for the implementation of the traffic calming measures.

4.7. Stage 4 - Project Implementation

4.7.1. Outcome reviews will be undertaken 6-12 months following installation of traffic calming measures to evaluate effectiveness. The scope of outcome reviews will be dependent on the objectives of the project, and will generally include the collection of speed, volume, and collision data for comparison against pre-installation data.

- Due to the types of roads for which traffic calming will be considered, it is highly unlikely that any significant collision trends will be identified over an analysis period of 6-12 months. Additional time may be required before collision data may be used to help evaluate the results of the traffic calming treatment.
- The outcome review will in most cases not include a diverted traffic analysis. These may be considered if comparable data was collected prior to installation and this was a key objective for the installation.

4.7.2. Success with traffic calming will be a reduction in vehicle speed, volume, and/or collisions. Depending on the outcome achieved, Administration may choose to run the site through the warrant/prioritization process to see if it still has a need and how it compares to other potential sites. If Administration decides that the traffic calming measures have not been effective, they may recommend undertaking further public meetings to discuss amendments to the project. Prior to the convening of public meetings, a report will be delivered to Council reviewing the performance of said traffic calming measures.

4.7.3. Projects waiting for implementation may be referred to the Temporary Expedited Traffic Calming Procedure.

5. RECORDS, FORMS, AND ATTACHMENTS

5.1. Records for this policy shall be prepared and retained in accordance with Records Retention By-Law 21-2013, as amended.

5.2. Attachment A – Traffic Calming Toolbox

ATTACHMENT A – Traffic Calming Toolbox

Table A-1: Permanent Traffic Calming Measures by Road Classification

| Item # | Category | Measure | Local | Class II Col. | Class I Col. | Est. Cost Range | Est. Annual Maint. Cost |
|--------|-----------------------|------------------------------------|-------|---------------|--------------|-----------------------|-------------------------|
| 1.1 | Vertical Deflection | Speed Hump ¹ | ✓ | × | × | \$ - \$\$ | \$ - \$\$ |
| 1.2 | | Textured Crosswalk | ✓ | ▲ | ▲ | \$ - \$\$ | \$ |
| 1.3 | | Raised Crosswalk | ▲ | × | × | \$\$ - \$\$\$\$ | \$ |
| 1.4 | | Raised Intersection | ✓ | × | × | \$\$\$\$ - \$\$\$\$\$ | \$ |
| 1.5 | | Speed Table ¹ | ✓ | ✓ | ✓ | \$\$ | \$ |
| 2.1 | Horizontal Deflection | Curb Radius Reduction | ✓ | ✓ | ✓ | \$\$ | N/A |
| 2.2 | | Speed Kidneys | ✓ | ▲ | × | \$ - \$\$ | \$ - \$\$ |
| 2.3 | | On-Street Parking | ✓ | ✓ | ✓ | \$ - \$\$ | \$ |
| 2.4 | | Lane Narrowing (Physical) | ✓ | ✓ | ✓ | \$ - \$\$ | N/A |
| 2.5 | | Raised Median Island | ✓ | ✓ | ✓ | \$\$ | \$ |
| 2.6 | | Sidewalk/Curb Extension | ✓ | ✓ | ✓ | \$\$ | N/A |
| 2.7 | | Traffic Circle or Roundabout | ✓ | ✓ | ✓ | \$\$ - \$\$\$\$\$ | \$ |
| 2.8 | | Right-in/Right-out Island | ✓ | ✓ | ✓ | \$\$ | \$ |
| 2.9 | | Chicanes | ✓ | × | × | \$\$ | \$ |
| 2.10 | | Road Diet | ✓ | ✓ | ✓ | \$\$\$ | N/A |
| 3.1 | Volume Control | Directional (Half) Closure | ✓ | × | × | \$ - \$\$\$ | \$ |
| 3.2 | | Full Closure ² | ✓ | × | × | \$\$\$\$ | \$ |
| 3.3 | | Diagonal Diverter | ✓ | × | × | \$\$\$ | \$ |
| 3.4 | | Raised Median Through Intersection | ✓ | ✓ | ✓ | \$\$ | \$ - \$\$ |

Table A-1: Permanent Traffic Calming Measures by Road Classification (cont.)

| Item # | Category | Measure | Local | Class II Col. | Class I Col. | Est. Cost Range | Est. Annual Maint. Cost |
|--|--------------|---|-------|---------------|--------------|-----------------|-------------------------|
| 4.1 | Non-Physical | Radar Speed Feedback Signs | ✓ | ✓ | ✓ | \$\$ | \$ |
| 4.2 | | Vehicle Activated Warning Signs | ✓ | ✓ | ✓ | \$ - \$\$ | \$ |
| 4.3 | | Pavement Markings | ✓ | ✓ | ✓ | \$ - \$\$ | \$ - \$\$ |
| 4.4 | | On-Road Sign Pavement Markings | ✓ | ✓ | x | \$ - \$\$ | \$ - \$\$ |
| 4.5 | | Turn Prohibition (signed) ³ | ✓ | ✓ | x | \$ | \$ |
| 4.6 | | Through Traffic Prohibition (signed) ³ | ✓ | ✓ | x | \$ | \$ |
| 4.7 | | Traffic Calmed Neighborhood Sign ³ | ✓ | ✓ | ✓ | \$ | \$ |
| Legend: ✓ Applicable ▲ Consider with Caution x Not Appropriate | | | | | | | |

Note 1 – In general, it is recommended that large, bolt-in traffic calming measures such as speed cushions not be installed at the same location for more than two years. Beyond this point, the pavement damage can be severe enough that the anchors may not be able to keep the cushions secured to the pavement.






Note 2 – the City's ATMP recommends the City strive to ensure that traffic calming does not encourage dead end streets to preserve connectivity for pedestrians.

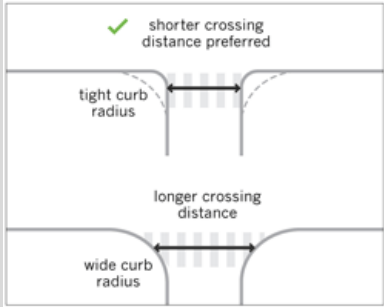
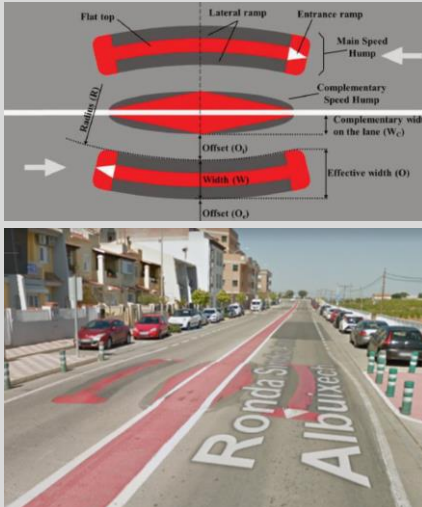


Note 3 – Only used in conjunction with physical measures.






Table A-2: Estimated Cost Range







| Symbol | Range |
|------------|----------------------|
| \$ | \$0 - \$5,000 |
| \$\$ | \$5,000 - \$20,000 |
| \$\$\$ | \$20,000 - \$50,000 |
| \$\$\$\$ | \$50,000 - \$100,000 |
| \$\$\$\$\$ | > \$100,000 |






Table A-3: Permanent Traffic Calming Measures





| Item # | Measure | Example | Description |
|--------|-------------------------------|---|--|
| 1.1 | Speed Hump |  www.fhwa.dot.gov | Speed humps provide a vertical, tactile alert to drivers, encouraging lower speeds. |
| 1.2 | Textured Crosswalk |  www.fhwa.dot.gov | Brick pavers or other materials are used to help distinguish the pedestrian crosswalk from the roadway. This feature may also help to remind drivers to remain alert to the presence of pedestrians and other non-motorized traffic. |
| 1.3 | Raised Crosswalk |  www.fhwa.dot.gov | Raised crosswalks serve as a visual and tactile alert to drivers of the presence of pedestrians and other non-motorized traffic. |
| 1.4 | Raised Intersection |  www.fhwa.dot.gov | Raised intersections provide visual and tactile encouragement for drivers to lower their speed, particularly on their approach to the intersection where non-motorized traffic especially may be present. |
| 1.5 | Speed Table ^{Note 1} |  www.surrey.ca | Speed tables serve a similar function as speed humps but allow for slightly higher speeds and are generally preferred by emergency services over speed humps. |

| | | | |
|-----|-----------------------|--|---|
| 2.1 | Curb Radius Reduction |  <p>www.mto.gov.on.ca</p> | Reductions in curb radii force drivers to manoeuvre turns at lower speeds, encouraging lower speeds on the approaches to the intersection. |
| 2.2 | Speed Kidneys |  <p>google.com/maps (Rondo Sindic Antoni Albuixech, Almussafes, Spain)</p> | A speed kidney is an arrangement of three elongated speed humps with a curvilinear shape, built into the pavement in the direction of travel. Vehicle drivers can slow down and deviate the raised sections, or travel over them similar to a speed hump. |
| 2.3 | On-Street Parking |  <p>Vancouver.ca</p> | On-street parking may help to lower speeds along streets by narrowing the travel ways and encouraging drivers to be more alert for vehicles or other drivers entering or exiting vehicles. |
| 2.4 | Lane Narrowing |  <p>www.fhwa.dot.gov</p> | Narrow lanes tend to encourage lower speeds as drivers feel slightly constricted. This may be achieved through physical alterations as well as the addition of on-street parking, bike lanes, pavement markings, movable planters or traffic calming curbs. |

| | | | |
|-----|------------------------------|--|--|
| 2.5 | Raised Median Island |  <p>www.fhwa.dot.gov</p> | Raised median islands may be used to provide a physical refuge area for pedestrians and other non-motorized traffic. They may also be used to help narrow travel ways. These features help to encourage lower driver speeds. |
| 2.6 | Sidewalk/ Curb Extension |  <p>Contextsensitivesolutions.org</p> | Curb extensions reduce the distance pedestrians and other non-motorized traffic must travel when crossing the street. They may also be used to narrow travel ways, or reduce curb radii, slowing driver speeds. |
| 2.7 | Traffic Circle or Roundabout |  <p>google.com/maps (35th & Raleigh St., Denver, CO)</p>  <p>google.com/maps (Sandwich St., Windsor)</p> | Traffic circles and roundabouts require drivers to slow their approach and yield to traffic while transitioning through the intersection. May be designed to be traversable for larger vehicles and emergency response vehicles. |
| 2.8 | Right-in/Right-out Island |  <p>www.fhwa.dot.gov</p> | Right in/right out islands restrict vehicle flow to help eliminate left turn movements into and out of driveways lowering the potential for conflicts. |

| | | | |
|------|----------------------------|--|--|
| 2.9 | Chicanes |  <p>en.wiktionary.org/wiki/chicane</p> | Bump-outs on opposite sides of the road require drivers to slow down to zigzag through the roadway configuration. |
| 2.10 | Road Diet |  <p>Roadsbridges.com</p> | Reconfiguration of a roadway to allocate reclaimed road width for other uses, such as turning lanes, bike lanes, pedestrian refuge islands or parking. |
| 3.1 | Directional (Half) Closure |  <p>www.stocktongov.com</p> | Partially restricts the flow of vehicles along the street. This measure is strictly for volume control and has little impact on driver speeds. |
| 3.2 | Full Closure |  <p>www.victoria.ca</p> | A full closure or cul-de-sac eliminates through traffic for motor vehicles at one end of a road, serving as a volume control measure. |
| 3.3 | Diagonal Diverter |  <p>www.sanantonio.gov</p>  <p>google.com/maps (Monmouth Rd., Windsor)</p> | Diagonal diverters allow some traffic to flow through the intersection in restricted ways to discourage (not necessarily eliminate) through traffic. |

| | | | |
|-----|------------------------------------|---|---|
| 3.4 | Raised Median Through Intersection |  <p>www.pedbikesafe.org</p> | Raised medians through an intersection prohibits cross traffic in one direction. This helps reduce or eliminate through traffic in one direction. Small gaps may be included to allow bicycle and other non-motorized traffic to pass through. |
| 4.1 | Radar Speed Feedback Sign |  <p>www.townofsananselmo.org</p> | Post or pole-mounted radar speed feedback signs provide immediate feedback alerting the driver to their speed. Ideally this will encourage drivers to obey the speed limit. Additional enforcement or physical measures are encouraged to reinforce the treatment. |
| 4.2 | Vehicle Activated Warning Sign |  <p>unipartdorman.com</p> | Solar powered electronic signs equipped with radar speed detectors alert drivers of hazards ahead when activated by speeds surpassing a programmed threshold. |
| 4.3 | Pavement Markings |  <p>ctre.iastate.edu</p>  <p>alertdriving.co.nz</p> | Pavement markings, such as traverse bars or chevrons, may be used to provide drivers more notice about their speed. These are only appropriate in certain areas, such as rural locations or transition zones where drivers are being reminded of a change in roadway character. |

| | | | |
|-----|--------------------------------------|--|---|
| 4.4 | On-Road Sign Pavement Markings |  <p>google.com/maps (Queen St. S., Hamilton, Ontario)</p> <p>google.com/maps (S. Sterling Ave., Tampa, Florida)</p> | Sign pavement markings may be used to provide on-road messages, such as “MAX 50 km/h”, “Stop Ahead”, “School Ahead”, or “SLOW”. |
| 4.5 | Turn Prohibition (signed) |  <p>www.fhwa.dot.gov</p> | Turn prohibitions should serve a similar purpose as directional closures or diagonal diverters. |
| 4.6 | Through Traffic Prohibition (signed) |  <p>www.fhwa.dot.gov</p> | Through traffic prohibitions should serve a similar purpose as full closures, diagonal diverters, or raised medians through intersections. |
| 4.7 | Traffic Calmed Neighbourhood Sign |  <p>www.surrey.ca</p> | Traffic Calmed Neighborhood signs help to alert drivers of the presence of traffic calming measures. Ideally this will provide additional encouragement for drivers to lower speeds and increase alertness to the presence of non-motorized traffic. Only used in conjunction with physical measures. |



Council Report: C 70/2022

Subject: 2021 Annual Report - Building Permit Fee Reserve Fund-City Wide

Reference:

Date to Council: May 9, 2022
Author: Josie Gualtieri
Financial Planning Administrator
519-255-6100 ext. 1668
jgualtieri@citywindsor.ca

Planning & Building Services
Report Date: April 21, 2022
Clerk's File #: SB2022

To: Mayor and Members of City Council

Recommendation:

That the 2021 Annual Report on Building Permit Fees **BE ACCEPTED**.

Executive Summary:

N/A

Background:

Attached (Appendix A) is a copy of the 2021 Annual Financial Report on Building Permit Fees to be received for information purposes. This Annual Report is issued pursuant to the requirements of Section 7(4) of the Ontario Building Code Act, as amended. Section 7(4) requires municipalities to report annually as stated below:

"Every 12 months, each principal authority shall prepare a report that contains such information as may be prescribed about any fees authorized under clause (1) (c) and costs of the principal authority to administer and enforce this Act in its area of jurisdiction."

Municipalities are mandated to report annually the amount of building permit fees collected, and all costs related to the administration and enforcement of the Ontario Building Code Act, together with a statement of financial position of any established Building Permit Fee Reserve Fund. Municipalities are not permitted to include costs associated with enforcement of property standards or other by-laws, nor can building permit fees be used to fund the costs of such work.

In July 2005, the City of Windsor established a Cost Stabilization Fund as permitted under the Building Code Act. The purpose of this fund is to record any cumulative

operating surpluses to help offset any potential permit revenue declines inherent with the economic cycles of the building industry. A deficit in the Building Permit Fee Reserve can be addressed by increasing permit fees, reducing expenditures, subsidization from the general tax levy, or a combination of all three.

Costs reported on the statement include both Building Services direct costs as well as Corporate indirect costs. Financing charges incurred on any balances in the reserve are also itemized.

Section 7 of the Building Code Act does allow the municipality to levy fees to offset the anticipated costs of providing service. There is no provision supporting retroactive recouping of losses. This means that fees cannot be adjusted to recover past revenue shortfalls thereby penalizing future permit applicants.

Discussion:

Any surplus in the Building Permit Fee Reserve Fund is limited to use for Building Code enforcement related activities. The Fund may be used to offset costs where revenues in any given year do not cover actual operating costs, or where there are anticipated new costs (i.e., new staff or capital expenditures), which are projected in future years. There is no limit specified in the Building Code Act with respect to the magnitude of the balance in the Fund (either positive or negative).

Approximately 70% percent of the Building Services budget is utilized directly in carrying out the enforcement of the Ontario Building Code. The remainder of the Building Services budget is funded from the tax levy and provides for the enforcement of regulatory by-laws, property standards and the delivery of housing rehabilitation programs inspections, storm and sanitary sewer inspections and liquor license inspections.

Considerations to Address the Budgeted Draw On Reserve

A reduction in the draw on the Reserve can be achieved either through increasing revenue, or decreasing expenditures.

To enhance revenue, Administration has recommended increases (mostly inflationary) in permit fees in most budget years. The 2021 budgeted draw to the Reserve was set at \$169,408. The budgeted draw on Reserve is the estimated additional amount needed over and above anticipated revenue in order to pay the total forecasted direct and indirect costs of Building Code Enforcement for the year. In other words, for every permit revenue dollar earned, there is a corresponding reduced need to draw against the Reserve Fund in order to pay for the total operating costs.

To reduce expenditures, a reduction of staff complement and/or operating expenses would be required. It should also be noted that many factors can come into play that impact the service being provided. For example, Ontario Building Code Legislation is revised annually by the Provincial Government. Numerous changes can and do occur which translate into more tasks being required of Building Code Enforcement Staff and consequently more staff time needed on projects. The volume of permits issued in 2021 (2,550) was less than 2020 (3,116) however the total construction value was 1% higher in 2021 than that of 2020.

Additional Points of Information

Building Services has no control over the local economy nor a precise forecast of how the economy will trend during this pandemic. There does exist however, signs of a positive trend and general optimism among the local community. Planning projections suggest that current economic growth will continue for some time with hopefully much of the development activity being represented by infilling as opposed to only perimeter expansion.

The department is nearing the end of its implementation of the EVOLTA digital permit application system. This will help streamline service delivery to the development community and add efficiencies.

Risk Analysis:

There are no legal/risk management impediments to approving the recommendation in this report. Subsection 7(4) of the *Building Code Act* requires the municipality to prepare an annual report respecting building permit related fees. Factors affecting and options for remedying the Reserve balance are noted throughout the report.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

The budgeted operating draw to the Reserve for 2021 was \$169,408. Given the improving economic environment, the department was able to make a contribution to the Reserve in the amount of \$2,741,191 in 2021. This amount includes one time recoveries totalling \$81,088 for staff working on the EVOLTA project and staff gapping that occurred during the year. The table below shows historical operating (draws)/contributions against the Reserve since 2013.

History of Building Permit Fee Reserve Operating (Draws)/Contributions

| Year | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------|-------------|-------------|-----------|----------|-----------|-------------|-----------|-----------|-------------|
| Draw | (\$964,907) | (\$512,509) | \$145,774 | \$79,266 | \$430,259 | (\$127,148) | \$805,485 | \$223,919 | \$2,741,191 |

The balance in the Building Permit Fee Reserve Fund at December 31, 2021 was approximately a deficit of (\$6.9 million). City Council previously approved the establishment of a placeholder reserve (Building Permit Fee Reserve Contra Fund) to offset the deficit. The Contra Fund had a December 31, 2021 balance of \$10.6 million. The 2021 year-end report includes a recommendation to close out the Contra Fund and

transfer \$7.9 million to the Building Permit Fee Reserve Fund, resulting in a balance of approximately \$1 million surplus at December 31, 2021.

Construction Statistics

Appendix B (Historical Construction Values for Permits Issued 2013 – 2021) provides some construction statistics from the past decade recorded by Building Services. During that time, institutional construction represented the largest contributor to permit revenues collected. In contrast, the previous decade was when we saw much of the revenue coming from residential construction type projects.

Consultations:

Copies of the Annual Report are made available to the public; i.e. posted on the Corporate website. The City of Windsor will also post the report by letter to the construction industry via the Greater Windsor Home Builders Association, Windsor Construction Association and the Ministry of Municipal Affairs and Housing.

Conclusion:

Building Services continually strives to be fiscally prudent and make every effort to address and control any annual deficit in the Building Permit Fee Reserve.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|--------------------|---|
| Josie Gualtieri | Financial Planning Administrator |
| John Revell | Chief Building Official |
| Tony Ardovini | Acting Commissioner, Corporate Services – Chief Financial Officer/City Treasurer |
| Thom Hunt | Executive Director, Planning and Building City Planner |
| Jelena Payne | Commissioner, Economic Development & Innovation |
| Shelby Askin Hager | Commissioner, Legal & Legislative Services |
| Joe Mancina | Acting Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|-------------|----------------|--------------|
|-------------|----------------|--------------|

| Name | Address | Email |
|------|---------|-------|
| | | |

Appendices:

- 1 Appendix A Building Permit Fee Reserve Fund
- 2 Appendix B - Historical Construction Values 2013-2021 Chart

APPENDIX A

CORPORATION OF THE CITY OF WINDSOR ANNUAL REPORT OF BUILDING PERMIT FEE RESERVE For the year ending December 31st, 2021

| | | <u>2020</u> | <u>2021</u> |
|---|----------------------|-------------------------------|-------------------------------|
| BUILDING PERMIT RELATED FEES COLLECTED | (A) | <u>\$4,894,261</u> | <u>\$7,512,024</u> |
| <u>DIRECT COSTS</u> | | | |
| Permit Services Salary & Benefits | | \$1,847,781 | \$1,889,495 |
| Permit Services Other Costs | | \$37,493 | \$225,075 |
| Inspection Services Salary & Benefits | | \$1,670,084 | \$1,555,505 |
| Inspection Services Other Costs | | \$201,854 | \$180,579 |
| Building Admin. | | \$259,378 | \$241,628 |
| Geomatics | | \$303,581 | \$273,401 |
| Total Direct Costs | | <u>\$4,320,170</u> | <u>\$4,365,684</u> |
| <u>INDIRECT COSTS</u> | | | |
| (Municipal Benchmarking Network Canada method utilized to allocate program support costs) | | | |
| Facility Management | | \$85,446 | \$78,695 |
| Technology Services | | \$132,067 | \$162,771 |
| Accounting & Finance | | \$69,711 | \$62,220 |
| Human Resources | | \$56,680 | \$95,753 |
| Corporate Services Admin. | | \$6,268 | \$5,710 |
| Total Indirect Costs | | <u>\$350,171</u> | <u>\$405,149</u> |
| TOTAL: DIRECT & INDIRECT COSTS | (B) | <u>\$4,670,342</u> | <u>\$4,770,833</u> |
| Calculated Legislated Permits Operating (Deficit)/Surplus | (A) - (B) | <u>\$223,919</u> | <u>\$2,741,191</u> |

STATEMENT OF BUILDING PERMIT FEE RESERVES: fund 180

| | | |
|--|-----------------------------|-------------------------|
| Building Permit Fee Reserve Fund (Deficit)/Surplus Opening Balance January 1st | (\$9,634,351) | (\$9,562,885) |
| Interest Charges and Finance Fee | (\$152,453) | (\$129,323) |
| Building Permit Fee (Deficit)/Surplus For The Year | \$223,919 | \$2,741,191 |
| One Time Funding From Reserve For Approved Budget Reduction | \$0 | \$7,950,270 |
| Cumulative Building Permit Fee Reserve Fund (Deficit)/Surplus at December 31st | <u>(\$9,562,885)</u> | <u>\$999,254</u> |

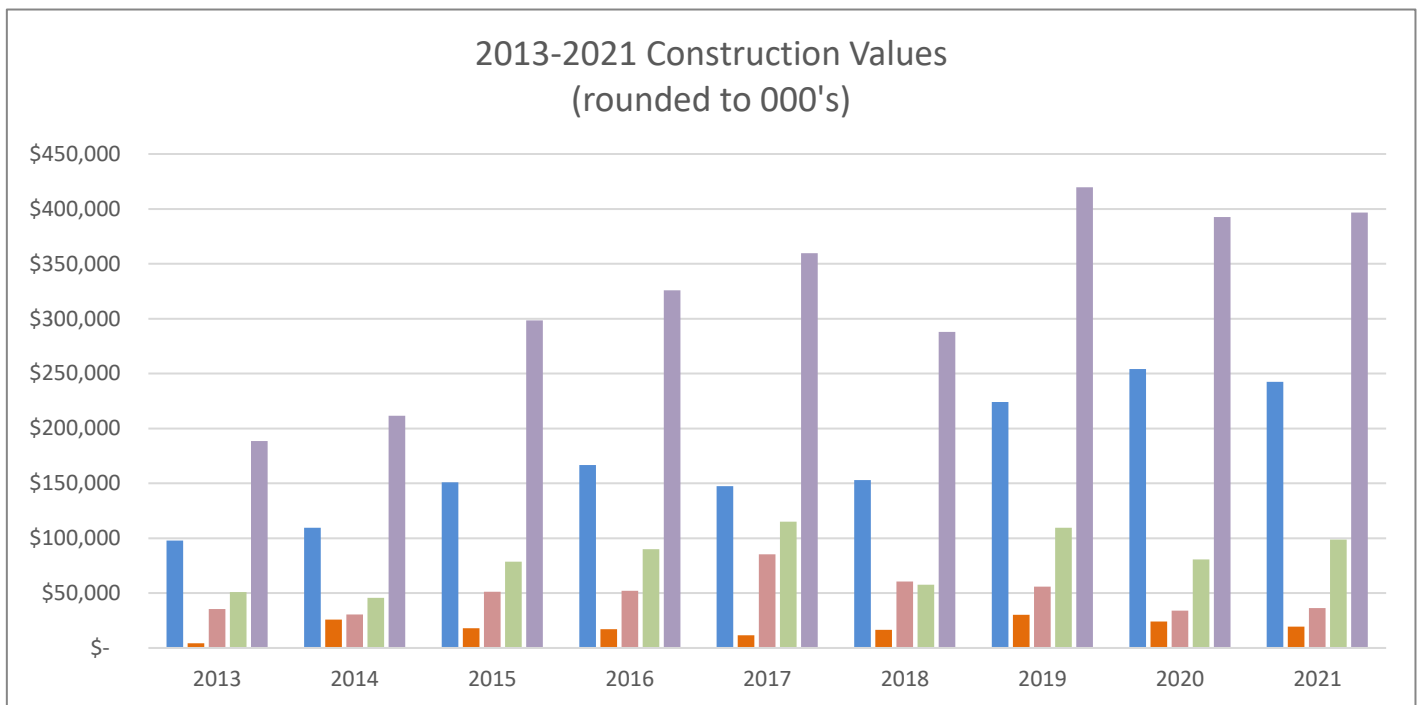
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APPENDIX B

Total Construction Values (in 000's) year 2013 to 2021

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Residential | \$ 97,826 | \$ 109,428 | \$ 150,851 | \$ 166,517 | \$ 147,306 | \$ 153,011 | \$ 224,014 | \$ 253,994 | \$ 242,348 |
| Industrial | \$ 4,374 | \$ 25,932 | \$ 17,976 | \$ 17,049 | \$ 11,642 | \$ 16,533 | \$ 30,183 | \$ 23,981 | \$ 19,402 |
| Commercial | \$ 35,392 | \$ 30,509 | \$ 51,076 | \$ 52,116 | \$ 85,368 | \$ 60,666 | \$ 55,884 | \$ 34,024 | \$ 36,423 |
| Institutional | \$ 50,865 | \$ 45,594 | \$ 78,509 | \$ 90,033 | \$ 115,176 | \$ 57,717 | \$ 109,551 | \$ 80,636 | \$ 98,612 |
| Total | \$ 188,457 | \$ 211,463 | \$ 298,412 | \$ 325,715 | \$ 359,492 | \$ 287,927 | \$ 419,632 | \$ 392,635 | \$ 396,785 |





Subject: 2022 Business Improvement Area Budget & Levy Approvals - Wards 2, 3, 4, 5 & 6

Reference:

Date to Council: May 9, 2022
Author: Cristina Stanis
Senior Tax Analyst
519 255-6100 Ext. 6929
cstanis@citywindsor.ca
Taxation & Financial Projects
Report Date: March 22, 2022
Clerk's File #: AF/14148

To: Mayor and Members of City Council

Recommendation:

THAT City Council **APPROVE** the 2022 Budget submissions and related levy requests for the Downtown Windsor, Via Italia (Erie Street), Olde Riverside Town Centre, Olde Sandwich Towne, Walkerville District, Ottawa Street, Pillette Village, Wyandotte Town Centre and Ford City Business Improvement Areas included as Appendices A through I and as summarized in Table 1; and,

THAT City Council **APPROVE** the 2022 Business Improvement Area Rates as presented in Table 1; and,

THAT the City Solicitor **BE AUTHORIZED** to prepare the necessary by-law.

Executive Summary:

N/A

Background:

Presently, there are nine BIA's within the municipality as follows:

1. Downtown Windsor (DWBIA)
2. Via Italia – Erie Street

3. Olde Riverside Town Centre
4. Olde Sandwich Towne
5. Walkerville District
6. Ottawa Street
7. Pillette Village
8. Wyandotte Town Centre
9. Ford City

Sections 204 – 215 of the Ontario *Municipal Act, 2001* (the Act) provide the regulatory framework for the establishment and operation of Business Improvement Areas (BIA's). In particular, Section 204(1) provides that local municipalities may designate an area as an improvement area and may establish a Board of Management:

- a) To oversee the improvement, beautification and maintenance of municipally owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally; and
- b) To promote the area as a business or shopping area

Annually, each BIA is required to prepare a budget for City Council's consideration. Council may approve the submissions **in whole or in part** but may not add expenditures to them. The budget submissions identify the funding sources from which the expenditures will be paid. Sources of funding primarily include the annual levy, which is collected from each of the BIA members, however other sources of revenues such as grants and sponsorships are encouraged. BIA Boards cannot:

- a) Spend money unless it is included in the approved budget or in a reserve,
- b) Incur any indebtedness extending beyond the current year without prior approval, or
- c) Borrow money.

Therefore, once the budget is approved, the BIA must expend funds in accordance with such approval. Any funds which are not spent must be placed into a reserve which can be used in future for BIA related activities at the discretion of the Board.

Council must also approve the method by which any amounts raised from the members, the annual levy, and the criteria upon which the funds collected are provided to each BIA for use.

Discussion:

2022 Budget Submissions

The 2022 BIA budgets, which are provided in full in the attached Appendices A through I, include identified expenses which are considered to be consistent with the mandate of

BIA's such as advertising and promotion, newsletters, beautification items, flower baskets, administrative costs, etc. The budgets were materially submitted to Administration in the requested format and by the determined deadline. Administration performed a review of each budget to ensure consistency with the prior year and clarify any items that considered to be new. Administration also ensured that any previously committed amounts as repayments to the City for capital projects were included in the annual budgets.

The Act requires that each BIA budget be discussed and approved at a general meeting in which all members of the BIA are invited to attend. Given the restrictions on indoor meetings due to Covid-19, some of the BIA's were unable to hold their annual general meeting in the traditional format. Those BIA's found different means of presenting their budget information to the boards and their members to ensure compliance with the Act. Administration confirmed that these meetings have taken place and also reviewed the minutes of the meeting for any discussion or concern with regards to the budget plan. Where budgets were distributed through alternative methods, such as e-mail, Administration requested positive confirmation from the Board that there were no concerns received from members with regards to the budget.

Council will note that included in this year's budget documents are projections with regards to the revenues and expenditures from the prior year. Given the impacts on BIA activities in 2021, some events were cancelled and some expenditures were deferred. Significant variances were documented in the supporting schedules.

Additional notes and comments with regards to the current budget submissions can be found in the supporting schedules. As such, Administration provides a summary of the overall budget and resulting levy due from the membership as submitted by each of the BIA Boards.

Downtown Windsor Business Improvement Area (DWBIA) – Appendix A

The requested 2022 budget submission is \$995,050, an increase of \$166,000 from the previous year. The requested levy due from BIA members is \$667,550, which remains the same as in 2021. The additional revenue is comprised of \$187,000 in anticipated Federal or Provincial grants, \$66,000 in sponsorships and \$74,500 in revenue related to promotions and events.

The DWBIA is the largest of the nine BIA's. As such, an analysis of significant changes (+/- \$10,000) in expenditures is as follows:

Administrative Expenses

- Overall, the Administrative expenses are expected to increase.
- There is an expected increase in wages for \$17,500. Increases are also planned for legal expenses and rent/lease related expenses.

- The BIA has increased grant writing expense by \$10,000 which has been offset by a decrease for consulting expenses of \$15,000.

Capital Expenses

- There is a significant increase in the Capital expenses due to an Art Alley project estimate to cost around \$100,000. The project is being ran in partnership with the City of Windsor, the Downtown Districting Committee and the Downtown Windsor Business Revitalization Association and primarily funded through FedDev's Canada Community Revitalization Fund. This project will see a number of new art installations in the alleyway that runs behind the Pelissier Street Parking Garage.
- A \$10,000 expenditure for banners was added to the budget.

Advertising, Promotion and Events

- A decrease in expected in communication area due to a reduction of \$9,800 in the expenses related to the e-commerce platform that was created last year.
- Additional funds will be allocated for advertising and retail recruitment.
- Increases in the budget are estimated for several events, the Farmer Market as well as the Summer Events.
- The BIA will be hosting the Night Market events again at a total estimated cost of \$21,000.
- The DWBIA is planning to hold two (2) signature events; The Ouellette Car Cruise and Winter Fest. Both events are expected to be fully funded from sponsorship and other grant funding.
 - The expenditures associated with the Ouellette Car Cruise have been increased to \$20,000.
 - Winter Fest has been budgeted for at a cost of \$70,000.

As at the end of 2020, the DWBIA had an accumulated surplus (reserve balance) of \$343,996 (2019 - \$223,608).

Via Italia – Erie Street BIA– Appendix B

The requested budget and related levy due from BIA members is \$125,000, which is consistent with that of 2021.

All expenses are expected to remain consistent with those from the previous year. The capital expenses continue to include an amount of \$20,000 in funding for the Street

Safety Project. This project commenced in 2019 to enhance lighting within the alleys which are adjacent to business in the BIA.

The BIA is planning to hold two main events, the Carrousel of the Nations with a budget of \$30,000 and the Tour di Via Italia Bike Races with an estimated budget of \$10,000. A smaller winter event is planned for the winter at a cost of \$4,000. All these events are funded from the BIA levy.

As at the end of 2019, the Via Italia BIA had an accumulated surplus (reserve balance) of \$89,663. The 2020 financial statements are not finalized.

Olde Riverside Town Centre BIA – Appendix C

The requested budget and related levy due from BIA members is \$65,000, which remains the same as in 2021.

The budget submission proposes an increase in Capital Expenses for the purchase of Planters. The Administrative Expenses are expected to decrease due to a reduction in wages.

While the total Marketing expenses are expected to stay the same, the BIA is planning a decrease of \$5,000 in Advertising expenses with funds being allocated to special events and promotions. The BIA is planning to run a special event, Wheel on Wyandotte, for an estimate cost of \$4,000 and also a promotional Christmas event. The cost of these events will be covered from the BIA levy.

Administration confirms that the annual capital repayment of \$7,500 to the City, as per City Council's direction in M276-2013 for the beautification project, has been included in the 2022 budget submission. The balance of \$15,000, which remains outstanding to the City as of the end of 2021, will be repaid in the required equal instalments of \$7,500 in 2022 and 2023.

As at the end of 2020, the BIA had an accumulated surplus (reserve balance) of \$33,041 (2019 - \$10,512).

Olde Sandwich Towne BIA – Appendix D

The requested budget of \$137,100 is an increase of \$35,000 from 2021. The related levy due from BIA members remains the same at \$67,100. An additional \$65,000 in revenue is a planned transfer from the accumulated reserve fund. The BIA is planning to raise \$5,000 from donations and sponsorship. The additional funds will be used to cover Marketing Expenses.

The BIA is planning to hold a series of Outdoor Market events at an estimated cost of \$30,000. This event was held in 2021 largely funded by way of a grant. The plan is to hold again in 2022 with funding to come from the reserve. This is an addition to the two special events that are planned yearly by the BIA, Open Streets that has an allocated

budget of \$12,000 and Miracle in Sandwich with a budget of approximately \$15,000. All the events will be funded from the BIA revenue.

As at the end of 2020, the BIA had an accumulated surplus (reserve balance) of \$134,387 (2019 - \$81,020) which is sufficient to support the planned transfer.

Walkerville District BIA– Appendix E

The requested levy due from BIA members will remain the same for 2022, \$45,000 but the BIA is estimating an additional \$5,000 in revenue from sponsorships and promotional events and is also planning to use \$21,220 from the accumulated reserve fund to bring the total 2022 Budget to \$71,220.

Most of the additional funds will be used to fund capital expenses that are expected to increase by \$21,460 in 2022. The BIA proposes an investment of \$15,000 in banners that will be used to identify the area. An increase in expenses is also noted for seasonal decorations and pedestrian walkways.

There is a slight decrease in Marketing expenses due to a reduced budget related to the special events hosted by the BIA. The BIA has planned for two events, Art Walk with a budget of approximately \$14,000 and Holiday Walk with an estimated budget of \$9,000. Both events will be funded from the BIA levy.

As at the end of 2020, the BIA had an accumulated surplus (reserve balance) of \$59,041 (2019 - \$50,787) which is sufficient to support the planned transfer.

Ottawa Street BIA– Appendix F

The requested budget and related levy due from BIA members is \$71,965, which remains the same as in 2021.

The 2022 budget proposes a decrease in capital expenses and small increases in marketing and administrative expenses.

The BIA is planning some small events over the course of the year: Win Your Purchase, Win Your Purchase Restaurant Aid, Sidewalk Sale and Open Street. A budget of \$2,500 was allocated to each of these four events. All the events will be funded from the BIA levy.

As at the end of 2020, the BIA had an accumulated surplus (reserve balance) of \$57,209 (2019 – \$64,293).

Pillette Village BIA – Appendix G

The requested budget and related levy due from BIA members is \$40,000, which remains the same as in 2021.

The BIA is planning to increase the Marketing expenses in an attempt to draw more people to the area.

The BIA is planning one special event, Giant Garage Sale at a cost of \$5,000. This event will be funded from the BIA levy.

In 2020 the BIA has requested that City Administration consider a partnership proposal for improved street furnishings and image rebranding. The proposal was evaluated and approved by City Council (CR87/2022). The expected total cost of the project is estimated at \$320,000 with the costs to be shared equally between the City and the BIA. In anticipation of the project, and to mitigate the annual impacts on its membership, in 2020, 2021 and 2022 the Board included an amount of \$10,600 as part of its budget to be set aside in a reserve.

As at the end of 2020, the BIA had an accumulated surplus (reserve balance) of \$47,761 (2019 - \$35,672).

Wyandotte Town Centre BIA – Appendix H

The requested budget and related levy due from BIA members is \$94,000, which remains the same as in 2021.

The BIA is proposing an increase in Marketing expenses with an additional \$5,000 to be allocated to parades and \$2,000 allocated to advertising, while Capital expenses are expected to decrease.

As at the end of 2020, the BIA had an accumulated surplus (reserve balance) of \$197,119 (2019 - \$163,126).

Ford City BIA– Appendix I

The requested budget and related levy due from BIA members is \$30,000, which remains the same as in 2021. The Administrative expenses are expected to rise slightly due to anticipated increase in wages and in the cost of the insurance.

The BIA is planning one special event for the current year, Dropped on Drouillard, at an estimated cost of \$6,000. The event is to be funded from the BIA levy.

As at the end of 2020, the BIA had an accumulated surplus (reserve balance) of \$50,061 (2019 - \$31,476).

Risk Analysis:

There is little risk to the municipality in generally approving the budgets of the BIA's. All budgets are required to be distributed to each BIA member and allow for an opportunity to provide input prior to being submitted to Administration.

The related levies are recovered through the charge to the BIA memberships which is added to final property tax bill. Property taxes are secured in that they are attached to the property and not the member. Therefore, should a property owner fail to make a payment of the annual charge, it can be recovered through subsequent property owner or tax collection action.

Financial Matters:

At its regular meeting on January 31, 2022, City Council was advised, in a communication item, that BIA's would be provided with an interim payment equal to not more than 50% of its 2021 approved budget. Until funds are provided to the BIA, most are not in a cash flow position to proceed with planned expenditures. The authorization of an interim payment allows BIA's to fund operations, which are required to be paid, until the 2022 rates and levies are finalized. BIA's are not allowed to expend funds in the current year on items that have not received Council approval. Following approval of the budgets and respective rates, Administration will prepare to release a 2nd payment to each of the BIA's. This 2nd payment represents the balance of the budget, less any amounts due for capital projects and other repayments as well as a minimal holdback for any unidentified items that may arise during the year. The release of the 2nd payment is subject to the receipt of a clean audit opinion with regards to the 2021 annual financial statements.

Any amounts budgeted for but not expended in 2022 would be taken into the BIA's reserve at the end of the year. As such, Administration has provided City Council with information as to the balance in each of the BIA reserves as of the end of 2020. While the 2021 financial statement have not yet been finalized, due to restrictions imposed on public gatherings and events during 2021, it is anticipated that these reserves will continue to increase. There are no legislative requirements for City Council to approve expenditures from accumulated reserves leaving discretion to the BIA Boards.

Table 1 outlines the amounts related levy that has been requested by each BIA, which will be billed and collected from property owners in each BIA boundary.

Table 1
Business Improvement Area
2022 Recommended Budget, Levy and Rates

| Business Improvement Area | 2022 Recommended Budget | 2022 Recommended Levy | 2022 Rate |
|--|--------------------------------|------------------------------|------------------|
| Downtown Windsor Business Improvement Area | \$995,050 | \$667,550 | 0.00314605 |
| Via Italia – Erie Street BIA | \$125,000 | \$125,000 | 0.00579496 |
| Olde Riverside Town Centre BIA | \$65,000 | \$65,000 | 0.00667331 |
| Olde Sandwich Towne BIA | \$137,100 | \$67,100 | 0.00816589 |
| Walkerville District BIA | \$71,220 | \$45,000 | 0.00223412 |
| Ottawa Street BIA | \$71,965 | \$71,965 | 0.00361179 |
| Pillette Village BIA | \$40,000 | \$40,000 | 0.00360101 |
| Wyandotte Town Centre BIA | \$94,000 | \$94,000 | 0.00415954 |
| Ford City BIA | \$30,000 | \$30,000 | \$400 flat fee |

Consultations:

DWBIA

Via Italia BIA

Olde Riverside Town Centre BIA

Olde Sandwich Towne BIA

Walkerville District BIA

Ottawa Street BIA

Pillette Village BIA

Wyandotte Towne Centre BIA

Ford City BIA

Conclusion:

The approval of the BIA 2022 budgets and levies will provide each respective BIA with the necessary working capital to support the annual operating budget expenditures.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|----------------|---|
| Janice Guthrie | Acting Commissioner Corporate Services /CFO |
| Joe Mancina | Acting CAO |

Notifications:

| Name | Address | Email |
|----------------|--|--|
| DWBIA | 484 Pelissier St., Windsor, Ontario, N9A 4K9 | debi@downtownwindsor.ca |
| Via Italia BIA | 836 Erie St., Windsor, Ontario, N9A 3Y4 | dolcevita@cogeco.net filip@mezzo.ca |
| Ford City BIA | 1076 Drouillard Rd., Windsor, Ontario, N8Y 2P8 | kaitlyn@fordcity.ca shane@fordcity.ca |

| Name | Address | Email |
|--------------------------------|---|--|
| Olde Riverside Town Centre BIA | 2334 Cypress Ave., Windsor, Ontario, N8P 0A7 | bscheuerman38@gmail.com |
| Olde Sandwich Towne BIA | 3118 Sandwich St., Windsor, Ontario, N9C 1A6 | macuderman@hotmail.com ghanaka@aol.com tc_35@hotmail.com |
| Ottawa Street BIA | 1346 Ottawa St., Windsor, Ontario, N8X 2E8 | ettore@bellnet.ca ottawastreetwindsorbia@gmail.com |
| Pillette Village BIA | 2334 Cypress Ave., Windsor, Ontario, N8P 0A7 | bscheuerman38@gmail.com mid-way@live.ca |
| Walkerville District BIA | 1936 Wyandotte St. E, Windsor, Ontario N8Y 1E4 | monarchmattress@rogers.com emilyborland.digital@gmail.com jakerondot@gmail.com |
| Wyandotte Town Centre BIA | 1380 Wyandotte St. E., Windsor, Ontario N9A 3K7 | Horwitzwolf@aol.com |

Appendices:

- A DWBIA 2022 Budget
- B Via Italia BIA 2022 Budget
- C Olde Riverside Town Centre BIA 2022 Budget
- D Olde Sandwich Towne BIA 2022 Budget
- E Walkerville District BIA 2022 Budget
- F Ottawa Street BIA 2022 Budget
- G Pillette Village BIA 2022 Budget
- H Wyandotte Town Centre BIA 2022 Budget
- I Ford City BIA 2022 Budget

APPENDIX A

DOWNTOWN WINDSOR (DWBIA)

| | 2021 | | 2022 |
|--|----------------------|----------------------|----------------------|
| | Approved Budget | Projected Actual | Proposed Budget |
| REVENUE | | | |
| BIA Levy | \$ 667,550.00 | \$ 667,550.00 | \$ 667,550.00 |
| <u>Government Grants</u> | | | |
| Federal or Provincial | 90,000.00 | 125,260.00 | 187,000.00 |
| Municipal | | 4,509.00 | |
| <u>Other Revenue</u> | | | |
| Donations | | | |
| Sponsorships | 36,000.00 | 139,725.00 | 66,000.00 |
| Promotions & Events Revenue | 5,000.00 | 4,000.00 | 4,000.00 |
| Farmer's Market | 30,000.00 | | 70,000.00 |
| Miscellaneous | 500.00 | 5,270.00 | 500.00 |
| TOTAL REVENUE | \$ 829,050.00 | \$ 946,314.00 | \$ 995,050.00 |
| EXPENDITURES (includes non-recoverable HST) | | | |
| Total Administrative | \$ 326,100.00 | \$ - | \$ 352,300.00 |
| Total Capital | \$ 131,500.00 | \$ - | \$ 247,000.00 |
| Total Marketing | \$ 371,450.00 | \$ - | \$ 395,750.00 |
| TOTAL EXPENDITURES | \$ 829,050.00 | \$ - | \$ 995,050.00 |
| Surplus/Deficit | \$ - | \$ 946,314.00 | \$ - |

ACCUMULATED
SURPLUS/(DEFICIT)

| | | | |
|---------------------|--|---------------|------|
| Beginning Balance | | \$ 343,996.00 | |
| Use of Reserve | | | |
| Addition to Reserve | | | |
| Ending Balance | | \$ 343,996.00 | \$ - |

BUDGET DECLARATION TO BE SIGNED AFTER AGM

| | | | | | | | |
|--|--|-----------------------|-------|--|--|-------------|------|
| Board of Management Approval | | 25-01-2022 | | General Membership Approval | | 29-Mar-2022 | |
| | | Date | Month | Year | | | Date |
| DocuSigned by: | | 4/8/2022 | | DocuSigned by: | | 4/8/2022 | |
|  | | | |  | | | |
| 0C61B6670337460... | | | | DB6EAADE2E1D421... | | | |
| Signature of Chair | | Date | | Signature of Treasurer | | Date | |
| If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.: | | | | | | | |
| Debi Croucher | | 519-252-5723 ext. 210 | | debi@downtownwindsor.ca | | | |
| Name: | | Phone Number: | | Email Address: | | | |

APPENDIX A (CONT'D)

| DOWNTOWN WINDSOR (DWBIA) | | 2021 | 2021 | 2022 |
|-------------------------------|--|-----------------|------------------|-----------------|
| Administrative Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| | | | | |
| Staff | Salaries/Wages/Benefits | 170,000.00 | | 187,500.00 |
| | | | | |
| Other Admin. | Accounting | | | |
| | Audit | 7,000.00 | | 10,000.00 |
| | AGM Expenses | | | |
| | Meeting Expenses (non AGM) | 800.00 | | 800.00 |
| | Bank Charges | 1,500.00 | | 2,000.00 |
| | Conferences/Seminars | | | |
| | Consultants | 55,000.00 | | 40,000.00 |
| | Donations | | | |
| | IT Support | - | | 2,000.00 |
| | Strategic Plan | 500.00 | | 500.00 |
| | Memberships | | | |
| | Subscriptions | | | |
| | Insurance | 6,000.00 | | 8,000.00 |
| | Legal | 15,000.00 | | 20,000.00 |
| | Telephone | 3,600.00 | | 2,000.00 |
| | Postage & Courier | 700.00 | | 500.00 |
| | Transportation & Travel | | | |
| | Office Supplies | 6,000.00 | | 4,000.00 |
| | Office Equipment/Furniture/Maintenance | 12,000.00 | | 10,000.00 |
| | Printing | | | |
| | Storage/Maintenance | 3,000.00 | | 5,000.00 |
| | Rent/Lease | 30,000.00 | | 35,000.00 |
| | Utilities | | | |
| | Other: Grant Writing | 5,000.00 | | 15,000.00 |
| | Other: Property Standards Incentive | 10,000.00 | | 10,000.00 |
| | | | | |
| Total Administrative Expenses | | \$ 326,100.00 | | \$ 352,300.00 |

APPENDIX A (CONT'D)

| DOWNTOWN WINDSOR (DWBIA) | | 2021 | 2021 | 2022 |
|--|-----------------------------------|-----------------|------------------|-----------------|
| Capital Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| Capital | | | | |
| (Only include BIA portion of any cost-share initiatives) | City of Windsor Loan Repayment | | | |
| | | | | |
| | Street Furniture | | | |
| | Benches | | | |
| | Alley Enhancements | 5,000.00 | | 3,000.00 |
| | Signage | | | |
| | Decorative Lighting | 10,000.00 | | 7,500.00 |
| | Decorations-Seasonal | 27,000.00 | | 30,000.00 |
| | Decorations-Other | | | |
| | Banners | 0.00 | | 10,000.00 |
| | Murals | | | |
| | Planters | | | |
| | Hanging Baskets | | | |
| | Signage | | | |
| | Technical/Professional Services | | | |
| | St Clair College/Univ. of Windsor | 5,000.00 | | 5,000.00 |
| | Art Alley | 0.00 | | 100,000.00 |
| | | | | |
| General Maintenance | | | | |
| | Flowers/Plants/Trees | 7,000.00 | | 9,000.00 |
| | Snow Removal | 20,000.00 | | 20,000.00 |
| | Decorations | | | |
| | Hydro | | | |
| | Graffiti Removal | | | |
| | Power Washing | 10,000.00 | | 10,000.00 |
| | Needle Collection | 5,000.00 | | 5,000.00 |
| | Street Cleaning | 38,000.00 | | 38,000.00 |
| | Broken Windows | 2,500.00 | | 2,500.00 |
| | Cleanup - Other (please specify) | 2,000.00 | | 2,000.00 |
| | Garage sweeper | 0.00 | | 5,000.00 |
| | Miscellaneous Repairs | | | |
| | Permit Fees | | | |
| | Security | | | |
| | Festival Tent Storage | | | |
| | | | | |
| Total Capital Expenses | | \$ 131,500.00 | | \$ 247,000.00 |

APPENDIX A (CONT'D)

| DOWNTOWN WINDSOR (DWBIA) | | 2021 | 2021 | 2022 |
|--|---|----------------------|------------------|----------------------|
| Communications/Marketing/Promotions & Events | | Approved Budget | Projected Actual | Proposed Budget |
| Communications | | | | |
| | Memberships | 4,500.00 | | 6,000.00 |
| | Subscriptions | | | |
| | Professional Development | | | |
| | Travel | 500.00 | | 500.00 |
| | General Meeting Expense | 2,000.00 | | 1,500.00 |
| | 2022 DWBIA Election | 0.00 | | 2,500.00 |
| | Board/Committee Meeting Expense | 5,000.00 | | 3,000.00 |
| | Budget Meeting Expense | 500.00 | | 500.00 |
| | Conference Expense | 3,000.00 | | 3,000.00 |
| | Internet/Website | 1,000.00 | | 1,500.00 |
| | Member Services (Parking Tokens) | 500.00 | | 500.00 |
| | Public Relations/Liaison | 2,000.00 | | 3,500.00 |
| | DWBRA | 1,250.00 | | 2,000.00 |
| | DWBIA e-Commerce Platform | 19,800.00 | | 10,000.00 |
| Advertising and Marketing | | | | |
| | Advertising | 6,000.00 | | 10,000.00 |
| | Printing – (Flyers, Brochures, etc...) | | | |
| | Marketing/ Graphic Design | 5,000.00 | | 3,000.00 |
| | Digital/ Print Advertising/ Website/ Brand Refresh | 33,700.00 | | 40,000.00 |
| | Retail Recruitment | 25,000.00 | | 30,000.00 |
| | Social Media | | | |
| | Signage/ Rebranding/ Districting | 5,000.00 | | |
| | Sponsorships | | | |
| | Newsletter | | | |
| | Website Development/Maintenance/CRM | 2,000.00 | | 2,000.00 |
| | Wi-Fi | 12,000.00 | | 10,000.00 |
| | Welcome Kits | 0.00 | | 1,500.00 |
| Promotions & Events | | | | |
| | Canada Day | | | |
| | Christmas | | | |
| | Easter | | | |
| | Spring Event (Plant Days) | 1,000.00 | | 2,000.00 |
| | Farmers Market | 45,000.00 | | 60,750.00 |
| | Farmers Market e-Commerce Platform | 19,800.00 | | 0.00 |
| | Summer Event (Open Streets; Flea Market, Street Closures) | 40,000.00 | | 50,000.00 |
| | Farmers' Market Incubator | 0.00 | | 10,000.00 |
| | Fall Event (CONTACT The Show) | 0.00 | | |
| | Air Fair/ WIFF | 15,000.00 | | 21,000.00 |
| | Winter Event (Please specify) | | | |
| | Winter Fest Parade | | | |
| | Night Markets | 0.00 | | 21,000.00 |
| | 2022 CanAm Games | 0.00 | | 10,000.00 |
| | Farmer's Market Incubator | 40,900.00 | | |
| | Signature Event 1 (complete tab) | 11,000.00 | | 20,000.00 |
| | Signature Event 2 (complete tab) | 70,000.00 | | 70,000.00 |
| | | | | |
| | | | | |
| | | | | |
| Total | | \$ 371,450.00 | | \$ 395,750.00 |

APPENDIX A (CONT'D)

| DOWNTOWN WINDSOR (DWBIA) | | 2021 | 2021 | 2022 |
|---|--|-----------------|------------------|-----------------|
| Signature Event 1 - Supporting Information | | Approved Budget | Projected Actual | Proposed Budget |
| Event Name: Ouellette Car Cruise | | | | |
| Event Dates: | | | | |
| Revenues | | | | |
| Must be shown on Cover Page | BIA Contribution | | | |
| | Federal/Provincial Grant | | | |
| | Municipal Grant | | | |
| | Donations | | | |
| | Sponsorships | 11,000.00 | | 11,000.00 |
| | Festival Revenue | | | |
| | | | | |
| Total Revenues | | 11,000.00 | 0.00 | 11,000.00 |
| Expenditures | | | | |
| | Consultants | | | |
| | Entertainers | | | |
| | Fees - EMS | | | |
| | Fees - Police | 2,000.00 | | 3,400.00 |
| | Permits/C | 1,000.00 | | 3,300.00 |
| | Signage | 2,000.00 | | 1,500.00 |
| | Barricades | | | |
| | Advertising/Promotion | 4,000.00 | | 4,500.00 |
| | Waste Handling/Removal | | | |
| | Porto-potties | | | |
| | Staging/ Equipment Rentals | 750.00 | | 1,800.00 |
| | Volunteers & Staffing | 1,000.00 | | 2,000.00 |
| | Graphic Design, Photography, Video and Website | 250.00 | | 3,500.00 |
| | | | | |
| Total Expenditures | | 11,000.00 | 0.00 | 20,000.00 |
| Notes: Please provide description of the event | | | | |
| <p>Building on the nostalgia of Windsor's rich automotive history, the Ouellette Car Cruise kicks off its 7th annual parade of classic and vintage vehicles downtown. Vintage, classic, custom, collector, street rods and muscle cars are welcome.</p> | | | | |

APPENDIX A (CONT'D)

| DOWNTOWN WINDSOR (DWBIA) | | 2021 | 2021 | 2022 |
|--|--------------------------|-----------------|------------------|-----------------|
| Signature Event 2 - Supporting Information | | Approved Budget | Projected Actual | Proposed Budget |
| Event Name: Winter Fest | | | | |
| Event Dates: | | | | |
| Revenues | | | | |
| Must be shown on Cover Page | BIA Contribution | | | |
| | Federal/Provincial Grant | 30,000.00 | | 0.00 |
| | Municipal Grant | | | |
| | Donations | | | |
| | Sponsorships | 40,000.00 | | 50,000.00 |
| | Festival Revenue | | | |
| | | | | |
| Total Revenues | | 70,000.00 | 0.00 | 50,000.00 |
| Expenditures | | | | |
| | Consultants | | | |
| | Programming | 24,000.00 | | 24,000.00 |
| | Fees - EMS | | | |
| | Fees - Police | | | |
| | Permits | | | |
| | Signage | | | |
| | Barricades | | | |
| | Advertising/Promotion | 12,000.00 | | 12,000.00 |
| | Waste Handling/Removal | | | |
| | Porto-potties | | | |
| | Staging | | | |
| | Lighting | 34,000.00 | | 34,000.00 |
| | | | | |
| Total Expenditures | | 70,000.00 | 0.00 | 70,000.00 |
| Notes: Please provide description of the event | | | | |
| <ul style="list-style-type: none"> • Winter Fest is a fully inclusive, non-ticketed event taking place over several weeks. Programming includes: • Light Up the Night - illuminated displays • Holiday Villages - series of 3 events in the public realm • #ShopLocal Campaign - gift baskets curated with products from downtown independents • Storefront Decorations • Letters to Santa campaign • Comfy with Claus - virtual meet & greets • Battle of the Gingerbreads: House to House Combat - virtual gingerbread house competition • Cooking & Cocktails with Claus - video vignette series • Santa in the City - video vignette series • 12 Days of Christmas - video vignette series • Songs of the Season - virtual concert series featuring local singer/songwriters | | | | |

APPENDIX A (CONT'D)
DOWNTOWN WINDSOR (DWBIA)
Commentary - 2021 Actual Expenditures

Explanation of Significant Variances (2021 Projected Actual vs. 2021 Approved Budget):

SUMMARY

(Include 2021 accomplishments; also indicate what was not accomplished in 2021 and why)

1. 2021 Accomplishments

| |
|--|
| |
|--|

Mandatory

REVENUES

Provide explanations for significant variances only, i.e. plus or minus 10% variance for each section below

2. Grants, Donations & Sponsorships

| |
|--|
| |
|--|

Variance
73%

3. Promotions, Events & Other Revenues

| |
|--|
| |
|--|

Variance
69%

EXPENDITURES

Provide explanations for significant variances only, i.e. plus or minus 10% variance for each category below

4. Administration

| |
|--|
| |
|--|

Variance
-100%

5. Capital & General Maintenance

| |
|--|
| |
|--|

Variance
-100%

7. Communications, Marketing, Promotions & Events

| |
|--|
| |
|--|

Variance
-100%

8. Harmonized Sales Tax (HST) Rebates

| |
|--|
| |
|--|

Mandatory

APPENDIX A (CONT'D)
DOWNTOWN WINDSOR (DWBIA)
Commentary - 2022 Proposed Budget

Explanation of Significant Variances (2022 Proposed Budget vs. 2019 Approved Budget):

SUMMARY

(Include any other pertinent information)

1. 2022 Goals and Objectives

See 2021 DWBIA Budget Meeting PowerPoint Presentation attached.

Mandatory

REVENUES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below*

2. Grants, Donations & Sponsorships

The DWBIA is estimating its fundraising abilities for the Ouellette Car Cruise and Winter Fest 2022 along with grants and/or sponsorships for Canada Day Celebrations and Arts Alley.

Variance
101%

3. Promotions, Events & Other Revenues

While the DWBIA may seek revenues for some of its events (e.g. street closures/events and Night Markets), we are unable to forecast what revenues may be generated as a result of our efforts.

Variance
-18%

EXPENDITURES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below*

4. Administration

No significant change

Variance
8%

5. Capital & General Maintenance

Realignment of expenses to support membership and address priority needs including the purchase of sidewalk cleaner and 8-10 art installations in Art Alley.

Variance
88%

7. Communications, Marketing, Promotions & Events

No significant change

Variance
7%

APPENDIX B

ERIE ST/VIA ITALIA BIA

| | 2021 | 2021 | 2022 |
|--|-----------------|------------------|-----------------|
| | Approved Budget | Projected Actual | Proposed Budget |
| REVENUE | | | |
| BIA Levy | \$ 125,000.00 | | \$ 125,000.00 |
| <u>Government Grants</u> | | | |
| Federal or Provincial | | | |
| Municipal | | | |
| <u>Other Revenue</u> | | | |
| Donations | | | |
| Sponsorships | | | |
| Promotions & Events Revenue | | | |
| TOTAL REVENUE | \$ 125,000.00 | \$ - | \$ 125,000.00 |
| EXPENDITURES (includes non-recoverable HST) | | | |
| Total Administrative | \$ 37,000.00 | \$ - | \$ 37,350.00 |
| Total Capital | \$ 31,350.00 | \$ - | \$ 31,400.00 |
| Total Marketing | \$ 56,650.00 | \$ - | \$ 56,250.00 |
| TOTAL EXPENDITURES | \$ 125,000.00 | \$ - | \$ 125,000.00 |
| Surplus/Deficit | \$ - | \$ - | \$ - |

ACCUMULATED
SURPLUS/(DEFICIT)

| | | | |
|---------------------|--|------|------|
| Beginning Balance | | | |
| Use of Reserve | | | \$ - |
| Addition to Reserve | | | |
| Ending Balance | | \$ - | \$ - |

BUDGET DECLARATION TO BE SIGNED AFTER AGM

| | | | |
|--|------------|--|------------|
| Board of Management Approval | 22 02 2022 | General Membership Approval | 22 02 2022 |
| Date | Month | Date | Month |
|  | |  | |
| Date | | Date | |
| If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.: | | | |
| Name: | | | |
| Phone Number: | | Email Address: | |

APPENDIX B (CONT'D)

| ERIE ST/VIA ITALIA BIA | | 2021 | 2021 | 2022 |
|-------------------------------|--|-----------------|------------------|-----------------|
| Administrative Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| | | | | |
| Staff | Salaries/Wages/Benefits | 20,000.00 | | 20,000.00 |
| | | | | |
| Other Admin. | Accounting | 2,500.00 | | 2,500.00 |
| | Audit | 1,200.00 | | 1,270.00 |
| | AGM Expenses | 200.00 | | 200.00 |
| | Meeting Expenses (non AGM) | 200.00 | | 200.00 |
| | Bank Charges | 150.00 | | 200.00 |
| | Conferences/Seminars | | | |
| | Consultants | | | |
| | Donations | 700.00 | | 700.00 |
| | Strategic Plan | | | |
| | Memberships | | | |
| | Subscriptions | | | |
| | Insurance | 3,970.00 | | 4,300.00 |
| | Legal | | | |
| | Telephone | | | |
| | Postage & Courier | 200.00 | | 200.00 |
| | Transportation & Travel | | | |
| | Office Supplies | 300.00 | | 200.00 |
| | Office Equipment/Furniture/Maintenance | 200.00 | | 200.00 |
| | Printing | | | |
| | Storage/Maintenance | | | |
| | Rent/Lease | 6,780.00 | | 6,780.00 |
| | Utilities | 600.00 | | 600.00 |
| | Other: (please specify) | | | |
| | | | | |
| | | | | |
| Total Administrative Expenses | | \$ 37,000.00 | \$ - | \$ 37,350.00 |

APPENDIX B

(CONT'D)

| ERIE ST/VIA ITALIA BIA | | 2021 | 2021 | 2022 |
|--|----------------------------------|-----------------|------------------|-----------------|
| Capital Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| Capital | | | | |
| (Only include BIA portion of any cost-share initiatives) | City of Windsor Loan Repayment | | | |
| | Street Furniture | | | |
| | Benches | | | |
| | Alley Enhancements | | | |
| | Signage | 500.00 | | 500.00 |
| | Decorative Lighting | | | |
| | Decorations-Seasonal | 5,000.00 | | 5,000.00 |
| | Decorations-Other | 1,000.00 | | 1,000.00 |
| | Banners | 500.00 | | 500.00 |
| | Murals | | | |
| | Planters | 2,000.00 | | 2,000.00 |
| | Hanging Baskets | | | |
| | Signage | | | |
| | Technical/Professional Services | | | |
| | PLEASE SPECIFY | | | |
| | Street Safety Project | 20,000.00 | | 20,000.00 |
| General Maintenance | | | | |
| | Flowers/Plants/Trees | 1,000.00 | | 1,000.00 |
| | Snow Removal | | | |
| | Decorations | | | |
| | Hydro | | | |
| | Graffiti Removal | | | |
| | Power Washing | | | |
| | Needle Collection | | | |
| | Street Cleaning | | | |
| | Broken Windows | | | |
| | Cleanup - Other (please specify) | | | |
| | Miscellaneous Repairs | | | |
| | Permit Fees | 1,350.00 | | 1,400.00 |
| | Security | | | |
| | | | | |
| | | | | |
| Total Capital Expenses | | \$ 31,350.00 | \$ | \$ 31,400.00 |

APPENDIX B (CONT'D)

| ERIE ST/VIA ITALIA BIA | | 2021 | 2021 | 2022 |
|--|---|---------------------|------------------|---------------------|
| Communications/Marketing/Promotions & Events | | Approved Budget | Projected Actual | Proposed Budget |
| Communications | | | | |
| | Memberships | 150.00 | | 150.00 |
| | Subscriptions | | | |
| | Professional Development | | | |
| | Travel | | | |
| | General Meeting Expense | | | |
| | Board/Committee Meeting Expense | | | |
| | Budget Meeting Expense | | | |
| | Conference Expense | | | |
| | Internet/Website | 1,500.00 | | 1,100.00 |
| | Member Services (Parking Tokens) | | | |
| | Public Relations/Liaison | | | |
| Advertising and Marketing | | | | |
| | Advertising | 10,000.00 | | 10,000.00 |
| | Printing -- (Flyers, Brochures, etc...) | 500.00 | | 500.00 |
| | Marketing Design | | | |
| | Branding | | | |
| | Retail Recruitment | | | |
| | Social Media | | | |
| | Signage | | | |
| | Sponsorships | | | |
| | Newsletter | 500.00 | | 500.00 |
| | Website Development/Maintenance | | | |
| | Wi-Fi | | | |
| Promotions & Events | | | | |
| | Canada Day | | | |
| | Christmas | | | |
| | Easter | | | |
| | Spring Event (Please specify) | | | |
| | Summer Event (Please specify) | 30,000.00 | | 30,000.00 |
| | Street Closures/ Carrousel | | | |
| | Fall Event (Please specify) | 10,000.00 | | 10,000.00 |
| | VIBRA Bike Races/ Street Closure | | | |
| | Winter Event (Please specify) | 4,000.00 | | 4,000.00 |
| | New Event | | | |
| | Sidewalk Sale | | | 0.00 |
| | Signature Event 1 (complete tab) | | | 0.00 |
| | Signature Event 2 (complete tab) | | | |
| | Events PLEASE SPECIFY | | | |
| Total | | \$ 56,650.00 | \$ - | \$ 56,250.00 |

APPENDIX B (CONT'D)

| ERIE ST/VIA ITALIA BIA | | 2021 | 2021 | 2022 |
|--|---------------------------------------|-----------------|------------------|-----------------|
| Signature Event 1 - Supporting Information | | Approved Budget | Projected Actual | Proposed Budget |
| Event Name: Carrousel of Nations/Italian Village | | | | |
| Event Dates: June 24th & June 25th, 20202 | | | | |
| Revenues | | | | |
| Must be shown on Cover Page | BIA Contribution | | | 30,000.00 |
| | | | | |
| | Federal/Provincial Grant | | | |
| | Municipal Grant | | | |
| | Donations | | | |
| | Sponsorships | | | |
| | Festival Revenue | | | |
| | | | | |
| Total Revenues | | 0.00 | 0.00 | 30,000.00 |
| Expenditures | | | | |
| | Consultants | | | |
| | Entertainers | | | 10,000.00 |
| | Fees - EMS | | | |
| | Fees - Police | | | 2,000.00 |
| | Permits | | | 2,000.00 |
| | Signage | | | 500.00 |
| | Barricades | | | 600.00 |
| | Advertising/Promotion | | | 1,500.00 |
| | Waste Handling/Removal | | | 600.00 |
| | Porto-potties | | | |
| | Staging | | | 4,000.00 |
| | Secutiry | | | 4,000.00 |
| | Staff to guard all barricades | | | 4,000.00 |
| | Equipment Rentals (generators etc...) | | | 800.00 |
| | | | | |
| Total Expenditures | | 0.00 | 0.00 | 30,000.00 |
| <p>The Carrousel of Nations Italian Village promotes Italian Culture and Foods. The Festival consists of Musical Entertainment such as Italian Bands, Strolling Musicians, Italian Choirs and Singing Groups, Folklore Dancing Groups. Children's Games and Entertainment such as Face Painting and Games Street Vendors Italian Foods and Beverages</p> | | | | |

APPENDIX B (CONT'D)

| ERIE ST/VIA ITALIA BIA | | 2021 | 2021 | 2022 |
|--|--------------------------|-----------------|------------------|-----------------|
| Signature Event 2 - Supporting Information | | Approved Budget | Projected Actual | Proposed Budget |
| Event Name: Tour di Via Italia Bike Race | | | | |
| Event Dates: | | | | |
| Revenues | | | | |
| Must be shown on Cover Page | BIA Contribution | | | 10,000.00 |
| | Federal/Provincial Grant | | | |
| | Municipal Grant | | | |
| | Donations | | | |
| | Sponsorships | | | |
| | Festival Revenue | | | |
| | | | | |
| Total Revenues | | 0.00 | 0.00 | 10,000.00 |
| Expenditures | | | | |
| | Consultants | | | |
| | Entertainers | | | |
| | Fees - EMS | | | |
| | Fees - Police | | | 5,000.00 |
| | Permits | | | 3,000.00 |
| | Signage | | | |
| | Barricades | | | |
| | Advertising/Promotion | | | 2,000.00 |
| | Waste Handling/Removal | | | |
| | Porto-potties | | | |
| | Staging | | | |
| | | | | |
| | | | | |
| Total Expenditures | | 0.00 | 0.00 | 10,000.00 |

The Tour di Via Italia Bike Race is an over 50 year tradition on Erie Street and attracts racers from around the World.
The BIA donates \$10000 .00 to the event to assist in covering some of the costs of the event and to keep the races on Erie Street.
Some of the major costs include: Safety Fencing \$3500.00, OCA Sanctioning, Insurance & Race Officials \$5000.00
Sound System rentals \$1500.00, Overhead Sign & Promotional \$2500.00
This event also attracts sponsorships tto cover cost as well as participant fees.

APPENDIX B (CONT'D)
ERIE ST/VIA ITALIA BIA
Commentary - 2021 Actual Expenditures

Explanation of Significant Variances (2021 Projected Actual vs. 2021 Approved Budget):

SUMMARY

(Include 2021 accomplishments; also indicate what was not accomplished in 2021 and why)

1. 2021 Accomplishments

Assist businesses to survive this pandemic and remain viable by allowing street closures throughout the summer months to attract patrons. Continue to promote the Italian culture and promote Via Italia as a tourist destination. Maintain a clean and safe neighbourhood.
Continued the Alley Lighting project. Continue to enhance Holiday Decor

Mandatory

REVENUES

Provide explanations for significant variances only, i.e. plus or minus 10% variance for each section below

2. Grants, Donations & Sponsorships

Variance
#DIV/0!

3. Promotions, Events & Other Revenues

Variance
#DIV/0!

EXPENDITURES

Provide explanations for significant variances only, i.e. plus or minus 10% variance for each category below

4. Administration

Variance
-100%

5. Capital & General Maintenance

Variance
-100%

7. Communications, Marketing, Promotions & Events

Variance
-100%

8. Harmonized Sales Tax (HST) Rebates

Mandatory

APPENDIX B (CONT'D)
ERIE ST/VIA ITALIA BIA
Commentary - 2022 Proposed Budget

Explanation of Significant Variances (2022 Proposed Budget vs. 2021 Approved Budget):

SUMMARY

(Include any other pertinent information)

1. 2022 Goals and Objectives

Assist business recover from pandemic. Promote our business district. Continue Alley Lighting Project. Focus on promoting events as before the pandemic. Beautification of our area (more flowers etc.)

Mandatory

REVENUES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below*

2. Grants, Donations & Sponsorships

\$60,000 grant to be applied to applied to Alley Lighting Project. \$30,000 Grant to cover costs of street closure in 2021.

Variance
#DIV/0!

3. Promotions, Events & Other Revenues

Variance
#DIV/0!

EXPENDITURES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below*

4. Administration

Variance
1%

5. Capital & General Maintenance

Variance
0%

7. Communications, Marketing, Promotions & Events

Variance
-1%

APPENDIX C

OLDE RIVERSIDE TOWN CENTRE BIA

| | 2021 | 2021 | 2022 |
|--|---------------------|---------------------|---------------------|
| | Approved Budget | Projected Actual | Proposed Budget |
| REVENUE | | | |
| BIA Levy | \$ 65,000.00 | \$ 65,000.00 | \$ 65,000.00 |
| <u>Government Grants</u> | | | |
| Federal or Provincial | | | |
| Municipal | | | |
| <u>Other Revenue</u> | | | |
| Donations | | | |
| Sponsorships | | | |
| Promotions & Events Revenue | | | |
| TOTAL REVENUE | \$ 65,000.00 | \$ 65,000.00 | \$ 65,000.00 |
| EXPENDITURES (includes non-recoverable HST) | | | |
| Total Administrative | \$ 21,650.00 | \$ 17,955.46 | \$ 17,175.00 |
| Total Capital | \$ 25,400.00 | \$ 33,054.44 | \$ 30,525.00 |
| Total Marketing | \$ 17,950.00 | \$ 7,155.42 | \$ 17,300.00 |
| TOTAL EXPENDITURES | \$ 65,000.00 | \$ 58,165.32 | \$ 65,000.00 |
| Surplus/Deficit | \$ | \$ 6,834.68 | \$ |

ACCUMULATED
SURPLUS/(DEFICIT)

| | | | |
|---------------------|--|--------------|----|
| Beginning Balance | | \$ 33,041.00 | |
| Use of Reserve | | | |
| Addition to reserve | | \$ 6,834.68 | |
| Ending Balance | | \$ 39,875.68 | \$ |

BUDGET DECLARATION TO BE SIGNED AFTER AGM

| | | | | | | | |
|--|--|---------------|--|-----------------------------|--|-----------|--|
| Board of Management Approval | | 07-Jan-22 | | General Membership Approval | | 25-Jan-22 | |
| Date | | Month | | Date | | Month | |
| Year | | Year | | Year | | Year | |
| Rick Martinello | | 2/4/22 | | | | | |
| Signature of Chair | | Date | | Signature of Treasurer | | Date | |
| If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.: | | | | | | | |
| Bridget M. Scheuerman | | 519 962-6550 | | bscheuerman38@gmail.com | | | |
| Name: | | Phone Number: | | Email Address: | | | |

APPENDIX C (CONT'D)

| OLDE RIVERSIDE TOWN CENTRE BIA | | 2021 | 2021 | 2022 |
|--------------------------------|--|-----------------|------------------|-----------------|
| Administrative Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| | | | | |
| Staff | Salaries/Wages/Benefits | 12,000.00 | 8,800.00 | 9,000.00 |
| | | | | |
| Other Admin. | Accounting | 400.00 | 395.50 | 400.00 |
| | Audit | 1,200.00 | 1,130.00 | 1,200.00 |
| | AGM Expenses | 500.00 | | 100.00 |
| | Meeting Expenses (non AGM) | 200.00 | | 50.00 |
| | Bank Charges | | | |
| | Conferences/Seminars | | | |
| | Consultants | | | |
| | Donations | 3,500.00 | 3,700.00 | 2,000.00 |
| | Strategic Plan | | | |
| | Memberships | | | |
| | Subscriptions | | | |
| | Insurance | 1,800.00 | 1,758.24 | 1,800.00 |
| | Legal | | | |
| | Telephone | 800.00 | 951.57 | 950.00 |
| | Postage & Courier | 25.00 | | 25.00 |
| | Transportation & Travel | | | |
| | Office Supplies | 250.00 | 130.32 | 150.00 |
| | Office Equipment/Furniture/Maintenance | | | |
| | Printing | 975.00 | 28.40 | 1,200.00 |
| | Storage/Maintenance | | | |
| | Rent/Lease | | | |
| | Utilities | | | |
| | Other: (please specify) | | | |
| | Gifts | | 1,061.43 | 300.00 |
| | | | | |
| Total Administrative Expenses | | \$ 21,650.00 | \$ 17,955.46 | \$ 17,175.00 |

APPENDIX C (CONT'D)

| OLDE RIVERSIDE TOWN CENTRE BIA | | 2021 | 2021 | 2022 |
|--|----------------------------------|-----------------|------------------|-----------------|
| Capital Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| Capital | | | | |
| (Only include BIA portion of any cost-share initiatives) | City of Windsor Loan Repayment | 7,500.00 | 7,500.00 | 7,500.00 |
| | | | | |
| | Street Furniture | | | |
| | Benches | | | |
| | Alley Enhancements | | | |
| | Signage | | | |
| | Decorative Lighting | | 2,336.95 | 0.00 |
| | Decorations-Seasonal | | | |
| | Decorations-Other | | | |
| | Banners | | | |
| | Murals | 1,000.00 | 2,350.00 | 1,000.00 |
| | Planters | 12,000.00 | 16,783.33 | 17,000.00 |
| | Hanging Baskets | | | |
| | Signage | | | |
| | Technical/Professional Services | | | |
| | | | | |
| | | | | |
| General Maintenance | | | | |
| | Flowers/Plants/Trees | 3,000.00 | 1,425.00 | 1,500.00 |
| | Snow Removal | | | |
| | Decorations | | | |
| | Hydro | | | |
| | Graffiti Removal | | | |
| | Power Washing | | | |
| | Needle Collection | | | |
| | Street Cleaning | 1,900.00 | 2,258.47 | 3,000.00 |
| | Broken Windows | | | |
| | Cleanup - Other (please specify) | | | |
| | | | | |
| | Miscellaneous Repairs | | 282.50 | 500.00 |
| | Permit Fees | | | |
| | Security | | | |
| | Please Specify | | | |
| | Garden Supplies | | 118.19 | 25 |
| Total Capital Expenses | | \$ 25,400.00 | \$ 33,054.44 | \$ 30,525.00 |

APPENDIX C (CONT'D)

| OLDE RIVERSIDE TOWN CENTRE BIA | | 2021 | 2021 | 2022 |
|--|--|---------------------|--------------------|---------------------|
| Communications/Marketing/Promotions & Events | | Approved Budget | Projected Actual | Proposed Budget |
| Communications | | | | |
| | Memberships | | | |
| | Subscriptions | | | |
| | Professional Development | | | |
| | Travel | | | |
| | General Meeting Expense | | | |
| | Board/Committee Meeting Expense | | | |
| | Budget Meeting Expense | | | |
| | Conference Expense | | | |
| | Internet/Website | 800.00 | 0.00 | 800.00 |
| | Member Services (Parking Tokens) | | | |
| | Public Relations/Liaison | | | |
| | | | | |
| | | | | |
| Advertising and Marketing | | | | |
| | Advertising | 15,000.00 | 7,155.42 | 10,000.00 |
| | Printing – (Flyers, Brochures, etc...) | 1,000.00 | | |
| | Marketing Design | | | |
| | Branding | | | |
| | Retail Recruitment | | | |
| | Social Media | | | |
| | Signage | | | |
| | Sponsorships | | | |
| | Newsletter | | | |
| | Website Development/Maintenance | | | |
| | Wi-Fi | | | |
| | Please specify | | | |
| | | | | |
| Promotions & Events | | | | |
| | Canada Day | | | |
| | Christmas | | | 2,500.00 |
| | Easter | | | |
| | Spring Event (Please specify) | | | |
| | | | | |
| | Summer Event (Please specify) | | | |
| | | | | |
| | Fall Event (Please specify) | | | |
| | | | | |
| | Winter Event (Please specify) | | | |
| | | | | |
| | Sidewalk Sale | | | |
| | Signature Event 1 (complete tab) | 1,150.00 | | 4,000.00 |
| | Signature Event 2 (complete tab) | | | 0.00 |
| | | | | |
| | Please specify | | | |
| | | | | |
| Total | | \$ 17,950.00 | \$ 7,155.42 | \$ 17,300.00 |

APPENDIX C (CONT'D)

| OLDE RIVERSIDE TOWN CENTRE BIA | | 2021 | 2021 | 2022 |
|--|-----------------------------|-----------------|------------------|-----------------|
| Signature Event 1 - Supporting Information | | Approved Budget | Projected Actual | Proposed Budget |
| Event Name: Wheels on Wyandotte | | | | |
| Event Dates: | | | | |
| Revenues | | | | |
| Must be shown on Cover Page | BIA Contribution | | | 4,000.00 |
| | | | | |
| | Federal/Provincial Grant | | | |
| | Municipal Grant | | | |
| | Donations | | | |
| | Sponsorships | | | |
| | Festival Revenue | | | |
| | | | | |
| Total Revenues | | 0.00 | 0.00 | 4,000.00 |
| Expenditures | | | | |
| | Volunteer Meals | | | |
| | Entertainers | | | |
| | Fees - EMS | | | |
| | Fees - Police | | | |
| | Permits | | | |
| | T-shirts | | | |
| | Barricades | | | |
| | Advertising/Promotion | | | |
| | Waste Handling/Removal | | | |
| | Chairs/Tables/Porta Potties | | | |
| | Supplies | | | |
| | Awards | | | |
| | Decorations | | | |
| | DJ | | | |
| Printing | | | | |
| Total Expenditures | | 0.00 | 0.00 | 0.00 |
| Notes: Please provide description of the event | | | | |
| | | | | |

APPENDIX C (CONT'D)

| OLDE RIVERSIDE TOWN CENTRE BIA | | 2021 | 2021 | 2022 |
|--|--------------------------|-----------------|------------------|-----------------|
| Signature Event 2 - Supporting Information | | Approved Budget | Projected Actual | Proposed Budget |
| Event Name: Giant Yard Sale | | | \$ 7,673.21 | |
| Event Dates: September 4, 2021 | | | | |
| Revenues | | | | |
| Must be shown on Cover Page | BIA Contribution | | 7,673.21 | |
| | | | | |
| | Federal/Provincial Grant | | | |
| | Municipal Grant | | | |
| | Donations | | | |
| | Sponsorships | | | |
| | Festival Revenue | | | |
| Total Revenues | | 0.00 | 7,673.21 | 0.00 |
| Expenditures | | | | |
| | Consultants | | 150.00 | |
| | Entertainers | | | |
| | Fees - EMS | | | |
| | Fees - Police | | | |
| | Permits | | | |
| | Signage | | 166.04 | |
| | Barricades | | | |
| | Advertising/Promotion | | 4,878.21 | |
| | Waste Handling/Removal | | | |
| | Porto-potties | | | |
| | Staging | | 1,008.66 | |
| | Printing | | 1,327.52 | |
| | Supplies | | 112.78 | |
| | Volunteer Lunches | | 30.00 | |
| | | | | |
| Total Expenditures | | 0.00 | 7,673.21 | 0.00 |
| Notes: Please provide description of the event | | | | |

APPENDIX C (CONT'D)
OLDE RIVERSIDE TOWN CENTRE BIA
Commentary - 2021 Actual Expenditures

Explanation of Significant Variances (2021 Projected Actual vs. 2021 Approved Budget):

SUMMARY

(Include 2021 accomplishments; also indicate what was not accomplished in 2021 and why)

1. 2021 Accomplishments

Enhanced Social Media to assist businesses during Covid 19. Giant Garage Sale which was a shared event with Pillette Village BIA to draw people to the area. This occurred September 4th for one day.

Mandatory

REVENUES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below*

2. Grants, Donations & Sponsorships

Variance
#DIV/0!

3. Promotions, Events & Other Revenues

Variance
#DIV/0!

EXPENDITURES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below*

4. Administration

Reduced administration work during Covid 19

Variance
-17%

5. Capital & General Maintenance

Payback of Capital works project, increase in costing for Planters, painted the building wall behind the Mural located at Reedmere and Wyandotte, upgrading to lighting for boat sculptures at the entrances to the BIA

Variance
30%

7. Communications, Marketing, Promotions & Events

Due to Covid 19, we were unable to host the Annual Car Show, and were limited in what could be done to promote the BIA

Variance
-60%

8. Harmonized Sales Tax (HST) Rebates

\$2,466.03 (2020 figures received in 2021. 2021 Report in progress.

Mandatory

APPENDIX ((CONT'D)
OLDE RIVERSIDE TOWN CENTRE BIA
Commentary - 2022 Proposed Budget

Explanation of Significant Variances (2022 Proposed Budget vs. 2021 Approved Budget):

SUMMARY

(Include any other pertinent information)

1. 2022 Goals and Objectives

We are in discussions to determine if we are going to resume the Car Show. If not, there will be another event planned. We introduced Riverside Dollars in November and hope to improve on that promotion in 2022. Maintain the beautification within the BIA

Mandatory

REVENUES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below*

2. Grants, Donations & Sponsorships

Variance
#DIV/0!

3. Promotions, Events & Other Revenues

Variance
#DIV/0!

EXPENDITURES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below*

4. Administration

If Covid restrictions are lifted this will give more opportunities to hold arrange General Membership and Annual Meeting. Reduction in donations.

Variance
-21%

5. Capital & General Maintenance

There was a one time lighting expense for the boat sculptures which should not occur in 2022, as well as the painting of the mural wall at Reedmere and Wyandotte.

Variance
20%

7. Communications, Marketing, Promotions & Events

Variance
-4%

APPENDIX D


OLDE SANDWICH TOWNE BIA

| | 2021 | | 2022 | |
|--|-----------------|------------------|-----------------|--|
| | Approved Budget | Projected Actual | Proposed Budget | |
| REVENUE | | | | |
| BIA Levy | \$ 67,100.00 | \$ 67,100.00 | \$ 67,100.00 | |
| Transfer from Reserves | \$ 35,000.00 | \$ 35,000.00 | \$ 65,000.00 | |
| <u>Government Grants</u> | | | | |
| Federal or Provincial | | 24,998.73 | | |
| Municipal | | | | |
| <u>Other Revenue</u> | | | | |
| Donations | | | | |
| Sponsorships | | | 2,500.00 | |
| Promotions & Events Revenue | | 2,350.00 | 2,500.00 | |
| TOTAL REVENUE | \$ 102,100.00 | \$ 129,448.73 | \$ 137,100.00 | |
| EXPENDITURES (includes non-recoverable HST) | | | | |
| Total Administrative | \$ 33,800.00 | \$ 26,648.90 | \$ 35,450.00 | |
| Total Capital | \$ 35,000.00 | \$ 22,172.00 | \$ 35,400.00 | |
| Total Marketing | \$ 33,300.00 | \$ 50,742.07 | \$ 66,250.00 | |
| TOTAL EXPENDITURES | \$ 102,100.00 | \$ 99,562.97 | \$ 137,100.00 | |
| Surplus/Deficit | | \$ 29,885.76 | \$ - | |

ACCUMULATED
SURPLUS/(DEFICIT)

| | | | |
|---------------------|--|---------------|------|
| Beginning Balance | | \$ 134,387.00 | |
| Use of Reserve | | | |
| Addition to Reserve | | | |
| Ending Balance | | \$ 134,387.00 | \$ - |

BUDGET DECLARATION TO BE SIGNED AFTER AGM

| | | | | | | | | | | | |
|--|--|--|-----------|--|--|---|--|--|-----------|--|--|
| Board of Management Approval | | | 27-Jan-22 | | | General Membership Approval | | | 27-Jan-22 | | |
| Date | | | Month | | | Date | | | Month | | |
| Year | | | Year | | | Year | | | Year | | |
|  | | | | | |  | | | | | |
| Signature of Chair | | | | | | Date | | | | | |
| If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.: | | | | | | | | | | | |
| Name: Tom Collier Phone Number: 613-484-8147 Email Address: TC-35@hotmail.com | | | | | | | | | | | |

APPENDIX D (CONT'D)

| OLDE SANDWICH TOWNE BIA | | 2021 | 2021 | 2022 |
|-------------------------------|--|-----------------|------------------|-----------------|
| Administrative Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| | | | | |
| Staff | Salaries/Wages/Benefits | 27,000.00 | 21,980.00 | 30,000.00 |
| | | | | |
| Other Admin. | Accounting | 250.00 | 290.00 | 300.00 |
| | Audit | 1,200.00 | 1,130.00 | 1,200.00 |
| | AGM Expenses | | | |
| | Meeting Expenses (non AGM) | | | |
| | Bank Charges | | | |
| | Conferences/Seminars | | | |
| | Consultants | | | |
| | Donations | 500.00 | 400.00 | 500.00 |
| | Strategic Plan | | | |
| | Memberships | | | |
| | Subscriptions | | | |
| | Insurance | 1,600.00 | 1,585.44 | 1,600.00 |
| | Legal | | | |
| | Telephone | | | |
| | Postage & Courier | | | |
| | Transportation & Travel | | | |
| | Office Supplies | 425.00 | 496.10 | 500.00 |
| | Office Equipment/Furniture/Maintenance | | | |
| | Printing | | | |
| | Storage/Maintenance | 2,500.00 | 600.00 | 1,000.00 |
| | Rent/Lease | | | |
| | Utilities | 25.00 | 40.80 | 50.00 |
| | Other: (please specify) | | | |
| | Welcome and/or Condolence Planters | 300.00 | 126.56 | 300.00 |
| | | | | |
| Total Administrative Expenses | | \$ 33,800.00 | \$ 26,648.90 | \$ 35,450.00 |

APPENDIX D (CONT'D)

| OLDE SANDWICH TOWNE BIA | | 2021 | 2021 | 2022 |
|--|----------------------------------|-----------------|------------------|-----------------|
| Capital Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| Capital | | | | |
| (Only include BIA portion of any cost-share initiatives) | City of Windsor Loan Repayment | | | |
| | | | | |
| | Street Furniture | | | |
| | Benches | | | |
| | Alley Enhancements | | | |
| | Signage | | | |
| | Decorative Lighting | | | |
| | Decorations-Seasonal | 26,000.00 | 21,980.00 | 26,000.00 |
| | Decorations-Other | | | |
| | Banners | | | |
| | Murals | 8,000.00 | 0.00 | 8,000.00 |
| | Planters | 1,000.00 | 0.00 | 1,000.00 |
| | Hanging Baskets | | | |
| | Signage | | | |
| | Technical/Professional Services | | | |
| | | | | |
| General Maintenance | | | | |
| | Flowers/Plants/Trees | | | |
| | Snow Removal | | | |
| | Decorations | | | |
| | Hydro | | | |
| | Graffiti Removal | | | |
| | Power Washing | | | |
| | Needle Collection | | | |
| | Street Cleaning | | 192.00 | 400.00 |
| | Broken Windows | | | |
| | Cleanup - Other (please specify) | | | |
| | | | | |
| | Miscellaneous Repairs | | | |
| | Permit Fees | | | |
| | Security | | | |
| | Please specify | | | |
| | | | | |
| Total Capital Expenses | | \$ 35,000.00 | \$ 22,172.00 | \$ 35,400.00 |

APPENDIX D (CONT'D)

| OLDE SANDWICH TOWNE BIA | | 2021 | 2021 | 2022 |
|--|--|---------------------|---------------------|---------------------|
| Communications/Marketing/Promotions & Events | | Approved Budget | Projected Actual | Proposed Budget |
| Communications | | | | |
| | Memberships | | | |
| | Subscriptions | | | |
| | Professional Development | | | |
| | Travel | | | |
| | General Meeting Expense | | | |
| | Board/Committee Meeting Expense | | | |
| | Budget Meeting Expense | | | |
| | Conference Expense | | | |
| | Internet/Website | | | |
| | Member Services (Parking Tokens) | | | |
| | Public Relations/Liaison | | | |
| Advertising and Marketing | | | | |
| | Advertising | 1,000.00 | 0.00 | 1,000.00 |
| | Printing – (Flyers, Brochures, etc...) | 1,000.00 | 0.00 | 750.00 |
| | Marketing Design | 1,000.00 | 0.00 | |
| | Branding | | | |
| | Retail Recruitment | | | |
| | Social Media | 6,000.00 | 6,000.00 | 6,000.00 |
| | Signage | | | |
| | Sponsorships | | | |
| | Newsletter | | | 1,000.00 |
| | Website Development/Maintenance | 300.00 | 456.45 | 500.00 |
| | Wi-Fi | | | |
| Promotions & Events | | | | |
| | Canada Day | | | |
| | Christmas | | | |
| | Easter | | | |
| | Spring Event (Please specify) | | | |
| | Summer Event (Please specify) | | | |
| | Fall Event (Please specify) | | | |
| | Winter Event (Please specify) | | | |
| | Sidewalk Sale | | | |
| | Signature Event 1 Open Streets | 12,000.00 | 6,859.01 | 12,000.00 |
| | Signature Event 2 Miracle on Sandwich | 12,000.00 | 7,707.39 | 15,000.00 |
| | Signature Event 3 Outdoor market | 0.00 | 29,719.22 | 30,000.00 |
| | Please specify | | | |
| Total | | \$ 33,300.00 | \$ 50,742.07 | \$ 66,250.00 |

APPENDIX D (CONT'D)

| OLDE SANDWICH TOWNE BIA | | 2021 | 2021 | 2022 |
|--|--------------------------|-----------------|------------------|-----------------|
| Signature Event 1 - Supporting Information | | Approved Budget | Projected Actual | Proposed Budget |
| Event Name: Open Streets | | | | |
| Event Dates: | | | | |
| Revenues | | | | |
| Must be shown on Cover Page | BIA Contribution | 12,000.00 | 6,859.01 | 12,000.00 |
| | Federal/Provincial Grant | | | |
| | Municipal Grant | | | |
| | Donations | | | |
| | Sponsorships | | | |
| | Festival Revenue | | | |
| | | | | |
| Total Revenues | | 12,000.00 | 6,859.01 | 12,000.00 |
| Expenditures | | | | |
| | Consultants | 1,500.00 | 2,500.00 | 2,500.00 |
| | Entertainers | 5,000.00 | 2,789.00 | 3,000.00 |
| | Fees - EMS | 500.00 | | 500.00 |
| | Fees - Police | | | |
| | Permits | 1,000.00 | 0.00 | 1,000.00 |
| | Signage | 1,000.00 | 250.00 | 1,000.00 |
| | Barricades | 500.00 | 0.00 | 500.00 |
| | Advertising/Promotion | 1,500.00 | 788.91 | 2,000.00 |
| | Waste Handling/Removal | | | |
| | Porto-potties | 500.00 | 531.10 | 600.00 |
| | Staging | 500.00 | 0.00 | 900.00 |
| | | | | |
| | | | | |
| Total Expenditures | | 12,000.00 | 6,859.01 | 12,000.00 |

Notes: Open Streets happened as one part of the City wide event- This was Sandwich Towne part of it.

APPENDIX D (CONT'D)

| OLDE SANDWICH TOWNE BIA | | 2021 | 2021 | 2022 |
|--|--|-----------------|------------------|-----------------|
| Signature Event 2 - Supporting Information | | Approved Budget | Projected Actual | Proposed Budget |
| Event Name: Miracle in Sandwich | | | | |
| Event Dates: | | | | |
| Revenues | | | | |
| Must be shown on Cover Page | BIA Contribution | 12,000.00 | 7,707.39 | 15,000.00 |
| | | | | |
| | Federal/Provincial Grant | | | |
| | Municipal Grant | | | |
| | Donations | | | |
| | Sponsorships | | | |
| | Festival Revenue | | | |
| Total Revenues | | 12,000.00 | 7,707.39 | 15,000.00 |
| Expenditures | | | | |
| | Consultants | 2,500.00 | 2,500.00 | 3,000.00 |
| | Entertainers | | 1,000.00 | 1,500.00 |
| | Fees - EMS | 750.00 | 0.00 | |
| | Fees - Police | | | |
| | Permits | 1,000.00 | 615.77 | 1,000.00 |
| | Signage | 1,500.00 | 0.00 | 1,000.00 |
| | Barricades | 500.00 | 100.00 | 500.00 |
| | Advertising/Promotion | 2,000.00 | 2,808.65 | 3,000.00 |
| | Waste Handling/Removal | 500.00 | | 500.00 |
| | Porto-potties | 500.00 | | 600.00 |
| | Staging | 1,000.00 | | 1,000.00 |
| | Others | 1,750.00 | 220.00 | 2,000.00 |
| | Donations to Participating Organizations | | | |
| | Supplies | | 462.97 | 900.00 |
| | Rental of Space | | | |
| | Tree Decorating Day-Consultant | | | |
| Total Expenditures | | 12,000.00 | 7,707.39 | 15,000.00 |

Notes: This is one of Sandwich Townes Premier event- due to COVID it was scaled back significantly hence why it is under budget

APPENDIX D (CONT'D)

| OLDE SANDWICH TOWNE BIA | | 2021 | 2021 | 2022 |
|---|--------------------------|-----------------|------------------|-----------------|
| Signature Event 3 - Supporting Information | | Approved Budget | Projected Actual | Proposed Budget |
| Event Name: Sandwich Outdoor Market | | | | |
| Event Dates: | | | | |
| Revenues | | | | |
| Must be shown on Cover Page | BIA Contribution | 0.00 | 2,302.71 | 25,000.00 |
| | Federal/Provincial Grant | 0.00 | 24,998.73 | |
| | Municipal Grant | | | |
| | Donations | | | |
| | Sponsorships | | | 2,500.00 |
| | Festival Revenue | 0.00 | 2,350.00 | 2,500.00 |
| Total Revenues | | 0.00 | 29,651.44 | 30,000.00 |
| Expenditures | | | | |
| | Consultants | 0.00 | 12,000.00 | 12,000.00 |
| | Entertainers | 0.00 | 2,075.00 | 2,500.00 |
| | Fees - EMS | 0.00 | | |
| | Fees - Police | 0.00 | | |
| | Permits | 0.00 | | |
| | Signage | 0.00 | 2,109.96 | 1,000.00 |
| | Barricades | 0.00 | 216.70 | 300.00 |
| | Advertising/Promotion | 0.00 | 6,888.00 | 7,200.00 |
| | Waste Handling/Removal | 0.00 | 67.78 | |
| | Porto-potties | 0.00 | 3,090.55 | 3,500.00 |
| | Staging | 0.00 | 3,271.23 | 3,500.00 |
| | | | | |
| | | | | |
| Total Expenditures | | 0.00 | 29,719.22 | 30,000.00 |
| Notes: This was a brand new event for the Sandwich Towne BIA. This was a series of 6 outdoor markets that the BIA hosted. | | | | |

APPENDIX D (CONT'D)
OLDE SANDWICH TOWNE BIA
Commentary - 2021 Actual Expenditures

Explanation of Significant Variances (2021 Projected Actual vs. 2021 Approved Budget):

SUMMARY

(Include 2021 accomplishments; also indicate what was not accomplished in 2021 and why)

1. 2021 Accomplishments

the Sandwich Towne Outdoor Market was a resounding success for the Sandwich Towne BIA. This event was built from scratch and over the course of the six markets we averaged 25-30 vendors and attracted hundreds of people to Sandwich Towne. The BIA also was able to receive a grant from the Canadian Urban Institute that resulted in funding up to \$25,000 of

Mandatory

REVENUES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below*

2. Grants, Donations & Sponsorships

The variance in here is because of our grant that we received from the Canada Urban Institute Community Activator Fund.

Variance
71%

3. Promotions, Events & Other Revenues

Variance
#DIV/0!

EXPENDITURES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below*

4. Administration

Our actual costs for the BIA Coordinator was significantly less as the Coordinator only worked a maximum of 80 hours a month. This contributed to the coordinator salary being lesser than the budget amount. We also spent less in storage and have readjusted this accordingly for 2022

Variance
-21%

5. Capital & General Maintenance

The seasonal decoration costs included installation of lights and wreaths, this work was done quicker so that there wasn't as many hours paid to do this position. In addition, we budgeted \$8000 for murals and due to COVID 19, this work never happened.

Variance
-37%

7. Communications, Marketing, Promotions & Events

Due to the establishment of the Sandwich Towne Outdoor Markets, the BIA spent more which explains this variance. It is important to note that our other events came in under budget and that was due to COVID 19

Variance
52%

8. Harmonized Sales Tax (HST) Rebates

We do not have a HST number so unfortunately we cannot claim any HST.

Mandatory

APPENDIX D (CONT'D)
OLDE SANDWICH TOWNE BIA
Commentary - 2022 Proposed Budget

Explanation of Significant Variances (2022 Proposed Budget vs. 2021 Approved Budget):

SUMMARY

(Include any other pertinent information)

1. 2022 Goals and Objectives

The 2022 Goals and Objectives for the Sandwich Towne BIA is to continue with the Market, expand upon the Miracle on Sandwich Event, and to continue with Open Streets.

Mandatory

REVENUES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below*

2. Grants, Donations & Sponsorships

We have budgeted \$2500 which is an estimated amount from vendors for our market. In addition, we are looking forward a market sponsor for \$2500.00.

Variance
#DIV/0!

3. Promotions, Events & Other Revenues

Variance
#DIV/0!

EXPENDITURES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below*

4. Administration

Variance
5%

5. Capital & General Maintenance

Variance
1%

7. Communications, Marketing, Promotions & Events

The variance here is based off of our goals for 2022. We are looking to expand upon the Miracle on Sandwich Event. We also are including the Outdoor Market on our budget which also contributes to the variance.

Variance
99%

APPENDIX E

WALKERVILLE DISTRICT BIA

| | 2021 | 2021 | 2022 |
|--|-----------------|------------------|-----------------|
| | Approved Budget | Projected Actual | Proposed Budget |
| REVENUE | | | |
| BIA Levy | \$ 45,000.00 | \$ 45,000.00 | \$ 45,000.00 |
| <u>Government Grants</u> | | | |
| Federal or Provincial | | | |
| Municipal | | | |
| <u>Other Revenue</u> | | | |
| Donations | | | |
| Sponsorships | 3,250.00 | | 2,000.00 |
| Promotions & Events Revenue | 3,700.00 | 4,450.00 | 3,000.00 |
| GIC Interest | | | |
| TOTAL REVENUE | \$ 51,950.00 | \$ 49,450.00 | \$ 50,000.00 |
| EXPENDITURES (includes non-recoverable HST) | | | |
| Total Administrative | \$ 13,600.00 | \$ 14,277.00 | \$ 15,600.00 |
| Total Capital | \$ 7,885.00 | \$ 14,668.00 | \$ 29,345.00 |
| Total Marketing | \$ 30,465.00 | \$ 6,863.00 | \$ 26,275.00 |
| TOTAL EXPENDITURES | \$ 51,950.00 | \$ 35,808.00 | \$ 71,220.00 |
| Surplus/Deficit | \$ - | \$ 13,642.00 | \$ 21,220.00 |

ACCUMULATED
SURPLUS/(DEFICIT)

| | | |
|---------------------|--------------|--------------|
| Beginning Balance | \$ 59,041.00 | \$ 72,683.00 |
| Use of Reserve | | \$ 21,220.00 |
| Addition to Reserve | \$ 13,642.00 | |
| Ending Balance | \$ 72,683.00 | \$ 54,463.00 |

BUDGET DECLARATION TO BE SIGNED AFTER AGM

| | | | |
|--|-------------------|--|-------------------|
| Board of Management Approval | 15/12/2021 | General Membership Approval | 31/01/2022 |
| Date | Month | Year | Date |
|  | |  | |
| Signature of Chair | | Signature of Treasurer | |
| Date | | Date | |
| If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.: | | | |
| Name: | | | |
| Phone Number: | | Email Address: | |

APPENDIX E (CONT'D)

| WALKERVILLE DISTRICT BIA | | 2021 | 2021 | 2022 |
|-------------------------------|--|-----------------|------------------|-----------------|
| Administrative Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| | | | | |
| Staff | Salaries/Wages/Benefits | 10,560.00 | 11,651.00 | 12,000.00 |
| | | | | |
| Other Admin. | Accounting | 1,000.00 | 1,000.00 | 1,000.00 |
| | Audit | | | |
| | AGM Expenses | 415.00 | 77.00 | 1,000.00 |
| | Meeting Expenses (non AGM) | | | |
| | Bank Charges | 40.00 | 33.00 | 39.00 |
| | Conferences/Seminars | | | |
| | Consultants | | | |
| | Donations | | | |
| | Strategic Plan | | | |
| | Memberships | | | |
| | Subscriptions | | | |
| | Insurance | 1,585.00 | 1,516.00 | 1,561.00 |
| | Legal | | | |
| | Telephone | | | |
| | Postage & Courier | | | |
| | Transportation & Travel | | | |
| | Office Supplies | | | |
| | Office Equipment/Furniture/Maintenance | | | |
| | Printing | | | |
| | Storage/Maintenance | | | |
| | Rent/Lease | | | |
| | Utilities | | | |
| | Other: (please specify) | | | |
| | | | | |
| | | | | |
| Total Administrative Expenses | | \$ 13,600.00 | \$ 14,277.00 | \$ 15,600.00 |

APPENDIX E (CONT'D)

| WALKERVILLE DISTRICT BIA | | 2021 | 2021 | 2022 |
|--|----------------------------------|-----------------|------------------|-----------------|
| Capital Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| Capital | | | | |
| (Only include BIA portion of any cost-share initiatives) | City of Windsor Loan Repayment | | | |
| | Pedestrian Walkways -Bump outs | 5,000.00 | 8,770.00 | 8,770.00 |
| | Street Furniture | | | |
| | Benches | | | |
| | Alley Enhancements | | | |
| | Signage | | | |
| | Decorative Lighting | | | |
| | Decorations-Seasonal | 1,500.00 | 3,724.00 | 3,800.00 |
| | Decorations-Other | | | |
| | Banners | | | 15,000.00 |
| | Murals | | | |
| | Planters | | | |
| | Hanging Baskets | | | |
| | Signage | | | |
| | Technical/Professional Services | | | |
| | | | | |
| | | | | |
| | | | | |
| General Maintenance | | | | |
| | Flowers/Plants/Trees | 785.00 | 750.00 | 775.00 |
| | Snow Removal | | | |
| | Decorations | | | |
| | Hydro | | | |
| | Graffiti Removal | | | |
| | Power Washing | | | |
| | Needle Collection | | | |
| | Street Cleaning | 600.00 | 1,000.00 | 1,000.00 |
| | Broken Windows | | | |
| | Cleanup - Other (please specify) | | | |
| | | | | |
| | Miscellaneous Repairs | | | |
| | Permit Fees | | 424.00 | |
| | Security | | | |
| | | | | |
| | | | | |
| Total Capital Expenses | | \$ 7,885.00 | \$ 14,668.00 | \$ 29,345.00 |

APPENDIX E (CONT'D)

| WALKERVILLE DISTRICT BIA | | 2021 | 2021 | 2022 |
|---|--|------------------------|-------------------------|------------------------|
| Communications/Marketing/Promotions & Events | | Approved Budget | Projected Actual | Proposed Budget |
| Communications | | | | |
| | Memberships | 550.00 | 239.00 | 500.00 |
| | Subscriptions | | | |
| | Professional Development | | | |
| | Travel | | | |
| | General Meeting Expense | | | |
| | Board/Committee Meeting Expense | | | |
| | Budget Meeting Expense | | | |
| | Conference Expense | | | |
| | Internet/Website | 1,200.00 | 1,351.00 | 1,375.00 |
| | Member Services (Parking Tokens) | | | |
| | Public Relations/Liaison | | | |
| Advertising and Marketing | | | | |
| | Advertising | | | |
| | Printing – (Flyers, Brochures, etc...) | | | |
| | Marketing Design | | | |
| | Branding | | 1,000.00 | 1,000.00 |
| | Retail Recruitment | | | |
| | Social Media | | | |
| | Signage | | | |
| | Sponsorships | | | |
| | Newsletter | | | |
| | Website Development/Maintenance | | | |
| | Wi-Fi | | | |
| | Please specify | | | |
| Promotions & Events | | | | |
| | Canada Day | | | |
| | Christmas-Xmas lights subsidy | | 200.00 | 400.00 |
| | Easter | | | |
| | Spring Event (Please specify) | | | |
| | Summer Event (Please specify) | 15,015.00 | | 14,000.00 |
| | Art Walk | | | |
| | Fall Event (POP UP VENDORS (2)) | 13,700.00 | 1,073.00 | |
| | Holiday Walk | | | 9,000.00 |
| | Winter Event (Please specify) | | | |
| | Sidewalk Sale | | | |
| | Signature Event 1 (complete tab) | | | 0.00 |
| | Signature Event 2 (complete tab) | | | 0.00 |
| | Please specify-- DONATIONS | | 3,000.00 | |
| Total | | \$ 30,465.00 | \$ 6,863.00 | \$ 26,275.00 |

APPENDIX E (CONT'D)
WALKERVILLE DISTRICT BIA
Commentary - 2021 Actual Expenditures

Explanation of Significant Variances (2021 Projected Actual vs. 2021 Approved Budget):

SUMMARY

(Include 2021 accomplishments; also indicate what was not accomplished in 2021 and why)

1. 2021 Accomplishments

Two Pop Up Vendor Events and a few socail media campaigns

Mandatory

REVENUES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below*

2. Grants, Donations & Sponsorships

No sponsorships due to lack of programing and the pandemic

Variance
-100%

3. Promotions, Events & Other Revenues

Tried to have very small events to do some promoting but not able to plan elaborate events due to pandemic

Variance
20%

EXPENDITURES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below*

4. Administration

Concentration on more social media because of the pandemic

Variance
5%

5. Capital & General Maintenance

Pedestrian Bumps out -set up and taking down and storage now very costly

Variance
86%

7. Communications,Marketing, Promotions & Events

Limited due to pandemic

Variance
-77%

8. Harmonized Sales Tax (HST) Rebates

Expecting approx \$4045.00 to be rebated

Mandatory

APPENDIX E (CONT'D)
WALKERVILLE DISTRICT BIA
Commentary - 2022 Proposed Budget

Explanation of Significant Variances (2022 Proposed Budget vs. 2021 Approved Budget):

SUMMARY

(Include any other pertinent information)

1. 2022 Goals and Objectives

If pandemic restrictions are removed we will return to a summer even (Art Walk)t and Holiday walk event

Mandatory

REVENUES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below*

2. Grants, Donations & Sponsorships

Sponsorship will depend on how much we are allowed to do if still under pandemic regulations

Variance
-38%

3. Promotions, Events & Other Revenues

Lifting of pandemic restrictions will dictate the amount of prompting we will do

Variance
-19%

EXPENDITURES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below*

4. Administration

Social media primary and hopefully we do a few outdoor events

Variance
15%

5. Capital & General Maintenance

Decission of the Board in 2022. Planning to install new banners to identify the area

Variance
272%

7. Communications, Marketing, Promotions & Events

Will do as much as we can with our small budget

Variance
-14%

APPENDIX F

OTTAWA STREET BIA

| | 2021 | | 2021 | | 2022 | |
|--|-----------------|-----------|------------------|-----------|-----------------|-----------|
| | Approved Budget | | Projected Actual | | Proposed Budget | |
| REVENUE | | | | | | |
| BIA Levy | \$ | 71,965.00 | \$ | 71,965.00 | \$ | 71,965.00 |
| <u>Government Grants</u> | | | | | | |
| Federal or Provincial | | | | | | |
| Municipal | | | | | | |
| <u>Other Revenue</u> | | | | | | |
| Donations | | | | | | |
| Sponsorships | | | | | | |
| Promotions & Events Revenue | | | | | | |
| TOTAL REVENUE | \$ | 71,965.00 | \$ | 71,965.00 | \$ | 71,965.00 |
| | | | | | | |
| EXPENDITURES (includes non-recoverable HST) | | | | | | |
| Total Administrative | \$ | 15,565.00 | \$ | 16,963.57 | \$ | 17,965.00 |
| Total Capital | \$ | 25,000.00 | \$ | 27,500.00 | \$ | 21,500.00 |
| Total Marketing | \$ | 31,400.00 | \$ | 23,052.28 | \$ | 32,500.00 |
| TOTAL EXPENDITURES | \$ | 71,965.00 | \$ | 67,515.85 | \$ | 71,965.00 |
| | | | | | | |
| Surplus/Deficit | \$ | - | \$ | 4,449.15 | \$ | - |

**ACCUMULATED
SURPLUS/(DEFICIT)**

| | | | |
|---------------------|--|------|------|
| Beginning Balance | | | |
| Use of Reserve | | | \$ - |
| Addition to Reserve | | | |
| Ending Balance | | \$ - | \$ - |

BUDGET DECLARATION TO BE SIGNED AFTER AGM

| | | | |
|--|--------------|--|------------|
| Board of Management Approval | 03/11/2021 | General Membership Approval | 03/11/2021 |
| Date | Month | Year | Date |
|  | |  | |
| 14/02/2022 | | 14/02/2022 | |
| Signature of Chair | | Signature of Treasurer | |
| Date | | Date | |
| If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.: | | | |
| | | | |
| Ettore Bonato | 519-254-8447 | ettore@bellnet.ca | |

APPENDIX F (CONT'D)

| OTTAWA STREET BIA | | 2021 | 2021 | 2022 |
|-------------------------------|--|-----------------|------------------|-----------------|
| Administrative Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| | | | | |
| Staff | Salaries/Wages/Benefits | 6,000.00 | 6,000.00 | 6,000.00 |
| | | | | |
| Other Admin. | Accounting | | 652.01 | 652.00 |
| | Audit | 1,350.00 | 1,150.00 | 1,350.00 |
| | AGM Expenses | 250.00 | | |
| | Meeting Expenses (non AGM) | 200.00 | 226.00 | 226.00 |
| | Bank Charges | 300.00 | 143.75 | 300.00 |
| | Conferences/Seminars | | | |
| | Consultants | | | |
| | Donations | | | |
| | Strategic Plan | | | |
| | Memberships | | | |
| | Subscriptions | | | 750.00 |
| | Insurance | 2,500.00 | 4,925.98 | 3,500.00 |
| | Legal | | | |
| | Telephone | | | |
| | Postage & Courier | 200.00 | 100.00 | 100.00 |
| | Transportation & Travel | | | |
| | Office Supplies | 1,265.00 | | 750.00 |
| | Office Equipment/Furniture/Maintenance | 400.00 | | 237.00 |
| | Printing | 2,000.00 | 2,749.60 | 3,000.00 |
| | Storage/Maintenance | | | |
| | Rent/Lease | | | |
| | Utilities | 1,100.00 | 1,016.23 | 1,100.00 |
| | Other: (please specify) | | | |
| | | | | |
| | | | | |
| Total Administrative Expenses | | \$ 15,565.00 | \$ 16,963.57 | \$ 17,965.00 |

APPENDIX F

(CONT'D)

| OTTAWA STREET BIA | | 2021 | 2021 | 2022 |
|--|----------------------------------|-----------------|------------------|-----------------|
| Capital Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| Capital | | | | |
| (Only include BIA portion of any cost-share initiatives) | City of Windsor Loan Repayment | | | |
| | | | | |
| | Street Furniture | | | |
| | Benches | | | |
| | Alley Enhancements | | | |
| | Signage | | | |
| | Decorative Lighting | 11,000.00 | | 6,000.00 |
| | Decorations-Seasonal | | 1,000.00 | 1,500.00 |
| | Decorations-Other | | | |
| | Banners | | | 1,500.00 |
| | Murals | 6,000.00 | 3,000.00 | 6,000.00 |
| | Planters | | | |
| | Hanging Baskets | | | |
| | Signage | | | |
| | Technical/Professional Services | | | |
| | | | | |
| | Other: Please specify | | | |
| | | | | |
| General Maintenance | | | | |
| | Flowers/Plants/Trees | | | |
| | Snow Removal | | | |
| | Decorations | | | |
| | Hydro | | | |
| | Graffiti Removal | | | |
| | Power Washing | | | |
| | Needle Collection | | | |
| | Street Cleaning | 3,500.00 | 3,500.00 | 4,000.00 |
| | Broken Windows | | | |
| | Cleanup - Other (please specify) | | | |
| | | | | |
| | Miscellaneous Repairs | 2,500.00 | 20,000.00 | |
| | Permit Fees | 2,000.00 | | 2,500.00 |
| | Security | | | |
| | Please specify | | | |
| | | | | |
| Total Capital Expenses | | \$ 25,000.00 | \$ 27,500.00 | \$ 21,500.00 |

APPENDIX F (CONT'D)

| OTTAWA STREET BIA | | 2021 | 2021 | 2022 |
|--|--|---------------------|---------------------|---------------------|
| Communications/Marketing/Promotions & Events | | Approved Budget | Projected Actual | Proposed Budget |
| Communications | | | | |
| | Memberships | | | |
| | Subscriptions | | | |
| | Professional Development | 2,000.00 | | 1,000.00 |
| | Travel | | | |
| | General Meeting Expense | | | |
| | Board/Committee Meeting Expense | | | |
| | Budget Meeting Expense | | | |
| | Conference Expense | | | |
| | Internet/Website | 600.00 | 530.93 | 600.00 |
| | Member Services (Parking Tokens) | | | |
| | Public Relations/Liaison | | | |
| | | | | |
| | | | | |
| Advertising and Marketing | | | | |
| | Advertising | 2,000.00 | 700.00 | 500.00 |
| | Printing – (Flyers, Brochures, etc...) | 2,000.00 | 2,749.60 | 3,000.00 |
| | Marketing Design | | | |
| | Branding | | | |
| | Retail Recruitment | | | |
| | Social Media | 17,000.00 | 15,896.75 | 17,000.00 |
| | Signage | | | |
| | Sponsorships | | | |
| | Newsletter | | | |
| | Website Development/Maintenance | 700.00 | 275.00 | 400.00 |
| | Wi-Fi | | | |
| | | | | |
| | | | | |
| Promotions & Events | | | | |
| | Canada Day | | | |
| | Christmas | | | |
| | Easter | | | |
| | Spring Event (Please specify) | 1,250.00 | | 2,500.00 |
| | Win Your Purchase Restaurant Aid | | | |
| | Summer Event (Please specify) | 1,800.00 | | 2,500.00 |
| | Smaller Open Streets | | | |
| | Fall Event (Please specify) | | | |
| | | | | |
| | Winter Event (Please specify) | 2,550.00 | 400.00 | |
| | Win Your Purchase | | 2,500.00 | 2,500.00 |
| | Sidewalk Sale | 1,500.00 | | 2,500.00 |
| | Signature Event 1 (complete tab) | | | 0.00 |
| | Signature Event 2 (complete tab) | | | 0.00 |
| | | | | |
| | Please specify | | | |
| | | | | |
| Total | | \$ 31,400.00 | \$ 23,052.28 | \$ 32,500.00 |

APPENDIX I (CONT'D)
OTTAWA STREET BIA
Commentary - 2021 Actual Expenditures

Explanation of Significant Variances (2021 Projected Actual vs. 2021 Approved Budget):

SUMMARY

(Include 2021 accomplishments; also indicate what was not accomplished in 2021 and why)

1. 2021 Accomplishments

The BIA hired a sub-contractor to keep Ottawa Street clean during the warm months / we also fixed all the decorative lighting (unexpected cost and very expensive)

Mandatory

REVENUES

Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below

2. Grants, Donations & Sponsorships

Variance
#DIV/0!

3. Promotions, Events & Other Revenues

Variance
#DIV/0!

EXPENDITURES

Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below

4. Administration

Streamlined even more / to the penny

Variance
9%

5. Capital & General Maintenance

Used what the BIA saved from past years to fix the lighting

Variance
10%

7. Communications, Marketing, Promotions & Events

The pandemic limited what the BIA could do.

Variance
-27%

8. Harmonized Sales Tax (HST) Rebates

Small amount but put aside for repair of clocks in Arch

Mandatory

APPENDIX I (CONT'D)
OTTAWA STREET BIA
Commentary - 2022 Proposed Budget

Explanation of Significant Variances (2022 Proposed Budget vs. 2021 Approved Budget):

SUMMARY

(Include any other pertinent information)

1. 2022 Goals and Objectives

Street cleaning, alley lighting, social media, bring people back to Ottawa Street for shopping and eating

Mandatory

REVENUES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below*

2. Grants, Donations & Sponsorships

The BIA applied for a grant through the Province to go towards a project; still awaiting a response.

Variance
#DIV/0!

3. Promotions, Events & Other Revenues

The BIA is planning 4 small events; sidewalk sales

Variance
#DIV/0!

EXPENDITURES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below*

4. Administration

Streamlined as best as the BIA could

Variance
15%

5. Capital & General Maintenance

Hopefully no surprises; would like to do more street beautification

Variance
-14%

7. Communications, Marketing, Promotions & Events

Social media was negotiated for price wise for 2022 as it was for 2021; we have set aside dates for small events/sidewalk sales

Variance
4%

APPENDIX G

PILLETTE VILLAGE BIA

| | 2021 | 2021 | 2022 |
|--|-----------------|------------------|-----------------|
| | Approved Budget | Projected Actual | Proposed Budget |
| REVENUE | | | |
| BIA Levy | \$ 40,000.00 | \$ 40,000.00 | \$ 40,000.00 |
| <u>Government Grants</u> | | | |
| Federal or Provincial | | | |
| Municipal | | | |
| <u>Other Revenue</u> | | | |
| Donations | | | |
| Sponsorships | | | |
| Promotions & Events Revenue | | | |
| TOTAL REVENUE | \$ 40,000.00 | \$ 40,000.00 | \$ 40,000.00 |
| EXPENDITURES (includes non-recoverable HST) | | | |
| Total Administrative | \$ 11,575.00 | \$ 11,145.78 | \$ 11,855.00 |
| Total Capital | \$ 20,700.00 | \$ 21,684.91 | \$ 18,120.00 |
| Total Marketing | \$ 7,725.00 | \$ 4,404.28 | \$ 10,225.00 |
| TOTAL EXPENDITURES | \$ 40,000.00 | \$ 37,234.95 | \$ 40,000.00 |
| Surplus/Deficit | \$ - | \$ 2,765.05 | \$ - |

ACCUMULATED
SURPLUS/(DEFICIT)

| | | |
|---------------------|--------------|------|
| Beginning Balance | \$ 47,761.00 | |
| Use of Reserve | | |
| Addition to Reserve | \$ 2,765.05 | |
| Ending Balance | \$ 50,526.05 | \$ - |

BUDGET DECLARATION TO BE SIGNED AFTER AGM

| | | | | | |
|--|-------|---------------|--|----------------|------|
| Board of Management Approval | | | General Membership Approval | | |
| 16 | Dec | 21 | | | |
| Date | Month | Year | Date | Month | Year |
|  | | |  | | |
| Signature of Chair | | | Signature of Treasurer | | |
| Date | | | Date | | |
| If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.: | | | | | |
| Briquet Schewerman 519 962-1852 bschewerman@gmail.com | | | | | |
| Name: | | Phone Number: | | Email Address: | |

APPENDIX G (CONT'D)

| PILLETTE VILLAGE BIA | | 2021 | 2021 | 2022 |
|--------------------------------------|--|------------------------|-------------------------|------------------------|
| Administrative Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| | | | | |
| Staff | Salaries/Wages/Benefits | 6,000.00 | 6,100.00 | 6,000.00 |
| | | | | |
| Other Admin. | Accounting | 400.00 | 395.50 | 400.00 |
| | Audit | 1,200.00 | 1,130.00 | 1,130.00 |
| | AGM Expenses | 100.00 | | 100.00 |
| | Meeting Expenses (non AGM) | 100.00 | | 100.00 |
| | Bank Charges | | | |
| | Conferences/Seminars | | | |
| | Consultants | | | |
| | Donations | 250.00 | 800.00 | |
| | Strategic Plan | | | |
| | Memberships | | | |
| | Subscriptions | | | |
| | Insurance | 1,900.00 | 1,850.04 | 1,900.00 |
| | Legal | | | |
| | Telephone | | | |
| | Postage & Courier | 25.00 | | 25.00 |
| | Transportation & Travel | | | |
| | Office Supplies | 150.00 | 10.42 | 100.00 |
| | Office Equipment/Furniture/Maintenance | | | |
| | Printing | 250.00 | 12.30 | 150.00 |
| | Storage/Maintenance | 1,200.00 | 847.50 | 1,500.00 |
| | Rent/Lease | | | |
| | Utilities | | | |
| | Gifts | | | 250.00 |
| | Other: (please specify) | | | |
| | | | | |
| | | | | |
| Total Administrative Expenses | | \$ 11,575.00 | \$ 11,145.76 | \$ 11,655.00 |

APPENDIX G (CONT'D)

| PILLETTE VILLAGE BIA | | 2021 | 2021 | 2022 |
|--|----------------------------------|------------------------|-------------------------|------------------------|
| Capital Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| Capital | | | | |
| (Only include BIA portion of any cost-share initiatives) | City of Windsor Loan Repayment | 10,600.00 | 10,600.00 | 10,600.00 |
| | Street Furniture | | | |
| | Benches | | | |
| | Alley Enhancements | | | |
| | Signage | | | |
| | Decorative Lighting | | 1,079.19 | 0.00 |
| | Decorations-Seasonal | | | |
| | Decorations-Other | | | |
| | Banners | | | |
| | Murals | | | |
| | Planters | | | |
| | Hanging Baskets | | | |
| | Signage | | | |
| | Technical/Professional Services | | | |
| | | | | |
| | | | | |
| | | | | |
| General Maintenance | | | | |
| | Flowers/Plants/Trees | 8,750.00 | 7,775.89 | 5,000.00 |
| | Snow Removal | | | |
| | Decorations | | | |
| | Hydro | | | |
| | Graffiti Removal | | | |
| | Power Washing | | | |
| | Needle Collection | | | |
| | Street Cleaning | 1,250.00 | 960.00 | 1,150.00 |
| | Broken Windows | | | |
| | Cleanup - Other (please specify) | | | |
| | Plant Watering | | 1,035.00 | 1,250.00 |
| | Garden Supplies | | 234.83 | 50.00 |
| | Miscellaneous Repairs | 100.00 | | 70.00 |
| | Permit Fees | | | |
| | Security | | | |
| | PLEASE SPECIFY | | | |
| | | | | |
| Total Capital Expenses | | \$ 20,700.00 | \$ 21,684.91 | \$ 18,120.00 |

APPENDIX G (CONT'D)

| PILLETTE VILLAGE BIA | | 2021 | 2021 | 2022 |
|--|--|--------------------|--------------------|---------------------|
| Communications/Marketing/Promotions & Events | | Approved Budget | Projected Actual | Proposed Budget |
| Communications | | | | |
| | Memberships | | | |
| | Subscriptions | | | |
| | Professional Development | | | |
| | Travel | | | |
| | General Meeting Expense | | | |
| | Board/Committee Meeting Expense | | | |
| | Budget Meeting Expense | | | |
| | Conference Expense | | | |
| | Internet/Website | 225.00 | 480.25 | 225.00 |
| | Member Services (Parking Tokens) | | | |
| | Public Relations/Liaison | | | |
| | | | | |
| | | | | |
| Advertising and Marketing | | | | |
| | Advertising | 3,000.00 | 3,924.03 | 5,000.00 |
| | Printing – (Flyers, Brochures, etc...) | | | |
| | Marketing Design | | | |
| | Branding | | | |
| | Retail Recruitment | | | |
| | Social Media | 2,000.00 | | |
| | Signage | | | |
| | Sponsorships | | | |
| | Newsletter | | | |
| | Website Development/Maintenance | | | |
| | Wi-Fi | | | |
| | | | | |
| | | | | |
| Promotions & Events | | | | |
| | Canada Day | | | |
| | Christmas | | | |
| | Easter | | | |
| | Spring Event (Please specify) | | | |
| | | | | |
| | Summer Event (Please specify) | 2,500.00 | | |
| | | | | |
| | Fall Event (Please specify) | | | |
| | | | | |
| | Winter Event (Please specify) | | | |
| | | | | |
| | Sidewalk Sale | | | |
| | Signature Event 1 (complete tab) | | | 5,000.00 |
| | Signature Event 2 (complete tab) | | | 0.00 |
| | | | | |
| | Please Specify | | | |
| | | | | |
| Total | | \$ 7,725.00 | \$ 4,404.28 | \$ 10,225.00 |

APPENDIX G (CONT'D)

| PILLETTE VILLAGE BIA | | 2021 | 2021 | 2022 |
|--|--------------------------|-----------------|------------------|-----------------|
| Signature Event 1 - Supporting Information | | Approved Budget | Projected Actual | Proposed Budget |
| Event Name: Giant Garage Sale | | | | |
| Event Dates: | | | | |
| Revenues | | | | |
| Must be shown on Cover Page | BIA Contribution | | 5,810.03 | 5,000.00 |
| | | | | |
| | Federal/Provincial Grant | | | |
| | Municipal Grant | | | |
| | Donations | | | |
| | Sponsorships | | | |
| | Festival Revenue | | | |
| | | | | |
| Total Revenues | | 0.00 | 5,810.03 | 5,000.00 |
| Expenditures | | | | |
| | Consultants | | | |
| | Entertainers | | 350.00 | 350.00 |
| | Fees - EMS | | | |
| | Fees - Police | | | |
| | Permits | | 212.00 | 210.00 |
| | Signage | | 166.04 | 200.00 |
| | Barricades | | | |
| | Advertising/Promotion | | 3,084.90 | 3,000.00 |
| | Waste Handling/Removal | | | |
| | Porto-potties | | | |
| | Staging | | 669.66 | 800.00 |
| | Printing | | 1,327.43 | 440.00 |
| | | | | |
| | | | | |
| Total Expenditures | | 0.00 | 5,810.03 | 5,000.00 |

Notes: Please provide description of the event

APPENDIX (CONT'D)
PILLETTE VILLAGE BIA
Commentary - 2021 Actual Expenditures

Explanation of Significant Variances (2021 Projected Actual vs. 2021 Approved Budget):

SUMMARY

(Include 2021 accomplishments; also indicate what was not accomplished in 2021 and why)

1. 2021 Accomplishments

Conducted a Giant Yard Sale on Labour Day Weekend to try to draw people to the area.
Continued to work on finalizing Capital Works Project.

Mandatory

REVENUES

Provide explanations for significant variances only, i.e. plus or minus 10% variance for each section below

2. Grants, Donations & Sponsorships

Variance
#DIV/0!

3. Promotions, Events & Other Revenues

Variance
#DIV/0!

EXPENDITURES

Provide explanations for significant variances only, i.e. plus or minus 10% variance for each category below

4. Administration

Variance
-4%

5. Capital & General Maintenance

Variance
5%

7. Communications, Marketing, Promotions & Events

Covid 19 did not permit the ability to have outdoor activities which limited opportunities for marketing and events.

Variance
-43%

8. Harmonized Sales Tax (HST) Rebates

\$1,404.03 report completed and to be forwarded to Government

Mandatory

APPENDIX I (CONT'D)
PILLETTE VILLAGE BIA
Commentary - 2022 Proposed Budget

Explanation of Significant Variances (2022 Proposed Budget vs. 2021 Approved Budget):

SUMMARY

(Include any other pertinent information)

1. 2022 Goals and Objectives

Direct efforts to getting capital works project started and completed. Yard sale in September if permitted

Mandatory

REVENUES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below*

2. Grants, Donations & Sponsorships

Variance
#DIV/0!

3. Promotions, Events & Other Revenues

Variance
#DIV/0!

EXPENDITURES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below*

4. Administration

Variance
1%

5. Capital & General Maintenance

Overrun due to payback for Capital Works project

Variance
-12%

7. Communications, Marketing, Promotions & Events

Emphasis being placed on drawing people to the area, both customers and business owners.

Variance
32%

APPENDIX H

WYANDOTTE TOWNE CENTRE BIA

| | 2021 | 2021 | 2022 |
|--|---------------------|------------------|---------------------|
| | Approved Budget | Projected Actual | Proposed Budget |
| REVENUE | | | |
| BIA Levy | \$ 94,000.00 | \$ - | \$ 94,000.00 |
| <u>Government Grants</u> | | | |
| Federal or Provincial | | | |
| Municipal | | | |
| <u>Other Revenue</u> | | | |
| Donations | | | |
| OTHER: PLEASE SPECIFY | | | |
| | | | |
| Rent | | | |
| Sponsorships | | | |
| Promotions & Events Revenue | | | |
| | | | |
| TOTAL REVENUE | \$ 94,000.00 | \$ - | \$ 94,000.00 |
| | | | |
| EXPENDITURES (includes non-recoverable HST) | | | |
| Total Administrative | \$ 31,500.00 | | \$ 31,500.00 |
| Total Capital | \$ 50,750.00 | | \$ 43,750.00 |
| Total Marketing | \$ 11,750.00 | | \$ 18,750.00 |
| | | | |
| TOTAL EXPENDITURES | \$ 94,000.00 | | \$ 94,000.00 |
| | | | |
| Surplus/Deficit | \$ | \$ | |

| | | | |
|--------------------------------------|--|---------------|--|
| ACCUMULATED SURPLUS/(DEFICIT) | | | |
| Beginning Balance | | \$ 197,119.00 | |
| Use of Reserve | | | |
| Ending Balance | | | |

BUDGET DECLARATION TO BE SIGNED AFTER AGM

| | | | |
|--|---------------|---|--|
| Board of Management Approval | | General Membership Approval | |
| Date | 1/26/2022 | Date | |
| Month | 1 | Month | |
| Year | 2022 | Year | |
|  | |  | |
| Signature of Chair | | Signature of Treasurer | |
| Date: | | Date: | |
| If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.: | | | |
| | | | |
| Name: | Phone Number: | Email: | |

APPENDIX H (CONT'D)

| WYANDOTTE TOWNE CENTRE BIA | | 2021 | 2021 | 2022 |
|--------------------------------------|--|---------------------|------------------|---------------------|
| Administrative Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| | | | | |
| Staff | Salaries/Wages/Benefits | 10,000.00 | | 12,000.00 |
| | | | | |
| Other Admin. | Accounting | 3,500.00 | | 3,500.00 |
| | Audit | 1,400.00 | | 1,400.00 |
| | AGM Expenses | 500.00 | | 500.00 |
| | Meeting Expenses (non AGM) | 1,200.00 | | 1,200.00 |
| | Bank Charges | 1,200.00 | | 1,200.00 |
| | Conferences/Seminars | | | |
| | Consultants | 2,500.00 | | 1,800.00 |
| | Donations | | | |
| | Strategic Plan | 1,200.00 | | 1,200.00 |
| | Memberships | | | |
| | Subscriptions | | | |
| | Insurance | 1,400.00 | | 1,400.00 |
| | Legal | 1,100.00 | | 1,100.00 |
| | Telephone | - | | - |
| | Postage & Courier | - | | - |
| | Transportation & Travel | | | |
| | Office Supplies | 1,000.00 | | 1,000.00 |
| | Office Equipment/Furniture/Maintenance | 500.00 | | 500.00 |
| | Printing | 1,200.00 | | 1,200.00 |
| | Storage/Maintenance | | | |
| | Rent/Lease | 4,800.00 | | 3,500.00 |
| | Utilities | | | |
| | Other: (please specify) | | | |
| | HST Paid | | | |
| | | | | |
| Total Administrative Expenses | | \$ 31,500.00 | \$ - | \$ 31,500.00 |

APPENDIX H (CONT'D)

| WYANDOTTE TOWNE CENTRE BIA | | 2021 | 2021 | 2022 |
|--|----------------------------------|-----------------|------------------|-----------------|
| Capital Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| Capital | | | | |
| (Only include BIA portion of any cost-share initiatives) | City of Windsor Loan Repayment | | | |
| | | | | |
| | Street Furniture | | | |
| | Benches | | | |
| | Alley Enhancements | 0.00 | | 0.00 |
| | Signage | 1,500.00 | | 1,500.00 |
| | Decorative Lighting | 5,000.00 | | 5,000.00 |
| | Decorations-Seasonal | 5,000.00 | | 5,000.00 |
| | Decorations-Other | | | |
| | Banners | 2,500.00 | | 2,500.00 |
| | Murals | | | |
| | Planters | | | |
| | Hanging Baskets | | | |
| | Signage | | | |
| | Technical/Professional Services | 1,000.00 | | 1,000.00 |
| | Other: Please specify | | | |
| | | | | |
| | | | | |
| General Maintenance | | | | |
| | Flowers/Plants/Trees | 3,000.00 | | 3,000.00 |
| | Snow Removal | | | |
| | Decorations | 2,500.00 | | 2,500.00 |
| | Hydro | 1,250.00 | | 1,250.00 |
| | Graffiti Removal | | | |
| | Power Washing | 1,000.00 | | 1,000.00 |
| | Needle Collection | | | |
| | Street Cleaning | 15,000.00 | | 18,000.00 |
| | Broken Windows | 3,000.00 | | 3,000.00 |
| | Cleanup - Other (please specify) | | | |
| | | | | |
| | Miscellaneous Repairs | 10,000.00 | | 0.00 |
| | Permit Fees | | | |
| | Security | | | |
| | | | | |
| Total Capital Expenses | | \$ 50,750.00 | \$ - | \$ 43,750.00 |

APPENDIX H (CONT'D)

| WYANDOTTE TOWNE CENTRE BIA | | 2021 | 2021 | 2022 |
|--|--|-----------------|------------------|-----------------|
| Communications/Marketing/Promotions & Events | | Approved Budget | Projected Actual | Proposed Budget |
| Communications | | | | |
| | Memberships | | | |
| | Subscriptions | | | |
| | Professional Development | | | |
| | Travel | | | |
| | General Meeting Expense | 250.00 | | 250.00 |
| | Board/Committee Meeting Expense | 250.00 | | 250.00 |
| | Budget Meeting Expense | 250.00 | | 250.00 |
| | Conference Expense | | | |
| | Internet/Website | 500.00 | | 500.00 |
| | Member Services (Parking Tokens) | | | |
| | Public Relations/Liaison | | | |
| | | | | |
| | | | | |
| Advertising and Marketing | | | | |
| | Advertising | | | 2,000.00 |
| | Printing – (Flyers, Brochures, etc...) | 500.00 | | 500.00 |
| | Marketing Design | | | |
| | Branding | | | |
| | Retail Recruitment | | | |
| | Social Media | 2,500.00 | | 2,500.00 |
| | Signage | | | |
| | Sponsorships | | | |
| | Newsletter | | | |
| | Website Development/Maintenance | 2,500.00 | | 2,500.00 |
| | Wi-Fi | | | |
| | Please specify | | | |
| | | | | |
| Promotions & Events | | | | |
| | parades | 5,000.00 | | 10,000.00 |
| | Easter | | | |
| | Spring Event (Please specify) | | | |
| | | | | |
| | Summer Event (Please specify) | | | |
| | | | | |
| | Fall Event (Please specify) | | | |
| | | | | |
| | Winter Event (Please specify) | | | |
| | | | | |
| | Sidewalk Sale | | | |
| | Signature Event 1 (complete tab) | 0.00 | | 0.00 |
| | Signature Event 2 (complete tab) | 0.00 | | 0.00 |
| | | | | |
| | | | | |
| | | | | |
| Total | | \$ 11,750.00 | \$ - | \$ 18,750.00 |

APPENDIX I (CONT'D)
WYANDOTTE TOWNE CENTRE BIA
Commentary - 2021 Actual Expenditures

Explanation of Significant Variances (2020 Projected Actual vs. 2020 Approved Budget):

SUMMARY

(Include 2020 accomplishments; also indicate what was not accomplished in 2020 and why)

1. 2020 Accomplishments

| |
|--|
| |
|--|

| |
|-----------|
| Mandatory |
|-----------|

REVENUES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below*

2. Grants, Donations & Sponsorships

| |
|--|
| |
|--|

| |
|---------------------|
| Variance #DIV/0! |
|---------------------|

3. Promotions, Events & Other Revenues

| |
|--|
| |
|--|

| |
|---------------------|
| Variance #DIV/0! |
|---------------------|

EXPENDITURES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below*

4. Administration

| |
|--|
| |
|--|

| |
|-------------------|
| Variance -100% |
|-------------------|

5. Capital & General Maintenance

| |
|--|
| |
|--|

| |
|-------------------|
| Variance -100% |
|-------------------|

7. Communications, Marketing, Promotions & Events

| |
|--|
| |
|--|

| |
|-------------------|
| Variance -100% |
|-------------------|

8. Harmonized Sales Tax (HST) Rebates

| |
|--|
| |
|--|

| |
|-----------|
| Mandatory |
|-----------|

APPENDIX I (CONT'D)
WYANDOTTE TOWNE CENTRE BIA
Commentary - 2022 Proposed Budget

Explanation of Significant Variances (2021 Proposed Budget vs. 2020 Approved Budget):

SUMMARY

(Include any other pertinent information)

1. 2021 Goals and Objectives

| |
|--|
| |
|--|

| |
|-----------|
| Mandatory |
|-----------|

REVENUES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each section below*

2. Grants, Donations & Sponsorships

| |
|--|
| |
|--|

| |
|---------------------|
| Variance #DIV/0! |
|---------------------|

3. Promotions, Events & Other Revenues

| |
|--|
| |
|--|

| |
|---------------------|
| Variance #DIV/0! |
|---------------------|

EXPENDITURES

*Provide explanations for significant variances only, i.e. **plus or minus 10%** variance for each category below*

4. Administration

| |
|--|
| |
|--|

| |
|----------------|
| Variance 0% |
|----------------|

5. Capital & General Maintenance

| |
|--|
| |
|--|

| |
|------------------|
| Variance -14% |
|------------------|

7. Communications, Marketing, Promotions & Events

| |
|--|
| |
|--|

| |
|-----------------|
| Variance 60% |
|-----------------|

APPENDIX I
FORD CITY BIA

| | 2021 | 2021 | 2022 |
|--|---------------------|---------------------|---------------------|
| | Approved Budget | Projected Actual | Proposed Budget |
| REVENUE | | | |
| BIA Levy | \$ 30,000.00 | \$ 25,724.00 | \$ 30,000.00 |
| <u>Government Grants</u> | | | |
| Federal or Provincial | | | - |
| Municipal | | | - |
| <u>Other Revenue</u> | | | |
| Donations | | | |
| Sponsorships | | | |
| Promotions & Events Revenue | | | |
| TOTAL REVENUE | \$ 30,000.00 | \$ 25,724.00 | \$ 30,000.00 |
| EXPENDITURES (includes non-recoverable HST) | | | |
| Total Administrative | \$ 8,650.00 | \$ 10,852.14 | \$ 11,700.00 |
| Total Capital | \$ 12,000.00 | \$ 10,869.17 | \$ 10,100.00 |
| Total Marketing | \$ 9,350.00 | \$ 4,003.27 | \$ 8,200.00 |
| TOTAL EXPENDITURES | \$ 30,000.00 | \$ 25,724.58 | \$ 30,000.00 |
| Surplus/(Deficit) | \$ - | \$ 0.58 | \$ - |

**ACCUMULATED
SURPLUS/(DEFICIT)**

| | | | |
|---------------------|--|--------------|------|
| Beginning Balance | | \$ 50,061.00 | |
| Use of Reserve | | | \$ - |
| Addition to Reserve | | | |
| Ending Balance | | \$ 50,061.00 | \$ - |

BUDGET DECLARATION TO BE SIGNED AFTER AGM

| | | | | | | | | | | | |
|---|--|--|-----------|-------|------|--|--|--|-----------|-------|------|
| Board of Management Approval | | | 15-Dec-21 | | | General Membership Approval | | | 10-Jan-22 | | |
| Shane Potvin | | | Date | Month | Year | Lori Kimmerly | | | Date | Month | Year |
|  | | | | | |  | | | | | |
| Date | | | | | | Date | | | | | |
| If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below: | | | | | | | | | | | |
| Name: Kaitlyn Karns Phone Number: 519-562-0450 Email Address: kaitlyn@fordcity.ca | | | | | | | | | | | |

APPENDIX I (CONT'D)

| FORD CITY BIA | | 2021 | 2021 | 2022 |
|-------------------------------|--|-----------------|------------------|-----------------|
| Administrative Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| | | | | |
| Staff | Salaries/Wages/Benefits | 5,000.00 | 4,375.00 | 6,400.00 |
| | | | | |
| Other Admin. | Accounting | 400.00 | 396.00 | 400.00 |
| | Audit | 1,200.00 | 1,130.00 | 1,130.00 |
| | AGM Expenses | | | |
| | Meeting Expenses (non AGM) | 200.00 | - | |
| | Bank Charges | | | |
| | Conferences/Seminars | | | |
| | Consultants | | | |
| | Donations | | 407.00 | 200.00 |
| | Strategic Plan | | | |
| | Memberships | | | |
| | Subscriptions | | | |
| | Insurance | 1,700.00 | \$2,507.76 | \$2,500.00 |
| | Legal | | | |
| | Telephone | | | |
| | Postage & Courier | 25.00 | - | - |
| | Transportation & Travel | | | |
| | Office Supplies | 25.00 | 88.81 | 50.00 |
| | Office Equipment/Furniture/Maintenance | | | |
| | Printing | 100.00 | - | 20.00 |
| | Storage/Maintenance | | 1,947.57 | 1,000.00 |
| | Rent/Lease | | | |
| | Utilities | | | |
| | Other: (please specify) | | | |
| | | | | |
| | | | | |
| Total Administrative Expenses | | \$ 8,650.00 | \$ 10,852.14 | \$ 11,700.00 |

APPENDIX I

(CONT'D)

| FORD CITY BIA | | 2021 | 2021 | 2022 |
|--|---------------------------------------|-----------------|------------------|-----------------|
| Capital Expenses | | Approved Budget | Projected Actual | Proposed Budget |
| Capital | | | | |
| (Only include BIA portion of any cost-share initiatives) | City of Windsor Loan Repayment | | | |
| | Street Furniture | | | |
| | Benches | | | |
| | Alley Enhancements | | | |
| | Signage | | | |
| | Decorative Lighting | | | |
| | Decorations-Seasonal | | 779.32 | |
| | Decorations-Other | | | |
| | Banners | | | |
| | Murals | 10,000.00 | 0.00 | 1,100.00 |
| | Planters | | 970.27 | 1,000.00 |
| | Hanging Baskets | | 5,546.58 | 5,500.00 |
| | Signage | | | |
| | Technical/Professional Services | | | |
| | | | | |
| | | | | |
| | | | | |
| General Maintenance | | | | |
| | Flowers/Plants/Trees | 1,500.00 | 1,297.00 | 800.00 |
| | Snow Removal | | | |
| | Decorations | | | |
| | Hydro | | | |
| | Graffiti Removal | | 750.00 | 700.00 |
| | Power Washing | | | |
| | Needle Collection | | | |
| | Street Cleaning | 500.00 | 0.00 | |
| | Broken Windows | | | |
| | Cleanup - Other (Capital Maintenance) | | 0.00 | 500.00 |
| | | | | |
| | Miscellaneous Repairs | | 1,526.00 | 500.00 |
| | Permit Fees | | | |
| | Security | | | |
| Total Capital Expenses | | \$ 12,000.00 | \$ 10,869.17 | \$ 10,100.00 |

APPENDIX I (CONT'D)

| FORD CITY BIA | | 2021 | 2021 | 2022 |
|--|--|--------------------|--------------------|--------------------|
| Communications/Marketing/Promotions & Events | | Approved Budget | Projected Actual | Proposed Budget |
| Communications | | | | |
| | Memberships | | | |
| | Subscriptions | | | |
| | Professional Development | | | |
| | Travel | | | |
| | General Meeting Expense | | | |
| | Board/Committee Meeting Expense | | | |
| | Budget Meeting Expense | | | |
| | Conference Expense | | | |
| | Internet/Website | 350.00 | 0 | |
| | Member Services (Parking Tokens) | | | |
| | Public Relations/Liaison | | | |
| | | | | |
| Advertising and Marketing | | | | |
| | Advertising | 3,000.00 | 4,003.27 | 2,000.00 |
| | Printing – (Flyers, Brochures, etc...) | | | |
| | Marketing Design | | | |
| | Branding | | | |
| | Retail Recruitment | | | |
| | Social Media | | | |
| | Signage | | | |
| | Sponsorships | | | |
| | Newsletter | | | |
| | Website Development/Maintenance | | 0.00 | 200.00 |
| | Wi-Fi | | | |
| | | | | |
| | | | | |
| Promotions & Events | | | | |
| | Canada Day | | | |
| | Christmas | | | |
| | Easter | | | |
| | Spring Event (Please specify) | | | |
| | | | | |
| | Summer Event (Please specify) | | 0.00 | |
| | | | | |
| | Fall Event (Please specify) | | | |
| | | | | |
| | Winter Event (Please specify) | | | |
| | | | | |
| | Sidewalk Sale | | | |
| | Signature Event 1 (complete tab) | 4,000.00 | 0.00 | 6,000.00 |
| | Signature Event 2 (complete tab) | 2,000.00 | 0.00 | 0.00 |
| | | | | |
| | Please specify | | | |
| | | | | |
| Total | | \$ 9,350.00 | \$ 4,003.27 | \$ 8,200.00 |

APPENDIX I (CONT'D)

| FORD CITY BIA | | 2021 | 2021 | 2022 |
|--|--------------------------|-----------------|------------------|-----------------|
| Signature Event 1 - Supporting Information | | Approved Budget | Projected Actual | Proposed Budget |
| Event Name: Dropped on Drouillard | | | | |
| Event Dates: August 20, 2022 | | | | |
| Revenues | | | | |
| Must be shown on Cover Page | BIA Contribution | 4,000.00 | 0.00 | 6,000.00 |
| | Federal/Provincial Grant | | | |
| | Municipal Grant | | | |
| | Donations | | | |
| | Sponsorships | | | |
| | Festival Revenue | | | |
| | | | | |
| Total Revenues | | 4,000.00 | 0.00 | 6,000.00 |
| Expenditures | | | | |
| | Consultants | 1,000.00 | 0.00 | 1,000.00 |
| | Entertainers | | | 2,000.00 |
| | Fees - EMS | 100.00 | 0.00 | 100.00 |
| | Fees - Police | | | |
| | Permits | 150.00 | 0.00 | 150.00 |
| | Signage | | | |
| | Barricades | | | 0.00 |
| | Advertising/Promotion | 1,500.00 | 0.00 | 1,500.00 |
| | Waste Handling/Removal | 100.00 | 0.00 | 100.00 |
| | Porto-potties | 250.00 | 0.00 | 250.00 |
| | Staging | 900.00 | 0.00 | 900.00 |
| | | | | |
| | | | | |
| Total Expenditures | | 4,000.00 | 0.00 | 6,000.00 |
| Dropped on Drouillard 2022 | | | | |

APPENDIX I (CONT'D)

| FORD CITY BIA | | 2021 | 2021 | 2022 |
|--|--------------------------|-----------------|------------------|-----------------|
| Signature Event 2 - Supporting Information | | Approved Budget | Projected Actual | Proposed Budget |
| Event Name: N/A | | | | |
| Event Dates: N/A | | | | |
| Revenues | | | | |
| Must be shown on Cover Page | BIA Contribution | 2,000.00 | 0.00 | |
| | | | | |
| | Federal/Provincial Grant | | | |
| | Municipal Grant | | | |
| | Donations | | | |
| | Sponsorships | | | |
| | Festival Revenue | | | |
| | | | | |
| | | | | |
| Total Revenues | | 2,000.00 | 0.00 | 0.00 |
| Expenditures | | | | |
| | Consultants | 500.00 | | |
| | Entertainers | 300.00 | | |
| | Fees - EMS | | | |
| | Fees - Police | | | |
| | Permits | 150.00 | | |
| | Signage | | | |
| | Barricades | | | |
| | Advertising/Promotion | 500.00 | | |
| | Waste Handling/Removal | 100.00 | | |
| | Porto-potties | 250.00 | | |
| | Staging | 200.00 | | |
| | | | | |
| | | | | |
| | | | | |
| Total Expenditures | | 2,000.00 | 0.00 | 0.00 |
| Notes: Please provide description of the event | | | | |
| | | | | |

APPENDIX I (CONT'D)
 FORD CITY BIA
 Commentary - 2021 Actual Expenditures

Explanation of Significant Variances (2021 Projected Actual vs. 2021 Approved Budget):

SUMMARY

(Include 2021 accomplishments; also indicate what was not accomplished in 2021 and why)

1. 2021 Accomplishments

In 2021 the Ford City BIA saw a growth in new membership and business retention like welcoming new businesses such as Chance Coffee and the Vegan Gardiners. In 2021 the Ford City BIA also had a great turn out for both the Open Streets event and the first ever Ford City Flicker- encouraging businesses to decorate their store fronts for the holiday season. Due to the pandemic, the FC BIA did not host the annual Dropped on Drouillard event.

Mandatory

REVENUES

Provide explanations for significant variances only, i.e. *plus or minus 10% variance for each section below*

2. Grants, Donations & Sponsorships

Variance
#DIV/0!

3. Promotions, Events & Other Revenues

Variance
#DIV/0!

EXPENDITURES

Provide explanations for significant variances only, i.e. *plus or minus 10% variance for each category below*

4. Administration

With the hiring of a new Executive Director, additional funds were spent in order to properly prepare and train the new ED for the position. The efforts to hire a new ED and train all took place before the end of 2021, hence the slight increase.

Variance
25%

5. Capital & General Maintenance

Less funds were spent on general beautification and street cleaning of the BIA. The main beautification project and most funds spent were for the winter hanging baskets.

Variance
-9%

7. Communications, Marketing, Promotions & Events

Due to the pandemic, we were unable to host any major events within the BIA. With no large scale events there was also a drop in marketing and promotion.

Variance
-57%

8. Harmonized Sales Tax (HST) Rebates

The HST Rebate is not yet completed and will be done in conjunction with the final end of year statements and accounting.

Mandatory

APPENDIX I (CONT'D)
 FORD CITY BIA
 Commentary - 2022 Proposed Budget

Explanation of Significant Variances (2022 Proposed Budget vs. 2021 Approved Budget):

SUMMARY

(Include any other pertinent information)

1. 2022 Goals and Objectives

The 2022 Goals and Objectives of the Ford City BIA includes hosting the annual Dropped on Drouillard event with additional street closures leading up to the event in August of 2022. Other goals for the FC BIA focus around the administration in hopes of acquiring external funding to increase the budget, without increasing the levy. In 2022, Ford City will yet again see an increase in new businesses and membership as the year progresses. Due to the success of the 2021 Ford City Flicker, our goal is that the event will continue in 2022, with again, the potential to receive additional funding to help support the BIA's membership.

Mandatory

REVENUES

Provide explanations for significant variances only, i.e. plus or minus 10% variance for each section below

2. Grants, Donations & Sponsorships

Variance
#DIV/0!

3. Promotions, Events & Other Revenues

Variance
#DIV/0!

EXPENDITURES

Provide explanations for significant variances only, i.e. plus or minus 10% variance for each category below

4. Administration

As noted, there is an increase in administration fees. In December of 2021, the Ford City BIA welcomed a new Executive Director into the position. While the hourly wage for the ED has decreased, the number of working hours per-week has increased to better help assist the BIA in achieving the 2022 goals and objectives. In the past, the BIA has hired an additional consultant for the Dropped on Drouillard festival, but now those funds will be reallocated to the ED as the planning and consultation for the event will be done by the new ED.

Variance
35%

5. Capital & General Maintenance

The most notable change revolves around the decrease in the funds for mural projects. By decreasing the amount of funds allocated to murals, this will allow the BIA to focus on the overall beautification of the streets through other avenues such as the floral hanging baskets. Furthermore, with new murals being installed, old murals must also be repaired, hence the increase in powerwashing and other general maintenance items.

Variance
-16%

7. Communications, Marketing, Promotions & Events

With the hiring of a new ED and other organizational actions being taken by the BIA, the increase in website and communications will allow us to stay better connected and organized while living in a seemingly online world. As for events, the BIA has chosen to allocate all of the funds to Dropped on Drouillard as that is the token event for the Ford City BIA each year and the board would like to focus their efforts on this one event in hopes of receiving external funding for other events such as Ford City Flicker.

Variance
-12%



Council Report: C 69/2022

Subject: 2022 Tax Policy Decisions and Establishment of the 2022 Final Property Tax Rates - City Wide

Reference:

Date to Council: May 9, 2022

Author: Janice Guthrie

Deputy Treasurer - Taxation, Treasury & Financial Projects

519-255-6100 Ext 6271

jguthrie@citywindsor.ca

Taxation & Financial Projects

Report Date: April 20, 2022

Clerk's File #: AF/14148

To: Mayor and Members of City Council

Recommendation:

THAT City Council **RECEIVE** the information contained in the 2022 Tax Policy Report; and,

THAT City Council **APPROVE** the following Tax Policy Principles which will be used to calculate the 2022 Final Property Tax Rates:

1. THAT the Optional Tax Classes of office building, shopping center, parking lot/vacant commercial land, and large industrial **CONTINUE** to be used in the establishment of annual property tax rates.
2. THAT Administration **CONTINUE TO MONITOR** the application of a Small Business Class and **REPORT BACK** to City Council for further direction as part of the 2023 Tax Policy report.
3. THAT tax reductions for the first sub-classes of farmland awaiting development (FAD 1) **BE REDUCED ANNUALLY** by the allowed 10% starting in taxation year 2022 through to taxation year 2025.
4. THAT tax reductions for the second sub-classes of farmland awaiting development (FAD 2) **BE ELIMINATED**.
5. THAT the Municipality **CONFIRM** the threshold on the tax level for eligible new construction at 100%.

THAT City Council **APPROVE** the 2022 Tax Ratios and Municipal Tax Rates as presented in Table 1; and,

THAT City Council **APPROVE** the 2022 Final Property Tax collection dates as presented in Table 2; and,

THAT City Council **MAINTAIN** the prescribed maximum rate for late payment charges as follows:

- 1 ¼% of the amount of tax due and unpaid as a penalty for non-payment on the first day of default; and,
- 1 ¼% of the amount of tax due and unpaid as interest for non-payment on the first day of each month; and,

THAT the City Solicitor **BE AUTHORIZED** to prepare the necessary by-laws.

Executive Summary:

On December 13, 2021 City Council approved the 2022 municipal budget that resulted in a total levy requirement (including education property taxes) of \$438 million. Included in this levy was \$1.7 million which will come from property assessment growth (new development/new taxpayers) and \$52.2 million in the provincial education levy amounts to be collected. The remaining municipal levy requirement of \$384.1 million will be collected from all existing taxpayers representing an expected 1.86% increase in the municipal property tax levy.

Current property values in Ontario have been based upon market conditions which prevailed on or around January 1, 2016. Those values were expected to have been applied when calculating property taxes for each of the tax years 2017 to 2020. As a result of the ongoing pandemic, the Province once again placed a hold on the 2022 assessment update. As such, all property values in Ontario have been held at the same value as used for purposes of calculating the 2020/2021 property tax rates. Property values will again continue to be the same for the 2023 taxation year.

The delay in reassessment and significant increase in property market values over recent years has lead to questions with regards to the impact of reassessment on property taxes. When reassessment occurs, there can be a shifting of property taxes amongst property classes and individual property owners. The key factor that must be considered is the degree to which a property assessment value changes in relation to the average property in the class. The further away property assessment values used for property tax purposes are from current market values, the greater the potential impact on tax shifting when reassessment is applied.

Once available, Administration will work with MPAC to review property valuation changes for consistency and anomalies with the goal to ensure that property notices mailed to taxpayers are reasonable. Property owners will have the option to appeal their new assessment on an annual basis.

A recent article released by Zoocasa incorrectly suggested that due to the fact that Windsor's property tax rates are high, that the property taxes in Windsor are high when

compared to other municipalities in Ontario. Administration has responded to this article stating the claims are flawed and analysis is inaccurate. It is generally proven that municipalities with lower assessment values have property tax rates that are higher than municipalities that have higher assessment values. In fact, when the correct comparison is made and both factors are considered, i.e. assessment multiplied by tax rate, the residential property tax paid in Windsor is in fact lower than peer municipalities. Further, based upon the 2021 BMA Study, in 9 out of 12 categories Windsor property taxes are **lower than average** when compared with peer municipalities.

For purposes of setting the 2022 property tax rates, Administration has again modelled two scenarios for Council's consideration. Given the significant reduction in Education tax rates last year that were applied only to the business classes and which resulted in a permanent reduction of taxes, further reductions as a result of the lowering of municipal tax rate was not considered. The Baseline scenario is the starting point for the current year. It is from this scenario that any others are compared to in terms of any tax shifting that may be created. Administration is recommending that City Council approve the tax rates which are reflected in Table 1 of the report which result in an increase in property tax of 1.93% or \$52.65 for the average residential homeowner. It should be noted that this tax rate increase of 1.93% is slightly above the noted 1.86% increase in total property tax levy. This is primarily due to the fact that the tax rate increase reflects the total tax levy inclusive of additional revenue from growth that is funded from new property owners and property development.

Administration is recommending the traditional billing cycle. Final property tax bills will be prepared and mailed in June with due dates being set for mid-July, mid-September and mid-November.

Background:

On December 13, 2021 City Council approved the 2022 municipal budget that resulted in a total levy requirement (including education property taxes) of \$438 million. Included in this levy was \$1.7 million which will come from property assessment growth (new development/new taxpayers) and \$52.2 million in the provincial education levy amounts to be collected. The remaining municipal levy requirement of \$384.1 million will be collected from all existing taxpayers representing an expected 1.86% increase in the municipal property tax levy. Consistent with prior year and to ensure adequate cash resources until such time as the budget was approved and final tax rates could be established, Administration prepared and issued Interim Property Tax Bills which equated to \$215 million or 50% of the total 2021 property tax levy, inclusive of the education levy.

It is clearly acknowledged that the pandemic has continued to create financial challenges for many taxpayers. Many programs at the Federal and Provincial level, which provide subsidies targeted at businesses and individuals, have been rolled out and are now slowing as the economy begins to reopen.

With the 2022 operating and capital budget process having concluded, City Council must now provide direction which is required for property tax related policy and administrative matters. These directions, in effect, balance the tax levy amongst 1)

property classes and 2) property owners. Following past practices, this report provides information to City Council with regards to each of the factors to be considered in making tax policy decisions and seeks direction from Council. This report also takes a closer look at some of the property assessment and tax misconceptions that tend to surface when the matter of property taxation arises. Based upon final direction from City Council, Administration will proceed to finalize the tax policy process which includes formalization of the 2022 tax rates and completion of the billing process based upon similar timelines used in prior years.

Discussion:

Part 1. Property Assessment

Provincial Reassessment Update

Assessment value and property classification is the responsibility of the Municipal Property Assessment Corporation (MPAC). All properties in Ontario are valued consistently, using industry accepted valuation approaches, which are anchored to market conditions for an established base year. That assessment value has traditionally been applied to a property for a four-year period of time. Decreases in property values from the previous base year would be effective immediately and remain throughout the four years. Increases in property value would be phased-in equally over the four years (“phase-in rules”). The application of the phase-in rules is illustrated below.

| | Property A | Property B | Property C |
|--------------------------------|---|--------------------------------------|--|
| Prior Base Year CVA | 100,000 | 100,000 | 100,000 |
| Current Base Year CVA | 80,000 | 100,000 | 180,000 |
| Application of Phase-In | Immediate decrease in Assessment Value | No change in Assessment Value | Increase in Assessment Value equally over 4 years |
| Year 1 | 80,000 | 100,000 | 120,000 |
| Year 2 | 80,000 | 100,000 | 140,000 |
| Year 3 | 80,000 | 100,000 | 160,000 |
| Year 4 | 80,000 | 100,000 | 180,000 |

Current property values in Ontario have been based upon market conditions which prevailed on or around January 1, 2016. Those values were expected to have been applied when calculating property taxes for each of the tax years 2017 to 2020.

Prior to the pandemic, MPAC was on a path to update all property assessment values in Ontario to reflect market conditions as at January 1, 2019. These updated values were planned to apply to each of the four years being 2021 to 2024 using the phase-in rules as noted above for increases and decreases in assessment values. As a result of the pandemic, the Province placed a hold on the 2021 and 2022 assessment update. As such, all property values in Ontario have been held at the same value as used for purposes of calculating the 2020 property tax rates. In other words, property values will again continue to be the same for the 2022 taxation year as they were in 2020. In fact, the province's latest guidance indicates that the property values will be held to the same level for the 2023 taxation year as well.

Therefore, it can reasonably be stated that changes in property assessments will be limited in 2022 to changes due to growth (new development) which as explained below includes downward changes resulting from appeal decisions.

Impact of Upcoming Reassessment

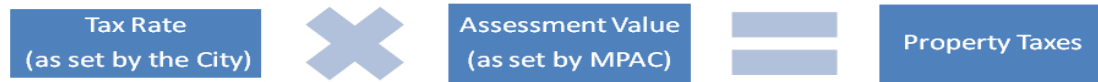
There has been no official confirmation as to when the next reassessment will take place and what base year will be used. Locally, market conditions in 2016 were very different than what they are today. There has been a general upswing in terms of residential property sales values which will ultimately be reflected in any reassessment. It is expected however that the same principles of phase-in will be applied to any new assessment values as shown below where an estimated \$200,000 rise in property assessments is applied.

| | Property 1 | | Property 2 | | Property 3 | |
|---|-------------------|---------------|-------------------|--------------|-------------------|--------------|
| 2016 CVA | 100,000 | | 250,000 | | 500,000 | |
| New Base Year CVA – increase of \$200,000 | 300,000 | 200% increase | 450,000 | 80% increase | 700,000 | 40% increase |
| Application of Phase-In | | | | | | |
| Year 1 | 150,000 | | 300,000 | | 550,000 | |
| Year 2 | 200,000 | | 350,000 | | 600,000 | |
| Year 3 | 250,000 | | 400,000 | | 650,000 | |
| Year 4 | 300,000 | | 450,000 | | 700,000 | |

Reassessment Increase vs. Property Tax Increase

Taxes paid by property owners are calculated by applying the tax rates to the assessed property value. The municipal property tax rate is determined annually based upon the

requirements of the annual municipal budget levy. The education tax rate is determined annually by the Minister of Finance.



All things being equal, a change to the annual municipal levy will result in change to an individual's property tax.

The degree to which an increase in overall residential assessments is greater than other classes is expected to cause a shifting of taxes. The degree to which some individual residential assessments are greater than other residential assessments will inevitably also cause a shifting of the tax burden amongst property owners as illustrated below.

| | Year 1 | Year 2 | \$ Change | Change |
|--|-----------------|-----------------|------------|---|
| Total Taxes Levied by the Municipality | \$10,000 | \$10,000 | \$0 | Municipality has not increased Taxes |
| MPAC Value | | | | |
| Property 1 | \$100,000 | \$150,000 | +\$50,000 | 50% Increase |
| Property 2 | \$250,000 | \$300,000 | +\$50,000 | 20% Increase |
| Property 3 | \$500,000 | \$550,000 | +\$50,000 | 10% Increase |
| Total Assessment Value | \$850,000 | \$1,000,000 | \$250,000 | 17.6% average Increase in value |
| Tax Rate | 1.176% | 1.00% | | 0.17% Decrease in rate |
| | | | | |
| Taxes Paid | | | | |
| Property 1 | \$1,180 | \$1,500 | +\$320 | 27% Increase |
| Property 2 | \$2,940 | \$3,000 | +\$60 | 2% Increase |
| Property 3 | \$5,880 | \$5,500 | -\$380 | 6.4% Decrease |
| Total Taxes Collected | \$10,000 | \$10,000 | \$0 | No Change |

This table demonstrates that without a change in municipal property levy, the amount that each individual property owner will pay each year can be influenced by the assessment value as compared to the average assessment value in the class. The property taxes paid by Property 1 in Year 2 increased 27% due to the fact that the increase in value was more than the average. The property taxes paid by Property 3 actually decreased in Year 2 as a result of the assessment value increase being less than the average.

The further away property assessment values used for property tax purposes are from current market values, the greater the potential impact on tax shifting when reassessment is applied.

Once available, Administration will work with MPAC to review property valuation changes for consistency and anomalies with the goal to ensure that property notices mailed to taxpayers are reasonable. Property owners will have the option to appeal their new assessment on an annual basis.

In summary, over the course of a reassessment cycle changes in property assessment values do occur. This is based upon two factors: change due to growth (new development and assessment reductions) and/or changes due to phase-in of new assessment values. The dramatic upswing in residential market values will impact each property assessment. All things being equal, each time there is a change in assessment there is a shifting of property taxes paid by individual taxpayers with some taxpayers paying more and others paying less. The degree to which each property owner is impacted is dependant upon the change in assessment value as compared to the average change in assessment value.

There are some tools available to municipal councils that can be used when considering changes in assessment however they are limited in their application. Caution must always be paid when applying these tools so as to avoid any future unintended consequences.

Assessment Growth

As physical changes are made to a property through demolitions, construction and/or improvements MPAC will update the assessment value. Property owners are also able to appeal their assessment and/or classification on an annual basis. As settlements are reached the assessment values can be changed for the years covered by the appeal and each year thereafter to current. These changes are generally referred to as changes due to growth.

To measure the changes due to assessment growth, MPAC provides a “revised” returned roll as at the end of the taxation year. This revised roll takes the properties as originally provided at the end of the previous year and updates those properties for changes that occurred during the year. A comparison of the revised roll to the original roll determines the annual growth.

For example: Homeowner A decides to construct a 2nd floor addition to their home in 2021. As of January 1, 2021, the value of the home was \$130,000. The value of the

addition increases the home value by \$50,000 to \$180,000. The homeowner's 2021 property taxes were based upon the \$130,000 value however the 2022 taxes must be based upon the \$180,000. If this were the only property with changes, the City's assessment base has now increased by \$50,000 as a result of growth.

The following table summarizes the changes that occurred on properties in 2021, after the 2021 assessment values had been established, and are included in the 2022 assessment values.

2021 Changes in Assessment due to Growth

| Tax Class | 2021 Returned Assessment January 1, 2021 | 2021 Adjusted Assessment December 31, 2021 | \$ Value Change due to Growth/Lost Assessment | % Change Due to Growth/Lost Assessment |
|------------------------------------|---|---|--|---|
| Residential | 13,455,904,686 | 13,627,988,977 | 172,084,291 | 1.27% |
| Farm | 27,899,300 | 28,425,700 | 526,400 | 1.89% |
| Pipeline | 66,244,400 | 66,623,400 | 379,000 | 0.57% |
| New Multi-Residential | 2,503,400 | 423,400 | -2,080,000 | -83.09% |
| Multi-Residential | 734,163,394 | 733,587,703 | -575,691 | -0.08% |
| Commercial | 2,257,145,895 | 2,257,683,182 | 537,287 | 0.02% |
| Office Building | 133,290,958 | 137,073,258 | 3,782,300 | 2.84% |
| Shopping Centre | 558,451,881 | 531,777,220 | -26,674,661 | -4.78% |
| Parking Lot/Vacant Commercial Land | 104,826,800 | 107,145,300 | 2,318,500 | 2.21% |
| Industrial | 292,898,023 | 286,589,845 | -6,308,178 | -2.15% |
| Large Industrial | 272,454,500 | 269,882,143 | -2,572,357 | -0.944% |
| Total | 17,905,783,237 | 18,047,200,128 | 141,416,891 | 0.79% |

Overall there was positive growth in assessment of over \$141 million largely coming from the residential class (\$172 million). Other positive growth is shown in both the residual commercial and office building classes (combined \$4.3 million) largely as a result of redevelopment spurred by the Economic Revitalization Community Improvement Plan. As in past years, there is was a shifting of assessment (\$2.5 million) from the new multi-residential/multi-residential class to the residential class as a result of condominium conversions. A significant loss in assessment (\$26 million) was shown in the shopping centre class as a result of the settlement of assessment appeals.

The financial impact of the 2021 growth for 2022 is estimated to result in an additional \$1.749 million in property taxes. This amount was included in the 2022 budget as

additional revenue used to offset budgetary pressures **without** impacting existing taxpayers.

The changes in property assessment values for each class as noted above are the result of both positive and negative adjustments that occur each year. Depending upon the magnitude of change and more importantly the property tax class being impacted, the resulting financial impact can vary. To illustrate this point, Administration has prepared a historical analysis of growth for the period 2017 to 2021 (Appendix A). In each of the years, positive assessment growth from development has been consistent resulting in additional revenue ranging from \$7.0 to \$8.4 million. However as a result of property assessment appeal settlements, the timing of which can fluctuate from several month to several years, the additional net revenue that can be used annually to offset budgetary pressures is significantly diminished ranging from \$1.7 to \$4.5 million. While Administration can influence the timing for completion of new development through improved permitting and inspection processes, challenges to a property's assessment and timing of settlement of assessment appeals remains outside Administration's control.

Property Tax Rates vs. Property Taxes Paid

A recent article released by Zoocasa suggested that due to the fact that Windsor's property tax rates are high, the property taxes in Windsor are high when compared to other municipalities in Ontario. The article even went further to prove this statement by providing a chart that multiplies various assessments by the municipality's property tax rate. Administration has responded to this article stating the claims are flawed and analysis is inaccurate.

Many researchers and members of the public, as evidenced by the article, look to property tax rates alone as a measure of property taxes. This narrow view, in looking only at one factor being tax rates, is where this conclusion is incorrect. As illustrated above, property taxes are the result of property assessment multiplied by property tax rates. It is generally proven that municipalities with lower assessment values have property tax rates that are higher than municipalities that have higher assessment values. To illustrate this statement, Administration relies upon data compiled from an annual survey of municipalities in Ontario, BMA Study. As shown in Appendix B, based upon the 2021 data, Windsor's tax rate is in fact higher than the noted peer municipalities. However Windsor's assessment values are much lower.

The combined effect (property assessment multiplied by property tax rate) as shown in Appendix C clearly shows that the average residential property tax paid in Windsor is in fact lower than peer municipalities.

The other misconception that can lead to incorrect conclusions about the level of property tax is that properties with the same assessment value are the same. Despite recent market sales of residential homes, a residential home in Windsor with an average value of \$250,000 would have far more amenities and a larger lot size than a residential home in other parts of Ontario also valued at \$250,000. When determining whether property taxes are high, it is important to use the same or similar comparison

base. The data collected was based upon a detached single family dwelling of approx. 1,200 sq. ft. containing 3 bedrooms, 1.5 bathrooms and 1 car garage.

While the forgoing analysis was conducted on a residential property, Appendix D provides the tax data with regards to all property classifications in Windsor. In 9 out of 12 categories, Windsor property taxes are lower than average when compared with peer municipalities.

With property assessment values continuing to be held at values the same as prior years and based upon the approved municipal budget increase of 1.86%, it can be reasonably anticipated that property tax rates will increase for 2022. The decisions and directions which follow will determine the extent that each property class and/or each individual property owner will be impacted by the tax rate increase.

Part 2. Tax Policy Decisions

Property Tax Classes and Use of Optional Tax Classes

All properties in Ontario are placed into **seven** main property classifications being:

- | | |
|---|--------------------|
| 1. Residential | 5. Farmland |
| 2. Multi-residential /New Multi-Residential | 6. Pipeline |
| 3. Commercial | 7. Managed Forest* |
| 4. Industrial | |

* the City does not have taxable assessment in this property class

In addition, municipalities have the ability to use Optional property classes which can be considered a sub-component of the main classes of commercial and industrial noted above.

Commercial (Main Class)



Commercial – residual

Office Building

Shopping Centre

Parking lot/Vacant land

Industrial (Main Class)



Industrial - residual

Large Industrial

The use of optional tax classes is not new and came from the application of a business occupancy tax (BOT), which existed prior to 1998. Under the BOT model, all properties

were subject to a single rate of tax. An additional rate was then applied on a property by property basis based upon a classification of the business operating on the property. The business tax was then collected from the business owner who may or may not be the property owner. This created collection issues for municipalities when tenants moved or business ceased. The BOT model was abandoned and replaced with optional classes in 1998 when the entire property tax system as we know it today was adopted and legislated by the Province. To date, the City of Windsor has continued to maintain all optional commercial and industrial tax classes addressing the differential in rates through annual tax policy decisions.

The choice to opt out of any or all of the optional classes does exist on an annual basis. By eliminating one or more of the optional classes, there is the possibility that there will be tax shifts as the class(es) eliminated essentially become one. In this regard, depending upon the magnitude of the tax shifts, Ministerial consent may be required. Once a decision to combine or eliminate the optional class(es) is made, municipalities cannot go back to using the optional classes.

Administration has in the past modelled for City Council the impacts that would result from a collapse of the optional classes. When done for the purposes of lowering the tax burden of one or more class(es) Administration has consistently recommended against this course of action due to significant and immediate impacts within the main class. It is likely that Ministerial consent would also be withheld given the very significant shifts. Alternatively, should Council want to provide tax relief to one or more tax class(es) it could be done by way of the tax ratio movement which can be completed over a period of time and therefore lessens the tax shifting impacts. Ministerial consent in this case will still need to be received however can be supported by way of a business case.

In past years, Administration has modelled the impact of both a full collapse and moderate tax ratio movement with regards to optional classes. As of 2017, and as a result of ratio reductions, there is no longer a different rate applied to the optional classes of shopping centre and office building.

Administration is not recommending a change to the use of optional property classes. Council is required to ratify this recommendation on an annual basis.

THAT the use of Optional Tax Classes of office building, shopping center, parking lot/commercial vacant land, and large industrial CONTINUE to be used in the establishment of annual property tax rates.

Small Business Tax Class

As part of the 2020 Ontario Budget announcement, municipalities now have the ability to create a small business tax class. This tax class would be considered a sub-class of the existing commercial and industrial tax class. Unlike the optional classes identified above which are defined by the Province, municipal councils can determine the criteria that would apply to this sub-class. Municipal councils may also set the starting tax ratio and therefore tax rate for this sub-class at a value lower than the existing commercial or

industrial class. The Province has also indicated that where the small business class is established and a lower tax rate set there may be an opportunity to seek matching education tax reductions for the sub-class.

While the ability to establish a small business class is welcomed news for municipalities especially in light of the impacts that business closure has had on the community, this authority cannot be taken lightly. Many factors need to be considered before decisions can be made as there can be long-term implications and possible unintended consequences if implemented too quickly and without sufficient consideration to the ongoing impacts and the resulting tax shifting that may occur.

1. Defining “Small Business” can be tricky. Traditional property assessment and tax data does not support an effective or objective assessment of whether a business is large or small. Factors such as square footage, which is likely available within existing data, could be considered however other data such as employment levels or customer/sales base may also be an important consideration.
2. Many small businesses occupy units within larger commercial plazas for which there is only one (1) property tax bill created. While the taxes related to the small business component of the property would likely be identified on the tax bill often the allocation of property taxes between landlord and tenant are based upon the terms and conditions of the lease. There would be no certainty that the lower taxes related to each small business unit would be passed onto the tenant.
3. If business enterprise information is to be relied upon this will create significant administrative burdens in terms of collection, evaluation and tracking of this information as tenancies and/or ownership changes. MPAC has indicated that the identification of a property as a small business would not in itself change the manner in which the assessment value would be determined. They did indicate that they would be willing to work with municipal staff to identify the properties and or components of the property that would fall into the small business category however it would be up to administration to review and monitor for any changes and updates. Additional staff resourcing would be required in order to effectively monitor and respond to changes in ownership and tenancies as may be required.
4. By its very nature the processes of defining “small business” will be one where lines are drawn and municipal councils will have to choose who they convey a benefit to, and who they deny. In other words, those businesses that are slightly above the thresholds will not receive the benefit of the lower taxes while those businesses below the threshold will. The same concept will hold true between bordering municipalities where there are competing interests in retaining and attracting business.
5. There are already many points of contention and challenges being presented by property owners and in particular property tax agents over property tax classifications and “eligibility” within municipally administered tax rebate and relief

programs. These matters are presented as assessment appeals and require municipal resources to monitor and respond. While the mechanism in place for an appeal to the criteria that may be established for a small business tax class is the same, that is an appeal to the Assessment Review Board, a challenge would call into interpretation the specific language used in the municipal by-law that establishes the tax class. Additional staff resourcing would be required in order to effectively monitor and respond to classification appeals.

Financially, once a decision to adopt the Small Business Class is made, the list of eligible properties would need to be provided to MPAC prior to the returned roll which is used for setting the property tax rates. Failure to include the properties will result in the property being billed as per the returned roll. Retroactive adjustments would then have to be made to each qualifying property. That adjustment will need to be funded from the annual provision for property tax write-offs on a one-time basis.

Administration has consulted with peer municipalities through various finance forums and discussions. At this time to our knowledge only the City of Toronto and City of Ottawa have adopted this class. Other municipalities have dismissed the use of this class on the basis noted above. Administration will continue to monitor this tool and will report back to City Council should application be considered appropriate.

THAT Administration CONTINUE TO MONITOR the application of a Small Business Class and REPORT BACK to City Council for further direction as part of the 2023 Tax Policy report.

Farmland Reductions

Farmland property, used for farming operations, is taxed at a rate that is 25% of the residential rate (i.e. a mandatory 75% discount is applied). Properties in the category of “awaiting development” recognizes that a plan of sub-division has been approved and takes into consideration that development has not yet occurred or completed. There are two subclasses of farmland awaiting development; a) FAD 1, those that have a registered plan in place and b) FAD 2, those that have development occurring but not complete.

Municipalities are required annually to establish a discount rate for the tax treatment of each sub-class. For the first subclass, FAD 1 where a registered plan is in place, City Council has previously adopted a discount rate of 65%. This effectively reduces the tax rate for this class to 35% of the class rate. Most properties which are being transitioned from farmland fall into this category for a longer period of time than the second subclass. In Windsor there are three properties that are afforded this discount. Total property taxes collected from this class is approximately \$5,600 (discounted amount). A change to the discount amount in 2022 would have an impact of approximately \$1,600.

For the second sub-class, FAD 2 where building permits have been registered against the property and development may be in progress in various stages, City Council has previously adopted a discount of 30%. This effectively reduces the occupied tax rate of a property in any class to 70% of the tax rate that would otherwise apply. There are currently no properties in this sub-class. Movement from the first sub-class (FAD 1) to fully taxable thereby by-passing FAD2 tends to happen quickly and more direct as construction is completed on a timely basis.

Annually City Council may choose to maintain the existing discount percentages, or alter the percentage discount applied to one or both subclasses of FAD. For FAD 1 the discount can be reduced annually by 10% to a maximum of 25% of the class rate (i.e. a tax rate of 75% of the full rate). The decision to reduce the discount factor would in effect bring the property taxes paid on this sub-class closer to full tax (i.e. assessment multiplied by a non-discounted tax rate).

For FAD 2 there is no maximum tax rate or requirement to phase out the discount over time and therefore municipalities can fully eliminate the discount. There are currently no properties within this tax class and therefore the change would not impact existing property owners.

For clarity, the following chart illustrates the existing tax model and alternatives

| | FAD 1 | FAD 2 |
|------------------|--|---|
| Existing policy | Discount rate of 65% - property is subject to a tax rate that is 35% of full tax rate | Discount rate of 30% - property is subject to a tax rate that is 70% of full tax rate |
| Possible Options | <p>Reduce discount annually by 10%</p> <p>Year 1 – 55% (Tax rate 45% of full rate)</p> <p>Year 2 – 45% (Tax rate 55% of full rate)</p> <p>Year 3 – 35% (Tax rate 65% of full rate)</p> <p>Year 4 – 25% (Tax rate 75% of full rate)</p> | <p>Reduce discount annually <u>or</u> all at one time</p> <p>Year 1 – 20% <u>or</u> 0% (Tax rate 80% of full rate or 100% of full rate)</p> <p>Year 2 – 10% (Tax Rate 90% of full rate)</p> <p>Year 3 – 0% (Tax rate 100% of full rate)</p> |
| Impact of Change | \$1,500 | \$0 |

Historically, there had been no identified need to alter the discount rates as there was very little development occurring on farmlands. However, in light of anticipated

development in the South/East annexed lands City Council may want to consider a change to the discount rates in this taxation year. In this regard, development that occurs in this area would be subject to higher taxation rates from start of development through to completion. Administration is recommending that Council begin the process to reduce the discounts provided to each sub-class of farmland as indicated below.

THAT tax reductions for the first sub-classes of farmland awaiting development (FAD 1) BE REDUCED ANNUALLY by the allowed 10% starting in taxation year 2022 through to taxation year 2025; and

THAT tax reductions for the second sub-classes of farmland awaiting development (FAD 2) BE ELIMINATED

New Construction

Historically, newly constructed properties in the business classes (not residential) were afforded a discount in terms of the rate of tax that would be applied. In 2005, City Council established a minimum tax level for comparable property of 70% and that threshold has been increased by 10% per annum for each year thereafter until 2008 when it reached 100%. City Council must reconfirm annually its intent to maintain this threshold at 100% to ensure that all new construction taxes are calculated on the property's full value.

In 2008, new construction that occurred in the commercial and industrial property classes were placed into separate categories for purposes of managing the respective Education rates. New construction attracted a lower education rate than the existing properties. As a result of the Education rate reductions that took effect last year in 2021 and which essentially equalized the Education tax rates for all commercial and industrial properties at the lower rate, this separate identification is no longer required. Property owners may see a change as it relates to the coding of the property on their tax bills however that coding has no implications with regards to the level of taxation.

THAT the Municipality CONFIRM the threshold on the tax level for eligible new construction at 100%.

Establishment of Tax Ratios and 2022 Tax Rates

Education Tax Rates

Municipalities have **no** control over the education tax rates that apply to property classes within their jurisdiction as they are set by the Ministry of Finance. The rate applied is set equally across the Province. Where previously business class education rates were set for each municipality, as part of the 2020 Ontario Budget measures, the Province announced a reduction in tax rates for business classes which brought all business education tax rates to the same level for the 2021 taxation year.

Those rates have not changed for the 2022 taxation year.

2020 vs 2021 Education Rates

| Tax Class | 2022 Rates |
|--|------------|
| Residential/Multi-Residential | 0.00153000 |
| Commercial/Office Building/Shopping Centre | 0.00880000 |
| Parking Lot | 0.00822145 |
| Industrial Residual | 0.00880000 |
| Large Industrial | 0.00880000 |

Based upon the 2022 rates indicated above an estimated total of \$52.2 million will be collected and remitted for education taxes.

Municipally Retained Education Tax (PIL's)

Properties that are owned by either Federal or Provincial agencies are subject to Payment in Lieu of Taxes (PIL's). For certain properties that are deemed fully taxable, municipalities are allowed to retain the Education portion of the tax levy for municipal purposes. The Province's decision therefore to reduce Education rates as of 2021 reduced the amount for municipalities that rely on retained education amounts as part of their annual revenue stream. In response to this, and the associated municipal concerns, the Province informed municipalities that the status quo education rate or rates in effect as of taxation year 2020 would be used for the purposes of calculating taxes for properties where the local municipality was entitled to retain the education portion.

Although paragraph 257.12(1)(c) of the *Education Act* provides the Minister of Finance with the Regulatory authority to prescribe rates for the purposes of calculating payments in lieu of taxes, the statutory provisions under which those payments are made all rely on the tax rates applicable to taxable properties. That is, while the *Education Act* states that rates applicable for PIL's can be separately identified, the Acts which actually flow the payments dictate that those rates match the rates for taxable properties. In other words, while the higher rates were regulated, the lower rates used for taxable properties were also applicable to PIL properties.

None of these payment provisions rely on specific tax rates due to the fact that they are not subject to taxation. It is prescribed by legislation that all these amounts must be calculated using the same rates as those that apply to taxable properties. This is very deliberate and an integral element of each piece of legislation. Quite simply, these statutes are crafted specifically to prevent and preclude special rates being used for the calculation of payments. That is, not only do these statutes not contemplate a special,

dedicated PIL rate, they have been worded to ensure there is protection against any such rate being used.

In short, while the regulations state that the higher rate applied to these specific properties, the actual rate that is being used to calculate the remittance to the City is the lower rate. This discrepancy results in an anticipated shortfall of approximately \$345,000. This shortfall has been mitigated through surplus in other revenue received from Universities, Colleges, Hospitals and Jails (aka Heads and Beds) and other Provincial properties subject to special taxation provisions.

There has been much discussion with regards to this discrepancy at both the Provincial and Federal level however no concessions have been made to provide municipalities with any additional revenue as a result of the higher regulated rates.

Municipal Tax Ratios

The setting of municipal tax ratios is one of the most complex and significant decisions in the process for establishing tax rates. Tax ratios reflect the relationship that the tax rate, for each of the seven main property classes and optional classes, bears to the residential property class. Tax ratios, when applied to the tax class assessment, results in a weighted assessment. It is this weighted assessment that is then used within a mathematical formula to calculate the tax rates for each class. Municipal tax ratios therefore assist in the determination as to how much of the municipal levy will be paid by each tax class. The changing of tax ratios will affect the percentage of the overall levy that is collected from each tax class.

While there may be a tendency to equate or compare tax ratios to other municipalities, strong caution should be used to not assume that a higher ratio automatically results in higher taxes. As indicated earlier in this report, total taxes result from both the impact of property assessment and property tax rates. According to the 2021 BMA Study, Windsor's tax ratios and rates were higher than our peer municipalities (populations over 100,000) however the overall tax burden as paid by taxpayers was at or lower than our peers in **9 out of 12** categories (Appendix D).

Starting Ratios & Ratio Movement

Starting ratios reflect the results of policy decisions made in the prior year and form the "status quo" or "baseline" scenario for further ratio movements. Tax ratios were introduced in 1998 and were a reflection of the tax distribution amongst property classes immediately prior to the new legislation. At that time, the Province established "Ranges of Fairness" which were to be used as a guideline for the setting of tax ratios (Appendix E). The expectation by the Province was that municipalities would lower tax ratios over time to fall within the ranges of fairness. However this goal, as established by the Province, has been unachievable largely due to constant fluctuations in property assessment values and valuation methods/programs, fluctuating economic conditions (recessionary periods) which preclude an ability for any one class of property owner to absorb significant tax increases that may result, and other Provincial policy

announcements which mandate certain tax policy for select property classes and establishment of new property classes.

When assessment value fluctuations have been factored into tax ratio equations, the ability to reach the ranges of fairness has been severely compromised. Administration has demonstrated in past reports through tax scenario modelling that the negative consequences due to the shifting of property taxes from one class outweighed the benefits of the lower tax ratio. In other words, Administration has shown that a downward movement of a tax ratio for one class does cause a shift of the relative share of taxes being paid by that class onto the other tax classes. Conversely, as a result of significant assessment value decreases, taxes may be shifted from one class onto another. In this case tax ratios may need to be moved upwards in order to maintain the distribution of property taxes amongst the classes. Caution must always be used when moving tax ratios upwards or downwards as there is the possibility of longer term and possible unintended consequences.

Further to this, Provincial Thresholds were also put into place that set a ceiling on where tax ratios should be. In other words, municipalities were generally precluded from increasing tax ratios. However where an increase was allowed, if a tax ratio were to exceed the threshold, the class would be considered “*levy restricted*” (discussed below).

The 2022 Starting Tax Ratios (Appendix E) are calculated based upon maintaining the tax allocation which was set in the previous year. As a result of fluctuations in assessment that happen during the year and to maintain the balance or distribution of property taxes amongst the broad classes so as not to become levy restricted, the starting ratios for the commercial and industrial residual were required to be decreased. This decrease in the starting ratios has the effect of shifting taxes amongst the tax classes before any other decisions are factored in.

Levy Restrictions

Levy restrictions only apply where the tax ratio is set above the Provincial threshold. To be levy restricted means that the class will not have to share, in full or in part, any increase as a result of a municipal tax levy increase. The levy restriction was intended to act a deterrent from moving ratios upwards.

Previously, if levy restricted, only 50% of any municipal tax levy increase is passed onto the class. With changes in regulations relating to the multi-residential tax class, the levy restriction for the class is set at 100%. This means that no municipal levy increase can be passed onto this class until the ratio is 2.0 or less.

When a class becomes levy restricted, City Council has the option to either:

- a) Leave the ratio as is and accept the restriction in place. In doing so, the affected class will continue to pay the same proportionate share of taxes as paid in prior year however any budget levy increase will be paid by all other non-restricted classes; or

- b) Make changes to the tax ratio for the class affected by the levy restriction, either as a one-time adjustment or as an adjustment over time, so as to achieve a ratio that is lower than the threshold. In doing so, the restricted class will then share in any future year budget levy increases.

In some cases, due to the levy restriction, the tax ratio will automatically lower each year. In this situation, City Council may choose to allow the class to fall below the threshold without any additional intervention.

Currently, all business classes are at the provincial threshold and therefore not considered to be levy restricted. No further downward changes are required to avoid any levy restriction implications in the setting of the 2022 tax rates.

Tax Ratio Movement

In previous years, Council has strategically chosen to reduce ratios of the business classes (multi-residential, commercial and industrial) downward towards the provincial thresholds. This decision was based upon preserving the interests of the business sector, who have generally been in favour of lower tax ratios and who argued that reducing ratios would stimulate economic development in the community and facilitate competitiveness and tax parity with other municipal jurisdictions. Historic data would suggest that lowering the tax ratios for business classes during periods of good economic conditions supports long-term financial stability in years where the business tax base is compromised. The ability to move ratios downwards was also facilitated by relatively stable assessment changes.

The reduction in education tax rates by the Province as part of the 2021 taxation year provided a substantial permanent reduction in property taxes for the business classes. Further reductions are therefore not being recommended in terms of lowering the municipal tax rate.

Administration has instead again undertaken to model two scenarios which will assist in lowering the property tax burden on residential and multi-residential taxpayers. Detailed tax implications as a result of targeted changes to tax ratios and tax rates are presented for each scenario in Appendix F & G. An assessment value of \$150,000 is used for illustrative purposes in terms of providing the tax implication from a movement in ratio. The actual tax increase or decrease would be dependant upon the actual property assessment.

2022 Tax Rate Models

A – Baseline (Status Quo)

The first model (Appendix F) demonstrates the starting property tax rates which will apply to all classes based upon the starting ratios. This is considered the Baseline scenario and is used for purposes of comparing the impacts of additional scenarios for each property class. Under this scenario, a residential assessment value of \$150,000 will see an increase of 1.93% or \$52.65.

B – Reduction to Multi-Residential Tax Ratio

Council will recall, in 2017 the Province announced changes that created a new-multi residential property class. Municipal councils were required to establish a tax ratio for this new property class at a rate that was equal to the residential tax class. In addition, the Province lowered the levy restriction for the tax ratio on existing multi-residential to 2.0. In response, City Council lowered the ratio on existing multi residential properties from 2.63 to 2.0 and does have the option to continue to lower the tax ratio in any given taxation year to reduce or eliminate the disparity between the existing multi residential tax rate new multi residential tax rate.

Administration has modelled a reduction to 1.0 over a three year period (1/3 each year). Typically Administration would model this scenario using a five year period however given the uncertainty as to when reassessment will occur and the potential tax shifting that will likely occur as a result of reassessment, a shortened period of time has been used. Under this scenario, property owners in the multi-residential tax class would see a decrease in tax of 13.37% or \$698.77 for every \$150,000 in assessment. This tax savings would be shifted onto all other property classes including residential. As a result, the average homeowner would see an increase of property tax of 2.95% or \$80.44 for every \$150,000 in assessment. There are very few properties included in the new multi-residential tax class so the tax shifting will largely impact individual homeowners including those that are considered to be condominium units.

A decision to make a change to the multi-residential tax ratio must be carefully considered in the context of other factors as discussed below.

Mandatory Rent Reductions

As previously advised in past reports, a reduction to the multi-residential tax ratio and rate, could trigger a requirement for multi-residential property owners to pass on a small proportion of the tax savings to individuals renting through rent reductions. Pursuant to the Residential Tenancy Act, where there is a property tax decrease of more than 2.49%, 20% of the decrease must be passed onto tenants by way of a rent reduction. Municipalities have a requirement to notify both landlords and tenants where this requirement is met. This mandatory rent reduction would take effect in the following taxation year. Using the results illustrated in Appendix G, a tax decrease of 13.37% would result in an estimated mandatory rent reduction decrease of 2.67%. Based upon the CMHC 2022 average market rent for a two-bedroom unit in Windsor of \$1,162, a 2.67% reduction would be approximately \$31.00.

It should be noted that this rent reduction can be offset by approved rent increases. The published rent control increase guideline for 2022 is 1.2% (2023 guideline is not yet available). It should also be noted that new buildings, additions to existing buildings and most new basement apartments that are occupied for the first time for residential purposes after November 15, 2018 are exempt from the rent control guidelines. This would include any new multi-residential buildings and rental units that are subject to the lower property tax rate. Therefore, any tax decrease passed onto existing multi-

residential tenants could be fully passed onto new multi-residential tenants without consideration to rent control guidelines.

Comparison to Other Peer Municipalities

For comparator purposes, using the data available from the BMA study, Administration reviewed the changes to the multi-residential ratio of other single tier municipalities since 2017 (Appendix H). While there has been some downward movement of tax ratios reductions are noted in those municipalities that were or remain with a ratio that is above 2.0.

As demonstrated in Appendix D, Windsor's average tax per unit for both Walk-up and High Rise Apartments continue to be below the average of peer municipalities.

Comparison of Multi-Residential Unit to Condominium Unit

It is also important to note that a lower ratio does not necessarily equate to an equalization of property taxes paid. Many of the newly constructed and planned new multi-residential dwellings are designed under a plan of condominium which means that each unit will be sold and owned separately by an individual. Due to the manner in which a condominium is assessed (on a market sales approach) versus a typical apartment building (net income approach) a recent analysis conducted by Administration showed that the average 2021 tax per unit in a newly built condominium building was \$2,399. This average is higher than the average tax per unit in a Walk-up (\$1,512) and High Rise (\$1,888) apartment building (Appendix D).

Provincial Directives

Recent announcements by the Province have included provisions that target affordable housing and housing related initiatives.

Most recently, and as outlined by way of Report S73/2020, in September of 2017, the Province announced new provisions under the Housing Services Act (HSA) providing Housing Service Managers the ability to offer a municipal housing benefit as an alternative to rent-geared to income (RGI) assistance. The Windsor Essex Housing Benefit (WEHB) is a monthly benefit paid directly to eligible low-income households to bridge the gap between affordable rent (roughly 30 percent of income) and average market rent for the service area. Unlike other forms of housing assistance (e.g. rent-geared to income, rent supplement), the benefit is tied to the household and not a physical housing unit, allowing the benefit to move with the household within the Windsor Essex service area. Council has approved an amount of \$750,000 annually, cost shared with the County, as part of the 2022 annual operating budget to be used for this program.

Further to this, on December 19, 2019, the federal and provincial governments announced the signing of an Addendum to the Bilateral Agreement that included the program design parameters for the COHB program. The COHB program is a provincially delivered, joint \$1.46 billion federal provincial housing allowance program. The program helps to increase the affordability of rental housing for eligible households in need of housing that are on, or are eligible to be on, social housing waiting lists by

providing a direct income tested portable housing benefit. The approved Windsor Essex allocation for 2020 through to 2023 is as follows:

| Program | Funding Period | Funding Allocation |
|--------------------------------|-----------------------|---------------------------|
| Canada Ontario Housing Benefit | 2020-21 | \$755,473 |
| Canada Ontario Housing Benefit | 2021-22 | \$234,421 |
| Canada Ontario Housing Benefit | 2022-23 | \$1,228,600 |

In light of an upcoming reassessment, and while there has not been any formal announcement from the Province, there is a possibility that municipalities may be mandated to drop the tax ratios to be on par with the new multi-residential ratio. This action would then be incorporated into and be included in any other tax shifting amongst the property classes that may occur as a result of reassessment at that time.

Factors that influence the decisions to reduce the multi-residential can be summarized as follows:

| Support for Ratio Reduction | Support for NO Ratio Reduction |
|---|--|
| Perceived equity in terms of <u>tax rate</u> | Calculation of total property tax includes property assessment value which are based upon two different valuation models and can offset any inequity in the rates |
| Tax rate reduction is required to be passed onto tenants in year following tax reduction | Reduction in rent may be offset by other allowable increases. Newly built multi-resident units are not subject to rent control guidelines |
| Reduction over a period of years (as illustrated) mitigates the impact to other property classes | Reduction will result in a shifting of property taxes onto all other classes primarily residential |
| A change prior to any mandated requirements may be viewed positively and serve to limit possible significant shifting of taxes onto other classes that could likely occur | Recent announcements with regards to affordable housing have been made to provide greater flexibility and assistance with affordable housing. Future Provincial announcements may mandate an equalization of the ratios at a time when property assessment values are updated to reflect current market conditions |

Administration is not recommending a change to the multi-residential tax ratio as part of the 2022 Final tax rate calculation. Administration will continue to monitor this matter in light in any upcoming Provincial announcements and also reassessment that may have a significant impact on the distribution of property taxes amongst the various property classes.

Establishment of 2022 Tax Rates

As indicated previously, annual property tax rates are derived from the setting of tax ratios. In this regard there is an unlimited combination of movements that can be modelled either individually or in combination. Each scenario will result in a shifting of taxes amongst the property classes in varying degrees.

Administration begins the process with the first model, or Baseline model. It uses the 2022 Start Ratios which are calculated from the tax distribution resulting from the prior year tax rates and illustrates the tax rates that would apply for 2022 without any further adjustments. This year, Administration has recommended that the tax rates be set based upon the Baseline or status quo scenario and includes the recommended reduction/elimination with regards to the farmland sub-classes.

The following chart illustrates the resulting 2022 Tax Ratios, Municipal and Education Tax Rates that will be applied to each property class.

Table 1
2022 Tax Ratios & Rates

| Tax Class | 2022 Ratio | 2022 Municipal Tax Rate | 2022 Education Tax Rate |
|-----------------------|-------------------|--------------------------------|--------------------------------|
| Residential | 1.000000 | 0.01700760 | 0.00153000 |
| Farmland | 0.250000 | 0.00425190 | 0.00038250 |
| New Multi-Residential | 1.000000 | 0.01700760 | 0.00153000 |
| Multi-Residential | 2.000000 | 0.03401520 | 0.00153000 |
| Commercial | 2.013994 | 0.03425320 | 0.00880000 |
| Office Building | 2.013994 | 0.03425320 | 0.00880000 |
| Shopping Centre | 2.013994 | 0.03425320 | 0.00880000 |
| Parking Lot | 1.016719 | 0.01729195 | 0.00822145 |
| Industrial | 2.315779 | 0.03938584 | 0.00880000 |
| Large Industrial | 2.932755 | 0.04987912 | 0.00880000 |
| Pipeline | 1.928249 | 0.03279489 | 0.00880000 |

Regular Tax Billing and Instalment Due Dates

Administration is recommending that the process for preparation and mailing of the final 2022 tax bills proceed consistent with historical timelines. That is final tax bills will be prepared for mailing mid-June with the first instalment due in July, followed by September and November.

Following approval of this report, Administration will finalize the billing process with a mailing date on or around June 22, 2022.

Council is required to set the due dates upon which tax payments must be made. Property owners are able to make payments on their own or utilize one of our pre-authorized payment plans (PAP). It should be noted that in the past, the due dates for the final tax billing installments were set in the months of July, September and November to allow for a longer period between due dates for those taxpayers who chose to make payment on their own. The withdrawal dates for the monthly pre-authorized payment plans would be set so as to receive all tax payments between July and November.

Table 2
2022 Final Property Tax Collection Dates

| In Person | Pre-Authorized Payment Plans | | |
|---------------------|------------------------------|--------------------|--------------------|
| Due Date/Instalment | Due Date/Instalment | Mid-Month | End of Month |
| | | July 15, 2022 | July 29, 2022 |
| July 20, 2022 | July 20, 2022 | August 15, 2022 | August 31, 2022 |
| September 14, 2022 | September 14, 2022 | September 15, 2022 | September 29, 2022 |
| November 16, 2022 | November 16, 2022 | October 17, 2022 | October 31, 2022 |
| | | November 15, 2022 | November 30, 2022 |

Pre-Authorized Payment Plan dates indicated are for those property owners who are current with their property taxes (non-arrears). A separate PAP plan is available to

those taxpayers who have fallen into arrears and require assistance in getting current. Taxpayers in this situation are encouraged to contact Administration who will assist on a case-by-case basis.

Supplemental and Omitted Tax Bills

Following the completion of the final billing process, Administration is required to complete up to seven (7) additional billing cycles which reflect updated assessment information received from MPAC. These are known as supplemental and omitted assessments and reflect changes to property assessment values since the return of the roll in December 2021. Changes can include additions, demolitions, property severances and/or consolidations and new construction and can be retroactive applied to two previous tax years. The due dates set for these billings typically fall in line with one of the scheduled dates above with the last date no later than December 31, 2022.

Late Payment Charges

Council, by way of by-law, must resolve the rate to be used where there is non-payment of property taxes. The topic of late payment charges has been heavily debated in past years and can be contentious in terms of balancing the request to assist property owners who have fallen behind in their taxes against the need for the municipality to exercise prudent fiscal management. Administration has previously and consistently recommended to Council the retention of the existing rates for late payment charges as such charges represent a fundamental component of a strong collection system and secure the ongoing and continued timely payment of property taxes which thereby safeguards the ability of the Corporation to fund municipal services. No changes to the existing rates have been recommended for 2022.

Risk Analysis:

The establishment of tax policy is complex. It is not sufficient to only look at one determining factor such as tax rates or property value for purposes of meaningful comparison. The proper comparison of tax burdens across municipalities needs to be based on similar sized properties within municipalities that provide similar services. As always, City Council is also cautioned to carefully weigh the impacts of any decisions to change existing tax policy to ensure that any short-term outcomes are not outweighed in terms of longer term implications which could be much harder to reverse. Administration is recommending that there be no change to the tax ratios used in the determination of the 2022 tax rates and that the tax rate discounts on the sub-classes of farmland be reduced and eliminated. Should City Council request that additional information be provided prior to accepting this recommendation, direction would need to be very clear in terms of what changes should be presented. Administration will be commencing the process for the preparation of the 2022 Final Tax bills. A delay in the setting of the

2022 property tax rates could impact the timing for the release and mailing of the tax bills.

Climate Change Risks

Climate Change Mitigation:

Climate Change Adaptation:

Financial Matters:

Based upon the information contained in this report, Administration will begin the process to prepare and mail the 2022 Final Property tax bills which will levy a total of \$438 million based upon the estimated total tax rates as identified in the following chart. A very slight and nominal variation to the rate may occur as a result of the changes recommended for the Farmland discounts should this recommendation be accepted.

| Tax Class | 2022 Municipal Rate | 2022 Education Rate | 2022 Total Rate | 2021 Total Rate | % Change in the Rate |
|---------------------------|---------------------------|---------------------------|--------------------|--------------------|-------------------------|
| Residential | 0.01700760 | 0.00153000 | 0.01853760 | 0.01818668 | 1.93% |
| Farmland | 0.00425190 | 0.00038250 | 0.00463440 | 0.00454667 | 1.93% |
| New Multi- Residential | 0.01700760 | 0.00153000 | 0.01853760 | 0.01818668 | 1.93% |
| Multi- Residential | 0.03401520 | 0.00153000 | 0.03554520 | 0.03484336 | 2.01% |
| Commercial | 0.03425320 | 0.00880000 | 0.04305320 | 0.04234645 | 1.67% |
| Office Building | 0.03425320 | 0.00880000 | 0.04305320 | 0.04234645 | 1.67% |
| Shopping Centre | 0.03425320 | 0.00880000 | 0.04305320 | 0.04234645 | 1.67% |
| Parking Lot | 0.01729195 | 0.00822145 | 0.02551340 | 0.02515661 | 1.42% |
| Industrial | 0.03938584 | 0.00880000 | 0.04818584 | 0.04737319 | 1.72% |
| Large Industrial | 0.04987912 | 0.00880000 | 0.05867912 | 0.05764996 | 1.79% |
| Pipeline | 0.03279489 | 0.00880000 | 0.04159489 | 0.04091823 | 1.65% |

Based upon the above noted rates, the average residential homeowner will see an increase of 1.93% or \$52.65. It should be noted that this tax rate increase of 1.93% is slightly above the noted 1.86% increase in total property tax levy. This is primarily due

to the fact that the tax rate increase reflects the total tax levy inclusive of addition revenue from growth that is funded from new property owners and property development.

The timing for the mailing and the payment dates have been set on a similar and consistent basis with previous years with instalment dates being due in July, September and November.

Consultations:

Municipal Tax Equity Consultants (MTE) Ltd.

Conclusion:

Direction with regards to tax policy decisions as well as assessment changes determine how the total tax levy is apportioned among classes and amongst individual property owners. Following Councils direction, Administration will finalize the 2022 tax rates and begin the process for the production and mailing of the 2022 Final property tax bills.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|----------------|--------------------------|
| Janice Guthrie | For CFO & City Treasurer |
| Joe Mancina | Acting CAO |

Notifications:

| Name | Address | Email |
|-------------|----------------|--------------|
| | | |

Appendices:

Appendix A – Historical Growth Analysis 2017 to 2021

Appendix B – Average Residential Assessment vs. Residential Property Tax Rates

Appendix C – Property Taxes Paid on a Single Family Residential Home
Appendix D – Comparison of Relative Taxes Paid for All Property Classes
Appendix E – 2021 Start Ratios and Provincial Ranges of Fairness
Appendix F – Baseline Tax Rate Scenario
Appendix G – Tax Rate Scenario 2
Appendix H – Comparison of Multi-Residential Tax Ratios

Appendix A

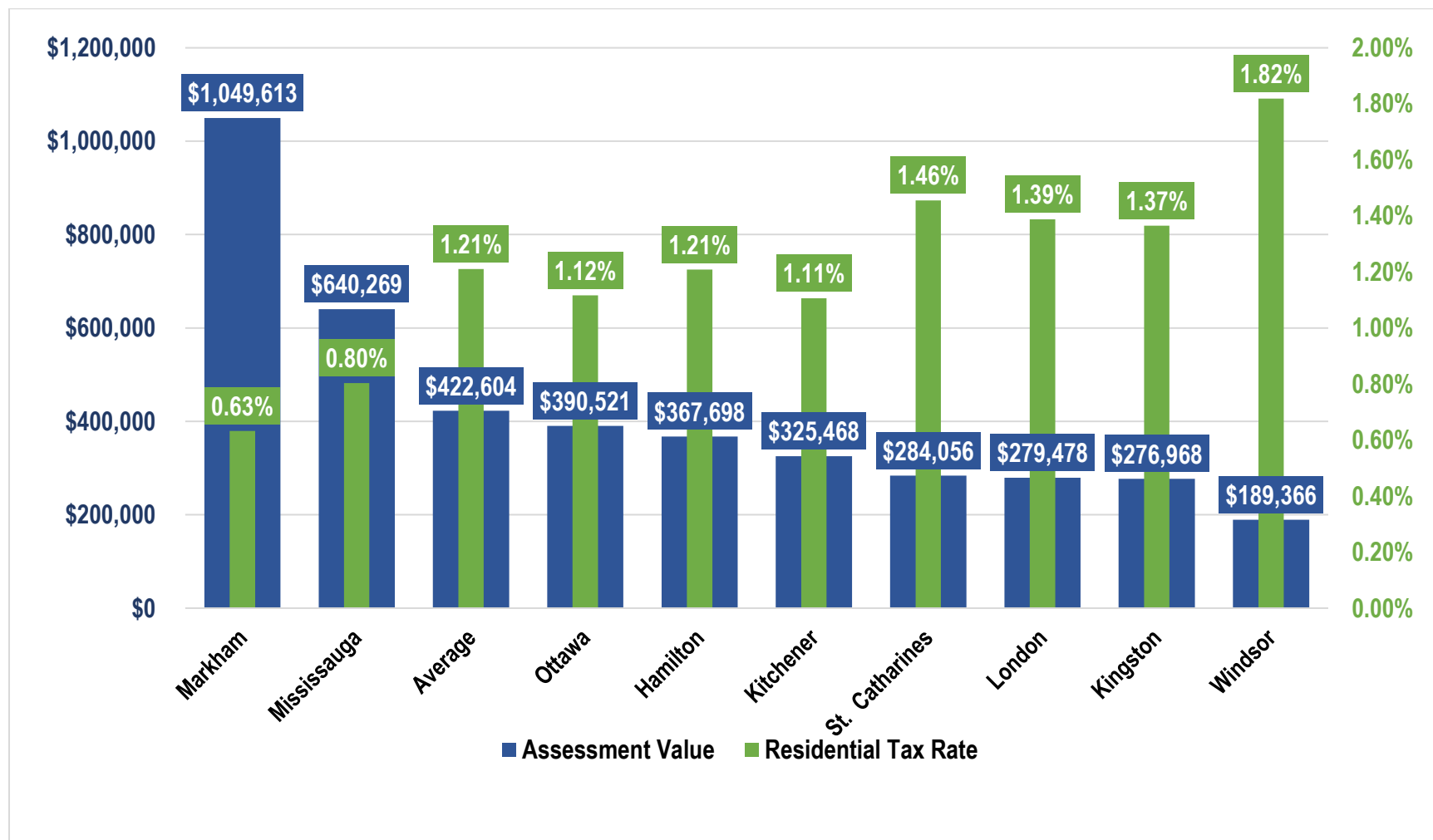
Historical Analysis of Assessment Growth 2017 to 2021 Positive and Negative Assessment Growth (Full CVA)

| Realty Tax Class | 2017 | | 2018 | | 2019 | | 2020 | | 2021 | |
|-------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|
| Residential | 168,701,622 | -48,519,100 | 207,246,010 | -38,739,900 | 163,572,350 | -32,519,610 | 195,462,200 | -34,285,400 | 213,562,300 | -41,478,009 |
| Farm | 492,000 | -3,664,300 | 1,688,500 | -1,662,300 | 1,964,100 | -1,611,200 | 328,000 | -451,600 | 562,400 | -36,000 |
| New Multi-Res. | 0 | 0 | 0 | 0 | 423,400 | 0 | 2,080,000 | 0 | 0 | -2,080,000 |
| Multi-Residential | 3,509,700 | -35,779,000 | 574,700 | -2,056,500 | 4,482,700 | -18,612,200 | 6,555,400 | -13,746,207 | 282,709 | -858,400 |
| Commercial | 71,215,600 | -76,243,130 | 81,861,005 | -56,701,800 | 96,376,157 | -62,548,972 | 72,771,680 | -65,305,733 | 91,391,301 | -90,854,014 |
| Office Building | 10,916,800 | -8,684,500 | 9,139,400 | -5,970,100 | 1,812,004 | -6,675,300 | 5,046,000 | -3,654,246 | 10,331,300 | -6,549,000 |
| Shopping Centre | 4,972,440 | -4,763,510 | 24,610,085 | -628,400 | 27,853,261 | -38,848,290 | 35,905,795 | -42,628,970 | 333,000 | -27,007,661 |
| Parking Lot | 2,271,000 | -5,250,000 | 5,492,600 | -3,885,700 | 18,481,400 | -21,738,400 | 12,458,900 | -24,027,300 | 10,318,600 | -8,000,100 |
| Industrial | 28,556,400 | -11,283,000 | 21,459,400 | -13,892,900 | 13,281,771 | -10,083,571 | 16,695,953 | -26,426,472 | 8,578,000 | -14,886,178 |
| Large Industrial | 16,475,300 | -370,000 | 34,000 | -17,400 | 222,000 | -137,300 | 11,184,000 | -13,085,000 | 2,733,343 | -5,305,700 |
| Pipeline | 559,000 | 0 | 1,053,000 | 0 | 647,000 | -7,000 | 1,188,000 | 0 | 379,000 | 0 |
| Total | 307,669,862 | -194,556,540 | 353,158,700 | -123,555,000 | 329,116,143 | -192,781,843 | 359,675,928 | -223,610,928 | 338,471,953 | -197,055,062 |
| Net Total | 113,113,322 | 0.65% | 229,603,700 | 1.32% | 136,334,300 | 0.77% | 136,065,000 | 0.77% | 141,416,891 | 0.79% |

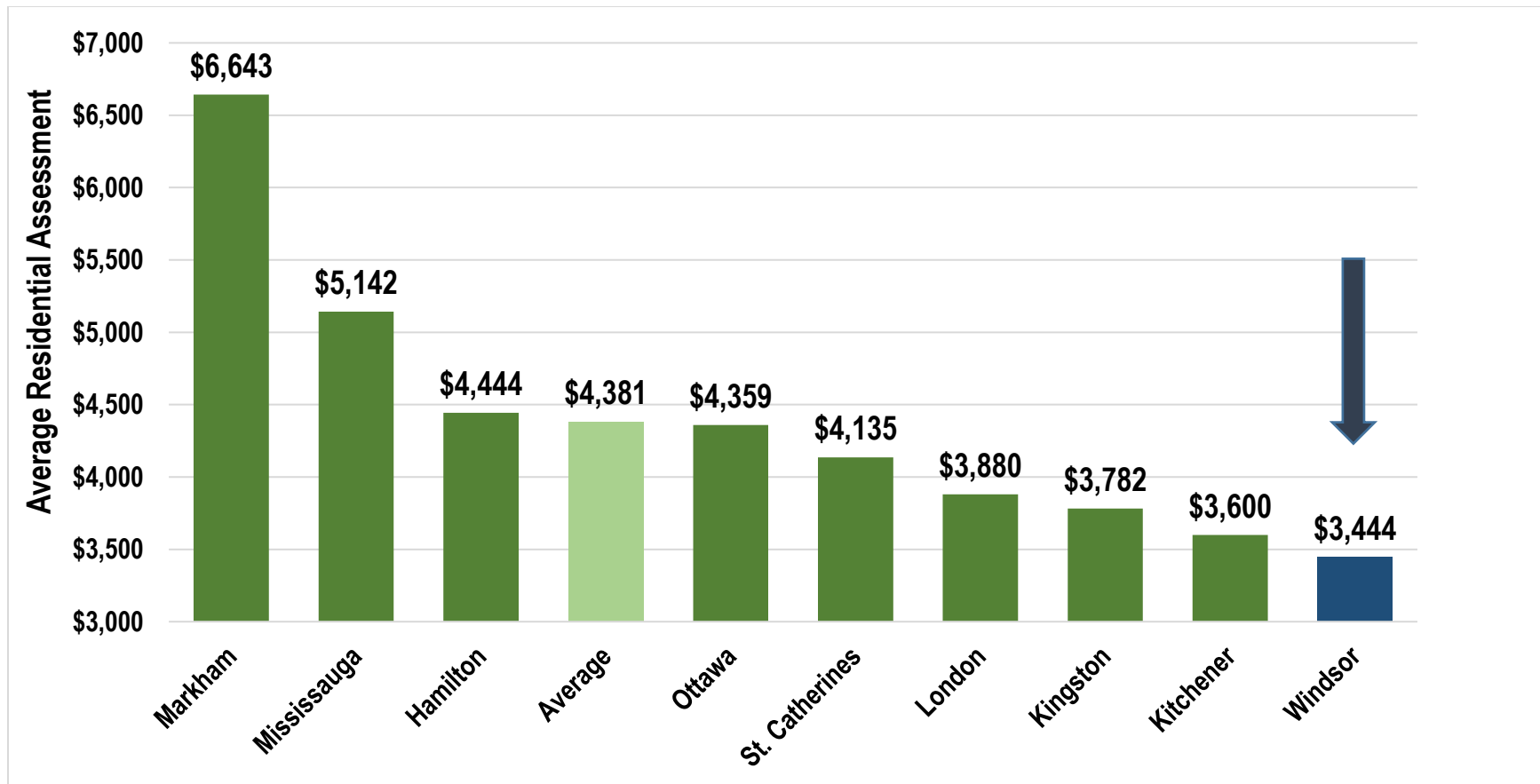
Positive and Negative Municipal Levy Impact from Growth

| Realty Tax Class | 2017 | | 2018 | | 2019 | | 2020 | | 2021 | |
|-------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|
| Residential | \$2,537,184 | -\$552,432 | \$3,213,281 | -\$589,909 | \$2,587,275 | -\$514,367 | \$3,169,330 | -\$553,431 | \$3,557,239 | -\$688,428 |
| Farm | \$1,793 | -\$13,824 | \$6,451 | -\$6,255 | \$7,687 | -\$6,326 | \$1,331 | -\$1,832 | \$2,342 | -\$150 |
| New Multi-Res. | \$0 | \$0 | \$0 | \$0 | \$6,361 | \$0 | \$33,752 | \$0 | \$0 | -\$34,646 |
| Multi-Residential | \$60,836 | -\$907,164 | \$13,994 | -\$33,966 | \$129,880 | -\$548,705 | \$212,746 | -\$446,114 | \$9,418 | -\$28,596 |
| Commercial | \$2,182,857 | -\$2,190,226 | \$2,553,321 | -\$1,735,765 | \$3,016,945 | -\$1,933,442 | \$2,370,695 | -\$2,123,657 | \$3,065,853 | -\$3,047,831 |
| Office Building | \$360,510 | -\$291,088 | \$260,718 | -\$194,034 | \$57,310 | -\$218,296 | \$165,219 | -\$119,649 | \$346,578 | -\$219,696 |
| Shopping Centre | \$144,132 | -\$96,306 | \$764,842 | -\$18,818 | \$887,532 | -\$1,227,419 | \$1,175,646 | -\$1,394,954 | \$11,171 | -\$906,012 |
| Parking Lot | \$34,145 | -\$70,725 | \$86,420 | -\$57,490 | \$304,309 | -\$353,951 | \$205,548 | -\$396,405 | \$174,747 | -\$135,483 |
| Industrial | \$930,374 | -\$356,647 | \$722,628 | -\$468,036 | \$450,618 | -\$336,150 | \$514,762 | -\$916,804 | \$330,881 | -\$574,207 |
| Large Industrial | \$810,613 | -\$78,905 | \$575 | -\$420 | \$10,575 | -\$6,007 | \$533,208 | -\$623,472 | \$133,524 | -\$259,183 |
| Pipeline | \$15,902 | \$0 | \$31,998 | \$0 | \$19,904 | -\$165 | \$37,172 | \$0 | \$12,173 | \$0 |
| Total | \$7,078,346 | -\$4,557,317 | \$7,654,228 | -\$3,104,693 | \$7,478,396 | -\$5,144,828 | \$8,419,409 | -\$6,576,318 | \$7,643,926 | -\$5,894,232 |
| Net Total | \$2,521,029 | 0.76% | \$4,549,531 | 1.34% | \$2,333,567 | 0.66% | \$1,843,090 | 0.51% | \$1,749,696 | 0.47% |

Average Residential Assessment vs. Residential Property Tax Rates
Source: 2021 BMA Study



Property Taxes Paid on a Single Family Residential Home
Source: 2021 BMA Study



Appendix D

Comparison of Relative Taxes Paid for all Property Classes Source: 2021 BMA Study

| Tax Class Comparisons – Typical Properties | Low | High | Average | Windsor | Higher/Lower |
|---|---------|----------|---------|---------|--------------|
| Residential – Detached Bungalow Based on a detached 3 bedroom, single storey home with 1.5 bathrooms and 1 car garage. | \$3,262 | \$6,643 | \$4,269 | \$3,444 | Lower |
| Residential – Two Storey Home Based on 2 storeys, 3-bedroom home with 2.5 bathrooms, two-car garage. Total area of the house is approximately 2,000 sq. ft. of living space. | \$4,332 | \$8,262 | \$5,362 | \$5,934 | Higher |
| Residential – Senior Executive Based on a detached 2 storey, 4-5 bedrooms, 3 baths, 2-car garage with approximately 3,000 sq. ft. of living space. | \$5,058 | \$13,903 | \$7,267 | \$7,535 | Higher |
| Multi-Residential – Walk-Up Apartments Multi-residential apartments containing more than 6 self-contained units, 2-4 storeys high. | \$787 | \$2,273 | \$1,824 | \$1,512 | Lower |
| Multi-residential – Mid / High-Rise Apartment Based on a multi-residential property of more than 6 self-contained units and over 4 stories high. Comparison of taxes is based on a per unit basis. | \$945 | \$2,834 | \$2,069 | \$1,888 | Lower |
| Commercial – Neighbourhood Shopping Typically, the smallest type of centre comprised of retail tenants that cater to everyday needs such as drug stores, variety stores and hardware stores. Can vary in size from 4,000 to 10,000 sq. ft. Comparison of taxes is based on a per square foot of floor area. | \$3.37 | \$6.50 | \$4.74 | \$3.37 | Lower |
| Commercial – Office Building Per square foot of gross leasable area. | \$2.55 | \$4.59 | \$3.51 | \$2.93 | Lower |
| Commercial – Hotels Taxes per suite | \$1,023 | \$2,919 | \$1,617 | \$1,156 | Lower |
| Commercial – Motels Taxes per suite | \$965 | \$2,325 | \$1,490 | \$1,810 | Higher |
| Standard Industrial Under 125,000 sq. ft. in size. Comparison of taxes based on a per square foot of floor area. | \$0.96 | \$3.64 | \$1.96 | \$1.74 | Lower |
| Large Industrial Greater than 125,000 sq. ft. Comparison of taxes based on a per square foot of floor area. | \$0.51 | \$2.60 | \$1.23 | \$1.18 | Lower |
| Industrial Vacant Land Based on taxes per acre. | \$795 | \$22,775 | \$9,638 | \$4,430 | Lower |

Source: 2021 BMA Management Consulting Inc. (Ontario Municipalities with Populations > 100,000)

2022 Start Ratios and Provincial Ranges of Fairness

| Tax Class | 2022 Start Ratios | Provincial Range of Fairness | Provincial Threshold | Subject to Levy Restriction |
|--|-------------------|------------------------------|----------------------|-----------------------------|
| Residential | 1.000000 | | | |
| Farm | 0.250000 | 0.0 – 0.25 | | N/A |
| Pipeline | 1.928249 | 0.6 – 0.7 | | N/A |
| New Multi-Residential | 1.000000 | | | |
| Multi-Residential | 2.000000 | 1.0 – 1.1 | 2.0** | No |
| *Commercial – Broad Class | 1.978772 | 0.6 – 1.1 | 1.98 | No |
| Commercial | 2.013994 | | | |
| Office Building | 2.013994 | | | |
| Shopping Centre | 2.013994 | | | |
| Vacant Land- Commercial/Parking Lot | 1.016719 | | | |
| *Industrial – Broad Class | 2.615005 | 0.6 – 1.1 | 2.63 | No |
| Industrial | 2.315779 | | | |
| Large Industrial | 2.932755 | | | |

*it is the commercial and industrial broad class that is compared to the provincial threshold when determining if levy restrictions apply

** previous threshold was 2.74, changed implemented in 2017

2022 Tax Ratio and Rate Scenarios

Baseline

Municipal Levy of \$385,882,249 - Status Quo Tax Ratios

Appendix F

Projected Tax Ratios, Rates and Overall Tax Impact by Class

| | | | | | | | Column B | |
|------------------------------------|--------------|--------------------|--------------------|----------------|-----------------------|----------|--|--------------------|
| | | | | | | | Tax Impact on \$150,000 of Assessment not impacted by Phase In assessment increase | |
| 2022 | | | | | 2021 | Column A | | |
| Tax Class | Start Ratios | Municipal Tax Rate | Education Tax Rate | Total Tax Rate | Actual Total Tax Rate | % Change | \$ Change | % Change from 2021 |
| Residential | 1.000000 | 0.01700766 | 0.00153000 | 0.01853766 | 0.01818668 | 1.93% | 52.65 | 1.93% |
| Farm | 0.250000 | 0.00425192 | 0.00038250 | 0.00463442 | 0.00454667 | 1.93% | 13.16 | 1.93% |
| Pipeline | 1.928249 | 0.03279500 | 0.00880000 | 0.04159500 | 0.04091823 | 1.65% | 101.52 | 1.65% |
| New Multi-Residential | 1.000000 | 0.01700766 | 0.00153000 | 0.01853766 | 0.01818668 | 1.93% | 52.65 | 1.93% |
| Multi-Residential | 2.000000 | 0.03401532 | 0.00153000 | 0.03554532 | 0.03484336 | 2.01% | 105.29 | 2.01% |
| Commercial | 2.013994 | 0.03425333 | 0.00880000 | 0.04305333 | 0.04234645 | 1.67% | 106.03 | 1.67% |
| Office Building | 2.013994 | 0.03425333 | 0.00880000 | 0.04305333 | 0.04234645 | 1.67% | 106.03 | 1.67% |
| Shopping Centre | 2.013994 | 0.03425333 | 0.00880000 | 0.04305333 | 0.04234645 | 1.67% | 106.03 | 1.67% |
| Parking Lot/Vacant Commercial Land | 1.016719 | 0.01729201 | 0.00822145 | 0.02551346 | 0.02515661 | 1.42% | 53.53 | 1.42% |
| Industrial | 2.315779 | 0.03938598 | 0.00880000 | 0.04818598 | 0.04737319 | 1.72% | 121.92 | 1.72% |
| Large Industrial | 2.932755 | 0.04987930 | 0.00880000 | 0.05867930 | 0.05764996 | 1.79% | 154.40 | 1.79% |

Estimated Impact on Average Residential Homeowner

| | 2022 | 2021 |
|-----------------------------|-------------|-------------|
| Assessment | \$ 150,000 | \$ 150,000 |
| Total Tax Bill | \$ 2,780.65 | \$ 2,728.00 |
| Net Tax Increase/(Decrease) | \$ 52.65 | |
| % Change | 1.93% | |

Total Tax Levy Allocation By Class

| 2022 | | | | | 2021 | |
|------------------------------------|-------------------------|-------------------------|---------------------|-----------------|---------------------|-----------------|
| Tax Class | Municipal \$ Allocation | Education \$ Allocation | Total \$ Allocation | % of Total Levy | Total \$ Allocation | % of Total Levy |
| Residential | 231,770,608 | 20,845,489 | 252,616,097 | 57.66% | 244,701,130 | 57.13% |
| Farm | 120,864 | 11,338 | 132,202 | 0.03% | 126,848 | 0.03% |
| Pipeline | 2,184,914 | 586,286 | 2,771,200 | 0.63% | 2,710,604 | 0.63% |
| New Multi-Residential | 7,201 | 648 | 7,849 | 0.00% | 45,528 | 0.01% |
| Multi-Residential | 24,953,220 | 1,122,389 | 26,075,609 | 5.95% | 25,580,719 | 5.97% |
| Commercial | 77,333,167 | 17,981,837 | 95,315,004 | 21.76% | 93,679,741 | 21.87% |
| Office Building | 4,695,215 | 1,140,373 | 5,835,588 | 1.33% | 5,578,526 | 1.30% |
| Shopping Centre | 18,215,141 | 4,679,640 | 22,894,781 | 5.23% | 23,648,454 | 5.52% |
| Parking Lot/Vacant Commercial Land | 1,852,757 | 880,322 | 2,733,079 | 0.62% | 2,636,521 | 0.62% |
| Industrial | 11,287,621 | 2,590,712 | 13,878,333 | 3.17% | 13,944,618 | 3.26% |
| Large Industrial | 13,461,532 | 2,374,963 | 15,836,495 | 3.61% | 15,706,991 | 3.67% |
| Total | 385,882,240 | 52,213,997 | 438,096,237 | 100.00% | 428,359,680 | 100.00% |

2022 Tax Ratio and Rate Scenarios

Scenario 2

Municipal Levy of \$385,882,249, Decrease Multi-Residential Ratio to 1.0 over 3 years

Appendix G

Projected Tax Ratios, Rates and Overall Tax Impact by Class

| | | | | | | | Column B | |
|------------------------------------|--------------|--------------------|--------------------|----------------|-----------------------|----------|--|--------------------|
| | | | | | | | Tax Impact on \$150,000 of Assessment not impacted by Phase In assessment increase | |
| | 2022 | | | | 2021 | Column A | | |
| Tax Class | Start Ratios | Municipal Tax Rate | Education Tax Rate | Total Tax Rate | Actual Total Tax Rate | % Change | \$ Change | % Change from 2021 |
| Residential | 1.000000 | 0.01719296 | 0.00153000 | 0.01872296 | 0.01818668 | 2.95% | 80.44 | 2.95% |
| Farm | 0.250000 | 0.00429824 | 0.00038250 | 0.00468074 | 0.00454667 | 2.95% | 20.11 | 2.95% |
| Pipeline | 1.928249 | 0.03315231 | 0.00880000 | 0.04195231 | 0.04091823 | 2.53% | 155.11 | 2.53% |
| New Multi-Residential | 1.000000 | 0.01719296 | 0.00153000 | 0.01872296 | 0.01818668 | 2.95% | 80.44 | 2.95% |
| Multi-Residential | 1.666666 | 0.02865492 | 0.00153000 | 0.03018492 | 0.03484336 | -13.37% | (698.77) | -13.37% |
| Commercial | 2.013994 | 0.03462652 | 0.00880000 | 0.04342652 | 0.04234645 | 2.55% | 162.01 | 2.55% |
| Office Building | 2.013994 | 0.03462652 | 0.00880000 | 0.04342652 | 0.04234645 | 2.55% | 162.01 | 2.55% |
| Shopping Centre | 2.013994 | 0.03462652 | 0.00880000 | 0.04342652 | 0.04234645 | 2.55% | 162.01 | 2.55% |
| Parking Lot/Vacant Commercial Land | 1.016719 | 0.01748041 | 0.00822145 | 0.02570186 | 0.02515661 | 2.17% | 81.79 | 2.17% |
| Industrial | 2.315779 | 0.03981510 | 0.00880000 | 0.04861510 | 0.04737319 | 2.62% | 186.29 | 2.62% |
| Large Industrial | 2.932755 | 0.05042274 | 0.00880000 | 0.05922274 | 0.05764996 | 2.73% | 235.92 | 2.73% |

Estimated Impact on Average Residential Homeowner

| | 2022 | 2021 |
|-----------------------------|-------------|-------------|
| Assessment | \$ 150,000 | \$ 150,000 |
| Total Tax Bill | \$ 2,808.44 | \$ 2,728.00 |
| Net Tax Increase/(Decrease) | \$ 80.44 | |
| % Change | 2.95% | |

Total Tax Levy Allocation By Class

| Tax Class | 2022 | | | | 2021 | |
|------------------------------------|-------------------------|-------------------------|---------------------|-----------------|---------------------|-----------------|
| | Municipal \$ Allocation | Education \$ Allocation | Total \$ Allocation | % of Total Levy | Total \$ Allocation | % of Total Levy |
| Residential | 234,295,769 | 20,845,489 | 255,141,258 | 58.24% | 244,701,130 | 57.13% |
| Farm | 122,180 | 11,338 | 133,518 | 0.03% | 126,848 | 0.03% |
| Pipeline | 2,208,720 | 586,286 | 2,795,006 | 0.64% | 2,710,604 | 0.63% |
| New Multi-Residential | 7,280 | 648 | 7,928 | 0.00% | 45,528 | 0.01% |
| Multi-Residential | 21,020,897 | 1,122,389 | 22,143,286 | 5.05% | 25,580,719 | 5.97% |
| Commercial | 78,175,712 | 17,981,837 | 96,157,549 | 21.95% | 93,679,741 | 21.87% |
| Office Building | 4,746,370 | 1,140,373 | 5,886,743 | 1.34% | 5,578,526 | 1.30% |
| Shopping Centre | 18,413,595 | 4,679,640 | 23,093,235 | 5.27% | 23,648,454 | 5.52% |
| Parking Lot/Vacant Commercial Land | 1,872,944 | 880,322 | 2,753,266 | 0.63% | 2,636,521 | 0.62% |
| Industrial | 11,410,604 | 2,590,712 | 14,001,316 | 3.20% | 13,944,618 | 3.26% |
| Large Industrial | 13,608,197 | 2,374,963 | 15,983,160 | 3.65% | 15,706,991 | 3.67% |
| Total | 385,882,268 | 52,213,997 | 438,096,265 | 100.00% | 428,359,680 | 100.00% |

Tax Ratios - Multi-Residential

Source: Annual BMA Study (municipalities with populations > 100,000)

| Municipality | 2017 | 2018 | 2019 | 2020 | 2021 | 2017 to 2018 % change | 2018 to 2019 % change | 2019 to 2020 % change | 2020 to 2021 % change |
|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Barrie | 1.0000 | 1.0000 | 1.0000 | 1.0000 | 1.0000 | 0.00% | 0.00% | 0.00% | 0.00% |
| Markham | 1.0000 | 1.0000 | 1.0000 | 1.0000 | 1.0000 | 0.00% | 0.00% | 0.00% | 0.00% |
| Richmond Hill | 1.0000 | 1.0000 | 1.0000 | 1.0000 | 1.0000 | 0.00% | 0.00% | 0.00% | 0.00% |
| Vaughan | 1.0000 | 1.0000 | 1.0000 | 1.0000 | 1.0000 | 0.00% | 0.00% | 0.00% | 0.00% |
| Mississauga | 1.5888 | 1.4510 | 1.3461 | 1.2656 | 1.2656 | -8.67% | -7.23% | -5.98% | 0.00% |
| Ottawa | 1.4530 | 1.4261 | 1.4005 | 1.3867 | 1.3867 | -1.85% | -1.80% | -0.99% | 0.00% |
| Kingston | 2.0000 | 1.9000 | 1.8000 | 1.7000 | 1.7000 | -5.00% | -5.26% | -5.56% | 0.00% |
| Brampton | 1.7050 | 1.7050 | 1.7050 | 1.7050 | 1.7050 | 0.00% | 0.00% | 0.00% | 0.00% |
| London | 1.8880 | 1.7958 | 1.7491 | 1.7119 | 1.7119 | -4.88% | -2.60% | -2.13% | 0.00% |
| Guelph | 1.9287 | 1.8733 | 1.8254 | 1.7863 | 1.7863 | -2.87% | -2.56% | -2.14% | 0.00% |
| Oshawa | 1.8664 | 1.8666 | 1.8665 | 1.8665 | 1.8665 | 0.01% | 0.00% | 0.00% | 0.00% |
| Whitby | 1.8657 | 1.8665 | 1.8665 | 1.8665 | 1.8665 | 0.04% | 0.00% | 0.00% | 0.00% |
| Clarington | 1.8665 | 1.8665 | 1.8666 | 1.8665 | 1.8666 | 0.00% | 0.01% | 0.00% | 0.00% |
| Brantford | 1.9528 | 1.8929 | 1.8762 | 1.8678 | 1.8628 | -3.07% | -0.88% | -0.45% | -0.27% |
| Chatham-Kent | 2.0000 | 2.0000 | 1.9404 | 1.9404 | 1.9404 | 0.00% | -2.98% | 0.00% | 0.00% |
| Waterloo | 1.9500 | 1.9500 | 1.9500 | 1.9500 | 1.9500 | 0.00% | 0.00% | 0.00% | 0.00% |
| Cambridge | 1.9500 | 1.9499 | 1.9501 | 1.9500 | 1.9501 | 0.00% | 0.01% | 0.00% | 0.00% |
| Kitchener | 1.9500 | 1.9501 | 1.9501 | 1.9500 | 1.9501 | 0.01% | 0.00% | 0.00% | 0.00% |
| Greater Sudbury | 2.1217 | 2.0000 | 1.9650 | 1.9650 | 1.9650 | -5.74% | -1.75% | 0.00% | 0.00% |
| St. Catharines | 1.9999 | 1.9700 | 1.9700 | 1.9700 | 1.9701 | -1.50% | 0.00% | 0.00% | 0.00% |
| Oakville | 1.9998 | 1.9998 | 2.0002 | 1.9998 | 2.0000 | 0.00% | 0.02% | -0.02% | 0.01% |
| Burlington | 2.0002 | 2.0000 | 1.9998 | 1.9998 | 2.0000 | -0.01% | -0.01% | 0.00% | 0.01% |
| Milton | 2.0002 | 2.0000 | 2.0000 | 2.0000 | 2.0002 | -0.01% | 0.00% | 0.00% | 0.01% |
| Windsor | 2.3564 | 2.0000 | 2.0000 | 2.0000 | 2.0000 | -15.12% | 0.00% | 0.00% | 0.00% |
| Thunder Bay | 2.5665 | 2.3771 | 2.2850 | 2.1425 | 2.0000 | -7.38% | -3.87% | -6.24% | -6.65% |
| Toronto | 2.7277 | 2.5231 | 2.3444 | 2.1788 | 2.0984 | -7.50% | -7.08% | -7.06% | -3.69% |
| Hamilton | 2.6913 | 2.6342 | 2.5671 | 2.4876 | 2.4407 | -2.12% | -2.55% | -3.10% | -1.89% |
| Average | | 1.87 | 1.81 | 1.79 | 1.76 | 1.75 | | | |



Council Report: C 72/2022

Subject: 2023 Proposed Budget Process & Timeline - City Wide

Reference:

Date to Council: May 9, 2022

Author: David Soave

Manager, Strategic Operating Budget Development & Control

519-255-6100 Ext. 1911

dsoave@citywindsor.ca

Financial Planning

Report Date: April 21, 2022

Clerk's File #: AF/14372

To: Mayor and Members of City Council

Recommendation:

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

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

That Administration **BE DIRECTED** to bring forward a 2023 Operating Budget that provides options to meet Council's fiscal targets.

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

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

Executive Summary:

N/A

Background:

The 2022 Operating and Capital Budgets received City Council approval on December 13, 2021 (B27/2021 & B28/2021).

Discussion:

Proposed Timeline Options

The following table outlines the proposed process and timeline for the development of the 2023 Operating and Capital budgets.

Table A: Operating & Capital Budget Development Timeline

| Description | Date |
|---|---------------------|
| 1. Budget Process & Timeline Report to Council | 05/09/2022 |
| 2. Budget Guidance Document to Executive Directors | 05/10/22 |
| 3. Development of Operating Budget Pressures | 05/10/22 – 05/27/22 |
| 4. Development of Capital Projects > Current 10-yr Plan | 05/10/22 – 05/27/22 |
| 5. CLT Strategy Session (Budget Pressures) | 06/06/22 |
| 6. Budget Development (Operating & Capital) | 06/07/22 – 09/23/22 |
| 7. Administrative Review (Operating & Capital) | 09/26/22 – 10/28/22 |
| 8. Draft Budget Update Prepared | 10/31/22 – 11/11/22 |
| 9. New City Council Engagement | 11/14/22 – 12/16/22 |
| 10. Admin. Revisions Based on Council Engagement | 01/09/23 – 01/27/23 |
| 11. Recommended Budget Documents Prepared | 01/30/23 – 02/10/23 |
| 12. Final Council Budget Deliberations | 03/06/23 |

2023 Budget Process

The 2023 Budget Process will officially get underway as of this City Council meeting, dated May 9, 2022, and will be followed by an internal “Budget Guidance Document” to City Departments. The directions to departments will include the budget process timelines and guidelines for the development of the 2023 budget, inclusive (but not limited to) the following:

1. Minimum Dollar Thresholds (for Budget Issues)
2. User Fee Policies
3. Alternative Revenue Opportunities
4. Inflationary / CPI Pressures
5. Expenditure Recoveries
6. COVID Related Impacts
7. Salary Budget Development
8. Fringe Benefit Allocation Rates
9. Vehicle Rental Rates
10. Insurance Rates
11. Utility Rates
12. Computer / Maintenance Charges
13. One-Time Funding Requests
14. Identification of Capital Items not Previously Addressed in the 10-year Capital Plan
15. Climate Change and Environmental Sustainability Considerations

Within the initial stage of the budget development process, Administration will develop high level operating budget pressures and identify capital project requests that are currently not addressed in the 10-year Capital Plan. These pressures will then be brought forward to the Corporate Leadership Team (CLT) for initial discussion, consideration and specific guidance relative to incorporating the identified pressures into the budget documents, inclusive of a plan to move forward with the identified pressures and a mitigation strategy.

Departments will then go back to fully complete their operating budget issues and capital budget requests based on CLT guidance. For 2023, climate change mitigation and adaptation considerations will be further incorporated into the capital budget process and Asset Planning staff will be available to support departments as they consider their capital projects with a climate change lens. As part of this work, opportunities and risks will be identified and upon completion, the CLT will reconvene for their Administrative Review sessions to determine a preliminary recommended operating and capital budget.

A status update will be brought forward to the newly elected City Council in the November and December 2022 timeframe and Administration will then take any further direction from Council relative to the preparation of the 2023 operating and capital budgets at that time. A recommended budget will then be tabled with City Council and the public in late February of 2023 and is expected to be deliberated in early March of 2023.

Budgeting Software (Questica) Upgrade

Staff within the Financial Planning and Asset Planning departments use Questica Budget, the corporate budgeting software required to develop the City's operating & capital budgets. This software is currently version 2016.3, however the latest version of Questica's cloud-based budget software is 2021.3.1. It has been approximately six years since the last software upgrade and as a result, the City has fallen behind with respect to recent software enhancements and functionality. The latest update to

Questica Budget includes new features and capabilities that provide solutions to specific challenges currently faced by the organization's users, specifically as it relates to reporting.

The cost to complete this system upgrade will consist mainly of the vendor's time to ensure that all current system customizations, business rules, and reporting functionality are working in proper order. Based on recent feedback from the vendor, it is estimated that the cost will be approximately \$7,000 to \$10,000. This cost is currently unbudgeted and therefore, Administration is requesting Council approval of up to \$10,000 from the Budget Stabilization Reserve (BSR) to offset the anticipated cost. Time and staff resources required to complete this upgrade have been factored into the overall budget development timelines.

Public Engagement

This report outlines the 2023 Budget Process for City Council, along with the timelines for the development of the operating and capital budgets. One of the key elements of this process is continuous communication between citizens, elected officials and administration. Citizen participation in the budget process provides the public with an opportunity to be part of the decision making process that influences the allocation of limited public resources.

Several phases in the budget process allow for the public and various stakeholders to provide input regarding the 2023 budget process. Council's deliberation of this report outlining the budget process and timelines, provide an initial opportunity at the outset of the budget development process. A further opportunity for feedback occurs with the tabling period of the recommended budget, which takes place prior to final budget deliberations, at which time the public may either appear as a delegation or provide their concerns in writing.

Additionally, throughout the year, departments engage in many public consultation initiatives to deal with various municipal issues. These numerous community involvement initiatives and public engagement opportunities occur over the course of the department's day-to-day operations and are extremely useful in providing guidance as it relates to the annual budget development process.

Finally, as this is an election year, all City Council candidates will be well informed as to the issues that impact the public as they will have just completed their election campaigns. By the end of this Fall, the successful City Council candidates will have received first hand public consultation with their many constituents in advance of budget deliberations.

Future Budgets

As we move into the 2023 budget cycle and look ahead to future years' budgets, Administration continues to explore several options that could potentially be phased in over a period of time and may include amongst others, the following elements:

1. Building of Linkages to a Corporate Strategic Plan
2. Key Performance Indicators (KPIs)
3. The Benefits of Multi-Year Budgeting
4. Expanded and Enhanced Community Engagement
5. Linking of Capital Projects and Operating Budgets to Master Plans
6. Expanded Consideration of Climate Change & Environmental Stability

A **Corporate Strategic Plan** (CSP) lays out the organization's vision for its future direction through common goals set by City Council, Administration and the City of Windsor's residents. As the new City Council assumes office later this year, it is anticipated that they will undertake a strategic planning process. The resulting plan, will act as a roadmap for the future of the organization and provide a guide for the City's prioritization of financial resources. The overall budgeted operations and capital priorities established via the annual budgeting exercise would therefore, reflect the direction established in the corporate strategic plan.

The establishment of **Key Performance Indicators (KPIs)** would allow the corporation to measure values that demonstrate its effectiveness in achieving key pre-established departmental objectives. Measuring these pre-established KPIs against budgeted targets can assist the corporation in matching limited resources with the services valued by the public. Developing KPIs that link to a Corporate Strategic Plan and creating a process to monitor their progress would become a regular component of future annual budget cycles.

Ongoing consideration of a **Multi-Year Budget** process consisting of expenditure and revenue estimates that span two or more years may also be considered as a valuable tool in the future. A multi-year budget would require the establishment of Council approved policies that would guide administration in developing the annual budgets. In addition, a multi-year budget would allow administration the ability to redirect some corporate resources required for preparation of an annual budget to other priorities.

Expanded and Enhanced Community Engagement opportunities will also be explored in addition to those that already exist for residents. Some examples may include focus groups, surveys, and polling on specific issues. In addition, technology enhancements offer opportunities for public involvement in the budget development process whereby residents can make virtual adjustments to service level spending or see exactly what their personal property taxes are allocated towards. Administration did introduce a public engagement tool in conjunction with the 2022 budget and will continue to explore opportunities in future budgets to continue to expand and optimize the use of such tools. Given the 2022 election cycles coincides directly with the budget development timelines, administration does not propose launching a formal public engagement tool for the 2023 budget.

Administration has completed several master plans for its' extensive asset inventory, including the Transit Master Plan and Parks Master Plan, to name a few. While progress has been made in bringing the deliverables identified in these plans to fruition, interest in developing a mechanism to track the capital projects associated with these plans has been expressed. The **Linking of Capital projects and Operating Budgets**

to the City's Various Master Plans will provide accountability and will direct additional focus to completing work as prescribed within the respective plans.

While previous budgets have included aspects of climate change and mitigation, the 2023 budget will be the first to formally review climate change adaptation and mitigation risks and opportunities as part of the broader budget process. Throughout this process there will inevitably be a great learning curve for all departments. Lessons learned will be applied to future budget processes with the hope of continuing to **Expand consideration of Climate Change** into future capital and operating budgets.

Risk Analysis:

There is a risk that the fiscal or service needs of the residents or achievement of Council's strategic goals for the 2023 budget will not be met. This risk is mitigated by early planning of the 2023 budget process.

Given 2022 is an election year, this year's budget timeline allows for input and feedback from the City Council in the November/December period and an estimated tabling of the budget in February 2023 and Council deliberations in early March 2023.

While Council undertakes a practice of annually pre-approving various construction tenders, it is noted that tender pricing for capital projects is significantly impacted by seasonality and pricing is typically more competitive when tendered earlier in the year, during the construction off-season. Increased capital costs for the City could result from delays in approving the budget. As well, inflationary pressures in the post pandemic period continue to be accelerated and therefore all efforts should be made to maximize the purchasing power of the City with appropriately timed procurements.

As indicated previously in this report, Administration is undertaking an upgrade of the City's budgeting software, Questica, this year. While Administration is confident in Questica's ability to implement the upgrade without a disruption to the City's budget process, the inherent risks of delays and other technological issues remain. Given that Questica has upgraded several other clients in the past and Questica's prior experience with the City, these risks are considered low risk. Additionally, the delaying of budget deliberations to March 2023 instead of December 2022 provides a cushion of time should it be required.

COVID 19 Pressures

Consistent with the process undertaken for the 2022 budget, an additional component will be incorporated into the 2023 budget process to separately capture and project any remaining COVID-19 financial impacts for 2023. This enhanced process includes a categorization within the budget system to isolate and summarize all the COVID-19 related budget issues so that administration and City Council can assess the impacts and strategize on a funding plan going forward. While we are seeing many City services starting to return to normal levels as a result of the recent lifting of restrictions, there are some services and revenue shortfalls that we expect a few years to return to their historical levels.

As the budget is developed, it will also be necessary for Administration to gain further insight into any further relief funding that senior levels of government may provide to municipalities, as we embark on development of the 2023 budget. To date, we are not aware of any announcements relating to such funding. Municipalities will need to start adjusting their budgets going forward as some budget levels may not return to their historical levels. This will create budget pressures for the 2023 and beyond as budgets are adjusted to the new normal.

Remaining COVID 19 variables include:

1. The length of the crisis. It is still unknown when the restrictions will be fully lifted or if additional restrictions will need to be reinstated. There still remain uncertainties as to the recovery from the COVID 19 crisis.
2. The length of the transition period for things to return to “normal”. In some cases, partial seasons may be lost even if all restrictions are lifted.
3. The residents’ hesitation to return to their normal activities once the restrictions are lifted may further delay the financial recovery for the City.
4. The additional requirements and regulations that the City and others must follow as we transition and eventually return to a normal state.
5. The amount of any additional program specific funding (i.e. transit, Homelessness, etc.) that senior levels government will make available to municipalities to offset the financial burden of the COVID Pandemic in 2022 and future budget years.

Inflationary Pressures

Current macro and micro economic conditions such as changes to local unemployment rates, volatility of energy costs, commodity prices and interest rates, as well as supply and demand for products and services has dramatically changed during the COVID 19 pandemic to levels not seen in decades. Inflationary increases in April 2022 have hit 6.7%, and are expected to continue to increase in the short term. More specifically, the current inflationary environment may impact employee contract settlements, purchase of supplies, fuel cost, and contracts with annual CPI increases. We are also starting to see significant cost escalations for recent tenders for construction projects. This will put substantial pressure on the 10-year capital plan going forward. Projects may require scope revisions and/or other projects to be deferred to free up the required funding. This has become a significant risk that is being monitored and will be reported to City Council, along with proposed mitigating measures that administration has put in place, within the next capital variance report to Council.

Asset Management Plan (AMP)

The City’s updated Corporate Asset Management Plan was presented and approved by City Council in 2019, CR424/2019 CSC 329. The report identified an annual shortfall of approximately \$30M in investments which sustain our existing assets at current levels of service. The approval of the AMP and understanding of funding levels and prioritization

required for service sustainability resulted in the inclusion of an annual 1.16% increase to the capital budget. The plan has been extremely effective in bringing the annual budgets for the City's core assets up to sustainable levels to achieve the established service levels. Provincial legislation requires an update to the plan no later than July 1, 2024, to also include not only core municipal assets, but all municipal infrastructure assets, including those of ABCs such as Housing, Transit Windsor, and YQG Airport. The AMP will be updated, through the assistance of a consultant, to include the additional legislated requirements. This may require the continuation of the AMP annual increase and/or a change in the amount levied each year. Recommendations with options will be brought forward to Council once the AMP updates are complete.

Service Enhancements/ Budget Pressures

There will be additional budget pressures in 2023 and beyond related to Master Plans that have been approved by City Council in recent years. Many of the master plans are aspirational and both incremental capital and operating funding will need to be approved for some enhancements to proceed. The master plans are numerous, but include: Transit Windsor, Recreational, Sewer, Active Transportation, Parks, and Housing, amongst others.

Council recently approved funding to support the new LG/Stellantis economic development initiative that will bring thousands of new jobs to the area and is also expected to generate significant economic spin-off once it is established. Funding for the land acquisitions required to secure this once in a generation investment to Windsor Essex contemplates the issuance of some level of long term debt and hence will require annual budgetary funding consideration within the 2023 operating budget levy. The City continues to have record low levels of long term debt, thereby providing significant flexibility relative to funding such initiatives.

Climate Change Risks

Climate Change Mitigation Risk:

There are no climate change mitigation risks as a result of this report. The City of Windsor has an approved Community Energy Plan and Corporate Climate Action Plan. As stated in the Corporate Climate Action Plan, the City of Windsor will reduce its greenhouse gas emissions from our 2014 baseline by 20% by 2030 and 40% by 2041. Assessing projects and programs early on in their development as part of the budget process will provide the most opportunity to incorporate mitigation actions. Early identification of projects eligible for grant funding will assist administration to prepare for these opportunities.

Climate Change Adaptation Risk:

There are no climate change adaptation risks as a result of this report. The City of Windsor has an approved Climate Change Adaptation Plan identifying climate risks to infrastructure and services. Recommendations are provided to strengthen Windsor's resiliency to the effects of climate change. Assessing projects and programs early on in

their development as part of the budget process will provide the most opportunity to incorporate adaptation actions. Early identification of projects eligible for grant funding will assist administration to prepare for these opportunities.

Financial Matters:

Operating Budget

The 2023 budget process, as laid out in this report, will allow Administration to review the anticipated budget pressures and capital budget enhancements early on in the process. Typically, budget pressures in the range of \$15 million have been faced on an annual basis. As in previous years, Administration will bring back options for a budget that achieves the lowest possible impact on property taxes for its City Departments, while maintaining service levels and implementing priority service enhancements.

The City's Agencies, Boards, and Committees (ABC's) will also be asked to bring forward their budget requests for Council's review. Consistent with prior years, ABC's will be asked to minimize their budget requests, however, these budgets are outside the control of Administration and will be brought forward for Council's consideration.

Council is also reminded that the final change in property taxes for individual taxpayers will not be known until City Council has made final decisions as it relates to the 2023 tax policies, which is typically completed after the budget has been approved. Inevitably, due to the overall change in assessment values, there is a shifting of the tax burden between property classes and as well, amongst individual property owners within each property class. Further, there are many other decisions in consideration of provincial tax policies, which are to be made by Council that can impact the distribution of the tax levy. Additionally, the taxes paid by taxpayers include an Education amount, which is mandated by the Province of Ontario. Final impacts to each of the classes will not be known until the final tax policy decisions are approved by City Council in the second quarter of 2023. This report serves solely to set the 2023 budget timelines. It is not intended to address any items relating to property tax policy matters which will be addressed early in 2023, subsequent to budget approval.

Capital Budget

The City's 2022 10-year Capital Budget is based on the expected funding levels from 2022 through to 2031. These funding levels are inclusive of operational transfers to capital noted as Pay-As-You-Go funding, as well as the approved increase of 1.16% annually for 6 years to achieve funding levels needed to meet the Asset Management Plan recommendations required to sustain the City's existing assets at current service levels.

Should these funding levels be reduced there will be a direct impact to projects previously approved in principle from 2023 to 2031. The severity of the impact would be dependent upon the amount of funding which is reduced. It should be noted as well that the recently approved Capital Budget guidelines on the criteria to be applied when determining projects which could be pushed out or cancelled would be used in the event

of a capital funding decrease. In such a circumstance the reductions would likely impact primarily projects which are service enhancements and/or growth type projects requiring that they be deferred or pushed out to later years with the focus of the remaining funding being directed as investments to sustainability projects.

Additionally, Council should be reminded that the City has committed current and future funding representing the City's share of work related to several high-dollar grant opportunities, such as the Disaster Mitigation and Adaptation Fund (DMAF) and Investing in Canada Infrastructure Program (ICIP). Leveraging Federal and Provincial grant funding dollars provides the opportunity for major work to be carried out with considerable cost-sharing, however the requirement for the City to also contribute reduces Administration's ability to delay or alter future projects should Capital Budget funding levels be reduced.

Given any reductions in capital funding are dependent upon the operating budget review it is necessary for Administration to have early guidance on this matter in the event alternative funding levels are desired by City Council. As such, should City Council deem it necessary to consider the impact of reduced funding for the 2023 Capital budget it is requested that such direction be provided at the May 9, 2022 meeting in order to assist Administration in planning and creating a 2023 Capital budget which reflects the expected funding levels of City Council.

As noted, Administration will perform an environmental scan early on in the budget process in order to address any budgetary pressures through a comprehensive review of priorities. The earlier Administrative review in June will allow for a review of initial budget pressures and for the setting of reasonable targets and priorities in order to meet Council's fiscal targets, which may include various options up to and including the requirement for 10% departmental reduction targets. CLT will formalize and communicate those guiding principles and direction to administration subsequent to the June CLT strategy review of the 2023 budget pressures.

Consultations:

Corporate Leadership Team

Conclusion:

This report provides a recommendation by Administration to City Council as it relates to the proposed 2023 budget process and timelines. Status updates will be scheduled with the newly elected City Council in November through December in order to seek further guidance on the 2023 budget process.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|-----------------|---|
| David Soave | Manager, Strategic Operating Budget Development & Control |
| Michael Dennis | Financial Manager, Asset Planning |
| Tony Ardovini | Acting Commissioner, Corporate Services Chief Financial Officer & City Treasurer |
| Natasha Gabbana | Senior Manager of Asset Planning |
| Joe Mancina | Acting Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|-------------|----------------|--------------|
| | | |

Appendices: N/A



Committee Matters: SCM 117/2022

Subject: Town and Gown 2021 Annual Report

Moved by: Councillor Francis
Seconded by: Councillor Kaschak

Decision Number: **ETPS 889**

THAT the Town and Gown Committee 2021 Annual Report **BE APPROVED**.

Carried.

Report Number: SCM 78/2022

Clerk's File: MB2021

Clerk's Note:

1. The recommendation of the Standing Committee and Advisory Committee are the same.
2. Please refer to Item 7.1. from the Environment, Transportation & Public Safety Standing Committee Meeting held April 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220428/-1/7324>



Committee Matters: SCM 78/2022

Subject: Town and Gown 2021 Annual Report

Town and Gown Committee, Annual Report - 2021

As an Advisory Committee to Windsor City Council, the Town and Gown Committee will develop and enhance relationships between the residents of the City of Windsor and the Academic Communities of the University of Windsor and St. Clair College.

The Town and Gown Committee provides an open forum for communication between landlords, students and residents residing in close proximity to post-secondary academic institutions, and their concerns as they relate to municipal or institution affairs or matters. The Town and Gown Committee focuses on addressing neighbourhood concerns through bylaw education, information sharing between shareholders, compliance and enforcement measures and through suggestions and recommendations to City Council or City Administration.

Town and Gown Committee Members:

Councillor Fabio Costante, Chair
Councillor Fred Francis
Dr. Phebe Lam (University of Windsor)
John Fairley (St. Clair College)
Alan Richardson

Overview of Accomplishments

- While in person meetings have been hindered due to the Covid 19 pandemic, the Committee was able to meet electronically via Zoom.
- Continued discussion to solve issues surrounding ongoing problem relating to the St. Clair College and University of Windsor neighbourhoods.
- Introduction of the City's Residential Rental Licensing Pilot Project reported to the Committee
- Ongoing discussion with representatives from St. Clair College and University of Windsor about improving student safety
- Renewal of membership into the TGAO for the year 2022.
- Hybrid (in person and virtual) symposium planned for June, Committee members will be available to attend.



Committee Matters: SCM 118/2022

Subject: Transit Windsor Advisory Committee 2021 Annual Report

Moved by: Councillor Francis
Seconded by: Councillor Kaschak

Decision Number: **ETPS 890**

THAT the Transit Windsor Advisory Committee 2021 Annual Report **BE APPROVED**.
Carried.

Report Number: SCM 87/2022
Clerk's File: MB2021

Clerk's Note:

1. The recommendation of the Standing Committee and Advisory Committee are the same.
2. Please refer to Item 7.2. from the Environment, Transportation & Public Safety Standing Committee Meeting held April 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220428/-1/7324>



Committee Matters: SCM 87/2022

Subject: Transit Windsor Advisory Committee 2021 Annual Report

Transit Windsor Advisory Committee 2021 Annual Report

The Transit Windsor Advisory Committee has remained involved and up-to-date with all accomplishments and successes that Transit Windsor experienced throughout 2021. The COVID-19 pandemic continued to present various challenges throughout the year; Transit Windsor continued to run on an enhanced Saturday service throughout the majority of 2021, and the U-Pass program between the University of Windsor and Transit Windsor was suspended throughout the year, largely due to the pandemic. Despite these setbacks, Transit Windsor has been able to maintain its health and safety protocols and continued to provide safe, clean and reliable services to the Windsor-Essex community. Transit Windsor has also implemented numerous notable projects in 2021, many of which will come to fruition in the coming years.

2021 Operating Budget

In January of this year, Transit Windsor Administration presented City Council with the recommendation that Transit Windsor's 2021 Operating Budget be reflective of a Property Tax Levy Contribution of \$15,856,086, which is \$736,743 (or 4.88%) greater than the 2020 Property Tax Levy contribution. The increased budget allowed for the implementation of service enhancements, salary and wage adjustments, and West End Terminal operating costs are to name a few.

Transit Windsor further provided estimates of additional revenue and/or savings that totalled \$599,449. This would provide a partial offset to the property tax levy pressures from sources such as a decrease in the fuel market rate, fare structure changes and annual fare increases, increases to advertising revenue, and initiation of the \$1.00 Smart Card Fee.

Expansion of Transit Services

The Town of Amherstburg included funding in its yearly budget for a pilot project for Transit Services. The Town of Amherstburg also undertook two surveys of its residents to gather thoughts on how they visualized the provision of transit services in their community. Transit Windsor's successful development of further linkages with neighbouring municipalities is in accordance with the "More Than Transit" Master Plan.

In February, Transit Windsor received funding, through the Audit and Accountability Fund, as approved by the Ministry of Municipal Affairs and Housing, for a third-party assessment of the potential addition of On-Demand transit services. On-Demand transit services are an emerging form of mobility where services can be provided to areas where needs are infrequent yet vital to those areas and passengers. The implementation of such a project

would be in accordance with Transit Windsor's Master Plan recommendations, specifically that services be passenger-focused rather than route focused. Dillon Consulting Limited was contracted to prepare the assessment and implementation plan. The highlights of the guiding principles and values for a successful implementation are:

- Customer Experience
- Accessibility and Availability
- Community Impact
- Operations

One important aspect of providing quality, reliable transit service is ensuring that the fleet of buses remains in a state of good repair. In July 2021, Transit Administration provided the recommendation for City Council to approve the purchase of up to 24 new buses. These buses would cover the fleet replacement needs of eight vehicles per year for 2022-2024. The projected total cost to be submitted through Intake 3 of the Investing in Canada Infrastructure Program (ICIP) would be \$17,019,738, which includes ineligible costs of \$251,523. On top of that funding, the City would be required to contribute an estimated \$4,723,606, which is made up of matching funds and ineligible costs.

The purchase of these new buses would mean an overall improvement to the resiliency and reliability of the fleet and would have a positive impact to the Corporate fuel consumption and greenhouse gas emissions.

Transway 1C Route Change

In September of the reporting year, the Transway 1C Route was successfully re-aligned so that the Transway 1C would continue straight along Tecumseh Road East instead of its previous divergent alignment along Rivard Avenue and Rose-Ville Garden Drive. The results of public engagement and surveys regarding this route change were overwhelmingly positive, and it was regarded as an early win for the Master Plan.

The minor change in this route was expected to result in modest ridership growth, as it would be servicing a stretch of Tecumseh Road that was not serviced before the change. Although there were some costs associated with new bus stop signage, there were no additional costs to the operating budget.

Route 518X Pilot

The East-West Express, Route 518X, was slated for implementation in year one of the Transit Master Plan. However, with the pandemic resulting in significant decreases in ridership, there was uncertainty as to whether this route would begin as scheduled. The President of St. Clair College, Patti France, rose to the occasion and agreed to a partnership with Transit Windsor to fund half of the operating cost to initiate Route 518X

as a pilot project that ran from September to December 2021. The implementation of this route in the fall allowed riders, particularly students, to benefit from a route that would run from Tecumseh Mall, along the E.C. Row Expressway, to Devonshire Mall, and then on to St. Clair College, all on a 30-minute schedule. The introduction of this route reduced travel times from 90 minutes to less than 30 minutes, and has been well received by riders. This pilot provided Transit Windsor with the ability to test the route to gauge interest and ridership.

As demonstrated within this report, the Transit Windsor Advisory Committee, the staff of Transit Windsor, along with the riders of our transit services, have been witness to some exciting accomplishments this year. The Transit Windsor Advisory Committee will continue to be a valuable resource to Transit Windsor as they provide helpful and relevant public input to the success of our operations.



Committee Matters: SCM 119/2022

Subject: Essex-Windsor Solid Waste Authority Regular Board Meeting Minutes - March 1, 2022

Moved by: Councillor Francis

Seconded by: Councillor Kaschak

Decision Number: **ETPS 891**

THAT the minutes of the Essex-Windsor Solid Waste Authority (EWSWA) of its meeting held March 1, 2022 **BE RECEIVED**.

Carried.

Report Number: SCM 94/2022

Clerk's File: MB2022

Clerk's Note:

1. Please refer to Item 7.3. from the Environment, Transportation & Public Safety Standing Committee Meeting held April 27, 2022.
2. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220428/-1/7324>



Committee Matters: SCM 94/2022

**Subject: Essex-Windsor Solid Waste Authority Regular Board Meeting Minutes -
March 1, 2022**



Essex-Windsor Solid Waste Authority Regular Board Meeting MINUTES

Meeting Date: Tuesday, March 1, 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 |
| Marc Bondy | County of Essex |
| 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 |
| Shawna Boakes | Executive Director of Operations |

County of Essex Staff:

| | |
|---------------|--|
| Mike Galloway | County of Essex CAO |
| Sandra Zwiers | Director of Financial Services/Treasurer |

Absent:

| | |
|-----------------|--|
| Drew Dilkens | City of Windsor (Ex-Officio) |
| Tracy Beadow | Project Administrator, City of Windsor |
| Natasha Gabbana | Manager of Performance Measurement & Financial Administration, City of Windsor |
| Chris Nepszy | City Engineer/Commissioner of Infrastructure Services, City of Windsor |
| Mary Birch | Director of Council & Community Services/Clerk, County of Essex |

1. Call to Order

The Chair called the meeting to order at 4:03 pm.

2. Roll Call of Board Members Present

Marc Bondy - Present
Fabio Costante - Present
Aldo DiCarlo - Present
Gary Kaschak - Present
Hilda MacDonald - Present
Kieran McKenzie - Present
Gary McNamara - Present
Jim Morrison - Present
Ed Sleiman - Present

3. Declaration of Pecuniary Interest

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

4. Approval of the Minutes**A. January 12, 2022 Regular Meeting Minutes**

Moved by Ed Sleiman

Seconded by Gary McNamara

THAT the minutes from the Essex-Windsor Solid Waste Authority Regular Meeting, dated January 12, 2022, be approved and adopted.

**19-2022
Carried**

5. Business Arising from the Minutes

No items were raised for discussion.

6. Delegations

There are no delegations for March 1, 2022.

7. Waste Diversion

There are no Waste Diversion items for March 1, 2022.

8. Waste Disposal

A. Appointment of Board Member to the Regional Landfill Liaison Committee for 2022

The Manager of Waste Disposal stated that the purpose of the report is to request that a Board Member, who is not from the Town of Essex, be appointed to the Regional Landfill Liaison Committee (LLC). The Board's appointment for 2021 was Board member Marc Bondy.

The Manager of Waste Disposal explained that the Environmental Compliance Approval (ECA) for the Regional Landfill stipulates the establishment and maintenance of a Landfill Liaison Committee. The purpose of the committee is to review and make comments on any activities at the Regional Landfill site and shall include a review of Operations and Monitoring reports, review of complaints as well as the development and implementation plan for eventual end use and perpetual care. The Manager of Waste Disposal detailed the members required to be on the committee.

Mr. Kaschak asked if there were any nominations.

Mr. McNamara nominated Mr. Bondy.

Mr. Morrison stated that he wanted a better understanding of the committee. He asked if there would be any value of having a City Board member involved in this committee.

The General Manager stated that traditionally the appointment has gone back and forth between both the City members and the County members. There is no requirement for the appointment to be a County member or City member, just that it is not a Board member from the Town of Essex. In the past, the Authority has had Board members that are elected officials from the Town of Essex, who have been excluded from being nominated to the position. She asked the Manager of Waste Disposal to provide further comments.

The Manager of Waste Disposal stated that the LLC discusses a range of issues including operational questions that are received from LLC members and local residents. He noted that it is good to have a wide range of views and contribution from anyone would be welcome. He stated that they discuss the annual and quarterly reports and other issues regarding the landfill which are also provided to the Board as applicable.

Mr. Bondy stated that they discuss local issues related to the surrounding neighbours. The LLC members are provided information on operations regarding the landfill and there is no decision making from the LLC. The residents are paid an annual compensation because they live next to the landfill. Mr. Bondy stated that he enjoys the LLC because he has a farming background.

Mr. Morrison stated the he supports Mr. Bondy to continue as a member of the LLC.

Mr. Sleiman stated that he was on the LLC for quite a few years. He stated that it is a very low-profile committee and enjoyed being on the committee.

Mrs. MacDonald stated that she sat on the LLC for two years. She noted that it is very interesting to get the perspective of the people most affected by the landfill and it gives the Board members a different perspective. It is a good point of view to understand that people are impacted and their quality of life has some disruption to it.

Mr. McKenzie asked if both a City and County Board member could be appointed to the LLC next term.

The General Manager stated that the Environmental Compliance Approval (ECA) grants the Authority to operate the landfill and sets out the composition of this committee. To change it legally would be a revision to the ECA. She would suggest that a friendly discussion take place at the Board level versus trying amending the ECA. She noted that all Board members are always welcome to attend the LLC meetings.

Moved by Gary McNamara

Seconded by Jim Morrison

THAT the Board appoint Marc Bondy, who is not a member of the Council of the Town of Essex, to the Landfill Liaison Committee for a term of one (1) year.

**20-2022
Carried**

B. RFP Award – Engineering and Construction of a Concrete Push Wall Extension in Transfer Station #2

The Manager Waste Disposal referred to page 23 of the agenda package.

The purpose of the report is to recommend the award of the Engineering and Construction Proposal for the extension of a concrete push wall located inside Transfer Station #2 in Kingsville to Barrinetti Construction Ltd. for a total price of \$88,800, which includes both the engineering and construction.

The existing push wall was constructed in 1995. Since that time waste volumes have steadily increased making it difficult to contain the garbage within the tip floor and prevent damage to the walls of the building.

The evaluation of the proposals was comprised of four stages. The proposals were evaluated by a committee appointed by the Authority and was comprised of the Manager and Supervisor of Waste Disposal and the Manager of Waste Diversion. The process was facilitated by the Manager of Procurement and Compliance for the County of Essex.

The RFP was issued on January 31, 2022. Five proponents attended the site meeting conducted at Transfer Station #2 on February 8, 2022. Bid packages were received from four proponents which were reviewed for compliance. The compliant bids proceeded through the Technical Evaluation Stage where the evaluation team individually reviewed and scored each proposal. Of the four submissions, three proceeded to the financial evaluation. The proponent with the highest score for both the financial and technical score was Barrinetti Construction Ltd. They achieved the highest technical score of 64.17 out of 70 and 30 points for the best price totaling 94.17 out of 100 points and was identified as the preferred proponent per the terms of the RFP.

The engineering and construction of the push wall extension was included as part of the 2022 capital budget. The project is below the budget estimate of \$125,000. The project will be financed from the Equipment Replacement Reserve.

Barrinetti Construction Ltd., has been in operation for over 25 years and is located in Leamington, Ontario.

Moved by Marc Bondy

Seconded by Jim Morrison

THAT the Board approve the award of the RFP for Engineering and Construction of the extension of the reinforced concrete push-wall in Transfer Station #2, to Barrinetti Construction Ltd. at a cost of \$80,800 plus applicable taxes. The proposal satisfies all specifications as detailed in the RFP document.

**21-2022
Carried**

9. Finance & Administration

A. Extension of Agreement for Farmland Rent

The General Manager referred to page 26 of the agenda package. The purpose of the report is to recommend the Authority exercise the option to extend the agreement with Chris Malott Farming Enterprises Inc. (CFME) for a one-year period from November 1, 2022 to October 31, 2023 at the current agreement price of \$276 per acre.

CFME entered into a 5-year agreement with the Authority in 2016 which expired in 2021. The agreement contains an option clause which allows for three additional extensions of one year each. In November 2020, the Board

approved a one-year extension to the end of 2022. Although the agreement does not expire until late 2022, Mr. Malott is interested in exercising the right to have another one-year extension.

The General Manager noted that Mr. Malott has been an excellent tenant and has complied with all conditions and terms of the agreement. He has also invested in soil enhancement materials in order to improve the soil and achieve a better end product. She stated that it would be in Administration's best interest to continue to allow Mr. Malott to farm the property.

The agreement generates revenue of approximately \$225,000 per year.

Mr. Bondy commented that \$276 per acre is on the upper end and good pricing for land that does not have good soil which is why the landfill is located there.

Moved by Marc Bondy

Seconded by Aldo DiCarlo

THAT the Board authorize the General Manager to execute an extension agreement with Chris Malott Farming Enterprises Inc. for a one-year period November 1, 2022 – October 31, 2023 at the current agreement price of \$276 per acre for 10 parcels of farmland making up 813 acres in the vicinity of the Regional Landfill.

**22-2022
Carried**

B. Legal Invoices

Moved by Gary McNamara

Seconded by Marc Bondy

THAT the Board authorize the payment of the legal account as summarized.

**23-2022
Carried**

10. Other Items

No items were raised for discussion.

11. By-Laws

A. By-Law 3-2022

Moved by Hilda MacDonald

Seconded by Kieran McKenzie

THAT By-Law 3-2022, being a by-law to authorize the execution of an agreement between the Essex-Windsor Solid Waste Authority and Barrinetti Construction Ltd. for the Engineering and Construction of a Concrete Push Wall Extension in Transfer Station #2, located in the Town of Kingsville.

**24-2022
Carried**

B. By-Law 4-2022

Moved by Hilda MacDonald

Seconded by Kieran McKenzie

THAT By-Law 4-2022, 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 1st day of March, 2022

**25-2022
Carried**

12. Future Meeting Dates

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

13. Adjournment

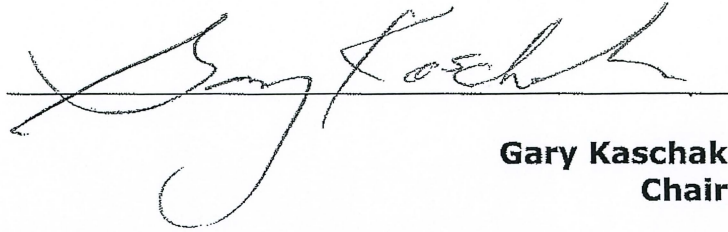
Moved by Gary McNamara

Seconded by Jim Morrison

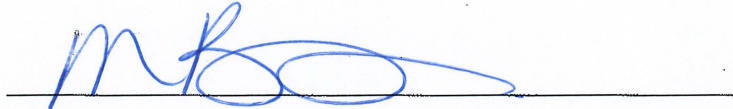
THAT the Board stand adjourned at 4:30 pm.

**26-2022
Carried**

All of which is respectfully submitted.

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

Gary Kaschak
Chair

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

Michelle Bishop
General Manager



Committee Matters: SCM 120/2022

Subject: Ward 9 Ditch Survey and Inspection of Private Culverts and Private Catch Basins - Ward 9

Moved by: Councillor McKenzie

Seconded by: Councillor Francis

Decision Number: **ETPS 892**

THAT Local Improvement works for storm sewers, curb and gutter for those street segments not yet constructed to the municipal standard within the area bounded by E.C. Row Avenue to the north, Woodward Boulevard to the west, Division Road to the south, and Riberdy Road to the east, as shown on drawing 4M-206 **BE**

RECOMMENDED to future Capital Budgets and prioritized relative to their technical scoring, subject to cost-sharing for such works as established by CR554/2019; and,

THAT WSP Canada Inc. firm **BE APPOINTED** as the Drainage Engineer to make an examination of, and prepare a Drainage Report for the repair and improvement to, the Dawson Drain between Division Road and the O'Neil Drain and to the O'Neil Drain from south of Hallee Crescent to Division Road under section 78 of the *Drainage Act*.

Carried.

Report Number: S 14/2022

Clerk's File: SW2022

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 April 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220428/-1/7324>

Subject: Ward 9 Ditch Survey and Inspection of Private Culverts and Private Catch Basins ---Ward 9

Reference:

Date to Council: 4/27/2022
Author: Joseph Bressan
Engineer I
519-255-6100 ext. 6890
jbressan@citywindsor.ca

Public Works - Operations
Report Date: 2/7/2022
Clerk's File #: SW2022

To: Mayor and Members of City Council

Recommendation:

That Local Improvement works for storm sewers, curb and gutter for those street segments not yet constructed to the municipal standard within the area bounded by E.C. Row Avenue to the north, Woodward Boulevard to the west, Division Road to the south, and Riberdy Road to the east, as shown on drawing 4M-206 **BE RECOMMENDED** to future Capital Budgets and prioritized relative to their technical scoring, subject to cost-sharing for such works as established by CR554/2019; and,

That WSP Canada Inc. firm **BE APPOINTED** as the Drainage Engineer to make an examination of, and prepare a Drainage Report for the repair and improvement to, the Dawson Drain between Division Road and the O'Neil Drain and to the O'Neil Drain from south of Hallee Crescent to Division Road under section 78 of the Drainage Act.

Executive Summary:

Substantial drainage and stormwater conveyance issues have been reported to Administration within the geographic area bounded by E.C. Row Avenue to the north, Woodward Boulevard to the west, Division Road to the south, and Riberdy Road to the east.

Updating the streets from a rural to a standard municipal cross-section design can assist in mitigating some of these issues. To ensure that the outletting drains can accommodate such improvements, it is recommended that these be reviewed by a

Drainage Engineer to determine what, if any, measures may be required to further improve the situation.

Background:

Prior to 1991, the installation of culverts in municipal ditches was largely unregulated. Thereafter, permits became required in order to build culverts supporting driveways across municipal ditches.

Report C221/2020 was brought to City Council on November 23, 2020, which reported that 22 incidences of basement flooding were noted in the southeastern corner of the Devonshire Heights neighbourhood after a rainstorm that occurred on August 28th, 2020. Existing ditches in this area were observed to be full. The area's drainage network includes several privately owned and installed culverts and catch basins on the street segments.

Subsequently, City Council approved CR588/2020, which reads in part:

[...] That Council APPROVE the ditch survey and inspection of private culverts on residential streets in Ward 9 impacted by the flooding of the August 28, 2020 storm event to an upset limit of \$100,000 funded by Project ID#7199004 - Sewer Master Plan Implementation; [...]

Administration has carried out the above-noted survey and this report speaks to this section of the resolution noted above and recommendations therein.

Discussion:

As directed by CR588/2020, the ditch survey was undertaken in March 2021. The survey area included those streets not having a standard municipal cross-section design and those having a rural cross-section with ditches. These streets are identified on drawing 4M-206. The survey observed the direction of water flow, if any at all, in the existing ditches and swales based on the elevation at the bottom of the ditches and swales. Invert elevations at both ends of culverts and of all private culvert pipes entering/exiting private catch basins were also collected.

Turner Road between Lappan and Seymour was excluded from the survey due to the existing storm trunk sewer on these blocks.

The survey determined that many of the private culverts installed were built prior to regulation. Many were observed to be deformed and on the verge of collapsing. While section 5.8 of By-Law 25-2010 outlines that homeowners are required to inspect and maintain the private culverts and private catch basins, it is not practical for the municipality to assign manpower to undertake proactive enforcement. Ideally, the majority of these pipes would have been set at an elevation lower than the top of the ditch, such that it would limit the risk of backup.

The survey concluded that on a substantial basis, the unregulated private culvert and private catch basin installations were not constructed properly, with existing elevations offset and private infrastructure installed to match both upstream and downstream

inverts instead of being appropriately graded. The following similarities were found on many of the blocks:

- Existing ditches and swales often sloped in opposite directions within a given side of a road segment. Many ditches were found to have a high point in between two private culverts.
- Private catch basins along the culverts had inverts that were confirmed to be improperly offset or staggered. Some private catch basins were found to be at a low point while other private catch basins would build up water within the catch basin before any water could exit the catch basin.
- Private storm water discharge pipes entering the private catch basins were found to be entering the private catch basin at a higher elevation than the culvert pipes.
- The majority of private storm water discharge pipes entering ditches were confirmed to be set at an elevation in which the top of the pipe is below the top of the ditch. Thus, if the ditch is filled with water, the discharge pipes connecting the homes to the ditches (i.e. sump pumps) would be submerged under water.
- Many private culvert pipes connected to private catch basins were found to be sloping in opposite directions; meaning the respective private catch basin would be a high point in the drainage system.
- Commonly found flat segments of ditches and/or private culvert pipes were noted that had an elevation difference of 15mm or less between the two survey shots.
- The high level direction of water flow was distinguishable for some of the ditches/swales, within a given road segment, but the direction of water flow for many road segments was difficult to define.

Dawson and O'Neil Drains:

The Dawson Municipal Drain flows northerly beginning just north of 1830 Division Road to 1100 Division Road (Windsor Memorial Gardens), as regulated by By-laws 1830 and 2838 adopted by the Township of Sandwich East in 1950 and 1963 respectively.

This drain has been altered by land development over many years. The latest alteration was adopted in 1999 by CR701/99 by the Devonshire Heights Subdivision.

Dawson Municipal Drain segments primarily consist of open channel sections and sections having an open channel and an underlying 300/150mm plastic perforated HDPE drain tile (Big "O" pipe). These latter segments were created in the subdivision design wherein stormwater is directed to a perforated pipe during a smaller storm, and would overflow into the open channel during larger storms. The drain also services properties fronting on Division Road.

The Dawson Drain ultimately outlets to a relocated (but still unregulated) O'Neil Drain. The O'Neil Drain is located east of the Windsor Memorial Gardens cemetery and flows north from Division Road. A small section of this ditch, at the junction of the Dawson Drain, was surveyed and the results confirmed that the water is flowing north.

On the most recent walkthrough of the drain from May 13th, 2021, overgrowth of vegetation within the perforated pipe and catch basins was noted. A large volume of standing water was observed at the upstream end of the drain, immediately west of 3933-3935 Woodward Boulevard. Administration has concluded that this drain requires major maintenance and a reassessment of its hydraulic functioning.

Calderwood Park – Dry Pond:

The intended purpose of this dry pond is to accumulate water and act as an overflow area/pond during an intense storm. Water has not been observed at this dry pond in quite some time, and there is little evidence that water is being directed to this pond.

Stormwater Outlets

A variety of stormwater outlets exists for the neighbourhood, including the Dawson and O'Neil Drains, the Lappan Drain, and various storm sewers of varying capacity. To date the sufficiency of these outlets for the area has not been analyzed. Details of the findings are presented in section F of Appendix 7.

Local Improvement (see Appendix 7)

According to the City's Road Condition Rating System, many of the street segments in this area are described as being now deficient (see Appendix 6). These segments are recommended to be referred to the Capital Budget as city-initiated Local Improvements and prioritized according to technical warrants.

Summary of Recommendations

The changes to the area lands, together with the numerous unregulated driveway culverts constructed prior to 1991, have demonstrated a general inconsistency of pipe sizes, with some downstream pipes smaller than those upstream. A more detailed engineering study based on storm water modelling and best practices for land drainage is recommended to better understand the required conveyance capacity and to understand the appropriate outlet capacity. In addition, there is no certainty as to whether existing storm water outlets are sufficient to accept improved drainage from the existing street segments.

A dedicated engineer's report to consider the Dawson and O'Neil Drain watersheds is recommended. Once the stormwater outlets are analyzed, determined and constructed where required, referral to the Capital Budget of upgrades for the various streets to an urban cross-section under City-initiated local improvements can be initiated.

In the short term, residents within the area are encouraged to participate in the Basement Flooding Protection Subsidy Program, including sump pump installation with overflow, and downspout disconnection to reduce future storm water from entering the system. In addition, residents are encouraged to consider private property improvements as described in the Sewer and Coastal Flood Protection Master Plan including low impact development.

Risk Analysis:

Risks inherent by proceeding with the recommendations are generally minimal, as the commissioning of a drainage report will both improve the City's knowledge base of the area and set forward a path towards resolution of longstanding issues noted in the area.

Risks inherent by not proceeding with the recommendations are generally related to an acceptance by the municipality that the described drainage concerns shall remain unresolved.

Climate Change Risks

Climate Change Mitigation:

Future local improvement construction projects will result in Greenhouse Gas (GHG) emissions that are accounted for within the annual Community GHG emissions inventory.

Climate Change Adaptation:

Future significant storms are likely to occur again and could lead to further instances of flooding within the City. While there will always be the risk of flooding, the risk can be mitigated by taking steps to reduce the amount of storm water entering into the sewer system.

The installation of curb and gutter is known to improve road drainage by setting grades and a collection system for the road surface. The installation of storm sewers and drain improvements will improve the conveyance capacity of the system, reducing the potential risk of property damage to residents.

Financial Matters:

As part of the City's Local Improvement policy, the City accepts responsibility for financing a portion of the requested works. Local Improvement works for storm sewers and curb and gutter as noted above are funded through existing local improvement capital projects, pending availability of funding. Administration will continue to monitor local improvement capital project and reprioritize work assignments as needed.

The cost of the Drainage Report can be funded through an existing Capital Project 7086004 – Municipal Drains Maintenance. However it will result in the internal reprioritizing of work assignments. There are funds earmarked in this project to undertake the estimated costs of the Drainage Report. The recommended Drainage Engineer was selected from the Engineering Roster.

Consultations:

Finance Department – Carrie McCrindle

Engineering Department – Andrew Dowie, Adam Mourad

Public Works Operations – Andrew Lewis, Roberta Harrison

Conclusion:

There are no obvious short-term solutions to the cited issues in this neighbourhood. Property owners are encouraged to disconnect their downspouts to help increase the time it takes for water to travel to the ditches.

The engagement of WSP Canada Inc. to complete a drainage report for the repair and improvements to the Dawson and O’Neil Drains will assist in understanding current drain hydraulics and potentially resolve drainage concerns in the neighbourhood.

Administration further recommends that those streets having a rural cross section should be reconstructed subject to City Council’s Local Improvement Policy by implementing new storm sewers and curbs & gutters, once appropriate stormwater outlets are identified. It should be noted that City initiated Local Improvements have been prioritized for streets that do not currently have sanitary sewers. Local Improvement funding for storm sewers and curb & gutters is not available at this time. The likelihood of the City proceeding with a Local Improvement project on a given street segment identified within the limits of drawing 4M-206 is low for the next few years.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|-----------------------|---|
| Carrie McCrindle | Financial Planning Administrator |
| Phong Nguy | Manager of Contracts, Field Services & Maintenance |
| Andrew Dowie | Engineer III / Drainage Superintendent |
| Fahd Mikhael | Manager of Design |
| France Isabelle-Tunks | Senior Manager of Engineering / Deputy City Engineer |
| Shawna Boakes | Executive Director of Operations |
| Chris Nepszy | Commissioner, Infrastructure Services |
| Tony Ardovini | Acting Commissioner, Corporate Services CFO/City Treasurer |

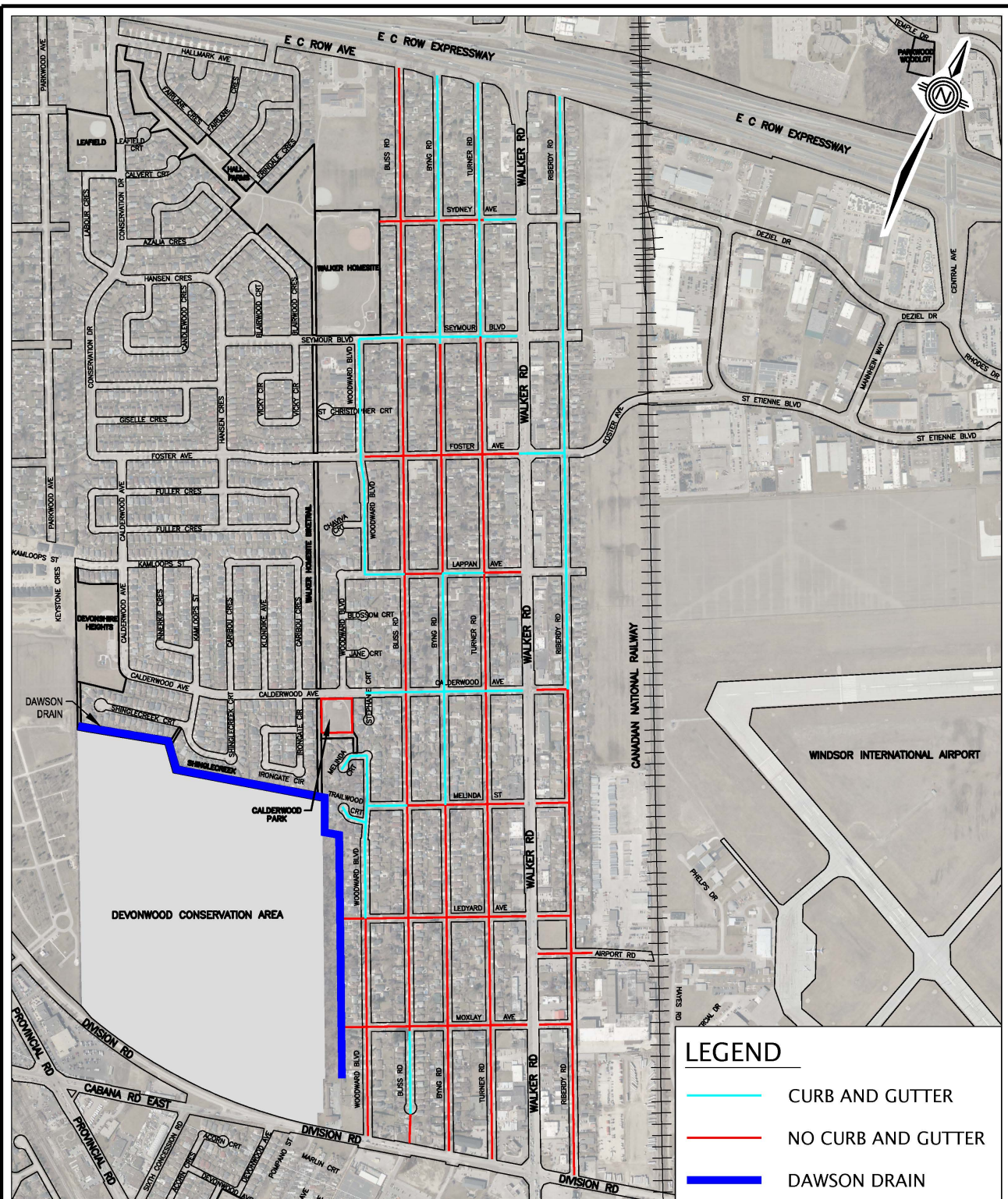
| Name | Title |
|-------------|-------------------------------------|
| Joe Mancina | Acting Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|--|--|-------------------------|
| Michael Stewart, M.A.Sc., P.Eng., WSP Canada Inc. | 582 Lancaster Street West, Kitchener, ON, N2K 1M3 | michael.stewart@wsp.com |

Appendices:

- 1 Appendix 1 - 4M - 206
- 2 Appendix 2 - 4M - 207 - Aerial
- 3 Appendix 3 - Storm Sewer Layout and Drainage Area Plan
- 4 Appendix 4 - 208
- 5 Appendix 5 - Photos of Private Culverts and Catchbasins
- 6 Appendix 6 - Existing Road Condition Ratings
- 7 Appendix 7 - Technical Findings

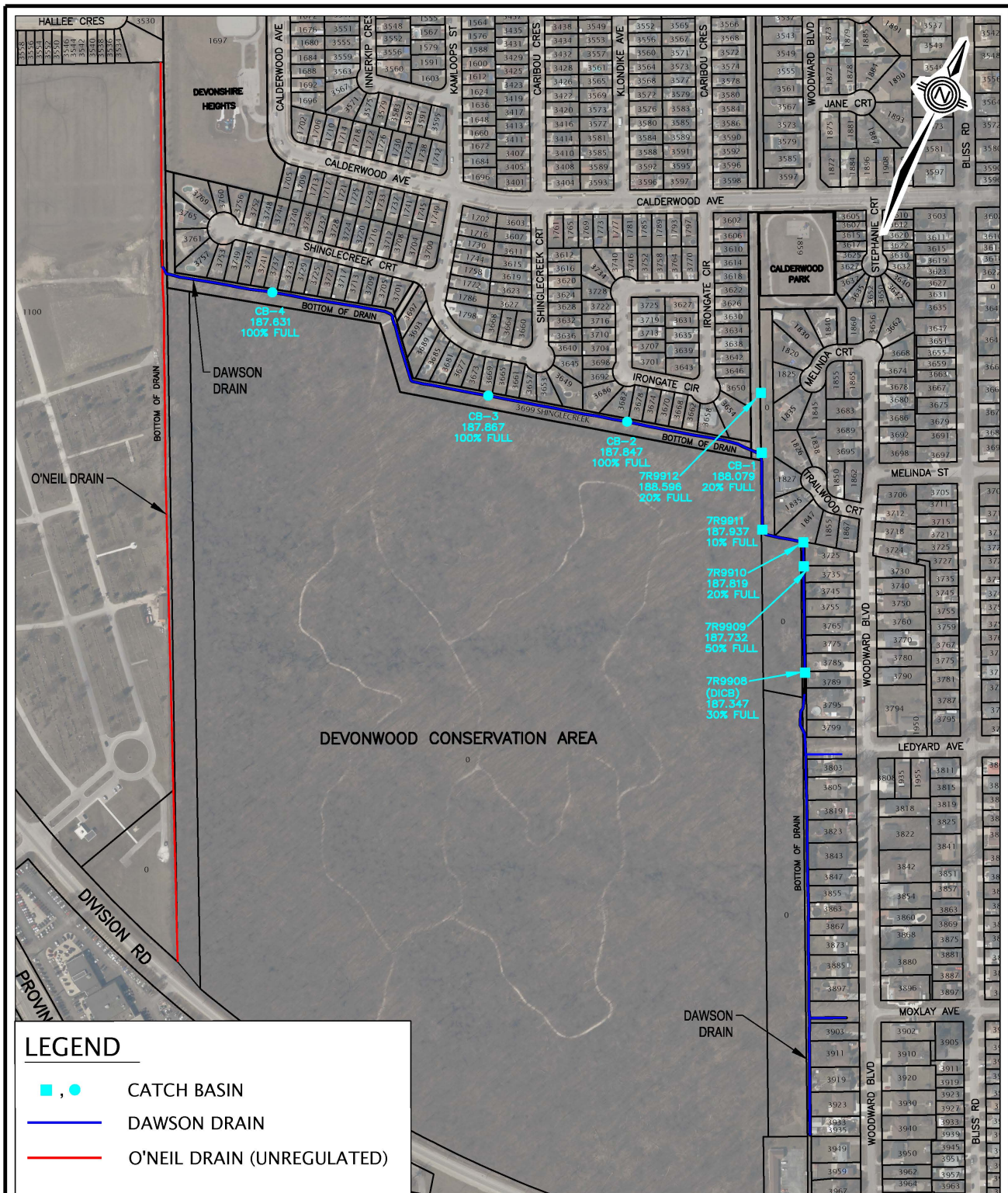


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4M-206

N.T.S

AUG. 2021



LEGEND

- , ● CATCH BASIN
- DAWSON DRAIN
- O'NEIL DRAIN (UNREGULATED)

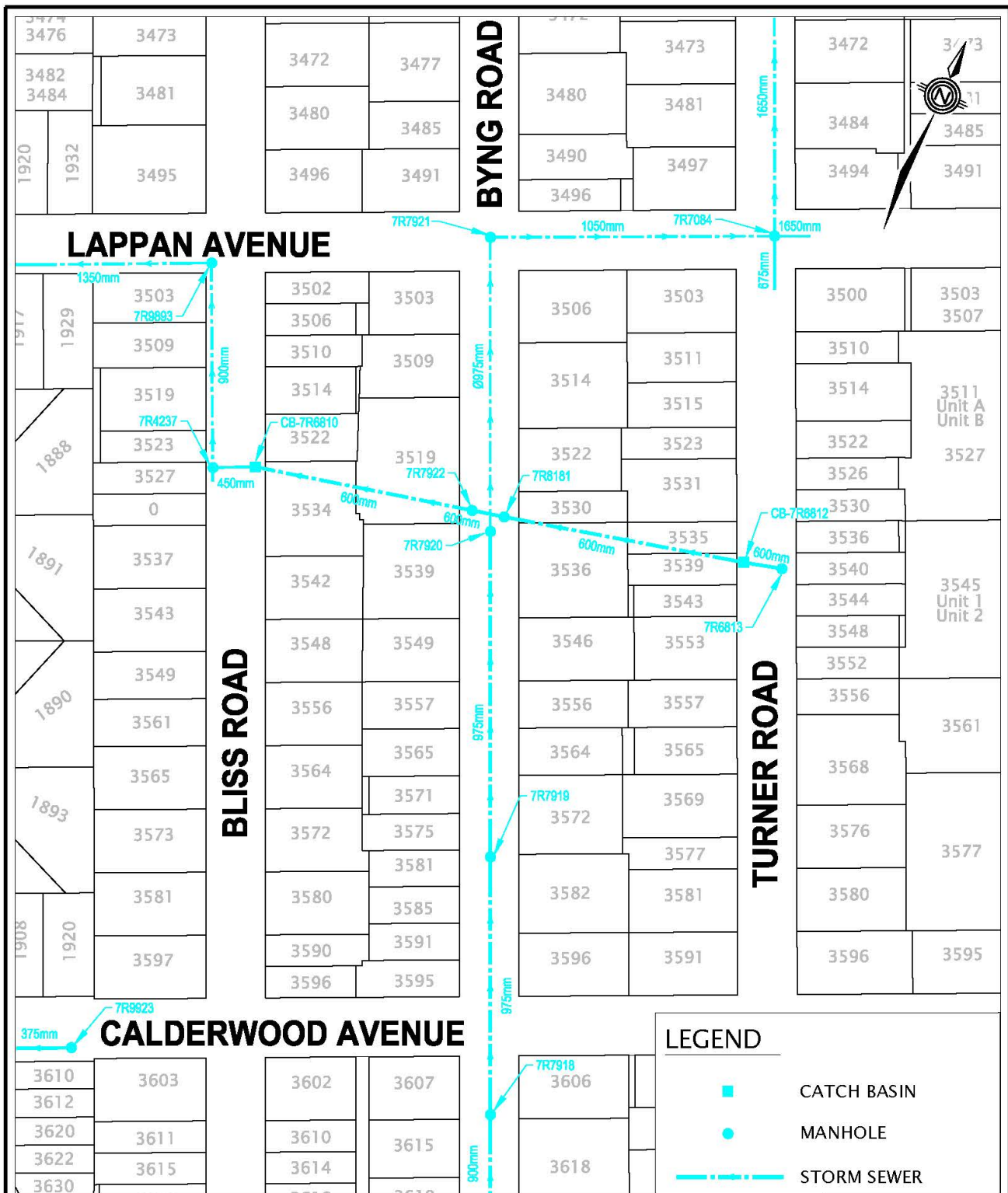


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AUG. 2021



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4M-208

N.T.S
MARCH 2022

Appendix 5 – Photos of Private Culverts and Catch Basins

Private Culverts:



3762 Bliss Street – 375mm diameter CSP pipe culvert. This pipe appeared to be in good condition, with no observed deformation and rusting. Approximately 10% of the pipe was filled with debris and there is an undamaged concrete headwall



3735 Bliss Street – 375mm diameter CSP pipe culvert. This pipe appeared to be in good condition, with no observed deformation and rusting. There was no blockage of this pipe and the undamaged headwall is made of concrete.



3949 Woodward Boulevard – Unknown CSP pipe diameter that was observed to be rusted. Approximately 90% of this pipe is blocked with debris and the headwall is made of pressure treated wood that is in good condition.



1840 Division Road – 250mm diameter HDPE pipe culvert that is in excellent condition with no observed deformation. There was no blockage of this pipe and the undamaged headwall is constructed with jute bags.



3860 Woodward Boulevard – 300mm diameter PVC pipe culvert that is in good condition with no observed deformation. Approximately 10% of this pipe was observed to be blocked with debris. No headwall was observed for this culvert.



3726 Riberdy Road – 375mm diameter CSP pipe culvert with no observed deformation but rusted. Approximately 20% of this pipe was observed to be blocked with debris. No headwall was observed for this culvert.



3697 Turner Road – 300mm diameter CSP pipe culvert with no observed deformation and rusted. Approximately 70% of this pipe was observed to be blocked with debris. The headwall consists of concrete and stone.



3923 Riberdy Road – 375mm diameter CSP pipe culvert with no observed deformation and rusted. Approximately 40% of this pipe was observed to be blocked with debris. The headwall is a mix of the asphalt driveway and the stone resting on top of it.

Private Catch Basins:



3778 Byng Road – An undamaged 600mm x 600mm square concrete catch basin observed. Two 375mm HDPE pipes were found connected to this catch basin with no deformation and no blockage within the pipes. A 100mm PVC discharge pipe is shown connected to the catch basin from private property.



3791 Turner Road – An undamaged 600mm circular CSP catch basin observed. Two 375mm pipes (one is CSP and the other is HDPE) found connected to this catch basin. The 375mm CSP pipe is deformed and rusted. There was no discharge pipe observed connecting to this catch basin. There is approximately 10% blockage in the 375mm CSP pipe.



3873 Byng Road – An undamaged 450mm circular HDPE catch basin was observed. Two 300mm HDPE diameter pipes found connected to this catch basin with no deformation. There is approximately 10% blockage in both the 300mm diameter pipes. There was no discharge pipe observed connecting to this catch basin.



3750 Bliss Street – An undamaged 600mm circular plastic catch basin was observed. Two 375mm HDPE diameter pipes found connected to this catch basin with no deformation and no blockage within the pipes. There was no discharge pipe observed connecting to this catch basin.

Appendix 6 - Existing road condition ratings for street segments with a rural cross section

| STREET | FROM | TO | 2021 ROAD CONDITION RATING | Road Deficiency |
|-----------------------|---------------|---------------|---------------------------------------|------------------------|
| Woodward Blvd | Division Rd | Moxlay Ave | 4 | Adequate |
| | Moxlay Ave | Ledyard Ave | 4 | Adequate |
| Bliss Rd | Division Rd | Bliss Rd | N/A - gravel road | - |
| | Moxlay Ave | Ledyard Ave | 7 | 6-10 year deficient |
| | Ledyard Ave | Melinda St | 7 | 6-10 year deficient |
| | Melinda St | Calderwood St | 3 | Adequate |
| | Calderwood St | Lappan Ave | 3 | Adequate |
| | Lappan Ave | Foster Ave | 24 | Now deficient |
| | Foster Ave | Seymour Blvd | 24 | Now deficient |
| | Seymour Blvd | Sydney Ave | 24 | Now deficient |
| | Sydney Ave | E C Row Ave E | 24 | Now deficient |
| Byng Rd | Division Rd | Moxlay Ave | 22 | Now deficient |
| | Moxlay Ave | Ledyard Ave | 22 | Now deficient |
| | Ledyard Ave | Melinda St | 22 | Now deficient |
| | Lappan Ave | Foster Ave | 40 | Now deficient |
| | Foster Ave | Seymour Blvd | 70 | Now deficient |
| Turner Rd | Division Rd | Moxlay Ave | 24 | Now deficient |
| | Moxlay Ave | Ledyard Ave | 10 | 1-5 year deficient |
| | Ledyard Ave | Melinda St | 10 | 1-5 year deficient |
| | Melinda St | Calderwood St | 15 | 1-5 year deficient |
| | Calderwood St | Lappan Ave | 15 | 1-5 year deficient |
| | Lappan Ave | Foster Ave | 2 | Adequate |
| | Foster Ave | Seymour Blvd | 2 | Adequate |
| Riberdy Rd | Division Rd | Moxlay Ave | 24 | Now deficient |
| | Moxlay Ave | Airport Rd | 23 | Now deficient |
| | Airport Rd | Ledyard Ave | 8 | 6-10 year deficient |
| | Ledyard Ave | Melinda St | 82 | Now deficient |
| | Melinda St | Calderwood St | 34 | Now deficient |
| Moxlay Ave | Woodward Blvd | Bliss Rd | 31 | Now deficient |
| | Bliss Rd | Byng Rd | 22 | Now deficient |
| | Byng Rd | Turner Rd | 22 | Now deficient |
| | Turner Rd | Walker Rd | 16 | 1-5 year deficient |
| | Walker Rd | Riberdy Rd | 30 | Now deficient |
| Airport Rd | Walker Rd | Riberdy Rd | 5 | 6-10 year deficeint |
| | Riberdy Rd | Airport Rd | 6 | 6-10 year deficeint |
| Ledyard Ave | Woodward Blvd | Bliss Rd | 35 | Now deficient |
| | Bliss Rd | Byng Rd | 35 | Now deficient |
| | Byng Rd | Turner Rd | 35 | Now deficient |
| | Turner Rd | Walker Rd | 35 | Now deficient |
| | Walker Rd | Riberdy Rd | 1 | Adequate |
| Melinda St | Bliss Rd | Byng Rd | 9 | 6-10 year deficeint |
| | Byng Rd | Turner Rd | 18 | 1-5 year deficient |
| | Turner Rd | Walker Rd | 32 | Now deficient |
| | Walker Rd | Riberdy Rd | 19 | 1-5 year deficient |
| Calderwood Ave | Walker Rd | Riberdy Rd | 25 | Now deficient |
| Lappan Ave | Bliss Rd | Byng Rd | 22 | Now deficient |
| | Turner Rd | Walker Rd | 26 | Now deficient |

| | | | | |
|-------------------|---------------|-----------|----|---------------|
| Foster Ave | Woodward Blvd | Bliss Rd | 4 | Adequate |
| | Bliss Rd | Byng Rd | 4 | Adequate |
| | Byng Rd | Turner Rd | 4 | Adequate |
| | Turner Rd | Walker Rd | 4 | Adequate |
| Sydney Ave | Sydney Ave | Bliss Rd | 4 | Adequate |
| | Bliss Rd | Byng Rd | 46 | Now deficient |
| | Byng Rd | Turner Rd | 25 | Now deficient |

Appendix 7 – Technical Findings

A) Private Culverts:

All existing private culverts and catch basins were inspected by the Field Services staff. The inspection results shown below identify that the majority of the existing private infrastructure is very old, largely built in an unregulated state, and un-maintained. Photos of both private culverts and catch basins have been attached as Appendix 5 of this report.

In total, 827 private culverts were inspected. The results are as follows:

| Diameter of Private Culvert | | | | | | | | |
|-----------------------------|-----|-----|-----|-----|-----|-----|-----|-------|
| Size (mm) | 200 | 250 | 300 | 375 | 450 | 525 | 600 | Other |
| No. of Culverts | 4 | 29 | 166 | 491 | 118 | 2 | 3 | 14 |

- Approximately 80% of culverts within this area have a diameter of 300mm/375mm.

| Percent Blockage of Private Culvert | | | | | | | | | | | |
|-------------------------------------|-----|-----|----|----|----|----|----|----|----|----|-----|
| Percent Blockage (%) | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |
| No. of Culverts | 260 | 124 | 94 | 77 | 62 | 55 | 44 | 29 | 14 | 26 | 42 |

- Approximately 25% of culverts are equal to or more than 50% blocked

| Pipe Material of Private Culverts | | | | | |
|-----------------------------------|----------|------------------------|----------------------------------|--------------------------|---|
| Pipe Material | Concrete | Corrugated Steel (CSP) | High Density Polyethylene (HDPE) | Polyvinyl Chloride (PVC) | Other – including Steel, Acrylonitrile butadiene styrene (ABS) Plastic, fiberglass, and unknown |
| No. of Culverts | 10 | 740 | 35 | 32 | 10 |

- Approximately 90% of culverts are CSP

| Private Culverts – Other Details | | | | | | |
|----------------------------------|-----|----|-----|-----|-----|-----|
| Circular | YES | NO | | | | |
| Deformed | | | YES | NO | | |
| Rust | | | | | YES | NO |
| No. of culverts | 817 | 10 | 312 | 515 | 532 | 295 |

Culvert headwalls are typically found on both sides of a culvert to help make both ends structurally stable, help reduce erosion and improve the aesthetic characteristics of the culvert. The majority of headwalls, at the private culverts, consisted of concrete, asphalt, jute bags, and rip rap. Many existing culverts were observed to not have headwalls as grass was found over the pipe(s). Other miscellaneous types of headwalls included landscaping, and wood. Approximately 36% of the headwalls were recorded as damaged (crushed and/or cracked).

The information above identifies that many of these private culverts would require some sort of maintenance or replacement in the future.

B) Private Catch Basins:

In total, 206 private catch basins were inspected. The results are as follows:

Approximately 63% of private catch basins were observed to be corrugated steel. Other materials for these private catch basins included concrete, HDPE, and plastic.

Approximately 93% of private catch basin covers observed were cast iron. The remaining cover materials were plastic and steel.

157 private catch basins were observed to be circular. 49 were observed to be square.

| Pipe Diameter observed at Private Catch Basins | | | | | | |
|--|-----|-----|-----|-----|-----|-------|
| Size (mm) | 200 | 250 | 300 | 375 | 450 | Other |
| No. of Catch Basins | 14 | 12 | 10 | 133 | 21 | 16 |

- Approximately 65% of these pipe diameters were observed to be 375mm

| Percent Blockage of Pipes at Private Catch Basins | | | | | | | | |
|---|-----|----|----|----|----|----|----|-----|
| Percent Blockage (%) | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 100 |
| No. of Pipes | 128 | 41 | 18 | 4 | 4 | 4 | 2 | 5 |

- Approximately 62% of private catch basins were not blocked with any debris

Twenty two private storm water discharge pipes were found outletting to private catch basins. Most of these discharge pipes were not observed to be deformed and 25% of them were found to have rust. These discharge pipes from the private properties ranged in sizes between 100mm and 200mm. 59% of these discharge pipes were found to be Polyvinyl chloride (PVC). The remaining materials observed were high density polyethylene (HDPE), plastic, vitrified clay, and Acrylonitrile butadiene styrene (ABS).

C) Analysis and Observations of the Dawson Drain (Refer to drawing 4M-207):

Properties abutting the Dawson Drain on Division Road were observed to be discharging their storm water into the Dawson Drain. The survey has identified the outlet pipes at these properties to be between 90 and 100% full of water.

From the most upstream location of the Dawson Drain to the ditch inlet catch basin (DICB – MH 7R9908), located approximately 60m north of Ledyard Avenue and adjacent to 3789 Woodward Boulevard, the drain is constructed of only an open channel that directs water flow northerly.

Downstream of this DICB, the drain has both an open channel and an underlying perforated HDPE drain tile. The perforated drain tile is graded so that water will flow towards Calderwood Park. The bottom of the open channel drain immediately north of the DICB (MH 7R9908) is 400mm (16 inches) higher than the elevation of the DICB. Thus, water flowing north from the upstream open channel section of the drain must rise over 16 inches when the perforated HDPE drain tile cannot handle the volume of water flowing into it. This situation seems to be likely due to the size of the HDPE drain tile and due to the fact that vegetation has overgrown into the pipe over the many years that it has been left neglected.

The open channel drain between the DICB (MH 7R9908) and the next CB (MH 7R9909) primarily flows south towards the DICB. A small portion of the open channel drain flows north in the direction of the next catch basin (MH 7R9909) which was confirmed as being

50% full of water. As the majority of this segment is flowing south, a good amount of water may spill 16 inches into the open channel of the drain that is south of the DICB.

A high point exists in the open channel drain between the next 2 catch basins (between MH 7R9909 and MH 7R9910) where water is directed both ways. MH 7R9910 was confirmed to be 20% filled with water.

The open channel drain between the next set of catch basins (MH 7R9910 and MH 7R9911) has a high point where water is directed both ways. MH 7R9911 was confirmed to be 10% full of water.

At the junction, where the Dawson Drain continues west and the perforated HDPE drain tile continues north to Calderwood Park, the survey confirms that water in the open channel section of the drain is initially directed westerly through a 1200mm CSP culvert. Water is only directed towards the catch basin (CB-1) if there is an overflow. The survey indicated that the catch basin (CB-1) is 20% full of water.

To the west of the junction, the drain acts as an open channel with an underlying perforated HDPE drain tile. A cross section of the drain was confirmed from a previous city project in 2001, demonstrating that this HDPE drain tile is 100mm (4 inches) in diameter. Two catch basins were identified in the survey and observed on site to be completely submerged and 100% full of water (CB-2 and CB-3). Other elevations along the open channel were identified as being lower than the elevations of the submerged catch basins. Some flat segments were observed through this section of the open channel drain.

Heading further westerly, where the open channel drain turns northerly towards the south of Shinglecreek Court, the survey indicates a low point between the two turns.

The last segment of the Dawson Drain south of Shinglecreek Court is where the Dawson Drain connects and outlets to the future O'Neil Drain. Low points were observed through the survey and water was generally flowing towards the circular catch basin (CB-4), that is 100% full of water, and a few other low spots. The 100mm perforated HDPE drain tile continues under this segment of the drain as well.

D) Calderwood Park – Dry Pond:

Many elevations of this dry pond were also recorded during the survey to compare the existing elevation of the dry pond relative to the elevation of the surrounding ditches.

- Bottom of ditch elevations for streets running north-south between Calderwood Avenue and Melinda Street (1 block) are very similar/slightly below the elevations at the dry pond.
- Bottom of ditch elevations south of Melinda Street are very similar/above the dry pond's elevations (for streets running north-south)

- Bottom of ditch elevations between Calderwood Avenue and Lappan Avenue are below the dry pond's elevations.

E) CCTV – Storm Sewer in Easement (Refer to Appendix 4):

Closed Circuit Television (CCTV) was undertaken for all sewer runs between Turner Road and Bliss Road, south of Lappan Avenue. Some of these sewers run through private property via an easement.

All of the CCTV runs identified below (apart from the PVC run near Bliss) demonstrated minor water settlement in the pipes. Rust was observed in all CSP pipes.

- **From MH 7R6813 to end of culvert** – approximate length = 15.2m

The culvert immediately south of MH 7R6813, located on Turner Road, has two private discharge pipes connected into the culvert. This culvert pipe appeared to be in good condition as the shape was circular. Debris was observed at the entrance of the culvert. The constructed date of this culvert is unknown.

- **From MH 7R6813 to CB-7R6812** (Turner Road ROW) – approximate length = 12.5m

Debris was found at the junction of the 2 culverts at CB 7R6813. The corrugated steel pipe is circular and it appears to be in good condition. The constructed date is unknown.

- **From CB-7R6812 to MH 7R8181** (in easement) – approximate length = 79.0m

Three private drain connections were observed to be intruding into the corrugated steel pipe. One newer looking connection was almost flush with the pipe wall. The majority of this pipe was found to be circular and in good condition except for a few locations where two holes were visible and one spot where there was a visible deformation in the pipe. The constructed date is unknown and there was some settled debris observed near CB-7R6812.

- **From MH 7R8181 to MH 7R7922** (Byng Road ROW) – approximate length = 11.8m

This reinforced concrete sewer segment was installed in 2020 as apart of the Byng Road Local Improvement project. Minor water settlement was observed in the pipe but no defects to the sewer were observed.

- **From MH 7R7922 to CB 7R6810** (in easement) – approximate length = 75.7m

Settled debris was observed in this CSP pipe near both ends. Two 'Big O' connections were found to be encroaching into this pipe. This pipe appears to be in good condition and the constructed date is unknown.

- **From CB 7R6810 to MH 7R4237** (Bliss Road ROW) – approximate length = 11.4m

This PVC pipe appears to be in good condition with one offset joint noted in the CCTV report. The constructed date is unknown.

F) Existing and Possible Outlets for this area:

Identified existing outlets for this area include:

- Dawson Drain – this drain is the existing outlet for local residential drainage. Storm water in the nearby ditches on Woodward Boulevard is generally directed north towards the Moxlay and Ledyard intersections where it is then directed towards the Dawson Drain. A 300mm PVC pipe through an easement (north of Ledyard) directs storm water from Woodward Boulevard into the perforated drain tile in the Dawson Drain.
- 1350mm trunk storm sewer on Lappan Avenue, west of Bliss Road - this storm sewer outlets into the Caribou Crescent subdivision.
- 900mm storm sewer on Seymour Road, west of Bliss Road – this storm sewer outlets to a ditch east of Blairwood Crescent.
- 1650/1800mm trunk storm sewer on Turner Road and Seymour Avenue – this trunk storm sewer outlets to the 1950mm trunk sewer on Walker Road.
- 825mm storm sewer on E C Row Avenue East (adjacent to E C Row Expressway E/B off ramp at Walker Road) – this acts as an outlet to a downstream sewer on Walker Road while collecting existing water from Byng Road and Turner Road to the south
- 1050mm storm sewer and stub on Foster Avenue – this outlets to an existing 750mm storm sewer on Walker Road
- 300mm storm sewer on Moxlay Avenue between Walker Road and Riberdy Road– this outlets to a 900mm storm sewer on Walker Road
- 375mm storm sewer on Calderwood Avenue, west of Bliss Road – this outlets to the Caribou Crescent subdivision
- Lappan Drain – There is an outlet into the airport property from Riberdy Road, which likely takes the local residential drainage from Riberdy Road.

The 2020 Byng Road Local Improvement project resulted in a realignment of the original drainage areas on the lands bounded by Division Road to the south, E. C. Row Avenue to the north, Riberdy Road to the east, and Bliss Road to the west. Appendix 3 shows that Byng Road's drainage area is now included in the Walker Road sewer system.

The intent is to also bring the area surrounding Turner Road into the Walker Road sewer system once improvements have been made to the Grand Marais Drain and once a nearby restriction at the E. C. Row Expressway and Walker Road has been removed.

Possible future storm sewer outlets can be found in the attached Appendix 3.

- Walker Road would have a trunk sewer system ranging from 1050mm to 1650mm in diameter and extending from Ledyard Avenue to Lappan Avenue (3 blocks). The

current storm sewers on this stretch of Walker Road are undersized as the largest existing storm sewer constructed is 675mm in diameter.

- A 1200mm trunk storm sewer is proposed for Melinda Street (between Walker Road and Riberdy Road). The outlet for any block(s) of Riberdy Road is likely to be Walker Road or the Lappan Drain.
- The outlet for Riberdy Road between Ledyard Avenue and Melinda Street may not be the Lappan Drain, as its Drainage Area was defined by Bruce D. Crozier Engineering Inc. in 2002. This drainage area terminates east of Farm Lot 97 which is immediately west of the Canadian National Railway.
- An extension of the 1050mm storm sewer on Foster is identified as being connected to the trunk storm sewer on Turner.

G) Local Improvement:

The Local Improvement Policy adopted by CR431/2020 and payment schedule adopted by CR432/2020 applies where:

- A storm and/or sanitary sewer does not exist; and
- Abutting property owners have requested in writing a storm and/or sanitary sewer be installed as a local improvement; or
- The City initiates the installation of a storm and/or sanitary sewer as a local improvement

The abutting property owners will be assessed for:

- The approved cost, per metre, for the construction of a sanitary and/or storm sewer along the property frontage;
- The full cost for the construction of a private drain connection and cleanout extending from the centre line of the right of way to the property line of the benefitting property.
- 100% of the cost for boulevard restoration.

The general rate will contribute:

- The remainder of the cost of sewers at intersections, in front of city owned property/alleys, and road drainage. The city will also pay the balance of the cost for the price of storm sewers.

The approved per metre frontage cost to install a new storm or sanitary sewers charged to residents is based on the cost to install a 300mm and 250mm diameter pipes respectively, and not the actual pipe size which may be greater. These pipe sizes are the

minimum sizes used by the City, and this assumption assures that overcharging of residents at the downstream end of the system is avoided.

Regarding curbs and gutters, the policy applies where:

- A paved road is currently without curbs and gutters; and
- Pavement rehabilitation/reconstruction is to be undertaken by the City; and
- Abutting property owners have requested in writing curbs and gutters be installed; or
- The City initiates the installation of curbs and gutters as a local improvement in conjunction with a pavement rehabilitation project

The abutting property owners will be assessed for:

- 100% of the cost, per metre of frontage, for the construction of concrete curbs and gutters;
- 100% of the cost for boulevard restoration.

The general rate will contribute:

- The remainder of the total cost of curbs and gutters at intersections, in front of city owned property/alleys, and road drainage.

All identified street segments with a rural cross section currently do not have a storm sewer or curb and gutter, and are subject to the Local Improvement Policy.



Committee Matters: SCM 121/2022

Subject: Science Based Targets for GHG Reduction – City Wide

Moved by: Councillor Kaschak
Seconded by: Councillor Francis

Decision Number: **ETPS 893**

THAT the report of the Community Energy Plan Administrator dated April 8, 2022 entitled “Science Based Targets for GHG Reduction – City Wide” **BE RECEIVED** for information; and,

THAT City Council **APPROVE IN PRINCIPLE** Windsor’s Science Based Targets of a 68% reduction in city-wide emissions (scope 1 and 2) and a 55% reduction in corporate-wide emissions (scope 1 and 2) below 2005 baseline by 2030; and,

THAT City Council **APPROVE IN PRINCIPLE** a NET ZERO Target for 2050; and,

THAT Administration **BE DIRECTED** to report back with an updated strategy to reach these targets by November 2023 that considers implementation timelines, resourcing and financial impacts of meeting science-based targets; and,

THAT Administration **BE DIRECTED** to send a letter to the County of Essex and City of Detroit requesting their support of Windsor’s Science Based Targets for GHG Reduction.
Carried.

Report Number: S 42/2022
Clerk’s File: E/10822

Clerk’s Note:

1. The recommendation of the Standing Committee and Administration are **not** the same.
2. Please refer to Item 8.2. from the Environment, Transportation & Public Safety Standing Committee Meeting held April 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220428/-1/7324>

Subject: Science Based Targets for GHG Reduction – City Wide

Reference:

Date to Council: April 27, 2022
Author: Michelle Moxley-Peltier
Community Energy Plan Administrator
519-255-6100 ext. 6109
mmoxleypeltier@citywindsor.ca
Asset Planning
Report Date: April 8, 2022
Clerk's File #: E/10822

To: Mayor and Members of City Council

Recommendation:

THAT the report of the Community Energy Plan Administrator dated April 8, 2022 entitled Science Based Targets for GHG Reduction **BE RECEIVED** for information; and,

THAT City Council **APPROVE IN PRINCIPLE** Windsor's Science Based Targets of a 68% reduction in city-wide emissions (scope 1 and 2) and a 55% reduction in corporate-wide emissions (scope 1 and 2) below 2005 baseline by 2030; and,

THAT City Council **APPROVE IN PRINCIPLE** a NET ZERO Target for 2050; and,

THAT Administration **BE DIRECTED** to report back with an updated strategy to reach these targets by November 2023 that considers implementation timelines, resourcing and financial impacts of meeting science-based targets.

Executive Summary:

Between 2015 and 2017, the City of Windsor developed the Community Energy Plan (CEP) and the Corporate Climate Action Plan (CCAP) to address climate change mitigation. Implementing actions to reduce greenhouse gas emissions (GHGs) is vital to limiting the rate and extent of climate change. Through the CEP and CCAP, the City set ambitious reduction targets and identified strategies to meet them. Targets were created to align with best practices (Paris Agreement, Government of Canada and Government of Ontario mandates).

The Community Energy Plan (CEP) set ambitious and transformative community-wide targets to reduce:

- (1) Greenhouse Gas (GHG) emissions by 40% of 2014 levels by 2041, and
- (2) per-capita energy consumption by 40% of 2014 levels by 2041.

The Corporate Climate Action Plan (CCAP) set the corporation's reduction targets at:

- (1) GHG Emission targets:
 - a. 20% below the 2014 baseline by 2030
 - b. 40% below the 2014 baseline by 2041
- (2) Corporate Energy Usage:
 - a. 11% below the 2014 baseline by 2030
 - b. 25% below the 2014 baseline by 2041

Since 2017, actions at the local, national, and international levels have prompted administration to recommend updating Windsor's CEP and CCAP targets and adopting the Science Based Target Network's methodology for setting Science Based Climate Targets, including:

- The City's Climate Change Emergency Declaration (CR570/2019);
- Government of Canada's updated GHG Reduction Targets (reduction of 40-45% below 2005 levels by 2030 and net zero by 2050); and
- The Intergovernmental Panel on Climate Change (IPCC) Special report "Global Warming of 1.5°C" recommending that emissions must decline by about 45% globally by 2030 and reach net zero by 2050.

An outcome of the City's Climate Change Emergency Declaration (CR570/2019) is the recommendation to update the City's GHG emission targets to reflect the commitment to achieve a reduction of 45% of 2010 levels by 2030 and reaching Net-Zero emissions by 2050. In order to achieve these reduction targets, a number of interim targets are required to ensure the implementation of emission reduction activities are accelerated and progress is tracked (Council Report S 18/2020 Acceleration of Climate Change Actions in response to the Climate Change Emergency Declaration).

Using the Science Based Climate Targets methodology for cities, administration recommends the adoption of the following targets:

- 68% reduction in community-wide GHG emissions (scope 1 and 2) and a 55% reduction in corporate-wide GHG emissions (scope 1 and 2) below 2005 baseline by 2030.
- Net-Zero in 2050 for community-wide GHG emissions (scope 1 and 2) and Corporate -wide GHG emissions (scope 1 and 2).

The proposed Community and Corporate Science Based GHG Reduction targets are ambitious and aspirational. Administration acknowledges that reaching the proposed targets will not be easy. Strategies identified in the Community Energy Plan and Corporate Climate Action Plan will achieve a portion of the GHG reductions needed for Windsor to contribute its fair share. Updating the CEP and CCAP to align to the proposed Community and Corporate GHG Reduction targets is necessary by the end of 2023.

Council is being asked to endorse the proposed Community and Corporate Science Based GHG Reduction targets which will allow the City to maintain the eligibility for a leadership level rating in the global Carbon Disclosure Project reporting as recommended by the Global Covenant of Mayors on Energy and Climate Change. The

in principle endorsement of the proposed science based targets will also support the City's continued eligibility for federal grants.

Background:

In 2002, the City of Windsor undertook the first steps to address reducing emissions through its commitment to the Federation of Canadian Municipalities (FCM) Partners for Climate Protection network (PCP). The City's 2006 Environmental Master Plan provided further direction to implement the milestones of the PCP program, which lead to the completion of the City's first greenhouse gas (GHG) inventory in 2010 (Milestone 1).

In 2015, the City of Windsor committed to the Compact of Mayors (now the Global Covenant of Mayors (GCoM)), a global network of cities pledging to reduce GHG emissions, enhance resilience to climate change (adaptation) and track progress in a standardized and transparent manner. Windsor annually reports to GCoM through the Carbon Disclosure project (CDP). In 2015, City Council also approved the development of the City's Community Energy Plan (CEP) and Corporate Climate Action Plan (CCAP). These plans were approved by City Council in July 2017 (CR426/2017).

The vision of the CEP is to create economic advantage, mitigate climate change, and improve energy performance. It strives to position Windsor as an energy center of excellence that boasts efficient, innovative, and reliable energy systems that contribute to the quality of life of the residents and businesses.

The CEP looks at Community-wide energy and emissions while the CCAP focuses on direct corporate emissions (i.e. City owned and operated buildings, corporate fleet). Corporate emissions represent less than two (2) percent of the overall Community Emissions.

Both the CEP and CCAP are "living documents" which identify actions with positive impacts to Windsor's economy, environment, and energy security. As the Plans evolve, opportunities will arise requiring updates to emission targets and climate mitigation strategies.

Governments, organizations, municipalities, and corporations continue striving to achieve aggressive reduction targets. The Science Based Targets Initiative (SBTi) was established in 2015 to help companies and cities to set emission reduction targets inline with climate science and Paris Agreement goals. SBTi is a partnership between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF) and has taken the lead in defining and promoting best practice in science based target setting. Science Based Targets have become the standard by which companies and cities set and report credible targets addressing the climate crisis.

Discussion:

Existing City of Windsor Targets

The City of Windsor's existing climate based targets were developed in accordance with the Paris Agreement and the Government of Canada's 2015 GHG reduction targets (30% below 2005 levels by 2030).

The Community Energy Plan (CEP) set ambitious and transformative community-wide targets to reduce:

- (1) Greenhouse Gas (GHG) emissions by 40% of 2014 levels by 2041, and
- (2) per-capita energy consumption by 40% of 2014 levels by 2041.

The Corporate Climate Action Plan (CCAP) set the corporation's reduction targets at:

- (2) GHG Emission targets:
 - c. 20% below the 2014 baseline by 2030
 - d. 40% below the 2014 baseline by 2041
- (3) Corporate Energy Usage:
 - a. 11% below the 2014 baseline by 2030
 - b. 25% below the 2014 baseline by 2041

Community

When reporting the community's progress at GHG reduction, administration selected a reporting base year of 2005 to: (1) align with federal and provincial base years and (2) reflect the early actions taken at the provincial and municipal levels, including actions taken by the Government of Ontario to phase-out coal-fired power generation effective December 31, 2014.

Over the 2014-2019 period, community-wide emissions averaged about 1.81 million tonnes of equivalent carbon dioxide (tCO₂e) per year, a 29 per cent reduction as compared to 2005. Total community-wide greenhouse gas emissions in 2020 were 1.47 million tCO₂e, or a 42 per cent reduction as compared to 2005. However, it is important to note the extraordinary impact the COVID-19 pandemic had on emissions. GHG emissions are anticipated to rebound as COVID-19 related restrictions are lifted.

Figure 1: Windsor's Community-Wide Greenhouse Gas Emissions Versus Federal and Provincial Reduction Targets

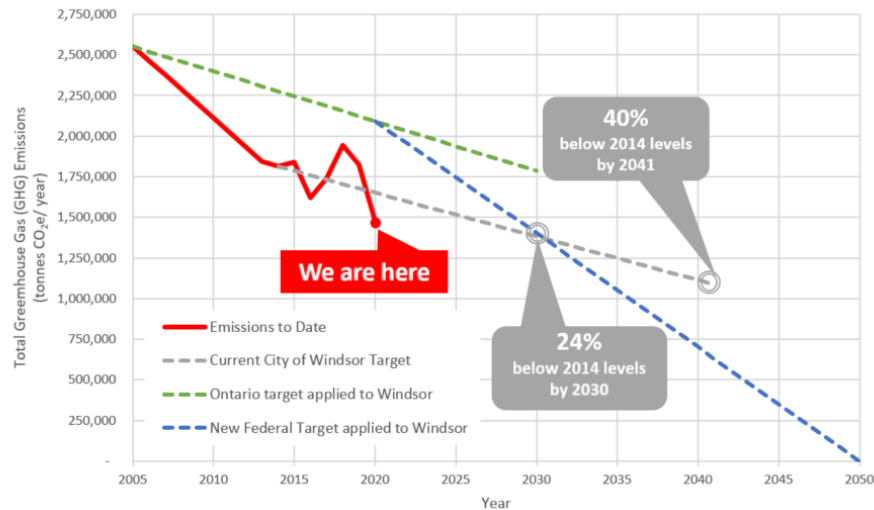


Figure 1: Windsor's Community-Wide Greenhouse Gas Emissions versus Federal and Provincial Targets highlights Windsor's actual GHG emissions as compared to current GHG reduction targets. It is expected that by 2030, the Federal Government Targets announced in 2020 will outpace the targets set out in the CEP.

Corporate

Over the 2014-2019 period, corporate emissions averaged about 32,362 tCO₂e per year, a 27 per cent reduction as compared to 2005. Between 2014 and 2019, the corporation saw overall emissions increase 16% due to the following:

- Implementation of CHP technology at Huron Lodge (1,266 tCO₂e), WFCU Centre (1,321 tCO₂e), and WIATC (3,414 tCO₂e).
- Added Windsor Bio solids Processing Facility to Inventory in 2019 (3,317 tCO₂e)
- Added Paul Martin Building to Inventory in 2019 (91 tCO₂e)

Total corporate-wide greenhouse gas emissions in 2020 were 35,132 tCO₂e, or a 20 per cent reduction as compared to 2005.

Figure 2: Windsor's Corporate Greenhouse Gas Emissions Versus Federal and Provincial Reduction Targets

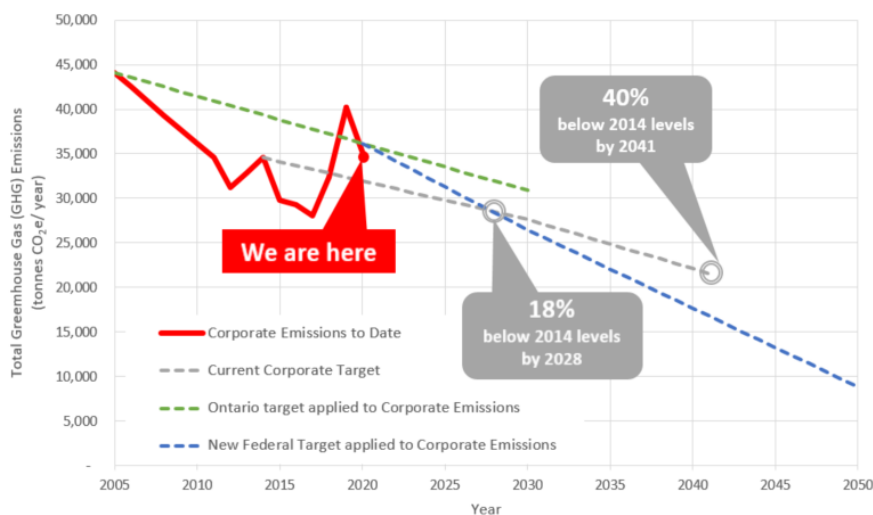


Figure 2: Windsor's Corporate Greenhouse Gas Emissions versus Federal and Provincial Targets highlights Windsor's actual GHG emissions as compared to current GHG reduction targets. It is expected that by 2028, the Federal Government GHG reduction targets for federal operations announced in 2017 will outpace the targets set out in the CCAP.

Climate Change Actions (2018-2022)

The CEP and CCAP form the basis for Windsor's GHG reduction commitments. The City's targets and adaptation and mitigation strategies are on record in the public domain in whole or in part through our reporting activities with Partners for Climate Change (PCP) (Milestones 4 and 5) and Carbon Disclosure Project (CDP) (Cities Questionnaire). Since the release of the CEP and the CCAP reports in 2017, the following actions have taken place that have lead administration to recommend the adoption of Science Based Targets for Windsor.

- 2018 - The Intergovernmental Panel on Climate Change (IPCC) Special report "Global Warming of 1.5°C" outlined that emissions must decline by about 45% by 2030 and reach net zero by 2050. Due to the scale of changes required, each year mitigation actions are delayed, the feasibility of reaching targets is diminished (Council Report S 18/2020).
- 2018 – Governments of Canada and Ontario updated GHG reduction targets to 30% below 2005 levels by 2030
- 2019 – The Approval of City of Windsor's Climate Change Emergency Declaration (CR570/2019) which reads in part:

WHEREAS the most recent report by the UN Intergovernmental Panel on Climate change (IPCC) has indicated that within less than 12 years, in order to keep the global average temperature increase to 1.5 degrees Celsius and maintain a climate compatible with human civilization, there must be a reduction in carbon emissions of

about 45% from 2010 levels, reaching net zero carbon emissions by 2050;

- 2020 – Government of Canada updated GHG Reduction Targets to a reduction of 40-45% below 2005 levels by 2030 and net zero by 2050.
- 2021 – CDP revamped its annual Cities questionnaire with an increased focus on Net-Zero targets and the integration of Science-Based Climate Targets.
- 2021 – The Canadian Net-Zero Emissions Accountability Act (the Act) became law. The Act marks the first time a Canadian government has legislated emissions reductions accountability to address climate change. The Act sets legal requirements for current and future governments to plan, report, and course correct on the path to Net-Zero emissions by or before 2050. It also enshrines in legislation Canada's commitment to set national targets for the reduction of GHG every five (5) years from 2030 to 2050 and an emissions reduction plan, a progress report, and an assessment report for each target to be published and tabled in Parliament.¹
- 2021 – COP 26 UN Climate Change Conference brought together parties to accelerate action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change. Canada pledged to further cut emissions of CO₂, by signing the Global Methane Pledge (reducing oil and gas methane emissions by at least 75 percent below 2012 levels by 2030).
- 2022 – CDP updated its annual Cities questionnaire to require the setting of Science-Based Climate Targets for 2030 with a net zero target for 2050 in order to maintain the "Leadership" designation.
- 2022 – Government of Canada released 2030 Emissions Reduction Plan: Canada's Next Steps for Clean Air and a Strong Economy (March 29, 2022). The plan reiterates the government's commitment to reduce emissions across the entire economy to reach Canada's emissions reduction target of 40 to 45% below 2005 levels by 2030 and put us on a path to achieve net zero emissions by 2050. The plan also describes actions driving the required reductions.

Introduction to Science Based Climate Targets

Science-based climate targets provide a clearly defined pathway for companies, financial institutions, and cities to reduce greenhouse gas (GHG) emissions, helping prevent the worst impacts of climate change.

Targets adopted by cities are considered "science-based" if they are in line with what the latest climate science deems necessary to meet the goals of the Paris Agreement, which aims at limiting global warming to well-below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C. Science-based climate targets must be science-driven, equitable and complete.

Science-Based Climate Targets: A Guide for Cities, November 2020 defines science-driven as being led by the latest climate science. Equitable means they take into account the different historical contributions to levels of carbon dioxide in the

¹ Source: page 18, 2030 Emissions Reduction Plan – Canada's Next Steps for Clean Air and A Strong Economy

atmosphere and take into account social-economic development. Complete means that these targets are robust and comprehensive, taking into account all emissions from a variety of sources (scope 1 and 2 are mandatory with scope 3 optional) and Multiple GHGs (i.e. CO₂, HFCs, CH₄).

In addition, “science-based” targets should reflect a fair share of the 50 per cent global reduction in greenhouse gas emissions by 2030 as identified in the United Nations (UN) Intergovernmental Panel on Climate Change (IPCC) Special Report on Global Warming of 1.5°Celsius. The “fair share” principle reflects the responsibility of nations and cities with high income and high emissions to do more to reduce emissions compared to those with lower income and emissions. Cities in North America, Australia, Japan, and Germany are considered high-income and high-emissions per capita cities.²

Three components make up GHG Emissions are identified as scopes. Scope 1 and 2 emissions are mandatory to report, whereas scope 3 emissions are voluntary and the hardest to monitor.

Scope 1 emissions are direct emissions from owned and controlled resources. Scope 1 emissions are emissions released into the atmosphere as a direct result of a set of activities. All fuels that produce GHG emissions must be included in scope 1 (i.e. fuel burned by all vehicles owned or controlled, fugitive emissions from refrigeration and air conditioning, and process emissions released during industrial processes and on-site manufacturing).

Scope 2 emissions are indirect emissions from owned resources from the generation of purchased energy, from a utility provider. Scope 2 emissions include those released in the atmosphere, from the consumption of purchased electricity, steam, district heat and cooling.

Scope 3 emissions are all indirect emissions that are not included in scopes 1 and 2. They occur in the value chain of the reporting entity (company or municipality), including both upstream and downstream emissions. Emissions are linked to operations and include actions like business travel, employee commuting, waste disposal, purchasing goods and services, and transportation and distribution between the reporting entity and suppliers and customers.

Benefits of Science Based Targets

Unfortunately, the world is far from being on track to limit global warming. In fact, under the Paris Agreement, it is expected that the current reduction commitments of the 196 signing countries combined will result in increased global warming of between 2.9 °C and 3.4 °C by the end of the century. If action is not taken to mitigate, increases in warming will have huge implications for water and food security, living standards and human health, and will affect current and future generations.

To safeguard our future, cities must also play their part to reduce emissions. Together we can drive environmental action from all levels of government and all corners of the

² Source: page 24: City of London's Climate Emergency Action Plan – Draft February 2022

economy. Science-Based Climate Targets: A Guide for Cities, November 2020 states that cities setting science-based climate targets will benefit from clearly defined targets, which specify the scale and pace at which they need to reduce their GHG emissions. Setting science-based climate targets at the community level to reduce GHG emissions can:

- Demonstrate commitment on the importance of aligning climate action with science to support community and businesses climate based priorities and direction;
- Provide transparency about where GHG emission reduction commitments need to be according to science, identify gaps, and prioritize actions based ease of implementation and planning requirements;
- Create a pathway to realize a long-term target for 2050, and provide manageable steps that can be measured and reported annually;
- Build capacity in the community and with businesses to deal with budgets, resources, information, and other requirements to meet targets; and
- Signal to new businesses and investors that Windsor is committed to climate change action and environmentally sustainable practices.

Why should Windsor adopt Science Based Targets?

Windsor is being strongly encouraged to adopt science based climate targets. Encouragement is coming from the following areas:

- Align best practices with Federal, CDP and global municipal action
- Grant qualification
- Our local businesses are setting science based targets

Align Best Practices with Federal, CDP, and Global Municipal Action

Organizations where Windsor is a member

The City is a member of a number of organizations that promote climate action and science based climate target setting.

The City joined the Global Covenant of Majors on Climate and Energy (GCoM-CE) in 2015. The GCoM-CE enables cities, local governments, and the networks that support them to bridge the gap from climate ambition to action delivery. Carbon Disclosure Project (CDP) is a global platform used by GCoM-CE members to measure, manage, and disclose environmental data. Participating cities demonstrate their commitment to building a sustainable economy and tracking climate change through the disclosure of urban sustainability actions annually.

For each year the City of Windsor has received a grade for completing the Annual CDP Cities Questionnaire, Windsor has not received an overall grade of less than A-, which corresponds to the highest level obtainable: Leadership level. Cities at the leadership level demonstrate the following:

- Best practice standards across adaptation and mitigation,
- Set ambitious but realistic goals and made progress towards achieving those goals, and

- Strategic, holistic plans in place to ensure the actions taken reduce climate impacts and vulnerabilities of the citizens, businesses and organizations residing in your city.

CDP has communicated with City Administration a new requirement for 2022, requiring cities to perform the following in order to continue acting as a leader (A or A- rating) in climate action cities:

- Ensure targets are set and achieved using science (aka Science Based Climate Targets).
- Share expertise in climate action by joining national and international city networks so that other cities can learn from your experience.

Windsor's energy and GHG reduction targets are not in alignment with the standard used by CDP, or with the Science Based Target Initiative, requiring targets to be science based and capable of limiting global warming to 1.5°C. The City runs the risk of losing our leadership rating (A or A-) with CDP. Based on the scoring rubric for the 2022 Cities Questionnaire, a city without Science Based Targets will receive a maximum grade of B.

Federal Government Reduction Targets

In 2020, the Government of Canada updated GHG Reduction Targets to a reduction of 40-45% below 2005 levels by 2030 and Net-Zero by 2050. In March 2022, the 2030 Emissions Reduction Plan reiterated Canada's pledge and detailed actions planned or in progress to assist Canada in meeting its targets.

An update to GHG reduction targets is recommended, as the City's targets are no longer in alignment with Federal targets. Council Report S 135/2020 – City of Windsor Carbon Budget acknowledged that in the near future the City of Windsor would need to update the City's targets to continue to align with federal targets and international best practices, and

“... revise its own emissions reduction targets to align with the federal target in order to align with the requirements of the Global Covenant of Mayors. This alignment is also required in order to proceed with certain grant opportunities.”

Other Municipalities with Science Based Targets

A number of cities across Ontario, Canada, and the world are joining Cities Race to Zero, where cities commit to setting science-based targets, start implementing inclusive and resilient climate actions in conjunction with COP 26 UN Climate Change Conference in Glasgow. Partners in this initiative include C40, ICLEI, the Global Covenant of Mayors, CDP, UCLG, WRI, and WWF. Cities demonstrate their support for climate action in line with the goals of the Paris Agreement. Participating cities include but are not limited to Toronto ON, Ottawa ON, Hamilton ON, Guelph ON, Montreal QC, Vancouver BC, Ann Arbor MI, Detroit MI, Houston TX, New York NY, Hong Kong, Chengdu China, and Delhi India.

In 2022, London ON released a Climate Emergency Action Plan. The plan included a section detailing the city's pathway to community net zero emissions by 2050, and provided updated emission targets aligned to the science based target initiative and capable of limiting global warming to 1.5°C.

Grant Qualification

Many federal grants that the City of Windsor strives to be awarded include detailed questions around GHG emissions and often include requirements to show how the project aligns with either the City's or Federal GHG targets and plans. Infrastructure Canada has also developed a Climate Lens document to detail when a GHG mitigation or resiliency assessment is needed. The mitigation assessments must include a detailed report of GHG emissions through project construction and operation out to the end of the projects useful life along with the carbon costs in 2030. Over the last couple of years, Administration is noting the threshold for asking questions regarding GHG emissions is lowering to projects of less value as time progresses. There are many grants becoming available with the purpose of lowering GHG emissions in alignment with the new federal GHG targets. Examples of recent grant applications include:

- Infrastructure Canada's Green and Inclusive Community Buildings – The Green and Inclusive Community Buildings (GICB) program aims to build more community buildings and improve existing ones – in particular in areas with populations experiencing higher needs – while also making the buildings more energy efficient, lower carbon, more resilient, and higher performing. The City has submitted to this grant opportunity titled The Re-Imagination of Adie Knox Herman Recreation Complex for Adie Knox as per Council Decision CR274/2021.
- FCM's – Community Buildings Retrofit Initiative – GHG Reduction Pathway Feasibility Study. Geared to recreational and cultural facilities to implement GHG reduction measures to achieve 50% GHG reductions within 10 years and 80% GHG reductions within the next 20 years. The City has submitted to this grant to develop GHG reduction pathways for Forest Glade Arena and Community Centre, Gino and Liz Marcus Community Complex, Optimist Community Centre, Const. John Atkinson Memorial Community Centre, Capri Pizzeria Recreation Complex, and WFCU Centre as per Council Decision CR462/2021 and Council Report C149/2021.
- FCM's Green Municipal Funding – Sustainable Neighbourhood Action Plan. Geared to municipalities developing plans to support sustainable development at the neighbourhood scale to reduce GHG emissions and improve soil, water, and air quality. Plan should build on municipal sustainable community plan or strategy and may target a specific area or apply to the entire municipality. The City has recently been awarded this grant for the development of a sustainable neighbourhood action plan for the Sandwich South area as per Council Report S 116/2020.
- The Low Carbon Economy Challenge is part of the Low Carbon Economy Fund (LCEF). It leverages Canadian ingenuity to reduce greenhouse gas (GHG) emissions and generate clean growth in support of Canada's clean growth and climate action plans. The City has recently submitted an expression of interest

for (1) wastewater energy transfer system in a constructed transfer station at a City owned site, and (2) energy reduction projects for the Aquatic Centre and Training Facility, Downtown Bus Terminal, Art Gallery, Windsor Police HQ/Provincial Courts, and 350 & 400 City Hall Square.

It is important to note that grants are moving toward the requirement of Science Based Targets as part of grant eligibility to ensure recipients are setting credible and defensible emission targets that aligns to best practices.

Our Businesses are Setting Science Based Targets

Many corporations with operations in the City of Windsor have GHG Reduction and / or Climate Change targets that are science based and conform to the 1.5°C scenario. Many of the corporate targets are more aggressive than Windsor's current target.

- Stellantis (Chrysler) – Committed to reducing 50% of their overall carbon footprint by 2030 (from 2021 baseline) and reaching net zero by 2038. For 2030, this equates to a 75% reduction in Scope 1 and Scope 2 absolute emissions, and a 50% reduction in Scope 3 intensity emissions.
- Pernod Ricard - Committed to reducing 50% of their overall carbon footprint by 2030 and reaching net zero by 2050, addressing Scope 1, 2 and 3 emissions
- Caesars Windsor - Goal of reducing Scope 1 and 2 emissions by 35% by 2025 and by 100% by 2050
- Ford Motor Company – Goal of reducing Scope 1 and 2 emissions by 76% by 2035 (from 2017 baseline) and 50% reduction in Scope 3 emissions by 2035 (from 2019 baseline)
- Enbridge Gas Inc. – Committed to reducing 35% of the intensity of GHG emissions from their operations by 2030 and to eliminate GHG emissions from their business on a net basis (net zero) by 2050 (Scope 1 and 2 emissions).

Climate and emission targets are now Key Performance Indicators (KPI's) utilized when making investment and product line decisions. To remain competitive, local operations must meet corporate targets. Setting Science-Based targets will align the City with the targets of many of our major employers. As a community, we need to work together to achieve economic prosperity, lower GHG emissions and reduce energy costs. The City of Windsor will continue to collaborate with businesses to understand their challenges in reaching their goals, and identify where City policies and programs may support community emissions reductions.

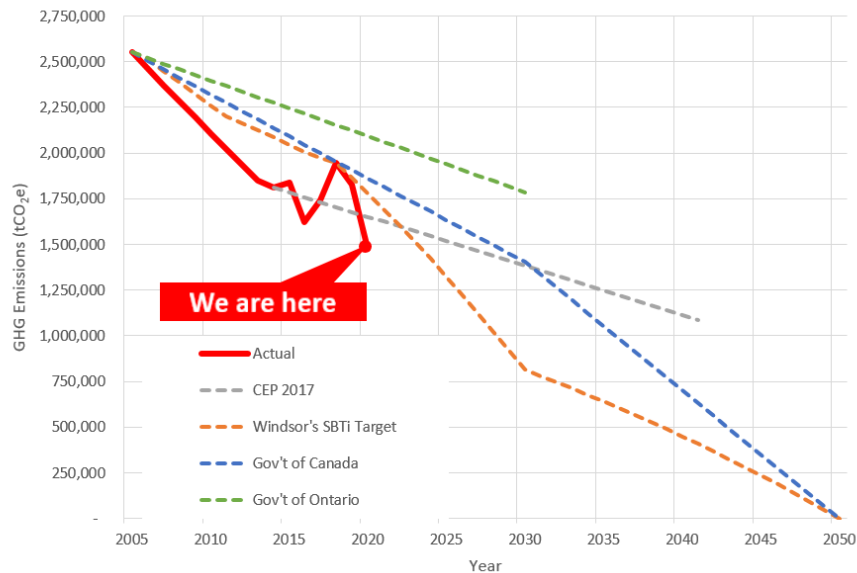
City of Windsor's Proposed GHG Reduction Targets for 2030 – 2050

An outcome of the City's Climate Change Emergency Declaration (CR570/2019) is the requirement to update GHG emission targets to reflect the commitment to achieve a reduction of 45% of 2010 levels by 2030 and reaching Net-Zero emissions by 2050. In order to achieve these reduction targets, a number of interim targets are required to ensure the implementation of emission reduction activities are accelerated and progress tracked.

Figure 3: Proposed Community GHG Reduction Targets for 2030, 2035, 2040, and 2045 illustrates the pathway for Windsor's science-based GHG emission target as

compared to targets from the CEP, Government of Ontario and the Government of Canada. Science Based targets are more aggressive than government targets between 2022 and 2050.

Figure 3: Proposed Community GHG Reduction Targets for 2030, 2035, 2040, and 2045

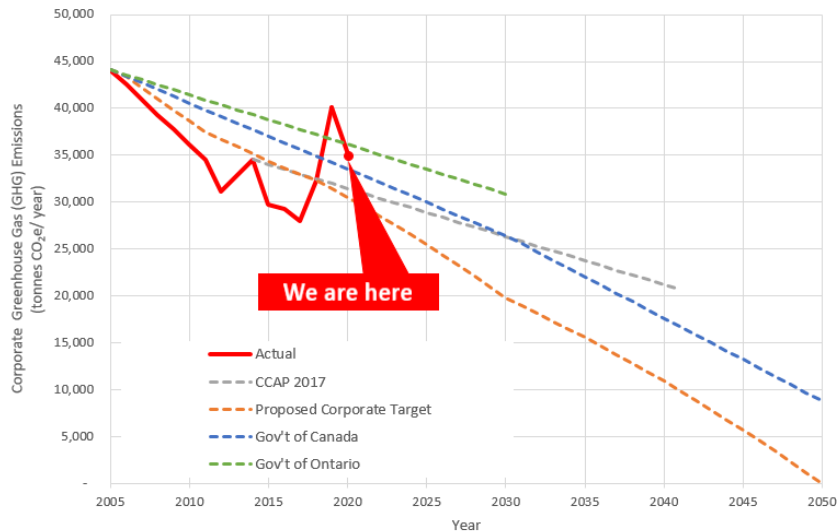


The following community targets for 2030, 2035, 2040, and 2045 are proposed.

- 68% reduction in total city-wide emissions by 2030 (about 1,740,000 tonnes per year) from 2005 levels (scope 1 and scope 2),
- 75% reduction in total city-wide emissions by 2035 (about 1,910,000 tonnes per year) from 2005 levels (scope 1 and scope 2),
- 82% reduction in total city-wide emissions by 2040 (about 2,100,000 tonnes per year) from 2005 levels (scope 1 and scope 2),
- 91% reduction in total city-wide emissions by 2045 (about 2,320,000 tonnes per year) from 2005 levels (scope 1 and scope 2),
- Net Zero by 2050 (about a 2,500,000 tonnes per year reduction from 2005 levels) (scope 1 and scope 2).

Figure 4: Proposed Corporate GHG Reduction Targets for 2030, 2035, 2040, and 2045 illustrates the pathway for Windsor's corporate science-based GHG emission target as compared to targets from the CCAP, Government of Ontario, and the operation target from the Government of Canada. Science Based targets are more aggressive than government targets between 2022 and 2050.

Figure 4: Proposed Corporate GHG Reduction Targets for 2030, 2035, 2040, and 2045



The following corporate targets for 2030, 2035, 2040, and 2045 are proposed.

- 55% reduction in total corporate emissions by 2030 (about 24,356 tonnes per year) from 2005 levels (scope 1 and scope 2),
- 65% reduction in total corporate emissions by 2035 (about 28,538 tonnes per year) from 2005 levels (scope 1 and scope 2),
- 75% reduction in total corporate emissions by 2040 (about 33,197 tonnes per year) from 2005 levels (scope 1 and scope 2),
- 87% reduction in total corporate emissions by 2045 (about 38,373 tonnes per year) from 2005 levels (scope 1 and scope 2),
- Net Zero by 2050 (about a 44,104 tonnes per year reduction from 2005 levels) (scope 1 and scope 2).

Administration acknowledges that the aspirational targets proposed will only be possible with the collaborative efforts and support of all levels of government (municipal, provincial, federal).

Next Steps

By endorsing the proposed targets in principle, administration will be in a position to report to the proposed Community and Corporate GHG reduction targets in our response to the 2022 CDP Cities Questionnaire, which closes July 27, 2022. Doing so will provide us the opportunity to maintain our eligibility for the leadership level rating. Additionally, having alignment with science based and federal targets will further support the City's eligibility for federal grant applications.

Using the proposed Community and Corporate Science Based GHG Reduction targets, administration will develop updated CEP and CCAP plans, building from the current plans. This work will include a review of current strategies, identify strategies to close the gap between existing and proposed targets, explore partnership opportunities and resourcing requirements. The updates will be provided to the new term of Council for final consideration in the latter half of 2023.

Risk Analysis:

There is a likelihood of reputational risk to the City if it does not address the need for science based reduction targets as outlined above.

Community members are expecting that the City will proceed with its own plan to reduce emissions, create jobs and establish a smart energy future in Windsor by implementing the strategies from the Community Energy Plan. Social awareness of the dangers of climate change and the importance of climate change mitigation through emissions reduction has increased significantly since 2017 as demonstrated by local climate strikes and the recent climate emergency declaration.

Both the Community Energy Plan and the Climate Change Adaptation Plan outline the financial risk to the Community from not taking action on Climate Change. These include escalating energy and carbon costs as well as the possible losses from increasing climate change impacts (i.e. basement flooding). The City is also at risk of being ineligible from some grant opportunities while also not being able to achieve full grant points when questions are posed about alignment with federal GHG emissions targets or GHG ambition.

The Environmental Sustainability and Climate Change office currently operates with two (2) full-time staff, one (1) temporary staff, and one (1) Co-op student supporting two terms to implement the Environmental Master Plan, Community Energy Plan, Corporate Climate Action Plan, and the Climate Change Adaptation Plan. Implementing Climate Change Mitigation actions to meet the existing and proposed GHG reduction targets requires full-time resourcing. Currently wages are partially funded as part of external grant project funding.

Climate Change Risks

Climate Change Mitigation:

The setting of science based GHG targets will provide ambitious targets that will require action by all levels of government and community. If approved, an updated action plan will be required to determine the best path forward for our community.

Climate Change Adaptation:

Windsor is currently experiencing climate impacts from greenhouse gases emitted historically. A reduction in emissions in a certain location will not result in decreased impacts immediately, however climate mitigation efforts are required now to reduce the risk of further climate impacts in the future.

Financial Matters:

The strategies currently outlined in the CEP and CCAP remain valid and become the starting point for the development of the new updated plan. The November 2023 update to both of these plans will address both the strategies required and the estimated costs to achieve the proposed science based targets.

While the current operating and capital budgets do not have dedicated funds earmarked for the implementation of a number of the strategies identified in the current CEP and CCAP, some strategies have been further built out under separate master planning documents that include implementation schedules and costing such as the Active Transportation Master Plan. The November 2023 updated plan and implementation schedule will include recommendations on the long term funding required to advance the plan.

At this time, Administration is not requesting any additional funds to support the update to the CEP and CCAP plans with actions to move towards Net-Zero. Currently staffing resources are available to bring forward the draft plan by the end of 2023. The existing Environmental Master Plan Operating Funds are sufficient to support the required stakeholder and community engagement that will be required to develop a community supported plan.

In the event challenges materialize as administration develops the plan (i.e. requiring modelling or consultant services) or where grant opportunities become available to support the plan update, administration will report back to City Council.

Consultations:

Asset Planning

Finance

External: City of London, QUEST ON Working Group, CDP

Conclusion:

Based on the actions of organizations the City reports to (i.e. GCoM-CE, CDP, ICECI, etc.) there is reasonable grounds to update Windsor's Community and Corporate GHG Emissions targets to align with the Science Based target initiative and the federal government. This conclusion is made with the understanding that implementing science based climate targets requires a mindset change from what is reasonable to achieve to what is required to limit global warming to the 1.5°C scenario.

Administration acknowledges that the aspirational targets proposed will only be possible with the collaborative efforts and support of all levels of government (municipal, provincial, federal).

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|-----------------|---|
| Karina Richters | Supervisor, Environmental Sustainability and Climate Change |
| Muhammed Masri | Financial Planning Administration |
| Natasha Gabbana | Senior Manager Asset Planning |
| Tony Ardovini | Commissioner, Corporate Services/CFO |
| Chris Nepszy | Commissioner, Infrastructure Services |
| Joe Mancina | Acting Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|-------------|----------------|--------------|
| | | |

Appendices:

From: Derek Coronado <derek@citizensenvironmentalliance.org>
Sent: April 25, 2022 9:03 AM
To: clerks <clerks@citywindsor.ca>
Subject: ETPS Standing Committee Item 8.2

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

Hi. Below is the CEA submission regarding Item 8.2. Thanks.

Item 8.2 *Science Based Targets for GHG Reduction – City Wide*

The Citizens Environment Alliance (CEA) supports the recommendations in the report *Science Based Targets for GHG Reduction – City Wide*

The latest climate science is clear in that cities must work to fully decarbonize by mid-century. Any credible action plan must be anchored around a target for 2050 or sooner, and will benefit from realistic (i.e. strong short and medium term) interim targets that align with a community-wide plan to reach them.

Science based targets are fundamental for the integrity and accountability of Windsor's climate action plans. An unscientific plan is the equivalent of a facile public relations exercise, such as Transit Windsor's "Clean Diesel" program.

The CEA looks forward to working with the City of Windsor to enact science based targets for GHG reduction.

--

Derek Coronado (he/him)
Coordinator,
Citizens Environment Alliance of Southwestern Ontario

1501 Howard Ave. Unit 101
Windsor, ON N8X 3T5
tel. 519.973.1116
www.citizensenvironmentalliance.org

The Citizens Environment Alliance of Southwestern Ontario acknowledges that we are located on the traditional territory of Attawandaron, Anishnaabeg and Haudenosauonee peoples.



Committee Matters: SCM 122/2022

Subject: Transit Windsor Master Plan - Implementation Plan Project Update - City Wide

Moved by: Councillor McKenzie
Seconded by: Councillor Francis

Decision Number: **ETPS 894**

THAT the report of the Project Administrator dated April 8, 2022 entitled "Transit Windsor Master Plan – Implementation Plan Project Update, City Wide" **BE RECEIVED** for information.
Carried.

Report Number: C 64/2022
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 9.1. from the Environment, Transportation & Public Safety Standing Committee Meeting held April 27, 2022.
3. To view the stream of this Standing Committee meeting, please refer to:
<http://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20220428/-1/7324>

Subject: Transit Windsor Master Plan - Implementation Plan Project Update, City Wide

Reference:

Date to Council: April 27, 2022

Author: Tracy Beadow

Project Administrator

tbeadow@citywindsor.ca

519-255-6100 ext. 1734

Engineering

Report Date: April 8, 2022

Clerk's File #: MT/13708

To: Mayor and Members of City Council

Recommendation:

THAT the Environment, Transportation & Public Safety Standing Committee **RECEIVE FOR INFORMATION** the project update outlined in this report.

Executive Summary:

N/A

Background:

In 2019, the Transit Windsor Master Plan (Transit Windsor Master Plan (TWMP)) was prepared in response to the findings of a comprehensive service review and addresses the issues heard from the community through two rounds of public engagement sessions.

The results of the public engagement sessions identified a need for expanded service times (such as evening, weekend and holidays) and more bus/routes to alleviate overcrowding and to reach more service areas. Additionally, non-users indicated that they would use transit services if there was better service (i.e. more routes, more stops, faster service, more service hours), modernization of the service (e.g. payment systems and reduced environmental impact), and cheaper fares.

The TWMP lays out an 8-year roadmap and vision (2021-2028) that has a passenger focus, rather than a route focus. The Plan's implementation schedule incorporates changes to Transit Windsor's entire system - its network, ridership, policies, objectives, service standards, performance targets, system performance, route performance, organization and staffing levels, fleet and facilities, and transit infrastructure. The bulk of the capital and operating needs identified in the TWMP are related to the route network and garage facility.

The noted 8-year roadmap does not fully explore the financial implementation of the plan and, as such, a funding plan has not been identified within the operating budget or 10-year capital plans.

On January 27, 2020, Council approved the Transit Windsor Master Plan through council resolution CR40/2020 and ETPS 731. Council also approved funding for a Garage Feasibility Study. Work on the Garage Feasibility Study was completed in 2021.

Following the Feasibility Study, it was determined that an Implementation Plan is required to clearly define each component of the TWMP, along with the associated operating costs and the required capital funding amounts, along with the timeline and resources required at each stage. The implementation plan will also give consideration to allow for the maximization of the Investing in Canada Infrastructure Program (ICIP).

Discussion:

A TWMP – Implementation Plan Executive Committee and Technical Working Group were established in December 2021. The Executive Committee and Technical Working Group have been working to break down the TWMP into well-defined tasks and timelines needed to implement each component of the TWMP. The Implementation Plan will address the timelines, financial commitments and resource requirements for the execution of the TWMP, will stage the build out of services based on the identified critical path and available funding, identify anticipated capital and operating commitments, including service expansion, fleet expansion, electrification, articulated bus expansion, and staffing requirements, while maximizing all available grant funding, analyzing data metrics and undertaking revenue modelling. To date, the requirements outlined in the TWMP have been populated into an evaluation matrix, and have been further broken down into sub-tasks. The next step will include the evaluation of financial commitments, both operational and capital, for each task of the plan.

Additionally, it was determined following the Garage Feasibility Study, that further indepth analysis of the existing transit site was warranted to explore additional options. Using the programming needs outlined in the 2021 Garage Feasibility Study, a detailed analysis of the existing garage and surrounding properties will be completed to identify additional options for short term and possibly long term growth and expansion on this site. A consultant has been retained to complete an evaluation of the Transit Windsor Garage and the adjacent Waste Management site to evaluate the existing configuration of the two sites, and additional lands to the east if needed. The consultant will prepare conceptual plans of proposed configurations for both the garage and waste management operations in order to maximize the efficient use of the available space. Furthermore, the Implementation Plan will identify the capacity and facilities needed within the garage to support new and existing routes. This in turn, will identify when the garage will require expansion/upgrades.

Details of operating and capital budget requirements will be brought to City Council following completion of the Implementation Plan, anticipated in late 2022.

Risk Analysis:

An Implementation Plan is required to identify the timelines, financial commitments and resource requirements for the execution of the TWMP. Without an Implementation Plan, the financial implementation of the TWMP is not fully defined, and as such the full extent of funding cannot be identified within the 10 year operating or capital plans. The Implementation Plan will also identify what incremental expansion is needed for the garage and the associated costs.

Climate Change Risks

Climate Change Mitigation:

The Corporate Climate Action Plan (CR426/2017) recommends that Transit Windsor continue with advancing vehicle replacement and to explore alternative propulsion vehicles (i.e. electric). Starting after 2030, this Plan proposes that 80% of buses be convert to alternative fuels by 2041 to support a low-carbon transportation system, based on the availability, cost, and reliability of new models. The Implementation Plan will include the addition of electric buses in the Transit Windsor fleet.

Climate Change Adaptation:

The City's Climate Change Adaptation Plan: Degrees of Change (CR 305/2020), recognizes the role that Transit Windsor may play in responding to natural disasters as well as increasing the resiliency of the community to climate. As such, the detailed design of any new facility shall include an assessment of possible climate change impacts that may affect ongoing operations of such a facility (e.g. flooding risk, power outages) and opportunities to reduce the risk to the service.

Financial Matters:

Council approved a maximum of \$250,000 to fund a Garage Feasibility Study in order to implement the plan.

The Transit Windsor Garage Feasibility Study is complete. As of January 7, 2022 the expenditures to undertake the initial Study Phase totaled \$153,650. The balance remaining in the project to undertake the Implementation Plan is \$96,350.

Consultations:

Natasha Gabbana, Asset Planning
Poorvangi Raval, Financial Planning
Tony Houad, Transit Windsor
Anne Marie Albidone, Waste Management

Conclusion:

The above project update has been provided for information.

Planning Act Matters:

n/a

Approvals:

| Name | Title |
|-----------------------|---|
| Colleen Middaugh | Manager, Corporate Projects |
| France Isabelle-Tunks | Executive Director of Engineering/Deputy City Engineer |
| Tyson Cragg | Executive Director Transit Windsor |
| Chris Nepszy | Commissioner, Infrastructure Services |
| Tony Ardovini | Acting Commissioner of Corporate Services and CFO/Treasurer |
| Joe Mancina | Acting Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|------|---------|-------|
| | | |

Appendices:

n/a



Council Report: C 73/2022

Subject: 2021 Year-End Operating Budget Variance Report - City Wide

Reference:

Date to Council: May 9, 2022

Author: David Soave

Manager, Strategic Operating Budget Development & Control

519-255-6100 Ext. 1911

dsoave@citywindsor.ca

Financial Planning

Report Date: April 22, 2022

Clerk's File #: AF/14148

To: Mayor and Members of City Council

Recommendation:

1. THAT Council **RECEIVE FOR INFORMATION** the 2021 Year-End Operating Budget Variance Report.
2. THAT the final 2021 Property Tax Levy Operating Budget surplus of \$2,491,344 **BE TRANSFERRED** as follows: \$1,741,344 to the Budget Stabilization Reserve Fund, and \$750,000 to the Capital Improvement Plan (CIP) Grant Reserve Fund.
3. THAT in order to avoid the need to re-budget for various items, Council **APPROVE** \$4,382,077 in Budget Carry-Forwards as detailed in Appendix C.
4. THAT Council **APPROVE** the balancing of and transfers from Capital Project Closeouts as detailed in Appendix D.
5. THAT Council **APPROVE** the attached Development Charges 2021 Income Statement Schedule as detailed in Appendix E.
6. THAT Council **APPROVE** the attached Development Charge Reserve Fund Statement – Listing of Credits as detailed in Appendix F.
7. THAT Council **APPROVE** the following housekeeping items and various transfers to/(from) the various reserve accounts/funds:
 - a. \$7,950,270 to Fund 180 - Building Permit Reserve
 - b. \$2,681,208 to Account 1750 - Working Funds

- c. \$2,279,779 to Fund 153 - Sanitary Sewer Surcharge
 - d. \$67,971 to Account 1756 - Reserve for Tree Planting
 - e. \$4,911 to Account 1755 - Reserve for Fire Education
 - f. (\$5,542) from Account 1785 - BIA Maint-PW Operations
 - g. (\$10,432) from Account 1762 - Municipal Elections Reserve
 - h. (\$71,837) from Fund 160 - Capital Expenditure Reserve
 - i. (\$87,613) from Account 1798 - Commodity Tax Reserve Account
 - j. (\$2,357,954) from Fund 107-128 - Development Charge Reserves
 - k. (\$7,413,769) from Fund 225 – Transit Safe Restart Reserve for Transit Windsor
 - l. (\$7,950,270) from Fund 194 - Building Permit Fee Contra Reserve
 - m. (\$14,463,000) from Fund 224 - Safe Restart-Municipal Operating
8. THAT Council **APPROVE** the creation of a National Urban Park Designation reserve fund in order to facilitate the contribution agreement between The Corporation of the City of Windsor and Parks Canada Agency for the National Urban Park Designation of Parklands within the City of Windsor, including the Ojibway Prairie Complex.
9. THAT Council **APPROVE** the closure of the Building Permit Fee Contra Reserve (Fund 194) and that the remaining funds are to be transferred to the Working Capital Reserve Account (Reserve Account #1750).

Executive Summary:

Once all available 2021 COVID financial relief funding is applied to address the impacts of the pandemic on the City, the Corporation has ended the 2021 fiscal year with an overall operating surplus of \$2,491,344. It is recommended that \$1,741,344 of this surplus be transferred to the Budget Stabilization Reserve (BSR), and \$750,000 to the Capital Improvement Plan (CIP) Grant Reserve Fund. In addition, given the positive year-end results, the corporate contingency amount of \$3,500,000 was not required in 2021 and as such has been transferred to the BSR at year-end. This will replenish the reserve to fund future one-time costs, avoid potential future property tax rate spikes, and offset any additional COVID related variances in 2022 that may remain unfunded. **Given this report reflects the direct financial results of the 2021 municipal budget and excludes GBE's, it should be noted that these financial results do not reflect impacts of COVID related deficits for the Windsor Tunnel or YQG approximating \$10M which still remain unfunded.** It is further noted that these results are still subject to finalization of the annual external audit, which is currently underway by the City's external auditors KPMG.

The 2021 year-end financial implications of the City's response to the COVID-19 Pandemic are summarized in the following chart. Due to the extraordinary circumstances in 2021

resulting from the pandemic, as noted above this year's year-end report also includes the financial impacts for various Government Business Enterprises (GBEs), namely the Windsor Detroit Tunnel Corporation (WDTC) and YQG Windsor International Airport.

| Summary of 2021 COVID Variance (Millions) | | | |
|---|--|--|---------------------------------------|
| | | | |
| | 2021 2nd Quarter (Estimate) | 2021 3rd Quarter (Estimate) | 2021 Year-End (Actual) |
| Forgone Revenue | (\$36.8) | (\$37.5) | (\$35.6) |
| Additional Expenses | (\$36.0) | (\$40.8) | (\$35.7) |
| Total COVID Impact | (\$72.8) | (\$78.3) | (\$71.3) |
| Less: | | | |
| Reduced (Mitigated) Expenditures | \$14.8 | \$15.4 | \$15.0 |
| Provincial / Federal Grants | \$53.4 | \$60.3 | \$53.7 |
| COVID Deficit to be Offset | (\$4.6) | (\$2.6) | (\$2.6) |
| | | | |
| Add: Other Funding Sources | | | |
| Sewer Surcharge | \$0.0 | \$0.0 | \$0.3 |
| | | | |
| Add: Government Business Enterprises (GBE's) | | | |
| Windsor-Detroit Tunnel | (\$7.0) | (\$6.6) | (\$6.3) |
| Windsor Airport | (\$3.4) | (\$3.5) | (\$3.3) |
| Roseland Golf & Curling Club | (\$0.3) | \$0.0 | (\$0.4) |
| | | | |
| Overall 2021 Year-End COVID Deficit (Including GBE's) to be Offset by Additional Federal & Provincial Grants | (\$15.3) | (\$12.7) | (\$12.3) |

Forgone revenues totalling (\$35.6M), when combined with additional costs resulting from the COVID pandemic of (\$35.7M), result in a total financial impact to the City in 2021 of (\$71.3M). This amount has been offset by reduced expenditures, resulting from mitigation measures taken by the City of \$15.0M as well as from grant funding from senior levels of government totalling \$53.7M, thereby resulting in a 2021 pandemic related financial impact of (\$2.6M) for City Departments.

In addition, a surplus related to the Sewer Surcharge totalling \$0.3M, a Windsor Detroit Tunnel Corporation (WDTC) deficit of (\$6.3M), a YQG Windsor International Airport deficit of (\$3.3M), and a Roseland Golf & Curling Club deficit of (\$0.4M) brings the overall 2021 COVID related deficit to (\$12.3M). It is noted that existing funding from senior levels of government has been fully exhausted and there has been no further communication related to additional

funding from the federal and provincial ministries as to the potential for further relief funding related to the financial challenges resulting from the pandemic.

Background:

Annual operating budgets for all City departments are set at the beginning of the calendar year based on Council direction. Professional estimates, the current legislative environment, macroeconomic trends (such as currency fluctuations, commodity prices, unemployment figures and business investment, etc.) and other local information available at the time are significant inputs to the operating budget recommended to City Council by administration.

For 2021, the significant unanticipated variable continued to be the impact of the COVID-19 global pandemic. Since January 2020, the pandemic has spread around the world causing significant uncertainty, and impacting human behaviour and the world's economy. Furthermore, the City of Windsor, along with the rest of the province has just recently begun to emerge from the most recent shutdown that saw increased restrictions on all daily activities.

As a result of this continuing crisis, many of the City's operations were suspended, altered, continued with major restrictions, or increased to meet the demands resulting from the pandemic in 2021. This report to Council provides 2021 year-end results on the COVID-19 financial challenges and other Non-COVID related Y/E variances for each area.

All departments monitor revenues and expenditures on an ongoing basis and undertake projections through to the end of the year to ensure they remain at, or as close to, their approved budget as possible. This assists in mitigating all material variances as effectively as possible. As is typical with most forecasts, accuracy tends to increase as the year progresses and more information and data becomes available.

In addition to the City's operating budget, which is primarily funded by the property tax levy, certain expenditures are funded by specific non-property tax levy sources such as Legislated Building Permits, On/Off Street Parking Operations and the Sewer Surcharge Operating Fund. It is noted that for this report, YQG and Windsor Tunnel operations have also been included in the variance projections given the magnitude of 2021 financial impacts these two entities faced because of the COVID-19 travel restrictions. The discussion section of this report provides additional detail for the year-end variances for all departments.

Discussion:

Property Tax Supported Variance

Table A below provides a summary of the budgets and year-end variances for City Departments, Agencies, Boards & Committees for 2021. The year-end variances have been sorted from largest deficit to largest surplus (in dollars).

The Corporation ended the 2021 fiscal year with an operating surplus of \$2,491,344. This figure is net of budget carryovers in the amount of \$4,382,077 and does not take into account the previously noted \$3.5M contingency amount, which will also be transferred to the budget

stabilization reserve. Administration recommends transferring this entire operating surplus as follows: \$1,741,344 to the Budget Stabilization Reserve Fund, and \$750,000 to the Capital Improvement Plan (CIP) Grant Reserve Fund.

Table A: 2021 Corporate Variance Summary

| Municipal | | 2021 Gross Budget | 2021 Net Budget | Year-End COVID Variance | Year-End Non-COVID Variance | Year-End Overall Variance | % of Gross Budget |
|---|-------------------------------|-------------------------|-----------------------|-------------------------------|-----------------------------------|---------------------------------|-------------------------|
| <u>CITY DEPARTMENTS</u> | | | | | | | |
| | Public Works | \$56,609,038 | \$29,278,810 | (\$2,388,116) | (\$218,103) | (\$2,606,219) | (4.6%) |
| | On-Off Street Parking | \$0 | \$0 | (\$1,417,504) | \$0 | (\$1,417,504) | 0.0% |
| | Fire & Rescue | \$52,177,165 | \$50,658,841 | (\$196,875) | (\$615,422) | (\$812,297) | (1.6%) |
| | Licensing & Enforcement | \$3,781,107 | \$1,389,957 | (\$538,179) | (\$51,637) | (\$589,816) | (15.6%) |
| | Legal | \$14,231,776 | \$6,682,053 | (\$300,000) | (\$55,488) | (\$355,488) | (2.5%) |
| | Recreation & Culture | \$24,992,464 | \$13,042,950 | (\$157,936) | \$0 | (\$157,936) | (0.6%) |
| | Communications | \$3,914,452 | \$3,191,987 | (\$18,000) | (\$50,774) | (\$68,774) | (1.8%) |
| | Mayor's Office | \$1,455,705 | \$1,455,705 | \$0 | \$0 | \$0 | 0.0% |
| | CAO's Office | \$1,253,287 | \$1,253,287 | \$0 | \$3,656 | \$3,656 | 0.3% |
| | Finance | \$11,818,267 | \$6,782,600 | (\$301,803) | \$305,746 | \$3,943 | 0.0% |
| | Human Resources | \$6,556,998 | \$6,148,156 | (\$74,000) | \$80,783 | \$6,783 | 0.1% |
| | Facilities | \$19,034,729 | \$9,693,214 | (\$183,812) | \$196,561 | \$12,750 | 0.1% |
| | Engineering | \$27,777,083 | \$2,176,061 | (\$85,604) | \$102,712 | \$17,108 | 0.1% |
| | Parks | \$21,010,716 | \$18,828,507 | (\$209,256) | \$233,827 | \$24,571 | 0.1% |
| | Housing & Children Services * | \$116,465,816 | \$24,858,008 | \$308,466 | (\$265,043) | \$43,423 | 0.0% |
| | City Council | \$1,029,184 | \$872,193 | \$57,963 | \$0 | \$57,963 | 5.6% |
| | Building | \$7,752,491 | \$1,973,235 | (\$150,000) | \$211,833 | \$61,833 | 0.8% |
| | Council Services | \$2,951,250 | \$2,358,455 | (\$21,020) | \$126,416 | \$105,396 | 3.6% |
| | Information Technology | \$8,702,573 | \$7,340,019 | (\$7,800) | \$187,578 | \$179,778 | 2.1% |
| | Huron Lodge | \$26,132,683 | \$8,128,565 | \$0 | \$522,202 | \$522,202 | 2.0% |
| | Windsor Public Library | \$9,302,368 | \$8,269,747 | \$115,000 | \$0 | \$115,000 | 1.2% |
| | Transit Windsor | \$36,851,094 | \$15,586,444 | \$0 | \$792,839 | \$792,839 | 2.2% |
| | Planning | \$4,059,564 | \$3,161,718 | \$0 | \$793,151 | \$793,151 | 19.5% |
| | Employment & Social Services | \$116,559,418 | \$7,645,864 | \$912,492 | \$656,313 | \$1,568,805 | 1.3% |
| | Corporate Accounts | \$162,129,721 | \$31,002,265 | \$1,078,351 | \$1,413,583 | \$2,491,934 | 1.5% |
| Sub-Total: City Depts | | \$736,548,949 | \$261,778,641 | (\$3,577,632) | \$4,370,733 | \$793,101 | 0.1% |
| <u>AGENCIES, BOARDS & COMMITTEES</u> | | | | | | | |
| | Agencies | \$20,558,892 | \$20,458,294 | \$0 | \$167,535 | \$167,535 | 0.8% |
| | Police Services | \$111,317,082 | \$93,932,409 | \$1,000,708 | \$530,000 | \$1,530,708 | 1.4% |
| Sub-Total: ABC's | | \$131,875,974 | \$114,390,703 | \$1,000,708 | \$697,535 | \$1,698,243 | 1.3% |
| Total: Municipal | | \$868,424,923 | \$376,169,344 | (\$2,576,924) | \$5,068,268 | \$2,491,344 | 0.29% |

Table B provides a five-year historical picture of the City's year-end operating variances for the Corporation, as well as the percentage variance to the annual gross budget inclusive of the budget stabilization contingency account.

| Table B: 5-Year Historical Year-End Operating Variance | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|
| Year | 2017 | 2018 | 2019 | 2020 | 2021 |
| <i>Variance Surplus / Deficit</i> | \$1,629,760 | \$2,466,375 | \$1,954,982 | \$5,805,949 | \$2,491,344 |
| <i>As a % of Gross Budget</i> | 0.19% | 0.27% | 0.21% | 0.61% | 0.29% |

Operational & Economic Statistics

Appendix B includes a list of relevant operational and economic statistics (extracted from various sources) that have been presented in previous variance reports to Council. The data is provided as background information and is depicted graphically for the current quarter, along with each of the preceding nine years for ease of reference and comparison purposes. It is important to note that many of the operational and economic statistics are showing significant variances as compared to historical trends because of the COVID pandemic. It is expected that these measures will return to more historical levels as we recover from the pandemic over the next few years. Administration will continue to monitor and report on these statistics as part of the regular variance reporting to Council.

Budget Carry-Forwards

Appendix C includes a list of the recommended budget carry-forwards that relate to 2021. These are budgeted items that, due to timing, were committed but not expended in 2021 and as a result, the related budgets for those items have been carried forward into 2022. These expenditure line items are expected to be paid out in 2022 or beyond.

Capital Closeouts

Appendix D contains a summary of capital projects that were either closed, completed or consolidated during 2021. The Corporation does not budget for any variance with respect to capital closeouts. Surplus balances normally offset deficits in other projects provided that consistent funding guidelines are being followed. Usual practice calls for surpluses to be returned back to the original funding source(s) and deficits drawn from their original funding source, where such funds are available. If funding is not available, alternate funding sources are identified and reported to City Council.

Development Charge Reserve Income Statements

The final two appendices (**Appendix E & Appendix F**) provide City Council with detailed revenues and expenses for all of the development charge reserves in 2021, as required by the Development Charges Act, along with a listing of outstanding development charge credits at year-end.

Miscellaneous Housekeeping Transfer To/From Reserves

Throughout the course of the year, costs related to certain initiatives are captured in operating accounts/funds and then transferred at year-end to/from various specific reserves consistent with past practice. The following miscellaneous housekeeping transfers have occurred and a summary is provided below in **Table C**.

| <i>Table C: 2021 Summary of Transfers To/(From) Reserve Accounts/Funds</i> | |
|---|----------------|
| RESERVE FUND / ACCOUNT | AMOUNT |
| Fund 180 - Building Permit Reserve | \$7,950,270 |
| Account 1750 - Working Funds | \$2,681,208 |
| Fund 153 - Sanitary Sewer Surcharge | \$2,279,779 |
| Account 1756 - Reserve for Tree Planting | \$67,971 |
| Account 1755 - Reserve for Fire Education | \$4,911 |
| Account 1785 - BIA Maint-PW Operations | (\$5,542) |
| Account 1762 - Municipal Elections Reserve | (\$10,432) |
| Fund 160 - Capital Expenditure Reserve | (\$71,837) |
| Account 1798 - Commodity Tax Reserve Account | (\$87,613) |
| Fund 107-128 - Development Charge Reserves | (\$2,357,954) |
| Fund 225 – Transit Safe Restart Reserve for Transit Windsor | (\$7,413,769) |
| Fund 194 - Building Permit Fee Contra Reserve | (\$7,950,270) |
| Fund 224 - Safe Restart-Municipal Operating | (\$14,463,000) |

National Urban Park Designation Reserve Account

A new reserve fund is required as a result of the contribution agreement between Parks Canada Agency and the Corporation of the City of Windsor. Per this agreement, Parks Canada Agency will permit advance payments to be made to the City of Windsor which will be deposited in an interest-bearing bank account. Therefore, a reserve fund will be established in order to accumulate interest on the advance payments.

Closure of the Building Permit Fee Contra Reserve

The Building Permit Fee Contra Reserve is recommended to be closed out and any remaining surplus, estimated to be \$2.7 million will be transferred to the Working Capital Reserve Account (Reserve Account #1750), from which the funding originally came. The balance in the Building Permit Fee Reserve Fund at December 31, 2021 was approximately a (\$6.9 million) deficit. City Council previously approved the establishment of a placeholder reserve (Building Permit Fee Reserve Contra Fund) to offset the deficit. The Contra Account had a December 31, 2021 balance of \$10.6 million, of which \$7.9 million was transferred to

the Building Permit Fee Reserve, resulting in a surplus of approximately \$1 million in the Building Permit Fee Reserve Fund at December 31, 2021.

Risk Analysis:

The largest risk by far this year has been the implications of the COVID 19 Pandemic and its impact on City operations.

Administration has attempted to quantify and mitigate the impact of the pandemic to the City's finances throughout 2021. Inclusive of the Government Business Enterprises, the overall 2021 COVID related financial impact totalling (\$81.3M) was partially mitigated by \$15.3M in reduced corporate expenditures and \$53.7 in financial assistance from Provincial & Federal grants for a total overall net deficit impact of (\$12.3M).

As the situation continues to change daily due to COVID 19, it is extremely difficult to provide any degree of certainty as to the full financial impacts to the Corporation going forward into 2022 and beyond. Administration is closely tracking the estimated financial impacts of the pandemic for 2022 and will update City Council in conjunction with the upcoming quarterly variance reporting.

There remain many variables, including:

1. The length of the crisis. It is still unknown when the restrictions will be fully lifted or if additional restrictions will need to be reinstated. There remain significant uncertainties as to the recovery from the COVID 19 crisis.
2. The length of the transition period for things to return to "normal". In some cases, partial seasons may be lost even if all restrictions are lifted.
3. The residents' hesitation to return to their normal activities once the restrictions are lifted may further delay the financial recovery for the City.
4. The additional requirements and regulations that the City and others must follow as we transition and eventually return to a normal state.
5. The amount of additional senior level government funding that will be made available to municipalities to offset the financial burden of the COVID Pandemic in 2021 and future budget years.

As usual in a normal year, there are a number of other potential risks that can impact the year-end financial results as follows:

1. The Net Tax Additions/Reductions account is extremely difficult to project with certainty. There are still some significant appeals in progress and any variances in this account will vary dramatically based on the outcomes and timing of the settlements. There may also be unique pressures resulting from the pandemic that the City may need to fund going forward.

2. Current macro and micro economic conditions such as changes to local unemployment rates, volatility of energy costs, commodity prices and interest rates, as well as supply and demand for products and services. Inflationary increases in April 2022 have hit 6.7%, and are expected to continue to increase for the rest of the year. This has become a significant risk that is being monitored and will be reported in the next variance report to Council.
3. Seasonal variability with respect to revenues (e.g. Recreation Fees) and expenses (e.g. winter control).
4. Potential increases in staffing costs due to factors such as sick call replacement, modified duties (particularly in mandated or 24/7 operational areas), WSIB, joint job evaluation or other arbitration decisions, and health benefit usage (Green Shield). Some of these costs may be covered by corporate provisions/reserves.
5. Potential increase to unavoidable expenditures such as unavoidable repairs and maintenance, along with related purchases of materials and supplies, legal expenses, streetlight maintenance, etc.
6. The significant use of estimates, historical knowledge and judgement in developing budgets and projecting actual expenses for the year implies that actual year-end revenues and expenditures may differ significantly from quarterly projections. One way to mitigate this risk and help to offset any unexpected or one-time variances is by way of the annual \$3.5 million corporate contingency account. It is noted that this contingency amount was increased by \$2M in 2021 to mitigate on-going uncertainties surrounding the COVID-19 pandemic and to provide a source of funding for matching capital grants. Given the municipal surplus in 2021, the \$3.5 million corporate contingency was transferred to the Budget Stabilization Reserve to assist in mitigating COVID and inflationary pressures in 2022.

Climate Change Risks

Climate Change Mitigation:

Climate Change Mitigation initiatives are budgeted throughout the corporation and any variances form part of the departmental and ABC variance descriptions.

Climate Change Adaptation:

Climate Change Adaptation initiatives are budgeted throughout the corporation and any variances form part of the departmental and ABC variance descriptions.

Financial Matters:

Refer to **Appendix A** for detailed descriptions to support the departmental year-end variances separated between COVID 19 and Non COVID 19 impacts, along with any mitigating measures.

Consultations:

All City Departments, ABCs, and GBEs provided comments to augment and clarify the analysis performed by the Finance Department.

Conclusion:

Overall, the Corporation of the City of Windsor ended the 2021 fiscal year with an operating surplus of \$2,491,344, with Administration recommending that the entire amount be transferred as follows: \$1,741,344 to the Budget Stabilization Reserve Fund, and \$750,000 to the Capital Improvement Plan (CIP) Grant Reserve Fund.

Planning Act Matters:

N/A

Approvals:

| Name | Title |
|---------------|---|
| David Soave | Manager, Strategic Operating Budget Development & Control |
| Tony Ardovini | Acting Commissioner, Corporate Services Chief Financial Officer & City Treasurer |
| Joe Mancina | Acting Chief Administrative Officer |

Notifications:

| Name | Address | Email |
|------|---------|-------|
| | | |

Appendices:

1. Appendix A - 2021 Operating Budget Variance
2. Appendix B - 2021 Operational & Economic Statistics
3. Appendix C - 2021 Budget Carry-Forwards
4. Appendix D - 2021 Capital Project Close-Outs for Year-End
5. Appendix E - 2021 Development Charges Reserve Funds Income Statement
6. Appendix F - 2021 Statement of Activity - Development Charge Credits

Appendix A

2021 Operating Budget Variance (Year-End)

| Municipal | 2021 Gross Budget | 2021 Net Budget | Year-End COVID Variance | Year-End Non-COVID Variance | Year-End Overall Variance | % of Gross Budget |
|--|-------------------------|-----------------------|-------------------------------|-----------------------------------|---------------------------------|-------------------------|
| CITY DEPARTMENTS | | | | | | |
| Public Works | \$56,609,038 | \$29,278,810 | (\$2,388,116) | (\$218,103) | (\$2,606,219) | (4.6%) |
| On-Off Street Parking | \$0 | \$0 | (\$1,417,504) | \$0 | (\$1,417,504) | 0.0% |
| Fire & Rescue | \$52,177,165 | \$50,658,841 | (\$196,875) | (\$615,422) | (\$812,297) | (1.6%) |
| Licensing & Enforcement | \$3,781,107 | \$1,389,957 | (\$538,179) | (\$51,637) | (\$589,816) | (15.6%) |
| Legal | \$14,231,776 | \$6,682,053 | (\$300,000) | (\$55,488) | (\$355,488) | (2.5%) |
| Recreation & Culture | \$24,992,464 | \$13,042,950 | (\$157,936) | \$0 | (\$157,936) | (0.6%) |
| Communications | \$3,914,452 | \$3,191,987 | (\$18,000) | (\$50,774) | (\$68,774) | (1.8%) |
| Mayor's Office | \$1,455,705 | \$1,455,705 | \$0 | \$0 | \$0 | 0.0% |
| CAO's Office | \$1,253,287 | \$1,253,287 | \$0 | \$3,656 | \$3,656 | 0.3% |
| Finance | \$11,818,267 | \$6,782,600 | (\$301,803) | \$305,746 | \$3,943 | 0.0% |
| Human Resources | \$6,556,998 | \$6,148,156 | (\$74,000) | \$80,783 | \$6,783 | 0.1% |
| Facilities | \$19,034,729 | \$9,693,214 | (\$183,812) | \$196,561 | \$12,750 | 0.1% |
| Engineering | \$27,777,083 | \$2,176,061 | (\$85,604) | \$102,712 | \$17,108 | 0.1% |
| Parks | \$21,010,716 | \$18,828,507 | (\$209,256) | \$233,827 | \$24,571 | 0.1% |
| Housing & Children Services * | \$116,465,816 | \$24,858,008 | \$308,466 | (\$265,043) | \$43,423 | 0.0% |
| City Council | \$1,029,184 | \$872,193 | \$57,963 | \$0 | \$57,963 | 5.6% |
| Building | \$7,752,491 | \$1,973,235 | (\$150,000) | \$211,833 | \$61,833 | 0.8% |
| Council Services | \$2,951,250 | \$2,358,455 | (\$21,020) | \$126,416 | \$105,396 | 3.6% |
| Information Technology | \$8,702,573 | \$7,340,019 | (\$7,800) | \$187,578 | \$179,778 | 2.1% |
| Huron Lodge | \$26,132,683 | \$8,128,565 | \$0 | \$522,202 | \$522,202 | 2.0% |
| Windsor Public Library | \$9,302,368 | \$8,269,747 | \$115,000 | \$0 | \$115,000 | 1.2% |
| Transit Windsor | \$36,851,094 | \$15,586,444 | \$0 | \$792,839 | \$792,839 | 2.2% |
| Planning | \$4,059,564 | \$3,161,718 | \$0 | \$793,151 | \$793,151 | 19.5% |
| Employment & Social Services | \$116,559,418 | \$7,645,864 | \$912,492 | \$656,313 | \$1,568,805 | 1.3% |
| Corporate Accounts | \$162,129,721 | \$31,002,265 | \$1,078,351 | \$1,413,583 | \$2,491,934 | 1.5% |
| Sub-Total: City Depts | \$736,548,949 | \$261,778,641 | (\$3,577,632) | \$4,370,733 | \$793,101 | 0.1% |
| AGENCIES, BOARDS & COMMITTEES | | | | | | |
| Agencies | \$20,558,892 | \$20,458,294 | \$0 | \$167,535 | \$167,535 | 0.8% |
| Police Services | \$111,317,082 | \$93,932,409 | \$1,000,708 | \$530,000 | \$1,530,708 | 1.4% |
| Sub-Total: ABC's | \$131,875,974 | \$114,390,703 | \$1,000,708 | \$697,535 | \$1,698,243 | 1.3% |
| Total: Municipal | \$868,424,923 | \$376,169,344 | (\$2,576,924) | \$5,068,268 | \$2,491,344 | 0.29% |
| Other Funding Sources | | | | | | |
| Sewer Surcharge Reserve | \$80,254,455 | \$0 | \$262,517 | (\$2,075,896) | (\$1,813,379) | (2.3%) |
| Building Permit Reserve | (\$169,408) | \$0 | \$0 | \$2,741,191 | \$2,741,191 | n/a |
| Total: OFS's | \$80,085,047 | \$0 | \$262,517 | \$665,295 | \$927,812 | 1.2% |
| Government Business Enterprises | | | | | | |
| Windsor-Detroit Tunnel | n/a | n/a | (\$6,253,137) | (\$200,566) | (\$6,453,703) | n/a |
| Windsor Airport | n/a | n/a | (\$3,310,815) | \$0 | (\$3,310,815) | n/a |
| Roseland Golf & Curling Club | n/a | n/a | (\$466,500) | \$466,500 | \$0 | n/a |
| Total: GBE's | n/a | n/a | (\$10,030,452) | \$265,934 | (\$9,764,518) | n/a |
| Grant Total | | | (\$12,344,859) | \$5,999,497 | (\$6,345,362) | n/a |

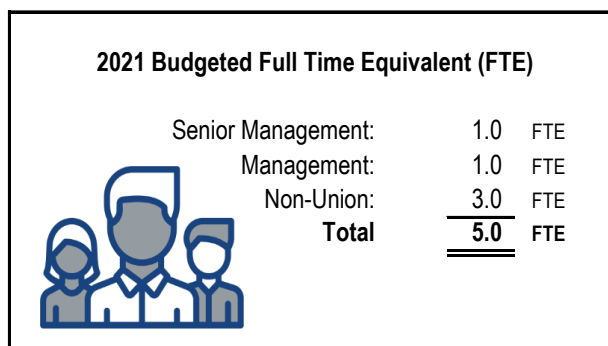
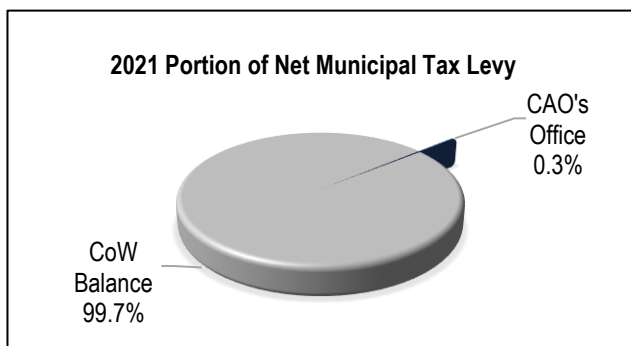
* Includes Windsor Essex County Housing Corporation (WEHC)
All totals are unaudited.

CAO'S OFFICE

DEPARTMENTAL OVERVIEW

The Chief Administrative Officer (CAO) works closely with the Mayor and City Council, as well as City Administration through its senior leaders, to ensure Council's goals and objectives are achieved. This is realized through strategic leadership to the Corporation, managing the daily operations of service delivery, and leading ongoing improvements with a goal of greater efficiency.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$169,459) | (\$30,000) | \$0 | \$0 |
| Annual Expense Budget | \$1,320,807 | \$1,315,018 | \$1,336,637 | \$1,253,287 |
| Annual Net Budget | \$1,151,348 | \$1,285,018 | \$1,336,637 | \$1,253,287 |
| Annual Net Variance | \$170,118 | \$123,090 | \$114,810 | \$3,656 |
| Variance as a % of Gross Budget | 12.9% | 9.4% | 8.6% | 0.3% |



VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|--------------------------------|-------------------|-----------------------|---------------------|
| Various Miscellaneous Accounts | \$0 | \$3,656 | \$3,656 |
| Net Total | \$0 | \$3,656 | \$3,656 |

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$3,656** **Surplus**

A year end surplus of \$3,656 in the CAO's office is related to various miscellaneous items.

CITY COUNCIL

DEPARTMENTAL OVERVIEW

Ontario Municipalities are governed by municipal councils. The job of municipal councils is to pass resolutions and by-laws governing municipal services, finances and the various regulatory frameworks. These functions are performed based on the delegated authority contained within the Municipal Act and other legislation and regulations. In Windsor, City Council is composed of the Mayor (Head of Council) and 10 Councillors (1 for each of the 10 Wards).

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|---------------------------------|------------------|------------------|------------------|------------------|
| Annual Revenue Budget | \$0 | (\$277,165) | (\$185,000) | (\$156,991) |
| Annual Expense Budget | \$639,777 | \$1,008,389 | \$1,031,469 | \$1,029,184 |
| Annual Net Budget | \$639,777 | \$731,224 | \$846,469 | \$872,193 |
| Annual Net Variance | \$34,987 | (\$8,275) | \$48,836 | \$57,963 |
| Variance as a % of Gross Budget | 5.5% | (0.8%) | 4.7% | 5.6% |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|------------------------|----------------------|--------------------------|------------------------|
| Miscellaneous Expenses | \$57,963 | \$0 | \$57,963 |
| Net Total | \$57,963 | \$0 | \$57,963 |

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$57,963** **Surplus**

Miscellaneous Expenses: \$57,963

City Council ended the year with an overall surplus of \$57,963 which was entirely related to the ongoing pandemic. Approximately \$35,000 of the surplus was attributed to the continuance of online Council meetings which resulted in less overtime being required from Information Technology staff that provide support for the meetings. The balance of the surplus, approximately \$22,463, was attributed to the lack of committee meetings by the various Committees of Council.

MAYOR'S OFFICE

DEPARTMENTAL OVERVIEW

The Mayor is the Head of City Council the Chief Executive Officer (CEO) of the Corporation of the City of Windsor. As Head of Council he presides over all meetings of Council. The Mayor ensures that the laws governing the Municipality are properly executed and enforced. The Mayor has primary responsibility for seeing that the policies of the Municipality are implemented, and he works closely with Council to ensure that this occurs.

As CEO, the Mayor has responsibility for all actions taken on behalf of the municipal corporation. Based on the approval of Council, the Mayor has responsibility for directing municipal spending priorities in accordance with local needs and preferences, and oversees the Municipality's administration to ensure that all actions taken by administration are consistent with Council policies.

The Mayor has a staff of contract employees hired directly by the Mayor to facilitate the operations of the Mayor's Office.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|---------------------------------|------------------|------------------|------------------|--------------------|
| Annual Revenue Budget | \$0 | \$0 | \$0 | \$0 |
| Annual Expense Budget | \$504,753 | \$905,325 | \$905,325 | \$1,455,705 |
| Annual Net Budget | \$504,753 | \$905,325 | \$905,325 | \$1,455,705 |
| Annual Net Variance | \$9,687 | \$0 | \$0 | \$0 * |
| Variance as a % of Gross Budget | 1.9% | 0.0% | 0.0% | 0.0% |
| | | | | * Projected |

VARIANCE DESCRIPTION

The total departmental year-end variance is: \$0

Prior to the budget carry-forward of \$1,909,358, the Mayor's Office budget for 2021 reflected a surplus of the same amount, which is generally related to the accumulated surplus carried forward from previous years based on Council approval. The majority of the budget carry-forward totalling \$1,225,726 is related to Economic Development, and \$825,726 will be transferred to the new Economic & Innovation area.

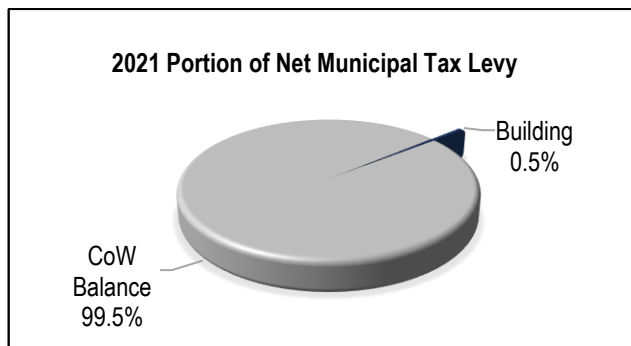
BUILDING

DEPARTMENTAL OVERVIEW


Building Services is responsible for the application and enforcement of the Ontario Building Code and property related Municipal Bylaws. This includes issuing permits and performing inspections for all construction projects, and investigating and enforcing maintenance & land use Bylaws for all private properties.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|------------|------------|------------|--------------------|
| Annual Revenue Budget | n/a | n/a | n/a | (\$5,779,256) |
| Annual Expense Budget | n/a | n/a | n/a | \$7,752,491 |
| Annual Net Budget | n/a | n/a | n/a | \$1,973,235 |
| Annual Net Variance | n/a | n/a | n/a | \$61,833 |
| Variance as a % of Gross Budget | n/a | n/a | n/a | 0.8% |

Historical amounts are not available due to 2021 realignment of departments.



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------|-------------|------------|
| Management: | 7.0 | FTE |
| Non-Union: | 11.0 | FTE |
| Local 543: | 45.0 | FTE |
| Total | 63.0 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|-------------------------------|--------------------|-----------------------|---------------------|
| Staff Gapping | \$0 | \$190,760 | \$190,760 |
| Revenue Shortfall | (\$150,000) | (\$169,843) | (\$319,843) |
| Miscellaneous Expense Savings | \$0 | \$240,916 | \$240,916 |
| Budget Carry Forward | | (\$50,000) | (\$50,000) |
| Net Total | (\$150,000) | \$211,833 | \$61,833 |

BUILDING

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$61,833** **Surplus**

Staff Gapping: \$190,760

The delay in the hiring of several positions for the Building Department and Transportation Planning were a key factor for the staff gapping surplus. In addition, some positions experienced timing issues and setbacks as well as unexpected staff turnover during the year, were also factors that contributed to this surplus. On the other hand the department was able to fill two heavy workload positions to help out with the backlog of work due to the prior year staff gapping.

Revenue Deficit: \$(319,843)

The Building By-law revenue by the end of the year had a revenue shortfall of (\$372,027). Fees collected by By-law relates to the enforcement of property standards, residential rental property conditions and the upkeep of vacant buildings. The pandemic was a major factor in the revenue shortfall due to the provincial lockdown impacting enforcement activity, suspension of the court system and the Covid-19 impact on landlords and tenants alike, of which City staff attempted to accommodate given the circumstances. Out of this portion of the revenue shortfall, (\$150,000) can be directly linked to the Covid-19 pandemic. Transportation Planning ended the year in a surplus position of \$52,184 due to the e-scooter pilot project that was initiated this year.

Miscellaneous Expense Savings: \$240,196

The Building department and Transportation Planning overall achieved a miscellaneous expense savings of \$240,196 due to reduced travel and training, software maintenance savings, fleet, professional services and other operating expenses.

Budget Carry Forward \$ (50,000)

The Building Department requested a Budget Carry Forward as they would like to upgrade the technology in all their Boardrooms as well as update some computer hardware to help provide greater customer service in the new age of remote working.

MITIGATING STEPS

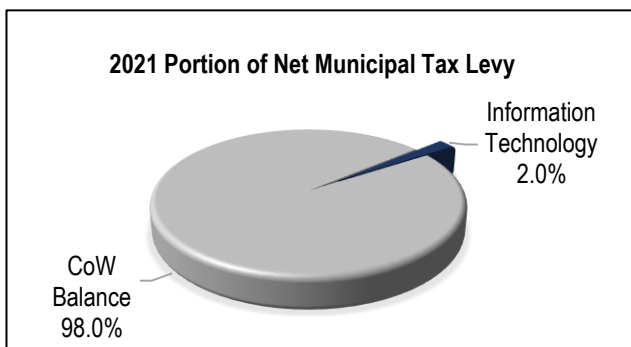
Administration has made concerted efforts to hold the line where possible on discretionary expenses within its control including delaying of staff recruitments while navigating the challenging situation of the past year and striving to maintain a respectable and safe level of service.

INFORMATION TECHNOLOGY


DEPARTMENTAL OVERVIEW

Provides technology planning, support and operations, which enables City services, and drives efficiencies. Committed to providing innovative, reliable, responsive and secure solutions that align business, process and technology. Provides and supports the systems, applications, computers, networks, data, internet access, security and policies that are critical to the delivery of City services.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$1,275,439) | (\$1,415,439) | (\$1,275,439) | (\$1,362,554) |
| Annual Expense Budget | \$7,954,334 | \$8,260,494 | \$8,224,564 | \$8,702,573 |
| Annual Net Budget | \$6,678,895 | \$6,845,055 | \$6,949,125 | \$7,340,019 |
| Annual Net Variance | \$114,264 | \$17,909 | \$32,736 | \$179,778 |
| Variance as a % of Gross Budget | 1.4% | 0.2% | 0.4% | 2.1% |



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------|-------------|------------|
| Management: | 6.0 | FTE |
| Non-Union: | 14.0 | FTE |
| Local 543: | 45.6 | FTE |
| Total | 65.6 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|----------------------------|-------------------|-----------------------|---------------------|
| COVID Related Expenditures | (\$7,800) | \$0 | (\$7,800) |
| Salary Related | \$0 | \$138,500 | \$138,500 |
| Various Miscellaneous | \$0 | \$49,078 | \$49,078 |
| Net Total | (\$7,800) | \$187,578 | \$179,778 |

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$179,778** **Surplus**

COVID Related Expenditures: (\$7,800)

This amount represents various non budgeted expenses related to COVID, such as virtual communication software, work at home devices like headsets and PPE for onsite staff.

INFORMATION TECHNOLOGY

Salary Related: \$138,500

Included in the year-end variance is an overall surplus of \$138,500 related to salary gapping. An estimated surplus of \$138,500 is related to vacancies in current positions where recruitments are currently under way to fill those vacancies within the existing staff complement, in an effort to bring the department up to full capacity

Various Miscellaneous: \$49,078

Due to COVID and the repeated stay-at-home orders, travel and training along with Conference registrations did not occur this year. These cost savings along with various miscellaneous line items within the department are contributing to a year-end surplus of \$49,078.

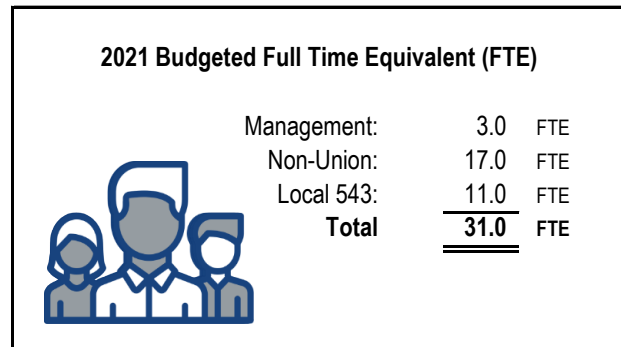
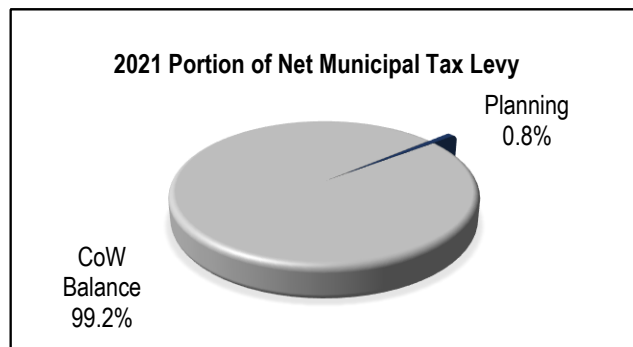
PLANNING

DEPARTMENTAL OVERVIEW

Planning Services is responsible for the preparation and implementation of plans regarding land use and development including the Official Plan & Zoning By-law. The division reviews, processes and makes recommendations to Council on land development applications as set out in the Planning Act of Ontario.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|------------|------------|------------|--------------------|
| Annual Revenue Budget | n/a | n/a | n/a | (\$897,846) |
| Annual Expense Budget | n/a | n/a | n/a | \$4,059,564 |
| Annual Net Budget | n/a | n/a | n/a | \$3,161,718 |
| Annual Net Variance | n/a | n/a | n/a | \$793,151 |
| Variance as a % of Gross Budget | n/a | n/a | n/a | 19.5% |

Historical amounts are not available due to 2021 realignment of departments.



VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|-------------------------------|-------------------|-----------------------|---------------------|
| Staff Gapping | \$0 | \$292,524 | \$292,524 |
| Revenue Surplus | \$0 | \$474,272 | \$474,272 |
| Miscellaneous Expense Savings | \$0 | \$56,655 | \$56,655 |
| Budget Carry Forward | \$0 | (\$30,300) | (\$30,300) |
| Net Total | \$0 | \$793,151 | \$793,151 |

PLANNING

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$793,151** **Surplus**

Staff Gapping: \$292,524

Staff gapping was one of the contributing factors to the overall surplus variance within the Planning department. The delay in the hiring of several positions, in addition to the time lag and setbacks for other positions that were required to be filled as well as the unexpected staff turnover during the year were all factors that contributed to this surplus.

Revenue Surplus: \$474,272

The Planning area ended the year with a revenue surplus of \$474,272 in the area of Development Applications.

Miscellaneous Expense Savings: \$56,655

The Planning department managed to achieve miscellaneous expense savings in total of \$56,655 for the year. The majority of the savings was due to reduced Travel, Conferences and Training of \$42,670 as well as \$26,885 in Office Supplies, Postage and Printing expenses and the remaining \$ 25,548 in various Operating expenses. The savings helped offset the (\$19,679) deficit in Advertising as well as (\$18,768) for Other Professional Services External used for Surveyors.

Budget Carry Forward \$ (30,300)

The Planning Department requested a Budget Carry Forward as they would like to upgrade the technology in all their Boardrooms as well as update some computer hardware to help provide great customer service given the current environment.

MITIGATING STEPS

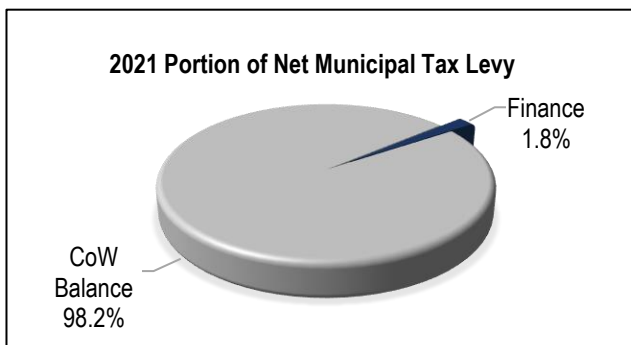
Administration has made concerted efforts to hold the line where possible on discretionary expenses within its control including delaying of staff recruitments while navigating the challenging situation of the past year and striving to maintain a respectable and safe level of service.

FINANCE


DEPARTMENTAL OVERVIEW

The Finance Department provides internal and external customers with various financial services such as operating & capital budget development and monitoring, energy management, grant funding, performance measurement and general financial support. Accounts payable & receivable, accounting, payroll, property billing, tax collection services, cash management and corporate financial projects support.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$3,791,723) | (\$4,533,756) | (\$4,934,927) | (\$5,035,667) |
| Annual Expense Budget | \$10,259,010 | \$11,261,685 | \$11,632,943 | \$11,818,267 |
| Annual Net Budget | \$6,467,287 | \$6,727,929 | \$6,698,016 | \$6,782,600 |
| Annual Net Variance | \$873 | (\$120,985) | (\$53,577) | \$3,943 |
| Variance as a % of Gross Budget | 0.0% | (1.1%) | (0.5%) | 0.0% |



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------------|-------------|------------|
| Senior Management: | 1.0 | FTE |
| Management: | 20.0 | FTE |
| Non-Union: | 46.0 | FTE |
| Local 543: | 30.0 | FTE |
| Total | 97.0 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|-----------------------|--------------------|-----------------------|---------------------|
| External Revenues | (\$283,025) | \$80,766 | (\$202,259) |
| Salaries | (\$18,778) | \$242,265 | \$223,487 |
| Various Miscellaneous | \$0 | (\$17,285) | (\$17,285) |
| Net Total | (\$301,803) | \$305,746 | \$3,943 |

FINANCE

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$3,943** **Surplus**

External Revenue: (\$202,259)

A shortfall in external revenue has resulted in a net deficit of (\$202,259). Contributing to this deficit is a (\$194,200) shortfall in Tax Lien Registrations and a (\$88,825) shortfall in Letters of Default, both directly related to the ongoing pandemic. The net deficit also consists of a (\$28,740) deficit in Dial-up Fees, a (\$914) deficit in various other User Fees offset by a \$20,645 surplus in Tax Certificates, and an \$89,775 surplus in Ownership Changes.

Salaries: \$223,487

Overall salary expenditures within the Finance Department resulted in a year-end surplus of \$242,265 primarily due to gapping and the timing of recruitments offset by a (\$18,778) deficit in salary costs related to the pandemic .

Various Miscellaneous: (\$17,285)

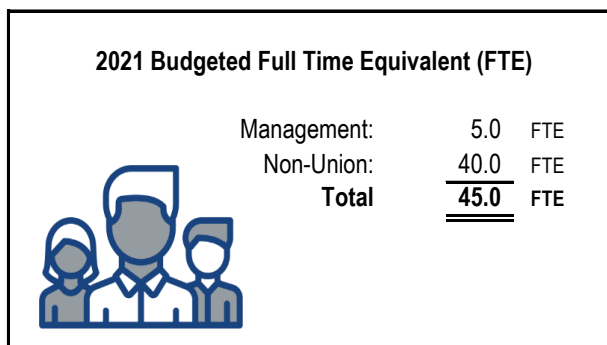
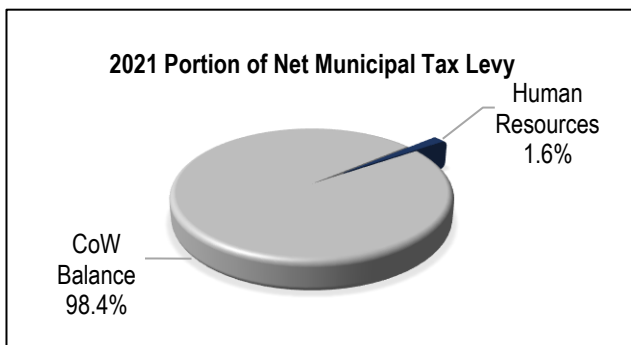
A (\$17,285) deficit has resulted from various miscellaneous items within Finance's 2021 operating budget.

HUMAN RESOURCES

DEPARTMENTAL OVERVIEW

The Human Resources Department provides various services such as recruitment, compensation management, benefit administration, health and safety initiatives, and employee relations. As an equal opportunity employer, the City's HR Department also endeavours to provide succession management, professional skills development, and mental health initiatives to our corporate employees and retirees.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$376,406) | (\$1,031,013) | (\$663,879) | (\$408,842) |
| Annual Expense Budget | \$5,364,825 | \$6,440,414 | \$6,296,537 | \$6,556,998 |
| Annual Net Budget | \$4,988,419 | \$5,409,401 | \$5,632,658 | \$6,148,156 |
| Annual Net Variance | \$4,268 | \$141,250 | \$36,310 | \$6,783 |
| Variance as a % of Gross Budget | 0.1% | 2.2% | 0.6% | 0.1% |



VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|------------------------------------|-------------------|-----------------------|---------------------|
| Salary Requirements | (\$121,000) | (\$72,875) | (\$193,875) |
| Consulting & Professional Services | \$10,000 | \$33,937 | \$43,937 |
| Travel & Training | \$37,000 | \$26,365 | \$63,365 |
| Other Miscellaneous | \$0 | \$93,356 | \$93,356 |
| Net Total | (\$74,000) | \$80,783 | \$6,783 |

HUMAN RESOURCES

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$6,783** **Surplus**

Salary Requirements: (\$193,875)

The Health and Safety Department incurred a deficit of (\$121,000) due to COVID-19 Relief efforts. The department was required to hire a temporary Disability Management Specialist and H&S Advisor to assist with heavy workload due to contact tracing and COVID health and safety matters. In addition, a Non-COVID salary deficit of (\$72,875) was realized primarily due to the Payroll Process Project. Although, these positions have approved one-time funding available, the transfer was not made as the deficit was absorbed elsewhere within the budget.

Consulting and Professional Services: \$43,937

The consulting and professional services accounts ended the year in a surplus position of \$43,937, primarily attributed to Benefit Consulting and the Physical Demand Analysis Program. A surplus of \$24,730 resulted from the Benefits Consulting Account. The benefits consultant is used on an as-needed basis and is charged by way of an hourly rate for services provided. The Physical Demand Analysis Program has been a lengthy process evaluating every position within the corporation and remains an ongoing process. A surplus of \$19,207 has been realized in 2021, of which \$10,000 resulted from the delay of this process due to COVID-19.

Travel and Training: \$63,365

A year-end surplus of \$63,365 was realized within the travel and training course budgets. A portion of the variance can be attributed to COVID-19 as reduced course offerings, municipal site closures, travel restrictions and staff working from home, reduced the usual travel and training activity.

Other Miscellaneous: \$93,356

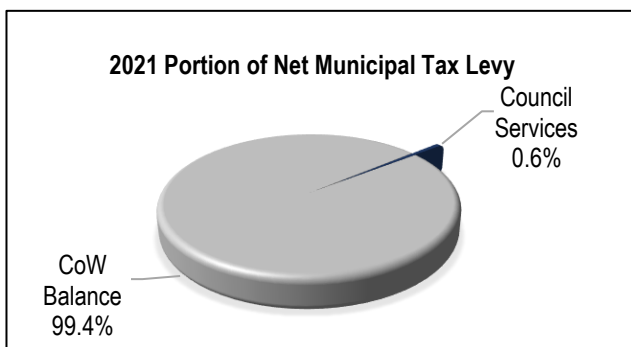
A year end surplus of \$93,356 was realized from various miscellaneous expense accounts, including program supplies, furniture & office supplies; which helped to offset the deficit in salary.

COUNCIL SERVICES


DEPARTMENTAL OVERVIEW

The City Clerk's Office administers the city's legislative process including Elections, Council and Committee meetings, and the maintenance of public records, as a service to City Council, Administration and the citizens of the City of Windsor.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$662,107) | (\$664,743) | (\$685,318) | (\$592,795) |
| Annual Expense Budget | \$2,994,694 | \$3,163,385 | \$3,163,317 | \$2,951,250 |
| Annual Net Budget | \$2,332,587 | \$2,498,642 | \$2,477,999 | \$2,358,455 |
| Annual Net Variance | | | | \$105,396 |
| Variance as a % of Gross Budget | | | | 3.6% |



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------------|-------------|------------|
| Senior Management: | 1.0 | FTE |
| Management: | 4.0 | FTE |
| Non-Union: | 3.0 | FTE |
| Local 543: | 14.0 | FTE |
| Total | 22.0 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|---------------------------------------|-------------------|-----------------------|---------------------|
| Marriage License and Civil Ceremonies | (\$23,400) | \$0 | (\$23,400) |
| Death Registration | \$0 | \$26,300 | \$26,300 |
| Printing User Fees | (\$12,620) | \$0 | (\$12,620) |
| Salary Gapping | \$0 | \$100,116 | \$100,116 |
| Miscellaneous Expenses | \$15,000 | \$0 | \$15,000 |
| Net Total | (\$21,020) | \$126,416 | \$105,396 |

COUNCIL SERVICES

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$105,396** **Surplus**

Marriage Licenses and Civil Ceremonies: (\$23,400)

A deficit of (\$23,400) was realized within the Marriage License and Civil Ceremony revenue. This variance can be attributed to couples not planning or postponing their marriages and wedding ceremonies until the pandemic restrictions are lifted.

Death Registration: \$26,300

A surplus is Death Registration revenue of \$26,300 was realized in 2021. The Death Registration revenue is difficult to predict and therefore, varies from year to year.

Printing User Fees: (\$12,620)

A deficit of (\$12,620) resulted due to less colour copier user fees charged in 2021. This variance can be attributed to city staff using less paper and the corporation moving to a more online/computer based approach due to work from home during the pandemic.

Salary Gapping: \$100,116

Council Services experienced an overall savings of \$100,116 in staffing, resulting from various vacant positions in the department throughout 2021.

Miscellaneous Expenses: \$15,000

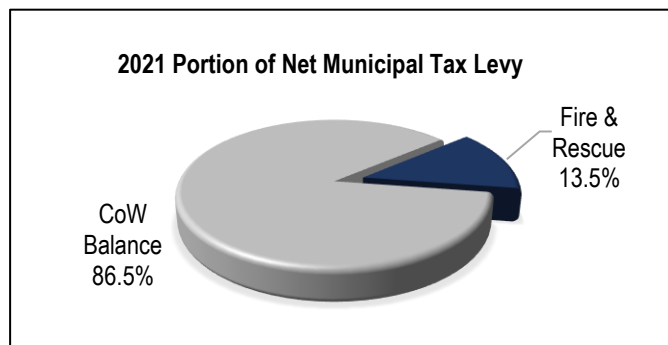
An overall savings of \$15,000 is a direct result of resources not being utilized during the COVID-19 pandemic, such as travel expenses and office supplies.

FIRE & RESCUE


DEPARTMENTAL OVERVIEW

Services to the community include public education, code enforcement, fire plans examination, emergency dispatch, emergency response and fire cause determination. Along with structure fires, firefighters respond to a broad range of emergency incidents including vehicle fires, motor vehicle collisions, medical related emergencies, technical rescue incidents and hazardous materials incidents.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|---------------------|---------------------|---------------------|---------------------|
| Annual Revenue Budget | (\$990,689) | (\$1,098,503) | (\$1,481,166) | (\$1,518,324) |
| Annual Expense Budget | \$46,493,654 | \$51,711,505 | \$51,947,069 | \$52,177,165 |
| Annual Net Budget | \$45,502,965 | \$50,613,002 | \$50,465,903 | \$50,658,841 |
| Annual Net Variance | (\$457,162) | (\$87,219) | (\$553,373) | (\$812,297) |
| Variance as a % of Gross Budget | (1.0%) | (0.2%) | (1.1%) | (1.6%) |



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------|---------------------|------------|
| Management: | 3.0 | FTE |
| Non-Union: | 2.0 | FTE |
| WFA: | 300.0 | FTE |
| Total | <u>305.0</u> | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|---|--------------------|-----------------------|---------------------|
| Net Salary Variance | (\$167,804) | (\$718,053) | (\$885,857) |
| Temp. Addition of Assist. Deputy Fire Chief | (\$62,502) | \$0 | (\$62,502) |
| Mass Notification System | \$0 | (\$32,969) | (\$32,969) |
| Fire & Rescue User Fees | (\$41,346) | \$13,820 | (\$27,526) |
| PPE, Medical and Cleaning supplies | (\$10,423) | \$0 | (\$10,423) |
| Miscellaneous Surplus Accounts | \$85,200 | \$121,780 | \$206,980 |
| Net Total | (\$196,875) | (\$615,422) | (\$812,297) |

FIRE & RESCUE

VARIANCE DESCRIPTION

The total departmental year-end variance is: **(\$812,297) Deficit**

Net Salary Variance: (\$885,857)

Net Salary variance for WFRS resulted in a deficit of (\$885,857). Salary, gapping, other pay, and WSIB ended in a surplus of \$164,452 while overtime variance ended in a deficit of (\$1,050,309). This overtime includes COVID-19 cost of (\$167,804). It is then mitigated by a recovery of \$772,334 from a prolonged Hazmat incident. The increased pressure for overtime started in July shortly after the Provincial lockdown ended. WFRS had a number of backlogged training requirements, increased number of WSIB claims and a postponed spring recruit class that normally mitigates summer month absence pressures. Finally, the fall recruit class did not materialize in planned 5 staff over complement due to vaccination requirements causing absence and increased retirements.

Temporary Addition of Assistant Deputy Fire Chief: (\$62,502)

The hiring of Assistant Deputy Fire Chief on a temporary basis allowed for a dedicated person to directly address the needs of frontline firefighting staff while the Chief has focused on the pandemic response. The pandemic response involved establishment of safety supply chains, the isolation and recovery centers, mass vaccination clinics, etc. in collaboration with WECHU, Hospitals, Red Cross and the Province. The hiring of the Assistant Deputy Fire Chief allowed for additional Fire & Rescue duties such as COVID-19 policies development, overseeing the implementation of the new procedures and ongoing daily review of incident run reports. Daily review of incident runs and post incident analysis with the firefighting staff has proven to be a valuable approach for addressing safety, compliance, as well as achieving consistent response to unique calls among all firefighters. This cost was partially offset by a surplus in an existing account and (\$62,502) remains unfunded.

Mass Notification System: (\$32,969)

WFRS entered into a 5-year agreement with Everbridge for a Mass Notification system approved by 2020 Operating Budget, BI#2020-0354. The budget issue was approved on the basis that WFRS would enter into a four-way partnership between WFRS and three community partners. Three partners were verbally committed when the 5 year agreement with Everbridge (system provider) was signed. As the pandemic continues to impact operations and causes significant delays in implementation, 2021 continued to be short two partners creating a (\$32,969) shortfall in cost recovery from partners. The process of obtaining additional partners is ongoing.

Fire & Rescue User Fees: (\$27,526)

User fee revenue for Fire & Rescue resulted in (\$27,526) deficit. Fire Prevention activities came to a complete stop due to a provincial shut down of businesses at the beginning and end of 2021.

PPE, Medical and Cleaning Supplies: (\$10,423)

COVID-19 related expenses resulted in (\$10,423) deficit for the year. Medical, PPE and cleaning supplies needs have increased and continues to be in increased use to reduce the risk of infection.

Miscellaneous Surplus Accounts: \$206,980

A surplus of \$206,980 is achieved by Fire & Rescue division due to COVID-19 impact in operations and overtime deficit mitigating measures. Restrictions in travel and provincial shut down of businesses impacts accounts like travel, training, office supplies, publications & manuals, professional services, advertising, equipment rental, etc., causing them to be under utilized. Furthermore, the department engaged in other deficit mitigating measures that involved cutting back and delaying some expenditures where possible; however, this may involve some catch up spending necessary for year 2022 operations.

MITIGATING STEPS

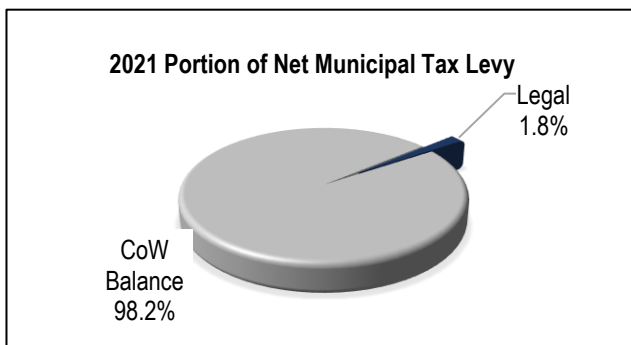
The Fire and Rescue Services division will continue to mitigate overtime variances through the attendance management process and take reasonable steps to reduce COVID-19 related expense variances, while maintaining approved service levels.

LEGAL


DEPARTMENTAL OVERVIEW

The Legal Department provides legal services in connection with administrative tribunal/court litigation, contracts and agreements, expropriations, labour/employment matters, real estate transactions and leases. Purchasing procures goods and services. Risk Management manages personal injury, property loss claims, and insurance. The Provincial Offences administers POA Court and prosecutes offences.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$10,390,026) | (\$10,593,655) | (\$10,766,573) | (\$7,549,723) |
| Annual Expense Budget | \$17,162,635 | \$17,623,980 | \$17,542,706 | \$14,231,776 |
| Annual Net Budget | \$6,772,609 | \$7,030,325 | \$6,776,133 | \$6,682,053 |
| Annual Net Variance | (\$87,047) | \$165,609 | (\$325,652) | (\$355,488) |
| Variance as a % of Gross Budget | (0.5%) | 0.9% | (1.9%) | (2.5%) |



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------------|-------------|------------|
| Senior Management: | 1.0 | FTE |
| Management: | 7.0 | FTE |
| Non-Union: | 33.0 | FTE |
| Local 543: | 8.0 | FTE |
| Total | 49.0 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|------------------------------|--------------------|-----------------------|---------------------|
| Provincial Offences Division | (\$300,000) | (\$260,125) | (\$560,125) |
| Salary Gapping | \$0 | \$204,637 | \$204,637 |
| Net Total | (\$300,000) | (\$55,488) | (\$355,488) |

LEGAL

VARIANCE DESCRIPTION

The total departmental year-end variance is: (\$355,488) *Deficit*

Provincial Offences Division: (\$560,125)

The Provincial Offences Division (POA) was impacted greatly by Ministry ordered court closures and suspension of POA timelines due to Covid-19. The substantial impact to revenue is attributed to the Order not allowing conviction of fines or suspension of driver's licenses, and therefore no action was required by defendants to pay their fines. Until the expiry of the Order suspending of POA timelines, which occurred on February 26, 2021, there was a significant decline in revenue collected. Another contributing factor to the reduced revenue is that all Part III offences need to be heard in court before a conviction. Therefore, there is a backlog of Part III tickets that have not been convicted and paid. It should also be noted that POA is not incorporating any surplus from the Westcourt Rent Budget (\$316,000) in this analysis. Council has approved that this funding be used toward renovating the City Hall campus to accommodate a new permanent location for POA.

MITIGATING STEPS

Provincial Offences Division

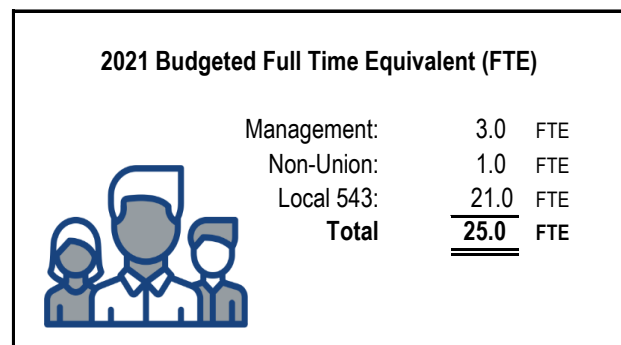
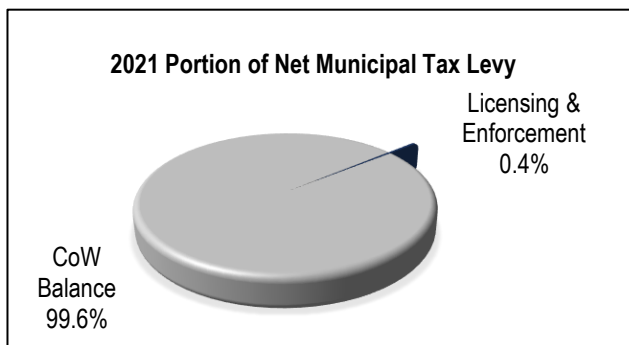
POA continues to strategize collection efforts on previous outstanding offences and will utilize as much court time as able with available Judicial resources to get through the backlog of POA offences. Following the suspension of timelines POA staff reviewed suspension of license reports and processed these suspensions to generate additional payments of fines. As of December 31, 2021 suspension reports up to October 31, 2021 had been processed. The processing of these reports generated a significant amount of additional revenue collected in the latter part of the year. At this time POA is holding all types of courts (remand/first appearance, early resolution, trials) remotely except for ex-parte trials. Ex parte trials are required to be held in person as directed by our Regional Senior Justice of the Peace.

Licensing & Enforcement

DEPARTMENTAL OVERVIEW

Licensing & By-Law Enforcement oversees several categories of business licenses and enforcement of the licensing and various regulatory by-laws to ensure compliance and public health and safety. For example, public vehicles, hospitality, lodging, dirty yards etc. Coordinate licensing hearings for the Windsor Licensing Commission. Also acts as gaming regulator for the AGCO/OLG i.e.bingo, raffles.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$1,931,111) | (\$2,476,011) | (\$1,991,150) | (\$2,391,150) |
| Annual Expense Budget | \$3,606,171 | \$3,653,154 | \$3,742,234 | \$3,781,107 |
| Annual Net Budget | \$1,675,060 | \$1,177,143 | \$1,751,084 | \$1,389,957 |
| Annual Net Variance | | | | (\$589,816) |
| Variance as a % of Gross Budget | | | | (15.6%) |



VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|-------------------------------|----------------------|--------------------------|------------------------|
| Lottery License Bingo Revenue | (\$524,590) | \$0 | (\$524,590) |
| Business License Revenue | (\$60,034) | \$0 | (\$60,034) |
| Dog License Revenue | \$36,445 | \$0 | \$36,445 |
| Repeat Offender Fee Revenue | \$0 | (\$194,417) | (\$194,417) |
| Staff Gapping | \$0 | \$115,822 | \$115,822 |
| Miscellaneous Expenses | \$10,000 | \$26,958 | \$36,958 |
| Net Total | (\$538,179) | (\$51,637) | (\$589,816) |

Licensing & Enforcement

VARIANCE DESCRIPTION

The total departmental year-end variance is: **(\$589,816)** **Deficit**

Lottery License Bingo Revenue: (\$524,590)

The Licensing division incurred a deficit of (\$524,590) related to bingo sites based on periodic COVID closures of Bingo Halls from January to July, and reopening at a reduced 50% capacity for the remainder of the year.

Business License Revenue: (\$60,034)

The Licensing division incurred a deficit of (\$60,034) in Business License Revenue due to an increase in business closures and a decrease in new business openings which can be attributed directly to the COVID-19 Pandemic. In addition, deadlines were extended for a majority of business licence categories (to mitigate impacts caused by lockdowns and the COVID-19 pandemic) which eliminated any revenues that would have normally been collected for late penalties.

Dog License Revenue: \$36,445

The Licensing division incurred a surplus of \$36,445 in Dog License Revenue due to the increased demand for pets during the pandemic.

Repeat Offender Fee Revenue: (\$194,417)

The By-Law Enforcement department incurred a deficit of (\$194,417) in revenue generated from the newly established Repeat Offender Fee. This fee was created in 2021 as a deterrent to repeat offenders and as such, the estimated revenue was a projection based on the previous year's issued invoices. Less invoices were issued than originally estimated resulting from increased compliance, which coincides with the original intent of the fee.

Salary Gapping: \$115,822

A surplus of \$115,822 within the Licensing and Enforcement department related to salary gapping occurred in 2021; \$81,029 in Licensing and Gaming, \$18,209 in By-Law Enforcement and \$16,584 in Council & Community Services. These surpluses have evolved for a variety of reasons including the permanent incumbents taking temporary positions elsewhere, unfilled vacancies for a portion of the year and maternity leaves.

Miscellaneous Expenses: \$36,958

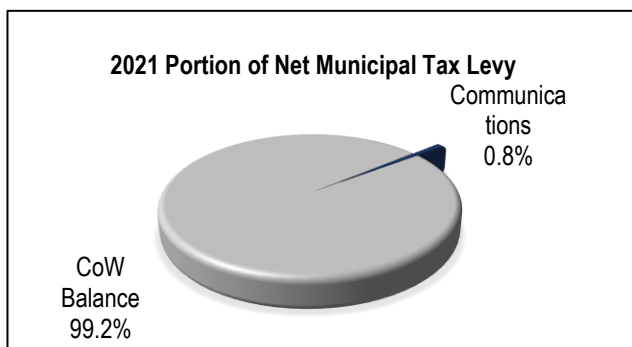
A surplus of \$36,958 occurred within the Licensing and Enforcement department for miscellaneous expenses. A portion of this savings can be attributed to staff using less resources due to work from home, such as travel expenses, office supplies and conference registration. The balance of non-COVID related surplus is related to animal control board fees, cat vouchers, license expenses and service charges.

COMMUNICATIONS


DEPARTMENTAL OVERVIEW

The Communications Department is the primary point of contact for communication and customer service, internally and externally including the 211/311 Contact Centre, for the City of Windsor.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$739,613) | (\$726,688) | (\$722,783) | (\$722,465) |
| Annual Expense Budget | \$3,521,542 | \$3,673,781 | \$3,826,234 | \$3,914,452 |
| Annual Net Budget | \$2,781,929 | \$2,947,093 | \$3,103,451 | \$3,191,987 |
| Annual Net Variance | | | | (\$68,774) |
| Variance as a % of Gross Budget | | | | (1.8%) |



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------|-------------|------------|
| Management: | 4.0 | FTE |
| Non-Union: | 8.0 | FTE |
| Local 543: | 16.5 | FTE |
| Total | 28.5 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|----------------------------|-------------------|-----------------------|---------------------|
| 211 RSP Provincial Funding | \$190,000 | \$48,046 | \$238,046 |
| Salary | (\$228,000) | (\$145,769) | (\$373,769) |
| Misc. Expenses | \$20,000 | \$46,949 | \$66,949 |
| Net Total | (\$18,000) | (\$50,774) | (\$68,774) |

COMMUNICATIONS

VARIANCE DESCRIPTION

The total departmental year-end variance is: (\$68,774) Deficit

211 Regional Service Provider (RSP) Provincial Funding: \$238,046

A surplus of \$238,046 results from 211 RSP Funding, of which \$190,000 is due to surge funding provided to 211 Windsor Essex during the pandemic. This funding offsets most of the COVID related salary deficit below; as the intent of the surge funding was to hire more temporary staff to support 211 services. The other portion of this surplus is due to a change in contracted funding to be received for the remainder of 2021 and an increase in quarterly variable funding.

Salary: (\$373,769)

An overall salary deficit of (\$373,769) is from the Customer Contact Centre division. The majority of this variance can be attributed to part time staff working full time hours due to increased demand and the hiring of extra temporary staff to support 211 services during the pandemic (which is mostly recovered from additional RSP funding). Also contributing to the Non-COVID related deficit is retro pay related to a grade increase for a position in the Customer Contact Centre, which is offset by a corporate provision.

Miscellaneous Expenses: \$66,949

The Communications Department had an overall savings of \$66,949. This is made up of \$55,000 in the Customer Contact Centre division attributed to a change in contracted services, including contracts with Motorola, SMS Texting services and the NICE InContact telephones services. Savings of \$20,000 can be directly linked to COVID-19 such as travel expenses, conference registration and office supplies. A Deficit of (\$13,825) in the Language Line, is due to higher usage throughout the year. In addition, misc. Non-COVID related savings total \$5,774.

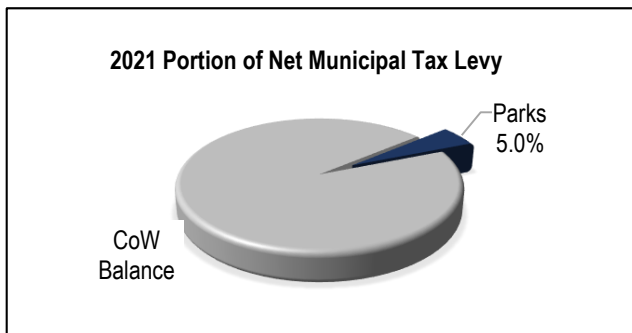
PARKS

DEPARTMENTAL OVERVIEW

MISSION : The Parks Department is committed to the development and protection of our parks, natural areas and greenspaces for present and future generations of Windsor residents & visitors. We are committed to showcasing our city's appearance to the highest standards possible to ensure our parks and facility systems are safe, clean and accessible to all.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|------------|------------|------------|---------------------|
| Annual Revenue Budget | n/a | n/a | n/a | (\$2,182,209) |
| Annual Expense Budget | n/a | n/a | n/a | \$21,010,716 |
| Annual Net Budget | n/a | n/a | n/a | \$18,828,507 |
| Annual Net Variance | n/a | n/a | n/a | \$24,571 |
| Variance as a % of Gross Budget | n/a | n/a | n/a | 0.1% |

Historical amounts are not available due to 2021 realignment of departments.



2021 Budgeted Full Time Equivalent (FTE)

| | | |
|--------------------|--------------|------------|
| Senior Management: | 1.0 | FTE |
| Management: | 18.0 | FTE |
| Non-Union: | 6.0 | FTE |
| Local 543: | 3.5 | FTE |
| Local 82: | 80.4 | FTE |
| Total | 108.9 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|--|--------------------|-----------------------|---------------------|
| Revenue Reductions | (\$164,830) | \$0 | (\$164,830) |
| Cost Recovery & Temp Staffing Reductions | \$85,889 | \$0 | \$85,889 |
| COVID-19 Incremental Costs | (\$130,315) | \$0 | (\$130,315) |
| Salary Gapping and Overtime Savings | \$0 | \$521,054 | \$521,054 |
| Budget Carry-forward | \$0 | (\$36,600) | (\$36,600) |
| Temporary Staffing Costs | \$0 | (\$250,627) | (\$250,627) |
| Net Total | (\$209,256) | \$233,827 | \$24,571 |

PARKS

VARIANCE DESCRIPTION

The total departmental year-end variance is:

\$24,571

Surplus

Revenue Reductions (\$164,830) Deficit

As a result of COVID-19 pandemic Parks experienced lost revenues for services related to park use and services provided to the public related to rental space and various user fees involving parkland and nature centre programming. As required by provincial legislation, restrictions were mandated at the commencement of pandemic and Parks administration responded to adjust the provision of services which is estimated to result in reduced revenues of (\$80,000). In addition as a result of the COVID-19 pandemic Parks administration closed the Ojibway nature centre which eliminated lease rentals for rooms, concessions and programming related to user fees. The revenues lost from the services no longer provided at the Ojibway Nature Centre during the year is (\$84,830).

Cost Recovery and Temporary Staffing Reductions \$85,889 Surplus

There is a reduction of temporary staffing related to the Nature Centre programming and expenditures resulting in savings of \$85,889. The Ojibway Nature Centre remained closed to the public for the year and the level of services requiring temporary staffing for programming was not required.

COVID-19 Incremental Costs (\$130,315) Deficit

As a result of the COVID-19 pandemic enhanced cleaning measures are required to ensure that park amenities are cleaned on a frequent basis for areas of high contact that are used by the public. Additional cleaning protocols were adopted in March 2020 at the commencement of pandemic by the Parks and Facilities department for all city building and park amenities where required that were still in use by the public or City employees. Additional temporary staffing resulted in a \$(48,000) deficit to ensure adequate coverage for all parkland throughout the City to ensure the enhancement of cleaning schedules are maintained for bathrooms located in various parks and amenities that experience higher volumes in the spring, summer and fall periods. As a result of social distancing requirements additional temporary supervision was required for the busier maintenance period. The impact of this temporary staffing costs resulted in a \$(82,315) deficit to the incremental costs for COVID on Parks.

Salary Gapping and Overtime Savings- \$521,054 Surplus

There are savings that occurred in that resulted in a surplus of \$453,643 in the year from the staff attrition, leaves from vaccination policies, and the delay in the recruitment for many vacant positions throughout Parks. As a result there have been savings from staff retirements, leave of absences, long term disabilities and employees transitioning to other departments that have not yet been replaced. In addition, the overtime costs were reduced for the year with the transition to a 7 day a week 10 hour schedule. The value of overtime savings for the year for full time staffing resulted in a surplus of \$67,411. Parks and Recreation share Local 82 staffing that work in rinks during fall and winter periods under normal circumstances. With rinks being closed in the first quarter of the year, there may be some allocation changes in costs from their budgets which are fixed however, where one department has a surplus the other department will have a deficit to offset.

Budget Carry Forward (\$36,600) Deficit

Parks is requesting budget carry forward for the maintenance expenses related to Gateway Park. The budget issue 2021-0055 was approved by Council in the amount of \$53,600 for the additional operating budget for the newly acquired parkland from the Detroit River Tunnel Company (DRTC). This annual funding was required to cover the incremental costs related to maintenance activities to bring the park up to an acceptable level of service. The negotiations with the DRTC took longer than anticipated, and as a result, the City did not take possession of the property until later in the fiscal year. This delay that was beyond the control of the Parks Department, resulted in the deferral of the majority of the initial maintenance activities planned for the year. The expenditures for maintenance costs related to Gateway Park in 2021 has only amounted to \$17,000 and there is \$36,600 in budget funding remaining at year end. The initial maintenance work will be required to be continued into the next fiscal year, as per the original plan, and funding is necessary to be carried over to ensure there are no negative variances in 2022 related to this new parkland.

PARKS

Temporary Staffing Costs \$(250,627) Deficit

The temporary salary costs have increased over budget as a result of staffing resources that were required for TFT workers. The deficit of \$(137,175) was a result of the requirement to maintain service levels and perform work and bridge the salary gapping from full time vacant positions as highlighted previously. Included in this area is the backfill of an employee in the Parks administration division working on the Work Force Management payroll system implementation which has resulted in an annual deficit of \$(113,452).

MITIGATING STEPS

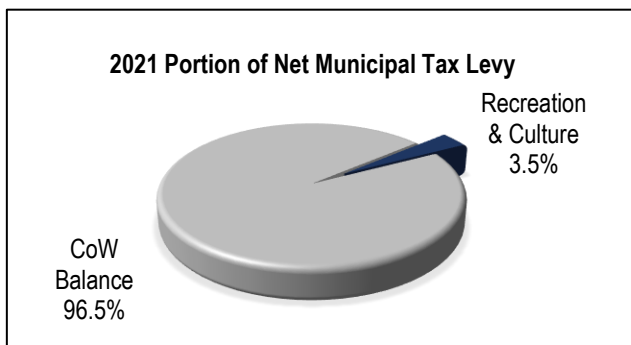
Parks will continue to monitor variances into the next fiscal year and take any reasonable steps to reduce or eliminate variances while mitigating any negative impact on service levels.

RECREATION & CULTURE


DEPARTMENTAL OVERVIEW

Recreation services builds vibrant, healthy, active and connected communities by providing facilities (arenas, pools, community centres) and programs that allow residents to participate in recreational activities. The Culture division provides programs, events and services that express the City's cultural identity, celebrates traditions and improves the quality of life for Windsor residents.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|
| Annual Revenue Budget | (\$11,298,165) | (\$11,704,711) | (\$12,014,378) | (\$11,949,514) |
| Annual Expense Budget | \$24,114,601 | \$24,647,287 | \$25,364,844 | \$24,992,464 |
| Annual Net Budget | \$12,816,436 | \$12,942,576 | \$13,350,466 | \$13,042,950 |
| | | | | |
| Annual Net Variance | \$238,860 | (\$81,695) | (\$1,362,395) | (\$157,936) |
| Variance as a % of Gross Budget | 1.0% | (0.3%) | (5.4%) | (0.6%) |



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------|-------------|------------|
| Management: | 20.0 | FTE |
| Non-Union: | 10.0 | FTE |
| Local 543: | 34.7 | FTE |
| Local 82: | 20.5 | FTE |
| Total | 85.2 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|----------------------------------|--------------------|-----------------------|---------------------|
| Programming and User Fee Revenue | (\$7,755,913) | \$0 | (\$7,755,913) |
| Avoided Costs | \$7,597,977 | \$0 | \$7,597,977 |
| Net Total | (\$157,936) | \$0 | (\$157,936) |

RECREATION & CULTURE

VARIANCE DESCRIPTION

The total departmental year-end variance is: **(\$157,936)** **Deficit**

The Recreation & Culture Department ended 2021 with a deficit variance totalling (\$157,936). This is as a result of \$7.7M in foregone programming and user fee revenue however, these negative financial impacts are being partially offset by \$7.6M in avoided costs resulting from reduced part-time salary & wages, program supplies and other operational costs.

Revenue Reductions

As a result of COVID-19 Recreation and Culture experienced \$7,755,913 in lost revenue pertaining to concession sales, commissions, sales of goods & services, advertising, membership, rental and programming revenue. As a result of the COVID-19 provincial restrictions and mandated closures Recreation and Culture was able to mitigate expenditures totalling \$7,597,977. These mitigated expenditures assisted in offsetting the loss of revenues resulting a total deficit of (\$157,936) pertaining to COVID-19 for the department.

Please note that the Recreation and Culture Department shares full-time Local 82 staffing with the Parks Department however, these budgets are fixed. Where one Department has a surplus in this account, the other Department will have a deficit to offset.

MITIGATING STEPS

The department will monitor variances throughout 2022 and take any reasonable steps to reduce or eliminate variances while mitigating any negative impact on service levels.

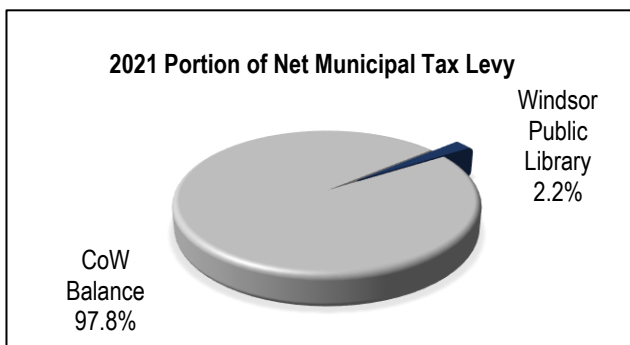
WINDSOR PUBLIC LIBRARY

DEPARTMENTAL OVERVIEW


The Windsor Public Library consists of 10 library branches of varying sizes that provide a physical space where people can gather, attend programs, gain access to the internet and access the libraries' collections.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$1,182,552) | (\$1,251,871) | (\$1,071,621) | (\$1,032,621) |
| Annual Expense Budget | \$9,386,489 | \$9,271,926 | \$9,276,250 | \$9,302,368 |
| Annual Net Budget | \$8,203,937 | \$8,020,055 | \$8,204,629 | \$8,269,747 |
| | | | | |
| * Annual Net Variance | \$322,389 | \$278,838 | \$658,270 | \$799,040 * |
| Variance as a % of Gross Budget | 3.4% | 3.0% | 7.1% | 8.6% |

* As per the Library Act, the Windsor Public Library's annual surplus is transferred to their reserve.



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------|-------------|------------|
| Management: | 6.0 | FTE |
| Non-Union: | 1.0 | FTE |
| Local 2067.1 | 67.8 | FTE |
| Total | 74.8 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|-----------------------------|----------------------|--------------------------|------------------------|
| Salary & Benefits | \$211,000 | \$447,992 | \$658,992 |
| Revenue | (\$124,000) | \$27,436 | (\$96,564) |
| Miscellaneous Expenses | \$28,000 | \$208,612 | \$236,612 |
| Surplus Transfer to Reserve | \$0 | (\$684,040) | (\$684,040) |
| Net Total | \$115,000 | \$0 | \$115,000 |

WINDSOR PUBLIC LIBRARY

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$115,000** **Surplus**

Salary Gapping: \$658,992

Salary and Benefits have a total of a \$658,992 surplus due to the following: Pages and other temporary staff were not employed during lockdowns; Sunday service was mostly unavailable for Q1 resulting in a surplus for wages. Since Sunday hours are worked on a volunteer-basis, staff are paid for Sunday hours worked on top of their regular salaries; Sunday hours are only available during the fall and winter months (September-April). Lastly, the surpluses not related to COVID are due to vacancies and leaves of absence.

Revenue: (\$96,564)

A projected loss of approximately \$124,000 of late fees and rental revenues are directly attributed to COVID as WPL did not collect late fees because of COVID. Branches were closed for most of 2021 and thus, there was no rental income from renting out rooms in the branches.

Miscellaneous Expenses: \$236,612

The savings of approximately \$236,000 of miscellaneous expenses is due to the following: Branches were closed/reduced operating hours for most of Q1-Q3 of 2021; therefore, this decreased printing and imaging expenses, supplies for programs, etc. as people were not allowed in the branches; Audit fees and membership fees have historically been in a surplus position (Pre & post COVID) and thus, not related to COVID; The surplus in other professional fees (alarm responses by the Windsor police) can be attributed to no longer occupying the 850 Ouellette building; Interest expense surplus is also non-COVID related due to the fact that this loan will be paid off in 2022 and thus, less is needed in the budgeted amount for interest.

Surplus Transfer to Reserve: (\$684,040)

It should be noted that the WPL's financial position at the end of each fiscal year is not included with all other City departments to calculate the final City surplus/deficit. Although the WPL's financial statements are consolidated with the City's, the WPL, as per the Libraries Act, is a stand alone entity with its own audited financial statements, which include an accumulated surplus or deficit. Although the City provides the WPL with operational support consistent with other departments, the overall surplus or deficit is reported within the financial results of the WPL and is not reported in the overall position of the City at year end. However, it is being provided here for information purposes.

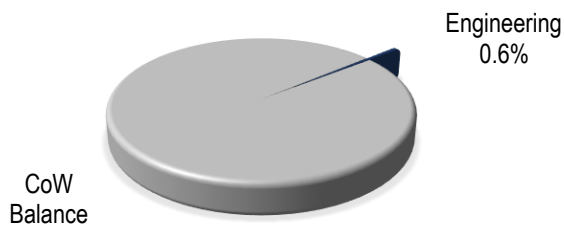
ENGINEERING

DEPARTMENTAL OVERVIEW

Engineering is responsible for; project management of municipal infrastructure projects, new buildings and non-building projects; development services; right-of-way permits; GIS system, and CAD services. Pollution Control manages and oversees 49 pumping stations, 2 wastewater treatment plants (treatment of wastewater from Windsor and surrounding municipalities) & the bio solid processing facility.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$24,080,241) | (\$24,186,509) | (\$25,124,422) | (\$25,601,022) |
| Annual Expense Budget | \$27,449,528 | \$27,422,762 | \$26,928,097 | \$27,777,083 |
| Annual Net Budget | \$3,369,287 | \$3,236,253 | \$1,803,675 | \$2,176,061 |
| Annual Net Variance | (\$454,241) | \$45,851 | (\$140,145) | \$17,108 |
| Variance as a % of Gross Budget | (1.7%) | 0.2% | (0.5%) | 0.1% |

2021 Portion of Net Municipal Tax Levy



2021 Budgeted Full Time Equivalent (FTE)

| | | |
|--------------------|--------------|------------|
| Senior Management: | 1.0 | FTE |
| Management: | 17.0 | FTE |
| Non-Union: | 23.0 | FTE |
| Local 543: | 32.7 | FTE |
| Local 82: | 44.0 | FTE |
| Total | 117.7 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|---|----------------------|--------------------------|------------------------|
| Pollution Control | | | |
| Salaries & Program supplies | \$0 | \$5,334 | \$5,334 |
| Engineering | | | |
| Other Gen. Rev./User Fees/GIS User Fees | \$0 | \$242,131 | \$242,131 |
| Minor Capital | \$0 | \$27,660 | \$27,660 |
| Bank Charges | \$0 | (\$21,901) | (\$21,901) |
| Succession Planning | \$0 | (\$73,812) | (\$73,812) |
| Licenses & Permits | (\$102,988) | (\$49,385) | (\$152,373) |
| Miscellaneous Line Items | \$17,384 | (\$27,316) | (\$9,932) |
| Net Total | (\$85,604) | \$102,712 | \$17,108 |

ENGINEERING**VARIANCE DESCRIPTION**

The total departmental year-end variance is: **\$17,108** **Surplus**

The Engineering department is reporting a year-end surplus of \$17,108, due to surpluses in Engineering and the Office of the City Engineer of \$11,856. The Pollution Control division, specifically the Environmental Master Plan area, is reporting a surplus of \$5,334

Salaries and Program Supplies: \$5,334

As a result of gapping and restrictions due to COVID, the overall surplus is mainly resulting from Salaries and program supplies. The surplus of \$58,357 resulted from gapping for a position that was not filled for approximately 5 months of 2021 and staff turnover. As a result of the decreased staff, resources are limited and some program supplies were not able to be completed this year. Additionally, some of the surplus was due to Earth Day in 2021 being sponsored by an outside organization. This Organization paid for items such as prizes, advertising and the virtual platform that was used. This resulted in a surplus in program supplies expenses of \$18,235. These surplus are offset by a carry forward request in order to cover expenditures that were delayed in 2021 of (\$83,000).

Other General Revenue / User Fees / GIS User Fees: \$242,131

Other General Revenue and User Fees are in a surplus of \$242,131 to the Division. Revenues picked up in the Summer/ Construction Season. The majority of the surplus related to an increase in the amount of development review fees that had occurred.

Minor Capital: \$27,660

During the 2021 Operating Budget a budget increase of \$30,300 was approved for the Cloud Perming Digital Platform. There have been some delays and the system has yet to be implemented. Therefore, the surplus in minor capital is due to this increase expense in budget, with no expense occurring in 2021. It is offset by minor deficits with the accounts of (\$2,640). This surplus will be used to partially offset the deficient in Licenses & Permits.

Bank Charges: (\$21,901)

Further offsetting the surpluses for the Division is a deficit of (\$21,901) in bank charges. This item has traditionally been in a deficit as credit card payments are on the rise and these payment methods incur additional banking fees for the department.

Succession Planning: (\$73,812)

As a result of the recruitment for the new City Engineer, these expense relate to conducting a search for the City of Windsor's City Engineer as well as additional Salaries & Benefits expenses related to overlapping and other pay.

Licenses & Permits: (\$152,373)

Licenses & Permits are in a deficit of (\$152,373). Some of this deficit is due Sidewalk Cafe permits being waived. As previously reported to Council through the 2021 budget report, it is anticipated that this will result in a COVID-related deficit of (\$57,000) in License & Permits Revenues as the level of interest in 2021 is similar to that of last year. By the end of 2021, the amount of revenue loss due to Sidewalk Cafe Permits was (\$102,988). Additionally, during the 2021 Operating Budget a budget increase was approved to increase user fees to recover annual costs for the usage of Cloud Perming Digital Platform. As this system has not gone live, the increase has not taken effect resulting in a (\$30,000) deficit. The remaining deficit is based on current levels of licenses & permits issued. The remaining (\$19,375) was a result of other licenses and permit revenue shortfalls.

Miscellaneous Line Items: (\$9,932)

Miscellaneous line item variances are contributing to a (\$9,932) deficit. A portion of this deficit of (\$1,428) is related to COVID-19 additional expenses for employee cell phones and headset / camera for new employees in the area. Offsetting this deficit is a surplus of \$18,812 related to COVID for surpluses in salaries. The deficit of (\$27,312) was due to BSR funding for temporary positions not being transferred into the area. As the area was able to mitigate this deficit through other surpluses, it was determined that the BSR funding transfer for 2021 would not occur.

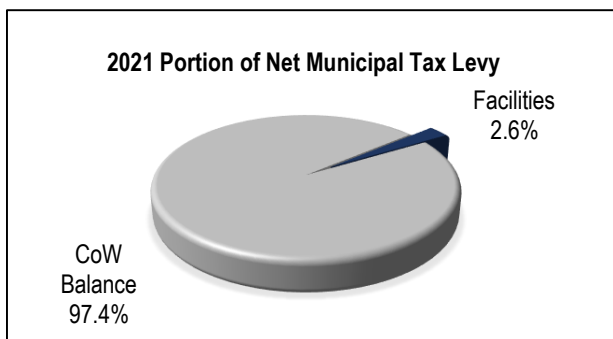
FACILITIES

DEPARTMENTAL OVERVIEW


Facilities provides building maintenance and operations, caretaking, security, planning, building construction & renovations, project management, lease administration, and asset management. Committed to supporting the corporation and community by providing safe, clean, well-maintained facilities in a responsive and effective manner.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$9,229,381) | (\$8,352,445) | (\$8,608,215) | (\$9,341,515) |
| Annual Expense Budget | \$16,870,254 | \$17,208,392 | \$18,187,266 | \$19,034,729 |
| Annual Net Budget | \$7,640,873 | \$8,855,947 | \$9,579,051 | \$9,693,214 |
| Annual Net Variance | | | | \$12,750 |
| Variance as a % of Gross Budget | | | | 0.1% |

Historical amounts are not available due to 2021 realignment of departments.



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------|-------------|------------|
| Management: | 13.0 | FTE |
| Non-Union: | 3.0 | FTE |
| Local 543: | 63.7 | FTE |
| Local 82: | 13.0 | FTE |
| Total | 92.7 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|---|----------------------|--------------------------|------------------------|
| Maint. Material & Housekeeping Supplies | (\$163,929) | \$202,324 | \$38,395 |
| Contracted Services | (\$172,490) | (\$471,723) | (\$644,213) |
| Salary /Wages | (\$104,092) | \$281,711 | \$177,619 |
| Administrative & Others | (\$3,650) | \$29,215 | \$25,565 |
| Cost Recovery | \$260,350 | \$155,034 | \$415,384 |
| Net Total | (\$183,812) | \$196,561 | \$12,750 |

FACILITIES

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$12,750** **Surplus**

Maintenance Material & Housekeeping Supplies \$38,395 Surplus

In Q2 & Q3 reporting, the department was being conservative and projecting a large deficit in Maintenance Material & Housekeeping Supplies in anticipation of another peak wave of COVID variant to take place, and result in higher PPE and cleaning supplies to be purchased across the corporation. As COVID PPE and cleaning supplies are purchased through the online Purchasing Portal and charged to the default Corporate account in Facilities, this would lead to financial impact on the department. At the end of the year, total PPE purchases were lower than the original projection and some areas received funding from other government bodies to offset their PPE expenditure. This lessened the budgetary burden on Facilities to absorb the costs of COVID PPE and supplies.

Furthermore, a number of recreation facilities have been closed either partially or fully to the public during the year. This led to less consumption for regular housekeeping supplies such as paper towels or hand soap in public restrooms and other common areas. The closure of the Adventure Bay to the public also led to a significant amount of savings in the pool chemical usage in the year.

Contracted Services (\$644,213) Deficit

Facilities is reporting a deficit of (\$644,213) in Contracted Services at the end of 2021. There are several areas that incurred higher maintenance costs than budgeted and contributed to the deficit variance. These include the costs to repair and operate the Peace Fountain, installation of breakers at the Lakeview Park Marina, repairs at the Lanspeary Arena, Dectron and pool equipment replacement at the Aquatic Centre and the security system repairs at the Art Gallery of Windsor.

In addition, a flood in the basement level of WFCU caused major damages to the flooring and equipment at the facility. The replacement and repair costs from the flood incident was over \$122,000. Insurance claim has been filed, however, the outcome of the claim is still pending. Further more, Facilities incurs a monthly COVID security cost since the beginning of the pandemic for the health screening at the 400 City Hall Square building to ensure the safety of the general public and employees entering the building. This security screen cost is over and above the normal security service budget, and therefor added the budgetary strains to the department.

Salary/ Wages Related Expenses \$177,619 Surplus

A number of budgeted positions were vacant during the year including Supervisors, Caretakers, Operating Engineers and Facility Person, due to retirement, reassignment, or departing from the corporation. The surplus from position gapping of \$281,711 is partially offset by the costs of (\$104,092) for the temporary caretakers hired to carry out the COVID enhanced cleaning service in the beginning of the year. Most of these vacant positions have been filled and eliminate savings from gapping by the end of 2021.

Administrative & Others \$25,565 Surplus

Facilities is reporting a surplus of \$25,565 in Administrative accounts at the end of 2021. The main reason for this surplus variance is due to less spending in training, conferences, travelling, and purchasing of new office furniture. The lower administrative spending in 2021 is a direct result of the pandemic, where many in-person training and conferences were cancelled. Also with more staff working from home partially, there were less needs to replace office furniture in the year.

FACILITIES

Cost Recovery \$415,384 Surplus

Facilities Division is reporting a surplus of \$415,384 for cost recoveries either internally within the corporation or from an external source. The main factor that contributes to the surplus variance is the recovery revenue for COVID enhanced cleaning services provided for the Provincial Courts at the Windsor Justice Facility, and for the Federal tenants at the 400 City Hall Square facility. In addition, Facilities was able to recover portion of the pandemic related costs through government grants and reimbursements for programs such as TESAC (Temporary Emergency Shelter at Aquatic Centre), the emergency shelter at 500 Tuscarora and the Mass Vaccination Centres. Furthermore, the City has acquired properties (185 & 189 City Hall Square) with occupying tenants that provide additional lease revenues to the Department.

MITIGATING STEPS

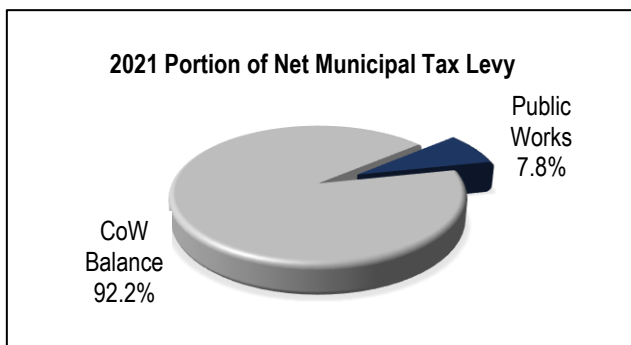
Facilities Operations Department will continue to monitor variances going forward and take any reasonable steps to reduce or eliminate variances while mitigating any negative impact on service levels.

PUBLIC WORKS


DEPARTMENTAL OVERVIEW

The Roads and Infrastructure Services area provides a variety of services related to the planning, design, construction, operation and maintenance of roadways, sanitary and storm sewers, traffic control (signals & signs) and the City's fleet of vehicles. Services also include the City's street lighting, municipal parking and seasonal maintenance including snow clearing. Environmental Services ensures that all residential and municipal waste, recyclables and yard waste are collected in a manner consistent with current standards, Council approved service levels, and environmental requirements.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|---------------------|---------------------|----------------------|----------------------|
| Annual Revenue Budget | (\$27,113,327) | (\$28,785,172) | (\$30,629,406) | (\$27,330,228) |
| Annual Expense Budget | \$54,455,439 | \$55,964,369 | \$59,855,262 | \$56,609,038 |
| Annual Net Budget | \$27,342,112 | \$27,179,197 | \$29,225,856 | \$29,278,810 |
| Annual Net Variance | \$2,391 | \$46,727 | (\$1,407,608) | (\$2,606,219) |
| Variance as a % of Gross Budget | 0.0% | 0.1% | (2.4%) | (4.6%) |



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------|--------------|------------|
| Management: | 31.0 | FTE |
| Non-Union: | 19.0 | FTE |
| Local 543: | 79.0 | FTE |
| Local 82: | 82.2 | FTE |
| Total | 211.2 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|---|----------------------|--------------------------|------------------------|
| Salary and Wage – All Staff and Students | \$195,097 | \$1,149,803 | \$1,344,900 |
| Crossing Guard Program | \$169,123 | \$0 | \$169,123 |
| WSIB | \$0 | \$94,557 | \$94,557 |
| Minor Line-by-Line | \$0 | (\$14,679) | (\$14,679) |
| Miscellaneous Operating and Safety Supplies | (\$76,354) | \$0 | (\$76,354) |
| MTO Registered Owner Requests – Pkg Enf. | \$0 | (\$95,917) | (\$95,917) |
| Winter Control | \$0 | (\$120,589) | (\$120,589) |
| Overtime | \$0 | (\$233,133) | (\$233,133) |
| Landfill Tipping Fees | (\$390,547) | (\$80,352) | (\$470,899) |
| Materials / Parts | \$0 | (\$483,001) | (\$483,001) |
| Revenue - All Divisions | (\$1,989,532) | \$674,545 | (\$1,314,987) |
| Contracted Services | (\$295,903) | (\$1,109,337) | (\$1,405,240) |
| Net Total | (\$2,388,116) | (\$218,103) | (\$2,606,219) |

PUBLIC WORKS

VARIANCE DESCRIPTION

The total departmental year-end variance is: **(\$2,606,219)** *Deficit*

Salary and Wage: \$1,344,900

PW Operations has finished 2021 with an overall surplus of \$1,344,900 related to salary and wage costs, of which \$195,097 is attributable to the ongoing pandemic. The non-pandemic surplus of \$1,149,803 in salary and wage costs is the net total of the surpluses and deficits related to salary and wage gapping due to a number of vacancies across the department resulting from retirements, long term disability, staff appointments into new positions and the hiring of extra staff to accommodate heavy work load situations where required. The pandemic related surplus is a result of an overall reduction in student wage costs and gapping related to hiring delays as a result of the ongoing pandemic.

Crossing Guard Program: \$169,123

PW Operations has finished 2021 with an overall surplus of \$169,123 related to the crossing guard program that is directly attributable to the ongoing pandemic due to a reduction in the annual service provided due to the closing of schools in 2021.

WSIB: \$94,557

PW Operations has finished 2021 with an overall surplus of \$94,557 related to reduced WSIB costs for the year related to injuries and pensions in all Divisions. This variance is not considered to be pandemic related.

Minor Line-By-Line: (\$14,679)

Overall minor line-by-line variances result in a deficit of (\$14,679) for 2021. Included in this variance is a final net surplus for fuel of \$186. While a deficit was realized for fuel related to higher than anticipated prices for the year, a fully offsetting surplus was also realized for lower than anticipated fuel consumption for the year, netting fuel to \$186 for all fuel types for the year. Immaterial line-by-line variances including fuel are not considered to be pandemic related variances.

Miscellaneous Operating and Safety Supplies: (\$76,354)

PW Operations has finished 2021 with an overall deficit of (\$76,354) related to miscellaneous operating and safety supplies purchased in response to operational needs due to the ongoing pandemic for use in offices and vehicles as required.

Registered Owner Requests – Parking Enforcement: (\$95,917)

PW Operations has finished 2021 with a non-pandemic deficit of (\$95,917) related to the cost of obtaining registered owner information from the Ministry of Transportation for the processing of late fees in 2021. A 2022 budget adjustment was approved by Council for this account as we have been experiencing a deficit in this account annually for a number of years. This adjustment is expected to mitigate future deficits related to these requests.

Winter Control: (\$120,589)

PW Operations has finished 2021 with an overall deficit of (\$120,589) related to the winter control service.

PUBLIC WORKS

Overtime: (\$233,133)

PW Operations has finished 2021 with an overall deficit of (\$233,133) related to overtime as a result of the vacancies across the department as well as increased work done to support capital programs outside of the normal work day hours. A portion of the overall overtime deficit related to capital programs is offset with revenue for capital recoveries.

Landfill Tipping Fees: (\$470,899)

PW Operations has finished 2021 with a deficit of (\$470,899) related to increased landfill tipping fees in 2021. A deficit of (\$80,352) is a result of a permanent increase in annual tonnage experienced for several years, not related to the ongoing pandemic. A deficit of (\$390,547) is a result of increased tonnages for all sources of waste directly attributable to the ongoing pandemic. A 2022 budget adjustment was approved by Council to increase the landfill tipping fee budget by 1,500 tonnes which is expected to mitigate future deficits related to landfill tipping fees, not related to the ongoing pandemic.

Materials and Parts: (\$483,001)

PW Operation has finished 2021 with an overall deficit of (\$483,001) related to materials and vehicle/equipment parts across the department, not attributable to the ongoing pandemic. Various material and part costs were higher than anticipated for the year with some of the additional cost offset by revenue surpluses related to recoverable work performed for capital programs as well as additional Fleet recoveries for repairs and maintenance of vehicles and equipment not included in the dedicated corporate fleet.

Revenue: (\$1,314,987)

PW Operations has finished 2021 with an overall revenue deficit of (\$1,314,987) of which (\$1,989,532) can be directly attributable to the ongoing COVID pandemic related to lost Parking Enforcement revenue for tickets. A surplus of \$674,545 has also been realized related to non-COVID revenue collection; specifically, related to increased recoveries for various capital programs and recoverable services in the Fleet, Traffic Operations, ROW Maintenance, and Environmental Services Divisions offset with revenue deficits related to reduced parking ticket revenue and staff recoveries in the Technical Support and Field Services Divisions as a result of the annual position gapping. 2022 budget adjustments were approved by Council to permanently reduce the parking ticket revenue budget and to increase capital recovery revenue budgets in Traffic Operations as variances have been realized in these accounts for several years.

Contracted Services: (\$1,405,250)

PW Operations has finished 2021 with a net deficit of (\$1,405,205) related to contracted services across Public Works. A portion of the deficit, (\$295,903), is directly attributable to the ongoing pandemic; specifically, a surplus related to reduced parking enforcement services, and a deficit related to increased residential garbage collection services for the year. A net deficit of (\$1,109,337) is not attributable to the ongoing pandemic and includes surpluses related to the clean the city service, yard waste collection, leachate, and the sharps program; offset with deficits related to household waste collection services, Traffic turning movement counts, road/alley/sidewalk maintenance services and streetlight maintenance.

MITIGATING STEPS

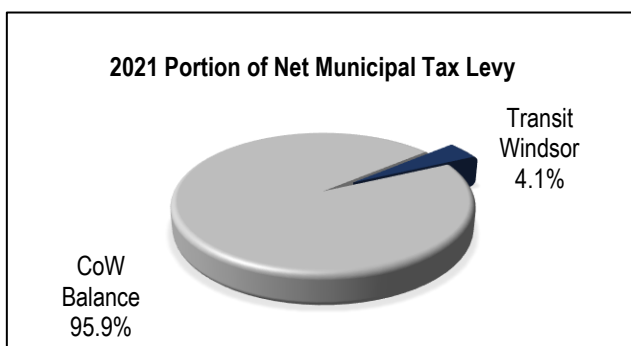
Public Works Administration monitors budgets closely and mitigates variances within the Department if feasible. Budget issue submissions will be prepared for the 2023 budget deliberations for variance items that are expected to continue beyond one-year/one-time and where there is no available budget reduction to facilitate a reallocation of currently budgeted funds.

TRANSIT WINDSOR


DEPARTMENTAL OVERVIEW

Transit Services provides residents of and visitors to the City with a variety of transit options that allow for mobility throughout the City for various purposes (employment, school, health care, shopping, etc.).

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|---------------------|---------------------|---------------------|---------------------|
| Annual Revenue Budget | (\$20,659,589) | (\$21,635,263) | (\$21,175,090) | (\$21,264,650) |
| Annual Expense Budget | \$33,931,108 | \$36,061,034 | \$36,294,433 | \$36,851,094 |
| Annual Net Budget | \$13,271,519 | \$14,425,771 | \$15,119,343 | \$15,586,444 |
| Annual Net Variance | (\$195,008) | \$123,288 | \$658,202 | \$792,839 |
| Variance as a % of Gross Budget | (0.6%) | 0.3% | 1.8% | 2.2% |



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------|--------------|------------|
| Management: | 22.0 | FTE |
| Non-Union: | 6.0 | FTE |
| Hourly | 244.0 | FTE |
| Total | 272.0 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|--|----------------------|--------------------------|------------------------|
| Transit Windsor Revenue | (\$9,922,614) | (\$61,000) | (\$9,983,614) |
| Commissions Revenue | (\$96,188) | \$0 | (\$96,188) |
| Advertising | (\$50,515) | (\$30,000) | (\$80,515) |
| Other Professional Service External | (\$47,022) | \$0 | (\$47,022) |
| Workmen's Compensation | \$0 | (\$45,017) | (\$45,017) |
| Other Operating ,Minor Apparatus and | (\$23,212) | \$12,231 | (\$10,981) |
| Travel, Training , Conference | \$23,610 | \$3,170 | \$26,780 |
| Facility Operations- Labour Internal | \$41,300 | \$0 | \$41,300 |
| Advertising Expenses | \$6,914 | \$65,247 | \$72,161 |
| Vehicle Maintenance and Parts | \$176,921 | (\$93,227) | \$83,695 |
| Program Supplies and Computer Software | \$168,662 | (\$83,963) | \$84,698 |
| Commission Expenses | \$92,852 | \$0 | \$92,852 |
| Other Minor Transit Windsor Variances | \$0 | \$228,305 | \$228,305 |
| Fees and Service Charges Expense | \$263,975 | \$4,405 | \$268,380 |
| Motor Fuel and Oil and Lubricants | \$1,203,773 | (\$682,918) | \$520,855 |
| Salary and Wages and Overtime | \$572,837 | \$1,475,607 | \$2,048,445 |
| Government Funding Safe Restart | \$7,588,708 | \$0 | \$7,588,708 |
| Net Total | \$0 | \$792,839 | \$792,839 |

TRANSIT WINDSOR

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$792,839** **Surplus**

Transit Windsor ended 2021 with a non covid variance of \$792,839 and a covid deficit of (\$7,588,708). Due to Safe Restart funding provided by the Government of Ontario to assist with mitigating COVID19 pressures, the COVID-related deficit was fully funded and therefore Transit experienced an overall surplus.

It should be noted that as per the Safe Restart funding guidelines, the actuals are compared to the 2020 Operating Budget (pre COVID budget). The City variance compares 2021 actuals to the 2021 Operating Budget. The COVID variance is based on Safe Restart guidelines and hence while determining the City variance, it has resulted in higher non COVID variance in various accounts.

Transit Revenue: (\$9,983,614)

During 2021, Transit Windsor operated at an enhanced Saturday service level from January to August 2021, and returned to full service (with the exception of the Tunnel Bus) on Sept. 7, 2021. However, due to the City's vaccination policy and other staffing challenges, Transit had to revert back to Saturday Service effective Nov 22, 2021. The Tunnel Bus did not operate during 2021 and is expected to resume at some point in 2022 once border restrictions are eliminated. During 2021, Transit continued to experience lower ridership hence the fares collected were substantially reduced from expected levels. This has resulted in a significant loss of revenue for Transit leading to a year-end deficit of (\$9,983,614) in the Transit Revenue account. All except for (\$61,000) was due to COVID-19. The reason for non-COVID is due to Safe Restart guidelines stated above.

Commissions Revenue: (\$96,188)

During 2021, Greyhound permanently shut down service due to COVID-related challenges. As a result of the shutdown, no tickets were sold for Greyhound and therefore no commissions were earned during this time. This permanent loss of revenue has been addressed in 2022 Operating Budget. Due to no commissions earned from Greyhound, the commission revenue account ended 2021 with a (\$96,188) deficit.

Advertising Revenue: (\$80,515)

Due to suspended service, as well as third-party service providers requesting fees to be waived in order to manage business costs, Transit Windsor experienced a (\$50,512) deficit in the advertising revenue account. This revenue is made up of both bus and shelter advertisements. The majority of these deficit was due to COVID-19 impacts. The reason for the non-COVID deficit of (\$30,000) is due to Safe Restart guidelines stated above.

Other Professional Service External: (\$47,022)

This account finished the year with a COVID-19 deficit of (\$47,022). The COVID deficit variance can be mainly attributed to additional security needed in order to monitor the public at the Windsor International Transit Terminal (WITT), and ensure proper capacity limits are followed as well as other COVID-19 requirements. These measures were put in place in September 2020 and security has been present for 12 hour days to provide the necessary security service.

Workers Compensation: (\$45,017)

Transit Windsor's worker's compensation expense varies based on the required compensation claims. Transit ended 2021 with a deficit of (\$45,017). This deficit is not related to covid19 impacts.

TRANSIT WINDSOR

Other Operating supplies and Vehicle Rental : (\$10,981)

Due to COVID, there was an increase in operating supplies and minor apparatus and tools for cleaning related supplies resulting in an overall deficit in these accounts. Offsetting this increase was savings in vehicle rental internal. The non-COVID surplus relates to general savings that would have incurred under normal circumstances.

Travel ,Training ,Conference : \$26,780

As a result of COVID, the overall reduced travel training and conference hence resulting in an overall yearend surplus of \$26,780.

Facility Operations-Labour INTERNAL: \$41,300

Due to the pandemic impact, both the caretaking and general facility maintenance charges ended 2021 with a surplus. With Transit Windsor operating at a lower service for most of 2021 and with Greyhound shut down, the traffic at the Windsor International Transit Terminal (WITT) decreased significantly and therefore the need for facility repairs was also reduced. This reduction in required maintenance and cleaning led to a surplus of \$41,300 for this account.

Advertising Expenses: \$72,161

Due to COVID-19, Transit Windsor reduced regular advertising throughout the community as the entire City of Windsor was on a limited interaction requirement. This led to less advertising needed as the directive was to reduce unnecessary travel throughout the community. This resulted in a year end surplus of \$72,161. Majority of the surplus was Non-COVID as the expenses in this account have been lower than budgeted. This trend will be monitored and relevant budget adjustments will be made in the future.

Vehicle Maintenance and Parts : \$83,695

The vehicle maintenance and parts accounts ended up with a COVID surplus of \$176,921 and non- COVID deficit of (\$93,227). As a result of COVID, Transit operated at reduced service levels for most part of 2021 hence resulting in COVID savings of \$176,921. The non-COVID deficit of (\$93,227) can be attributable to the Safe Restart guidelines stated above.

Program Supplies and Computer Software expenses: \$ 84,698

The Customer Service department is responsible for purchasing the required inventory for bus passes and tickets in order to sell to riders. Due to COVID-19, Transit operated at reduced services for most part of 2021. Due to this, the required inventory was significantly less as less passes and tickets were sold for this period of time which led to a COVID19 surplus. Offsetting this surplus was cost of vehicle occupancy software purchased to keep an accurate count of riders. The total impact of these expenses resulted in a COVID surplus of \$168,662 and non COVID deficit of (\$83,963).

Commissions Expense: \$92,852

Transit Windsor pays commissions to third party vendors for the sale of passes and tickets. With the suspension of fares during a substantial part of 2021, minimal passes and tickets were sold by third parties and therefore Transit ended 2021 with a COVID surplus in this account.

TRANSIT WINDSOR

Other Minor Transit Windsor Variances: \$228,585

Transit Windsor had various expense and revenue accounts that ran a variance during 2021. The majority of the individual accounts included in this total ended 2020 with less than a \$50,000 variance. In total, a surplus of \$228,585 was considered non COVID-19 related.

Fees and Service Charge expenses :\$268,380

Due to COVID-19, the Transit Windsor suspended transit service to the tunnel during 2021. As a result, there were savings in Tunnel toll charges which were not required to be paid while the Detroit Windsor Tunnel was closed. The net year-end impact for this account resulted in a COVID savings of \$263,975. The minimal non-COVID savings of \$4,405 was as a result of foreign exchange differential resulting at the time of making accrual for tunnel tolls.

Motor Fuels and Oil and Lubricants: \$520,855

COVID-19 led to Transit Windsor providing reduced service during 2021. This reduced service led to less kilometres travelled for the transit fleet and therefore less litres of fuel and oil and lubricant consumed. The COVID impact due to reduced service led to a \$1,203,773 surplus in fuel and oil and lubricant account and the non-COVID impact due to the increased rate of fuel throughout the year resulting in a \$682,918 deficit for motor fuel and oil and lubricant account.

Salary, Wages and Overtime: \$2,048,445

2021 continued to be challenging for Transit, resulting in a decision to operate at reduced service levels for the majority of 2021. For a brief period in the fall of 2021, Transit operated at near normal service levels and thereafter had to return to reduced service levels as a result of vaccine policy-related staffing challenges. The Tunnel bus did not operate in 2021 and there were no special events that took place in 2021.

The reduction in service required fewer buses to be on the road and therefore fewer operators required to provide the service. However with additional COVID-19 bus cleaning and disinfecting, along with additional janitorial requirements, the operators were redeployed to assist with these tasks. As a result, Transit experienced a surplus in the salary, wages and overtime accounts. Transit ended 2021 with a \$2,048,445 overall surplus in the salary, wage and overtime accounts. \$1,475,607 of this surplus was due to non-COVID activity, such as employees being off of work without pay for other reasons not related to COVID19 and Safe Restart guidelines as stated above.

Government Funding and Handi Transit (COVID): \$7,588,708

Transit Windsor was able to allocate \$7,413,769 to the operating budget from the Safe Restart Phase 2 and 3 funding provided through the Federal and Provincial governments in order to mitigate all the pandemic-related deficits experienced during 2021. The Safe Restart submission for City of Windsor includes Handi Transit. In 2021, Handi Transit reported a surplus of \$174,939 which reduced City's draw from the Safe Restart Reserve. The actual expenses for the City \$7,588,708. Hence the difference was recovered from Handi Transit.

MITIGATING STEPS

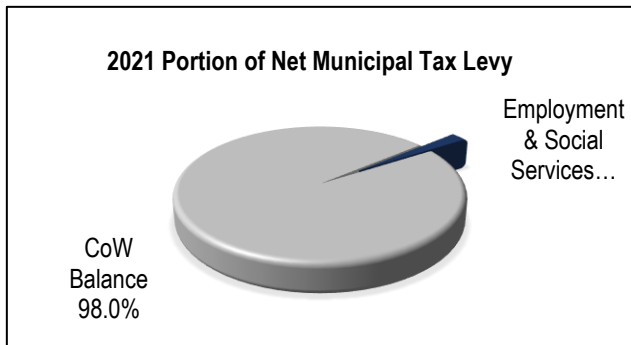
Transit Windsor worked hard during 2021 to continue to provide transit service amidst all the challenges. The ridership remained lower than normal during 2021 which led to continued reduced revenue, and expenses for the remainder of the year.

EMPLOYMENT & SOCIAL SERVICES


DEPARTMENTAL OVERVIEW

Employment & Social Services provides basic financial, social and employment assistance for individuals who are in temporary financial need in Windsor, Essex County and Pelee Island.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$110,779,385) | (\$109,838,509) | (\$108,882,445) | (\$108,913,554) |
| Annual Expense Budget | \$118,666,766 | \$117,503,235 | \$116,969,007 | \$116,559,418 |
| Annual Net Budget | \$7,887,381 | \$7,664,726 | \$8,086,562 | \$7,645,864 |
| Annual Net Variance | \$691,753 | \$346,682 | \$1,673,697 | \$1,568,805 |
| Variance as a % of Gross Budget | 0.6% | 0.3% | 1.4% | 1.3% |



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------------|--------------|------------|
| Senior Management: | 1.0 | FTE |
| Management: | 18.0 | FTE |
| Non-Union | 4.0 | FTE |
| Local 543 | 190.0 | FTE |
| Total | 213.0 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|--|-------------------|-----------------------|---------------------|
| CDHO & Social Policy & Planning | \$90,335 | (\$14,944) | \$75,391 |
| Ontario Works (OW) Program Delivery: | \$822,157 | \$673,137 | \$1,495,294 |
| Salary and Benefit (OW) | \$85,866 | \$654,087 | \$739,953 |
| Employment Related Costs (OW) | \$736,291 | \$20,290 | \$756,581 |
| Other Miscellaneous Expenses (OW) | \$0 | (\$1,240) | (\$1,240) |
| Other Employment Services | \$0 | \$0 | \$0 |
| 100% Municipal Assistance | \$0 | (\$1,880) | (\$1,880) |
| Net Total | \$912,492 | \$656,313 | \$1,568,805 |

EMPLOYMENT & SOCIAL SERVICES

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$1,568,805** **Surplus**

Human & Health Services Office - \$75,391

The year-end surplus of \$75,391 is primarily due to additional salary recoveries for increased staff time dedicated to Homelessness programs as a result of Covid-19.

Ontario Works (OW) Program Delivery - \$1,495,294

Ontario Works Program Delivery ended the year with a net City surplus of \$1,495,294 comprised of the following:
Staffing costs are lower than budget by \$739,953 mainly due to gapping. COVID-19 related salary surplus accounts for \$85,866. Lower Employment Related Expenses (ERE) added \$756,581 to the surplus. The majority of this surplus is COVID-19 related (lower bus passes and smart card expenses and reduced requests for employment support). Other Miscellaneous Accounts offset the surplus by (\$1,240),

Other Employment Services - \$0

Other Employment Services, which include Employment Ontario Programs funded by Ministry of Labour, Training and Skills Development, are projected to be on budget.

100% Municipal Assistance and OW Financial Assistance - (\$1,880)

The nominal deficit of (\$1,880) is the result of discretionary benefit costs being higher than expected.

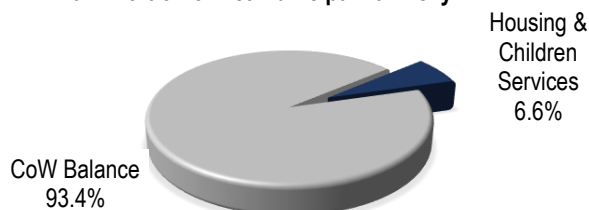
HOUSING & CHILDREN SERVICES

DEPARTMENTAL OVERVIEW


Social Housing administers program requirements and funding for 7,800 units including over 34 social housing providers in Windsor and Essex County. The division administers various programs related to homelessness and works with residents in Emergency Shelters and Housing with Supports Homes to ensure basic needs are met and provides assistance with transition back into the community. The City of Windsor is the Consolidated Municipal Service Manager (CMSM) for Children's Services in Windsor and Essex County. CMSMs are the designated child care and early years service system managers responsible for planning and managing licensed child care services and EarlyON Child and Family Centres in their communities.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|---------------------|---------------------|---------------------|---------------------|
| Annual Revenue Budget | (\$98,824,330) | (\$97,771,797) | (\$97,404,344) | (\$91,607,808) |
| Annual Expense Budget | \$122,107,176 | \$121,414,027 | \$121,172,301 | \$116,465,816 |
| Annual Net Budget | \$23,282,846 | \$23,642,230 | \$23,767,957 | \$24,858,008 |
| Annual Net Variance | \$217,503 | \$50,377 | \$1,664,625 | \$43,423 |
| Variance as a % of Gross Budget | 0.2% | 0.0% | 1.4% | 0.0% |

2021 Portion of Net Municipal Tax Levy



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------|-------------|------------|
| Management: | 8.0 | FTE |
| Non-Union | 8.0 | FTE |
| Local 543 | 59.5 | FTE |
| Total | 75.5 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|--|-------------------|-----------------------|---------------------|
| WECHC Additional Expenditures and Revenue Loss | \$0 | (\$1,111,947) | (\$1,111,947) |
| WECHC/Housing Services Covid-19 Deficit | (\$42,827) | \$0 | (\$42,827) |
| WECHC Budget Development Issue | \$0 | (\$195,187) | (\$195,187) |
| Non-Profit Lower Subsidy Payments | \$0 | \$475,141 | \$475,141 |
| Federal Block Funding Loss | \$0 | (\$299,454) | (\$299,454) |
| Housing Serv. / WECHC County Rev. Increase | \$0 | \$79,504 | \$79,504 |
| Housing Services Administration | \$0 | \$138,377 | \$138,377 |
| CHPI | \$0 | \$10 | \$10 |
| Covid-19 Expenditures (Homelessness & Childcare) | (\$28,880,485) | | (\$28,880,485) |
| Covid-19 Revenue (Homelessness & Childcare) | \$28,880,485 | | \$28,880,485 |
| Emergency Preparedness | \$0 | \$134,217 | \$134,217 |
| Children's Services | (\$16,191) | \$518,272 | \$502,081 |
| Pathway to Potential Surplus | \$367,484 | (\$3,976) | \$363,508 |
| Net Total | \$308,466 | (\$265,043) | \$43,423 |

HOUSING & CHILDREN SERVICES

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$43,423** **Surplus**

As detailed below, a combined year-end City surplus of **\$43,422** was realized for Housing and Children's Services and Windsor Essex Community Housing Corporation (WECHC).

Housing Services and WECHC combined realized a net city deficit of **(\$956,393)**. WECHC realized a net city subsidy deficit of **(\$1,111,947)** due to lower than expected revenue as a result of the 2021 rent freeze legislation and the effects of the pandemic on households. CHC is experiencing higher instances of bad debts as tenants were unable to pay rents due to the pandemic and lockdown measures. In addition, unit maintenance, grounds, janitorial and security costs have risen significantly as a result of the increased costs of materials and contractor labour costs. The completion of unit maintenance that was deferred from 2020 due to the pandemic restrictions is also added to the deficit. These higher expenditures were offset by lower WECHC salaries and administration cost. A WECHC/Housing Services Covid-19 net city deficit of **(\$42,827)** was incurred as a result of the purchase of Personal Protective Equipment (PPE) and increased cleaning expenses. An administrative error during the WECHC's 2021 budget development also added **(\$195,187)** to the deficit. This budget adjustment was addressed in the 2022 budget.

Also adding to the deficit was a net City deficit of **(\$299,454)** due to the loss of Federal Block Funding from the Federal government for both WECHC and Non Profit Housing. Offsetting these deficits was a net city surplus in Non-Profit Housing of **\$475,141** due to lower mandated subsidy payments being required by service providers in 2021, as well as from the reconciliation of service provider fiscal year-end reports. Higher than budgeted County revenue of **\$79,504** and salary gapping of **\$138,377** related to a vacant position also attributed to offsetting the overall deficit.

The Community Homelessness Prevention Initiative (CHPI) budget realized a minimal surplus of \$10 due to prior year adjustment. In 2021, two city budget carryover's requests were submitted to administration and approved. The first budget carryover for the CHPI Program (\$545,000) was approved to offset anticipated 2022 budget pressures due to Covid-19. A second budget carryover was approved related to the Budget Stabilization Reserve (BSR) funding (\$118,951) in 2021 that was approved to fund a temporary Coordinator of Housing Administration & Development position to help support the community's emergency shelter system and COVID-related services. The recruitment for that position was not completed until the fall of 2021. The actual salary cost for the remainder of the year was offset by one-time COVID-related funding from upper levels of government. As a result, this one-time BSR funding was not utilized in 2021 and the BSR budget carryover will allow this position to continue in 2022 and focus on pursuing the development of a permanent Housing Hub as approved by Council in July 2021. (CR365/2021)

COVID-19 expenditures related to Homelessness and Childcare provincial/federal programs were fully offset by Federal and Provincial Covid-19 funding to support service providers in continuing to deliver critical services, purchase protective equipment, hire additional staff, enhance cleaning and infection prevention, and increase shelter capacity.

Emergency Preparedness realized a **\$134,217** City surplus as a result of the vacancy of the Emergency Planning Officer position. The department is working with Human Resources on the recruitment process.

Children's Services budget realized a **\$502,081** City surplus. A **\$377,996** one-time surplus was realized in Child Care Administration is the result of the Province providing one-time funding in 2021 to help mitigate the loss in Child Care Administration revenue, along with additional one-time Child Care Administration revenue related to the post closing reconciliation of 2020 year-end. In addition, the Early On Program realized a surplus of **\$140,276** as a result of one-time staff cost recoveries for staff seconded to other areas during the closure period. Offsetting this surplus was a **(\$16,191)** City Covid deficit as a result of office supply covid expenses.

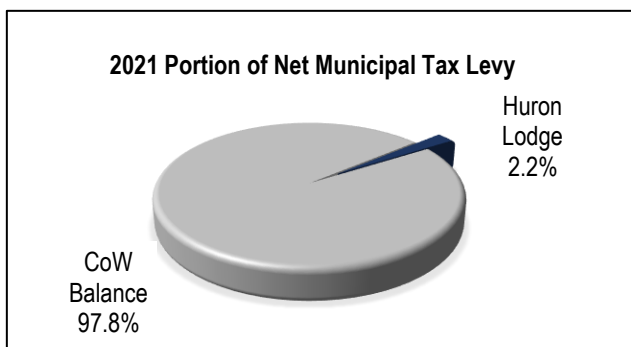
Pathway to Potential (P2P) budget realized a City surplus of **\$363,508** primarily due to COVID-19. Even though Recreation had resumed some services including summer camps, the pandemic brought only a few families to participate in these programs leading to a surplus of **\$48,882**. Transit was operating at a reduced service level which resulted in lower ridership. As a result, a surplus of **\$81,236** for the Transit Affordable Pass Program (APP) was realized. Any P2P Recreation or APP saving realized in Housing & Children's Services, was offset by corresponding revenue losses in Recreation and Transit departments. In addition to these surpluses there was a surplus in other programs of **\$233,390** due to pandemic closures.

HURON LODGE


DEPARTMENTAL OVERVIEW

Huron Lodge is a long-term care facility committed to providing compassionate, quality care in a home-like setting for those who require 24-hour nursing and personal care.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|--------------------|
| Annual Revenue Budget | (\$16,109,537) | (\$16,508,537) | (\$16,950,506) | (\$18,004,118) |
| Annual Expense Budget | \$23,427,040 | \$23,995,061 | \$24,747,809 | \$26,132,683 |
| Annual Net Budget | \$7,317,503 | \$7,486,524 | \$7,797,303 | \$8,128,565 |
| Annual Net Variance | (\$131,868) | \$2,296 | \$1,033,330 | \$522,202 |
| Variance as a % of Gross Budget | (0.6%) | 0.0% | 4.2% | 2.0% |



2021 Budgeted Full Time Equivalent (FTE)



| | | |
|--------------|--------------|------------|
| Management: | 8.0 | FTE |
| Non-Union | 4.0 | FTE |
| ONA: | 23.0 | FTE |
| Local 543 | 184.7 | FTE |
| Total | 219.7 | FTE |

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|------------------------------------|-------------------|-----------------------|---------------------|
| Ministry of Long-Term Care Funding | \$2,639,024 | \$508,315 | \$3,147,339 |
| Equipment | (\$54,579) | (\$215,766) | (\$270,345) |
| Accommodation Revenue | (\$156,515) | (\$176,434) | (\$332,949) |
| Purchased Services | (\$589,106) | \$62,875 | (\$526,231) |
| Supplies | (\$319,509) | (\$229,831) | (\$549,340) |
| Salary | (\$1,519,314) | \$573,042 | (\$946,273) |
| Net Total | \$0 | \$522,202 | \$522,202 |

HURON LODGE

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$522,202** **Surplus**

Ministry of Long-Term Care (MLTC) Funding: \$3,147,339

Huron Lodge ended the year with a surplus in the Ministry of Long-Term Care (MLTC) funding account primarily due to COVID-19 funding in the amount of \$2,639,024 for incremental costs due to the pandemic. Note, the personal support worker wage enhancement funding does not form part of this variance report as this funding is provided directly to eligible staff as a flow-through. Unrelated to COVID-19, per diem increases and a new funding stream to increase direct care hours per resident per day add \$508,315 to the surplus.

Equipment (\$270,345):

To operate under COVID-19 legislation, the department continuously purchased various types of equipment in response to operating in the pandemic environment. For instance, technology equipment to support virtual family visits as mandated and medical equipment for active screening of all staff, visitors and residents. In order to meet the protocols for infection control, carts and sanitizing stations were also purchased. Larger tables were purchased to facilitate the prescribed 2 metre distance during meal times. Other equipment such as in-room dining trays were also purchased for newly admitted residents and residents experiencing symptoms in order to self-isolate in their own room.

Adding to the deficit are non-COVID related nursing and kitchen equipment for daily resident care were required to be replaced.

Accommodation Revenue: (\$332,949)

Historically, accommodation rates increase by the consumer price index and occur annually. The MLTC deferred rate increases in 2020 and 2021 due to COVID-19. At the time of the 2021 budget development process, the department increased the accommodation revenue budget based on the announced increase for January 1, 2021 as that was the most current information at that time. Additionally, there was an overwhelming number of discharged residents and the inability to admit new residents due to the outbreak status of the home in the first quarter. As noted above in the MLTC Funding category, the MLTC provided \$156,515 in funding to offset a portion of the deficit in this account which was due to COVID-19.

Purchased Services: (\$526,231)

Huron Lodge incurred additional costs for caretaking purchased services and COVID-19 rapid antigen testing purchased services directly related to COVID-19 prevention and containment activities. In order to meet the increased legislative requirements for enhanced cleaning protocols, the hours in which the caretaking service provider were increased contributed (\$325,378) to the year-end variance in this category. Huron Lodge was required to have additional purchased services to assist with COVID-19 testing and adherence as required by the MLTC legislation which adds (\$263,728) to the negative variance to this account. The non-covid surplus of \$62,875 is primarily due to the already budgeted security services being re-directed to assist in managing the increased COVID-19 testing and adherence in the first quarter which falls under the COVID-19 funding.

Supplies (\$549,340):

In order to prevent the spread of COVID-19 and adhere to the additional COVID-19 legislation called Directive #3 for Long-Term Care Homes under the Long-Term Care Homes Act, 2007, additional supplies relating to PPE, and sanitizing agents are being purchased in order to protect all staff, residents and visitors of Huron Lodge. Other supplies such as paper products for resident isolated dining were also necessary in adhering to COVID-19 legislation while keeping the residents at Huron Lodge safe. The costs of these supplies was exceptionally high in the first quarter due to the outbreak status of the home.

HURON LODGE

Salary Accounts (\$946,273):

Salary accounts ended the year with a negative variance of (\$946,273). The deficit in salaries is predominately due to deployed staff from other departments and additional shifts in all divisions at Huron Lodge due to resident need and the COVID-19 pandemic environment. Additional duties have been downloaded to the staff as a result of the COVID-19 pandemic and the implementation of enhanced infection control to prevent the spread of infections requires all personnel assist. Residents returning from hospital, newly admitted residents and any residents experiencing signs of infectious disease are required to self-isolate for 14 days in their rooms. This requires additional resident care hours for one-on-one care, application and removal of PPE and enhanced symptom monitoring. Since residents are required to remain 6 feet apart for meals, additional staff are required for serving, feeding, porting residents, monitoring residents in the dining room. Managing essential visitors on the units requires additional infection control and ensure compliance of PPE application and removal. The provision of required staffing is ultimately the responsibility of the licensee and homes are legislated to have a staffing plan which addresses the needs of the residents. Council approved staffing increases through CR634/2020 to Huron Lodge's 2021 budget in amount of \$1,075,000. Through these staffing increases, Huron Lodge was able to keep residents safe, respond to the MLTC directives and maximize the COVID-19 funding.

MITIGATING STEPS

Huron Lodge continues to closely monitor expenses and identify, as much as possible, areas for savings. The process of comparing prices for PPE and other required supplies is ongoing with the support from Purchasing and Facilities. The department uses employees who are on modified duties to the full extent of their capabilities.

At any time, the MLTC may increase restrictions which will likely result in negative variances in various expense categories. Huron Lodge continues to provide the most up-to-date expense data to the MLTC which historically has triggered additional funding beyond the initial cash-flow for COVID-19 funding.

As part of the 2022 budget process, Huron Lodge identified additional expenditures totalling \$2,402,002 in COVID-19 related costs of which \$2,150,002 were additional temporary staffing dollars required to care for the residents in the pandemic environment with the legislative requirements set by the MLTC in the absence of funding commitments from the MLTC.

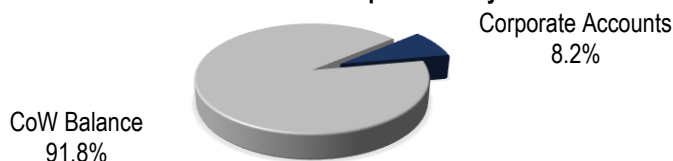
CORPORATE ACCOUNTS

DEPARTMENTAL OVERVIEW

The Corporate Accounts encompass a number of financial revenue and expense accounts which are not directly attributable to specific departments of the Corporation. The budgets contained in this section relate to expenditures incurred or revenues generated that impact on the Corporation as a whole as opposed to a specific department.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|---------------------|---------------------|---------------------|---------------------|
| Annual Revenue Budget | (\$205,382,413) | (\$216,031,073) | (\$217,748,697) | (\$131,127,456) |
| Annual Expense Budget | \$228,641,359 | \$237,806,759 | \$242,097,940 | \$162,129,721 |
| Annual Net Budget | \$23,258,946 | \$21,775,686 | \$24,349,243 | \$31,002,265 |
| Annual Net Variance | \$2,329,094 | \$1,682,005 | \$3,648,165 | \$2,491,934 |
| Variance as a % of Gross Budget | 1.0% | 0.7% | 1.5% | 1.5% |

2021 Portion of Net Municipal Tax Levy



VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|--|----------------------|--------------------------|------------------------|
| OLG Casino Revenue | (\$6,878,301) | \$0 | (\$6,878,301) |
| YQG & Windsor-Detroit Tunnel Dividends | (\$2,000,000) | \$0 | (\$2,000,000) |
| Interest on Investments | (\$1,925,136) | \$0 | (\$1,925,136) |
| Capital Interest Income | (\$525,000) | (\$150,509) | (\$675,509) |
| Corporate Salary & Wage Provision | (\$2,552,000) | \$1,901,929 | (\$650,071) |
| Municipal Accommodation Tax | (\$617,031) | \$0 | (\$617,031) |
| Other Funding Sources Recoveries | \$0 | (\$436,312) | (\$436,312) |
| Fringe Benefits | \$225,886 | (\$350,686) | (\$124,800) |
| Corporate Utilities | \$886,933 | (\$619,153) | \$267,780 |
| Interest & Penalties on Taxes | \$0 | \$955,577 | \$955,577 |
| Government Funding (COVID) | \$14,463,000 | \$0 | \$14,463,000 |
| Other Miscellaneous | \$0 | \$112,737 | \$112,737 |
| Net Total | \$1,078,351 | \$1,413,583 | \$2,491,934 |

CORPORATE ACCOUNTS

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$2,491,934** **Deficit**

OLGC Casino Revenue: (\$6,878,301)

Caesars Windsor, along with many other establishments in the city, have been closed or operating at limited capacities during the pandemic. Due to these circumstances the 2021 revenue contribution from the Casino have resulted in a \$6,878,301 deficit.

YQG and Windsor Detroit Border Link Dividends: (\$2,000,000)

Cross border and air travel has been severely restricted during the pandemic resulting in significant revenue losses for tunnel toll revenues and airport operations. These restrictions have resulted in a \$2M deficit in the City's Operating budget comprised of (\$1M each) dividend that were not received from each of these entities in 2021.

Interest on Investments: (\$1,925,136)

To ensure adequate cash reserves as a result of the continuing pandemic, the City continued to maintain higher cash balances in liquid investments. The Bank of Canada similarly maintained low interest rates for 2021. The result of this action limited investment returns that would otherwise have been realized during the year has resulted in a deficit of (\$1,925,136)

Capital Interest Income: (\$675,509)

A year-end deficit of (\$675,509) consisted of a (\$25,000) deficit due to declining interest rates resulting from the Bank of Canada's response to the economic fallout of COVID-19 as well as a (\$150,509) deficit largely due to smaller than anticipated project deficits.

Corporate Salary & Wage Provision: (\$650,071)

The Corporate Salary & Wage Provision account includes corporate provisions and accruals for various collective agreements and personnel related matters. This account has ended the year with a deficit of (\$650,071). Annual corporate provisions for job evaluation (JJE) increases, unanticipated WSIB costs, overtime for eligible non-union members, and a general contingency provision contributed to a surplus of \$1,284,929. It should be noted that this surplus is offset by various deficits experienced across various line items in departmental budgets. Further offsetting this surplus is a deficit of (\$1,935,000) for unexpected and unbudgeted accruals for anticipated future personnel related costs.

Municipal Accommodation Tax: (\$617,031)

As a result of the continuing pandemic, hotel occupancy levels were materially impacted resulting in a (\$617,031) loss of revenue for the City from the Municipal Accommodation tax.

Other Funding Sources Recoveries: (\$436,312)

This deficit represents an offset to various surpluses within the "Other Funding Sources" such as the Off Street Parking Reserve, Sewer Surcharge Reserve, Building Permit Reserve and Provincially Funded Programs. This represents a deficit for accounting purposes only.

Fringe Benefits: (\$124,800)

The corporate fringe benefit accounts ended the year with a deficit of (\$124,800) broken down as follows:

Group Life Insurance: (\$375,991)

The Group Life Insurance budget ended the year in a deficit of (\$375,991) as a result of higher than average death benefit payouts for active employees.

OMERS: (\$353,980)

The OMERS budget ended the year in a deficit of (\$353,980) as a result of unexpected and unbudgeted accruals required for anticipated future personnel costs.

CORPORATE ACCOUNTS

Employer Health Tax (EHT): (\$212,576)

Similar to the OMERS budget, the Employer Health Tax (EHT) budget ended the year in a deficit of (\$212,576) resulting from unexpected and unbudgeted accruals required for anticipated future personnel related costs.

Green Shield: \$225,886

As a result of closures throughout the year related to the ongoing pandemic, the annual medical, dental and travel benefits provided through Green Shield have resulted in minor savings of \$225,886.

Sick Leave Gratuity: \$618,766

The Sick Leave Gratuity account is difficult to predict as the timing of retirements is uncertain and subject to a great deal of variability year over year. The sick leave payouts for 2021 ended up being lower than originally anticipated by \$618,766 and should continue to trend in this direction. The budget for this account has been adjusted in 2022 and will continue to be monitored for further reductions given the current trend.

Miscellaneous Fringe Benefit: (\$26,905)

The balance of the Corporate Fringe Benefit accounts ended the year in a deficit of (\$26,905) which represents 0.04% of the Corporation's overall fringe benefit budget.

Corporate Utilities: \$267,780

A surplus of \$267,780 related to Corporate Utilities consists of a \$886,933 surplus associated with the pandemic offset by a (\$619,153) deficit in hydro mainly driven by rates.

Electricity: (\$343,153)

A deficit of (\$343,153) in Electricity for 2021 consists of a \$276,000 surplus as a result of the shut down of various facilities due to the pandemic. This is offset by a (\$619,153) deficit due to an increase in rates as well as the maintenance down time related to the CHP's.

Water: \$23,404

A \$23,404 surplus in Water is due to the shut down of various facilities as a result of COVID-19.

Natural Gas: \$250,324

A \$250,324 surplus in Natural Gas is due to the shut down of various facilities as a result of COVID-19.

District Energy: \$337,205

A \$337,205 surplus in District Energy is due to the shut down of various facilities as a result of COVID-19.

Interest and Penalties on Taxes: \$955,577

Interest and penalties on accounts which had fallen into arrears continued to be levied throughout 2021. A majority of the accounts were in tax arrears prior to the onset of the pandemic and therefore the additional revenue cannot be reasonably related to the impact of the pandemic.

Government Funding (COVID): \$14,463,000

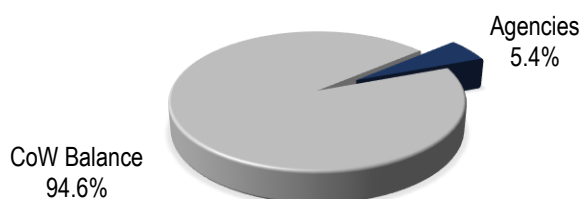
A surplus of \$14,463,000 in Safe Restart Grants is the result of Government funding received to assist in mitigating the overall Corporate COVID related deficit. Of this amount, \$1,263,000 is the funding balance remaining from the 2020 approved funding and \$13,200,000 is the 2021 approved funding known at this time.

AGENCIES

DEPARTMENTAL OVERVIEW

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|
| Annual Revenue Budget | (\$825,598) | (\$100,598) | (\$100,598) | (\$100,598) |
| Annual Expense Budget | \$20,195,286 | \$19,420,107 | \$19,996,396 | \$20,558,892 |
| Annual Net Budget | \$19,369,688 | \$19,319,509 | \$19,895,798 | \$20,458,294 |
| Annual Net Variance | \$429,914 | \$376,627 | \$1,056,508 | \$167,535 |
| Variance as a % of Gross Budget | 2.1% | 1.9% | 5.3% | 0.8% |

2021 Portion of Net Municipal Tax Levy



VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|----------------------------------|-------------------|-----------------------|---------------------|
| EMS / Land Ambulance | \$0 | \$258,830 | \$258,830 |
| Windsor Essex County Health Unit | \$0 | (\$91,295) | (\$91,295) |
| Net Total | \$0 | \$167,535 | \$167,535 |

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$167,535** **Surplus**

EMS / Land Ambulance: \$258,830 Surplus

A year-end surplus of \$258,830. This represents the City's share of the 2020 adjustment of (\$30,700) resulting from a shortfall in Provincial funding. The County is projecting a 2021 year-end surplus of \$289,530 for the City's share of costs primarily due to an increase in Provincial funding.

Windsor Essex County Health Unit: (\$91,295) Deficit

The City of Windsor's portion of the Windsor-Essex County Health Unit's (WECHU) 2021 final budget approval is \$3,728,701. As this total was not known at the time of the City's approval of its 2021 budget, a projected deficit of (\$91,295) was anticipated.

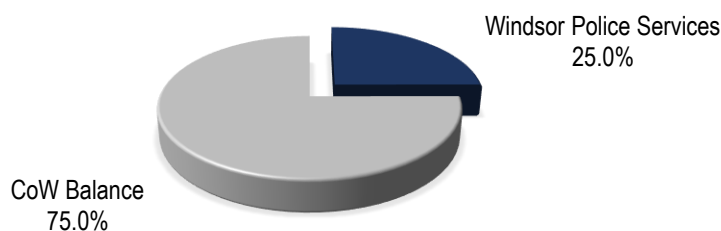
WINDSOR POLICE SERVICES

DEPARTMENTAL OVERVIEW

The Windsor Police Service (WPS) provides crime prevention, law enforcement, assistance to victims of crime, public order maintenance and emergency response. WPS operates in accordance with principles that ensure the safety and security of all persons and property, safeguarding the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code.

| Financial Summary | 2018 | 2019 | 2020 | 2021 |
|--|---------------------|---------------------|---------------------|---------------------|
| Annual Revenue Budget | (\$11,656,835) | (\$17,775,338) | (\$17,364,207) | (\$17,384,673) |
| Annual Expense Budget | \$95,600,360 | \$106,512,992 | \$109,490,813 | \$111,317,082 |
| Annual Net Budget | \$83,943,525 | \$88,737,654 | \$92,126,606 | \$93,932,409 |
| Annual Net Variance | (\$587,065) | (\$480,124) | \$571,091 | \$1,530,708 |
| Variance as a % of Gross Budget | (0.6%) | (0.5%) | 0.5% | 1.4% |

2021 Portion of Net Municipal Tax Levy



VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|-------------------------|--------------------|-----------------------|---------------------|
| Windsor Police Services | \$1,000,708 | \$530,000 | \$1,530,708 |
| Net Total | \$1,000,708 | \$530,000 | \$1,530,708 |

WINDSOR POLICE SERVICES

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$1,530,708**

Revenues:

Overall, WPS revenues exceeded targets by \$830K for 2021. A one-time increase in CSPT funding provided a \$530K grant revenue surplus during 2021. In addition, contract duty administration fees exceeded budget by \$300K due to increased demand for services created by the COVID-19 pandemic.

Expenses:

Overall, WPS expenditures were below target by \$700K for 2021. The COVID-19 pandemic created staffing challenges throughout the year that caused salary gapping in several areas.

OFF STREET PARKING RESERVE

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|--|----------------------|--------------------------|------------------------|
| Salary Gapping - Wages and Fringe | \$0 | \$142,781 | \$142,781 |
| Professional Services | \$112,448 | \$0 | \$112,448 |
| Building & Equipment Maintenance | \$0 | \$81,377 | \$81,377 |
| Equipment | \$0 | \$60,000 | \$60,000 |
| Overtime | \$44,551 | \$0 | \$44,551 |
| Licences, Taxes, and Bank Charges | \$0 | \$35,222 | \$35,222 |
| Immaterial Line-By-Line | \$40,556 | (\$737) | \$39,819 |
| WSIB | \$0 | \$19,711 | \$19,711 |
| Miscellaneous Operating Supplies and Service | (\$28,887) | \$0 | (\$28,887) |
| Transfer to Reserve | \$0 | (\$408,022) | (\$408,022) |
| Revenue - Daily, Monthly | (\$1,586,172) | \$69,668 | (\$1,516,504) |
| Net Total | (\$1,417,504) | \$0 | (\$1,417,504) |

VARIANCE DESCRIPTION

The total departmental year-end variance is: **(\$1,417,504)** **Deficit**

| Budgeted Transfer to Reserve | Actual Transfer to Reserve | Year-End Surplus |
|------------------------------------|-------------------------------|------------------|
| \$1,120,812 | \$1,528,834 | \$408,022 |

The On-Off Street Parking Division has finished 2021 with an overall COVID related net deficit of (\$1,417,504) and an overall surplus transfer to the On-Off Street Parking reserve of \$408,022 related to the net NON-COVID variances for the year.

Due to the ongoing pandemic, several expense surpluses were realized for 2021 related to miscellaneous operating supplies, overtime, and professional services. All expense surpluses realized for the year are a result of cost savings related to reduced services and reduced usage across the Parking Division. An overall revenue deficit of (\$1,586,172) was also realized for the year related to revenue from all sources in garages, lots, and at meters due to the pandemic and reduced parking.

In addition to the deficit realized related to the on-going pandemic, On-Off Street Parking also had several expense variances netting a surplus of \$408,022 related to salary gapping, building and equipment maintenance, equipment purchases, licences, taxes, bank charges, WSIB, other recovery revenue and other immaterial line-by-line variances not directly attributable to the ongoing pandemic

MITIGATING STEPS

The majority of the variance issue in the On-Off Street Parking Division is directly related to the ongoing pandemic

SEWER SURCHARGE RESERVE

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|--|----------------------|--------------------------|------------------------|
| PW Operations | | | |
| Salary & Wages | \$313,663 | \$181,711 | \$495,374 |
| WSIB | \$0 | \$75,623 | \$75,623 |
| Immaterial Line-by-Line | \$0 | \$73,086 | \$73,086 |
| Vehicle Rental Costs | \$0 | \$62,629 | \$62,629 |
| Taxes | \$0 | \$33,000 | \$33,000 |
| Miscellaneous Operating & Safety Supplies | (\$29,395) | \$0 | (\$29,395) |
| Sewer Repairs and Maintenance | \$0 | (\$975,754) | (\$975,754) |
| Sub-Total: PW Operations | \$284,268 | (\$549,705) | (\$265,437) |
| Pollution Control | | | |
| Revenues | \$0 | \$1,089,769 | \$1,089,769 |
| Salary & Wages | (\$6,463) | \$318,064 | \$311,601 |
| Miscellaneous | (\$15,288) | \$8,141 | (\$7,147) |
| Illegal Dumping Spill Expense | \$0 | (\$46,900) | (\$46,900) |
| Vehicle Rental - Internal | \$0 | (\$79,498) | (\$79,498) |
| Taxes | \$0 | (\$245,084) | (\$245,084) |
| Chemicals | \$0 | (\$309,173) | (\$309,173) |
| Utilities | \$0 | (\$374,723) | (\$374,723) |
| Sub-Total: Pollution Control | (\$21,751) | \$360,595 | \$338,844 |
| Other Sewer Surcharge Related Items | | | |
| General Expenses | \$0 | \$899,682 | \$899,682 |
| Surcharge Revenues | \$0 | (\$2,786,468) | (\$2,786,468) |
| Sub-Total: Other | \$0 | (\$1,886,786) | (\$1,886,786) |
| Net Total | \$262,517 | (\$2,075,896) | (\$1,813,379) |

VARIANCE DESCRIPTION

The total departmental year-end variance is: **(\$1,813,379)** **Deficit**

PW Operations

The Public Works Operations Department has finished 2021 with an overall deficit of (\$265,437) related to their sewer surcharge funded operations. The portion of this variance directly attributable to the ongoing pandemic is \$284,268. The material causes of this variance are outlined below.

SEWER SURCHARGE RESERVE

Salary, Wage, and Fringe: \$495,374

PW Operations has finished 2021 with an overall surplus of \$495,374 related to salary, wage, and fringe costs, of which \$313,663 is attributable to the ongoing pandemic. The non-pandemic surplus of \$181,711 in salary and wage costs is the net total of the surpluses and deficits related to salary and wage gapping due to a number of vacancies across the department resulting from retirements, long term disability, staff appointments into new positions and the hiring of extra staff to accommodate heavy work load situations where required. The pandemic related surplus is a result of an overall reduction in student wage costs and gapping related to hiring delays as a result of the ongoing pandemic.

WSIB: \$75,623

PW Operations has finished 2021 with an overall surplus of \$75,623 related to sewer surcharge funded WSIB costs for the year related to injuries and pensions in all Divisions. This variance is not considered to be pandemic related.

Immaterial Line-By-Line: \$73,086

Overall immaterial line-by-line variances result in a surplus of \$73,086 for 2021.

Vehicle Rental Costs: \$62,629

PW Operations has finished 2021 with an overall surplus of \$62,629 related to sewer surcharge funded equipment costs due to the reallocation of equipment usage to levy funded operations throughout the year resulting from the increased use of contracted services.

Municipal Taxes: \$33,000

PW Operations has finished 2021 with a surplus of \$33,000 related to municipal tax charges for property now deemed to be tax exempt for 2021 onward. A 2023 budget issue will be brought forward for Council consideration to reduce the tax budget related to this property.

Miscellaneous Operating and Safety Supplies: (\$29,395)

PW Operations has finished 2021 with an overall deficit of (\$29,395) related to sewer surcharge funded miscellaneous operating and safety supplies purchased in response to operational needs due to the ongoing pandemic for use in offices and vehicles as required.

Sewer Repairs and Maintenance: (\$975,754)

PW Operations has finished 2021 with an overall deficit of (\$975,754) related to overtime, materials, contracted services, equipment repairs, and other operating supplies for all sewer repairs and maintenance for the year. This variance is not attributable to the ongoing pandemic and is mainly caused by several major sewer repairs completed in the year.

Pollution Control

Pollution Control is reporting an overall surplus of \$338,844 from its Sewer Surcharge funded operations.

- The department is reporting a surplus of \$1,089,769 in Revenues. The majority of this surplus is from an increase in processing of WUC Backwash \$660,534 and increase in Sewage Treatment of \$277,123.
- The department is reporting a surplus of \$311,601 in Labour and Benefits, net of work authorization recoveries, mostly due to gapping of hourly staff. Offsetting this is (\$6,463) in additional expenses in overtime and shift premiums that are needed due to COVID-19.
- The department is reporting a deficit of (\$7,147) of miscellaneous items. Contributing to this deficit was (\$15,288) of expenses related to COVID expense. These expenses are mainly for additional cleaning and house keeping supplies, as well as additional PPE equipment needed for employees. Offsetting this deficit is a surplus of \$8,141 of non-covid related expenses that is made up of various savings with the area.

SEWER SURCHARGE RESERVE

- There is a shortfall of (\$46,900) for costs associated with the removing and disposing of oil as a result of illegal dumping. As determining the source of the illegal dumping is sometimes impossible, the City becomes responsible for the clean up cost.
- The department has a further deficit of (\$79,498) in Vehicle Rental Expense, the majority of which is due to an increased number of vehicles needed in order to comply with COVID-19 safety procedures and social distancing and productivity. This is an internal expense with the offsetting revenue for these additional vehicle rentals being captured in Fleet.
- The department is also reporting a deficit of (\$245,084) in Taxes. The majority of this deficit is due to an assessment done by MPAC that increased the LRWRP plant's annual tax amount. A budget issue is planned to be brought forward during the 2022 Budget Process on this matter.
- A further estimated deficit of (\$309,173) is due to Chemicals pricing and usage. This deficit is mainly due to the tender closing after the budget and coming in higher than anticipated, as well as having to purchase additional chemicals to meet requirements for water treatment at LRPCP.
- Utilities have caused a deficit of (\$374,723), which was due to an increase in rate of electricity than what was originally anticipated.

Other Sewer Surcharge Related Items

Other Sewer Surcharge-related revenue and expenses are in a deficit of (\$1,886,786) for 2021. Given the Sewer Surcharge fixed and variable rate changes are not implemented right on January 1st, Capital Expenditures were reduced causing a surplus of \$1,000,066. This is simply due to a timing difference of when rates are implemented and is entirely partially offset by the reduced Sewer Surcharge Revenues. Additionally, there was a surplus in Enwin Admin Fee of \$109,094 that was offset by a deficit in Appeals Refunds of (\$6,406). Sewer Repair and Replacement costs partially offset the above surpluses with deficit of (\$203,072).

Sewer Surcharge Revenues are in a deficit of (\$2,786,468). Part of this deficit is mitigated through the reduction to Capital Expenditures noted above. This is the result of lower revenue than budget.

BUILDING PERMIT RESERVE

VARIANCE SUMMARY

| Description | YE COVID Variance | YE Non-COVID Variance | YE Overall Variance |
|-------------------------------------|----------------------|--------------------------|------------------------|
| Staff Gapping | \$0 | \$304,201 | \$304,201 |
| Permit Revenue Surplus | \$0 | \$2,758,547 | \$2,758,547 |
| Surplus From Miscellaneous Expenses | \$0 | \$167,592 | \$167,592 |
| Indirect Costs | \$0 | (\$489,149) | (\$489,149) |
| Net Total | \$0 | \$2,741,191 | \$2,741,191 |

VARIANCE DESCRIPTION

The total departmental year-end variance is: **\$2,741,191 Surplus**

Administration of the Building Department at year end had an operating surplus of \$3,230,340 within the Building Services portion of the budget (direct costs). However, after the allocation of indirect costs (beyond Building Services control) for the year 2021 totalling \$489,149, the overall transfer from the building permit reserve was a net surplus of \$2,741,191. The surplus transfer will go towards the Building Reserve fund that currently has a balance of (\$9,692,208). After the transfer, the Building Reserve Fund resulting will be in a deficit of (\$6,951,018). This report also recommends the closure of the Contra Building Permit Reserve and transferring \$7,950,270 to the Building Reserve, leaving a positive balance of \$999,252.

Staff Gapping: \$304,201

Staff gapping dollars contributed significantly to the operating surplus portion of the variance due to the delayed hiring of several positions and staff turnover during the year.

Permit Revenue: \$2,758,547

Building permit revenue at year end was in a surplus position of \$2,758,547. Administration is not able to confirm whether the COVID-19 pandemic had any material impact on permit activity throughout the year as activity remained quite busy. Larger building construction projects provided the bulk of the fee revenue.

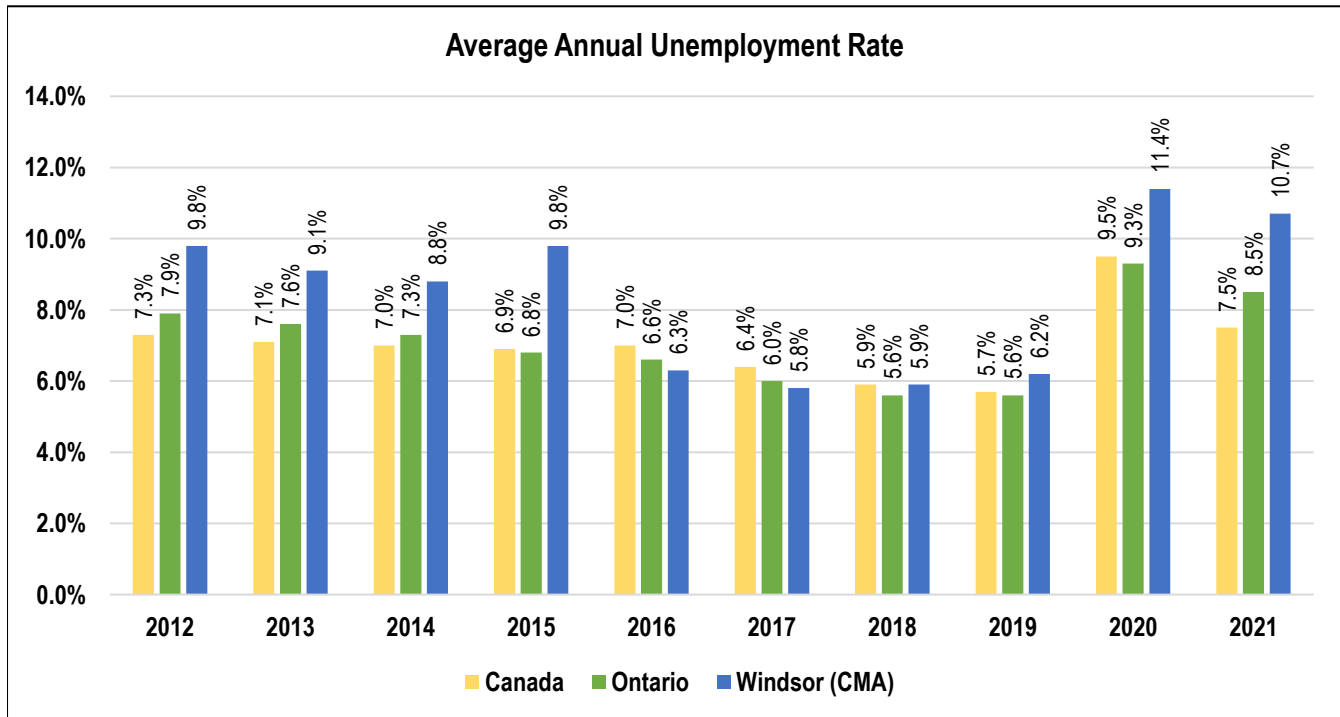
Miscellaneous Expenses: \$167,592

The surplus in Miscellaneous expenses is mainly due to CloudPermit annual maintenance fee for its first year that was paid from the capital project. Going forward a portion of the maintenance fee will be paid from the Building Reserve fund with the balance being paid from the operating budget. In addition, a surplus in fleet cost helped offset the deficit in bank service processing fees due to the higher than budgeted Permit revenue.

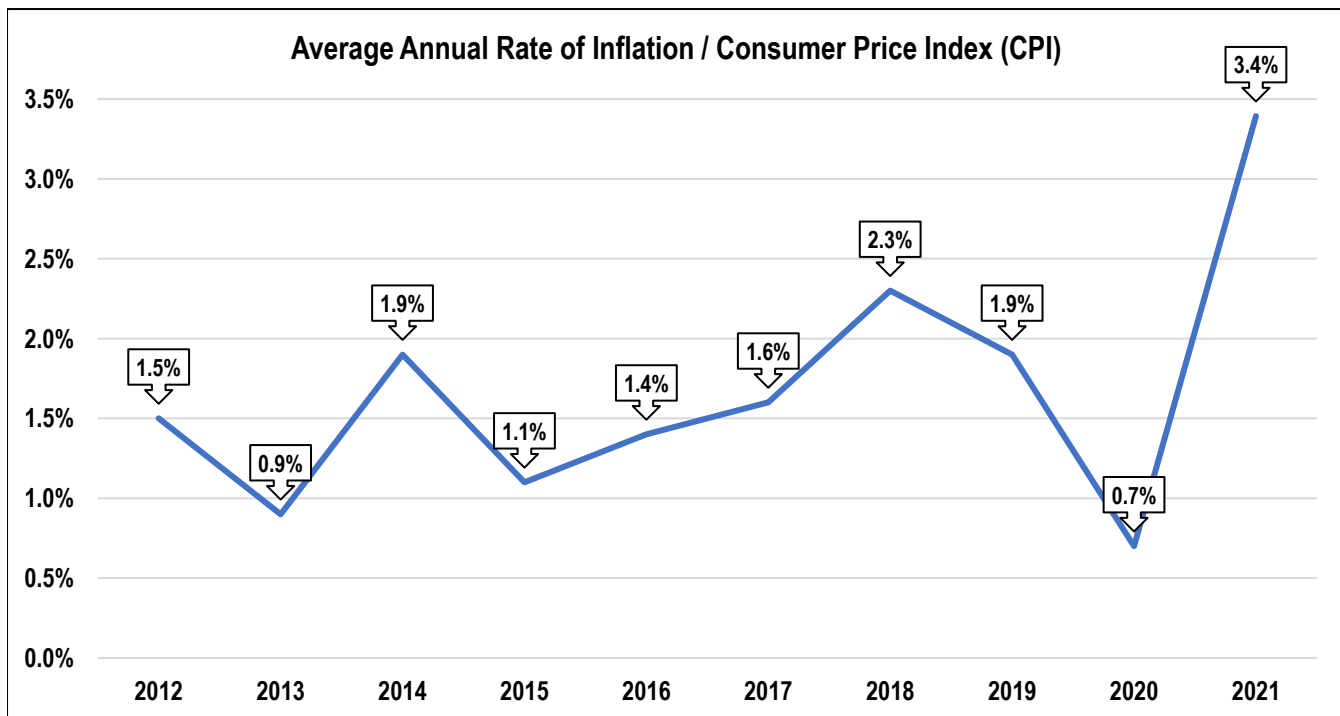
MITIGATING STEPS

Administration will be making concerted efforts to hold the line where possible on discretionary spending within its control including delayed staff recruitments and striving to maintain a respectable and safe level of service as well as a safe community.

ECONOMIC STATISTICS

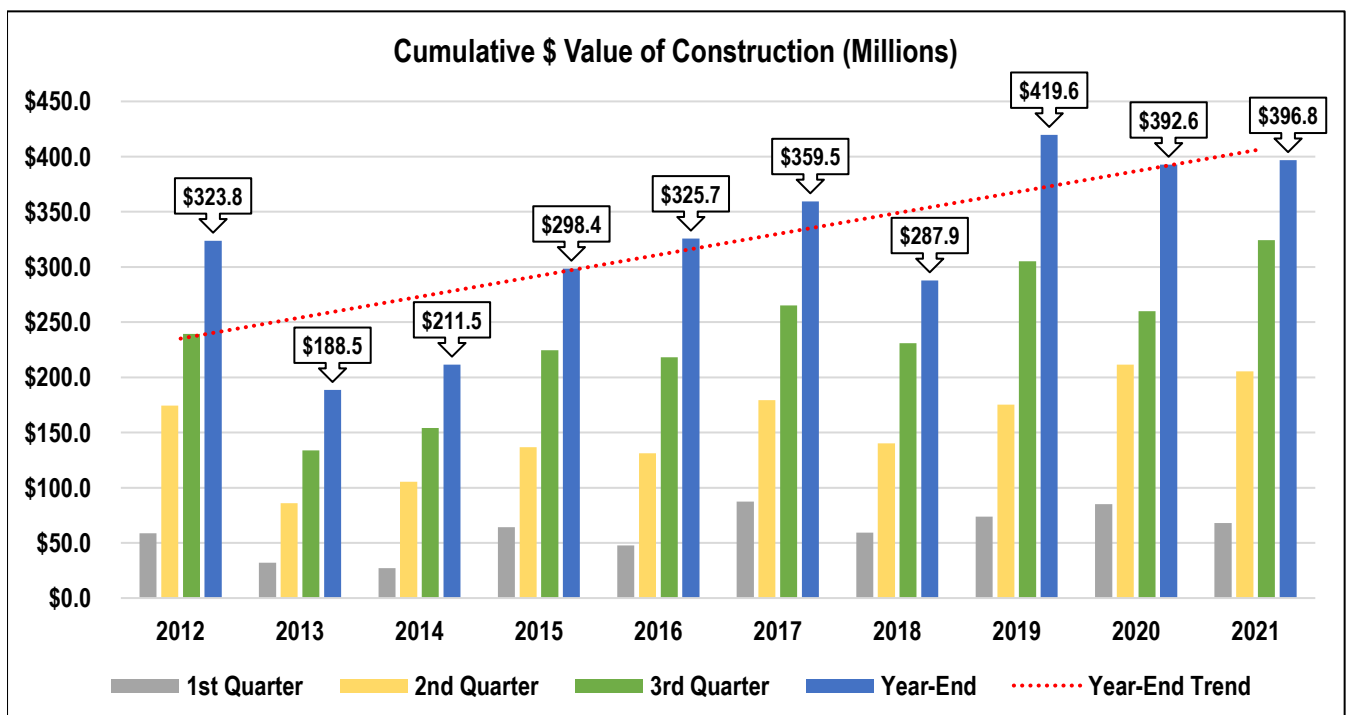
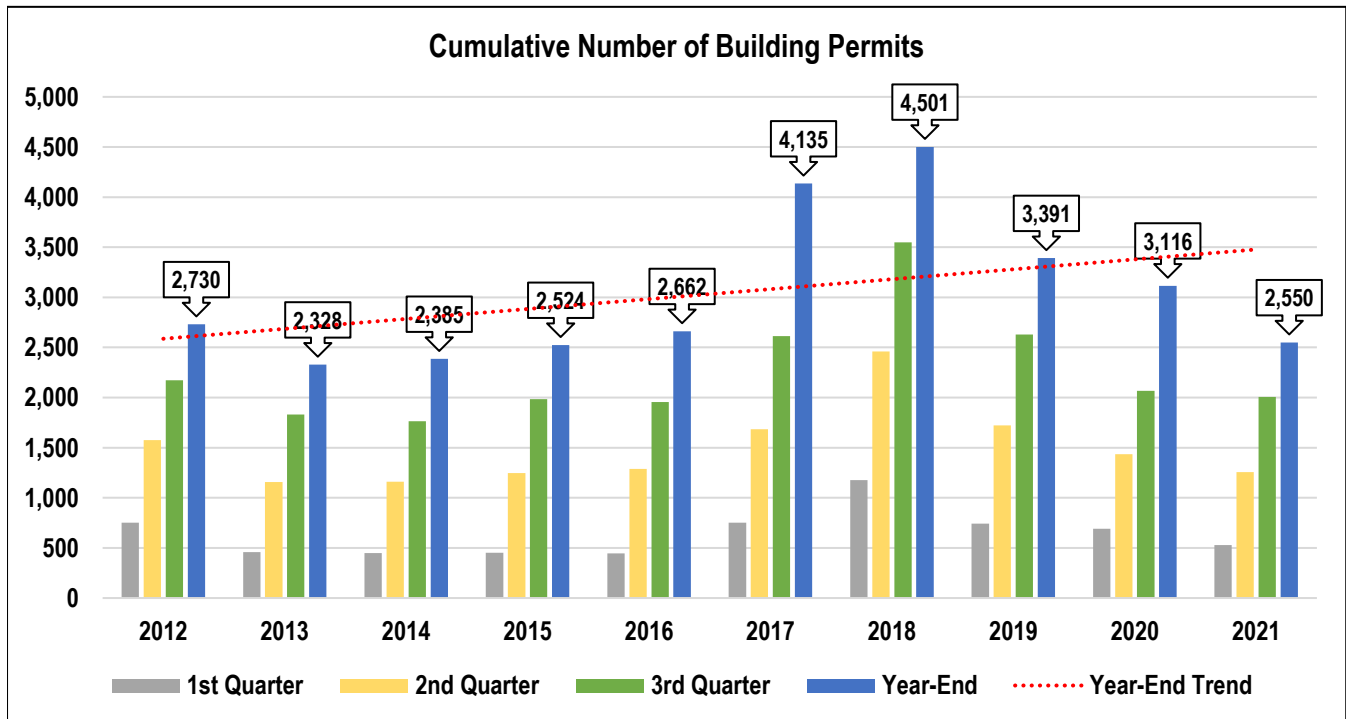


Source: Statistics Canada (3-Month Moving Average, Unadjusted)

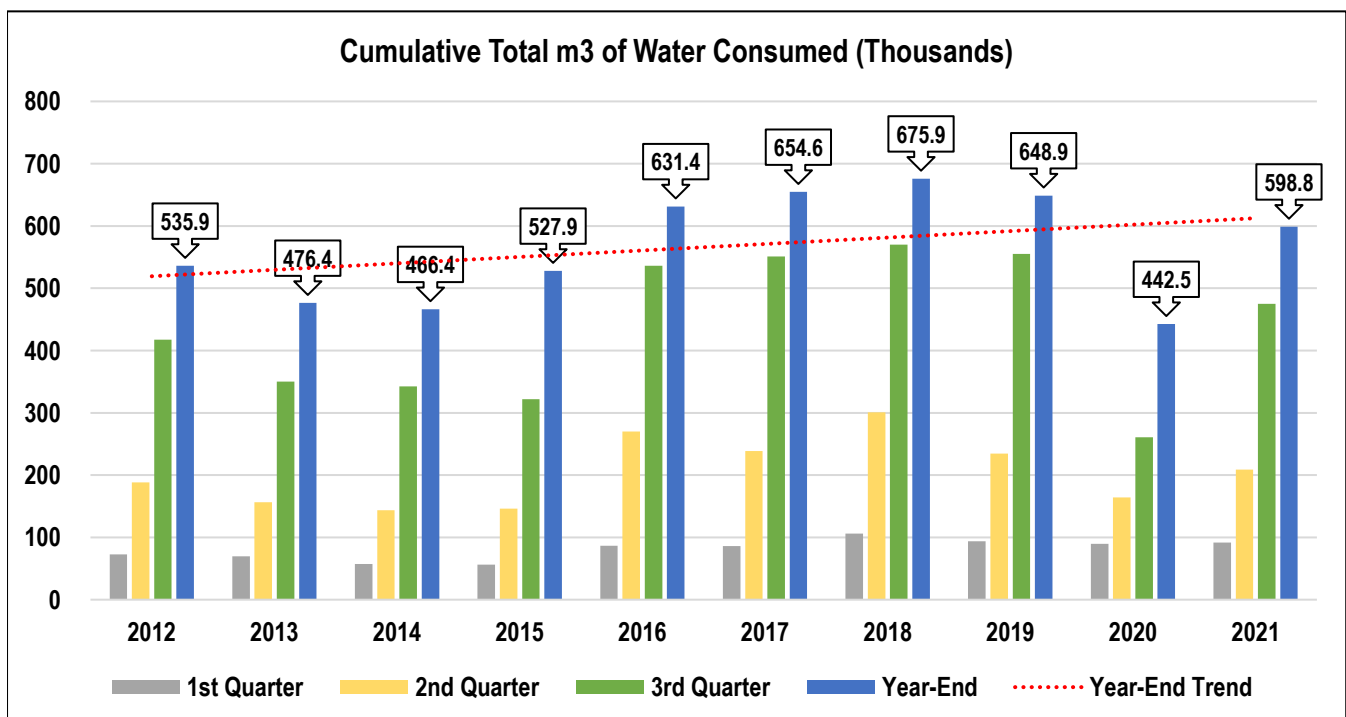
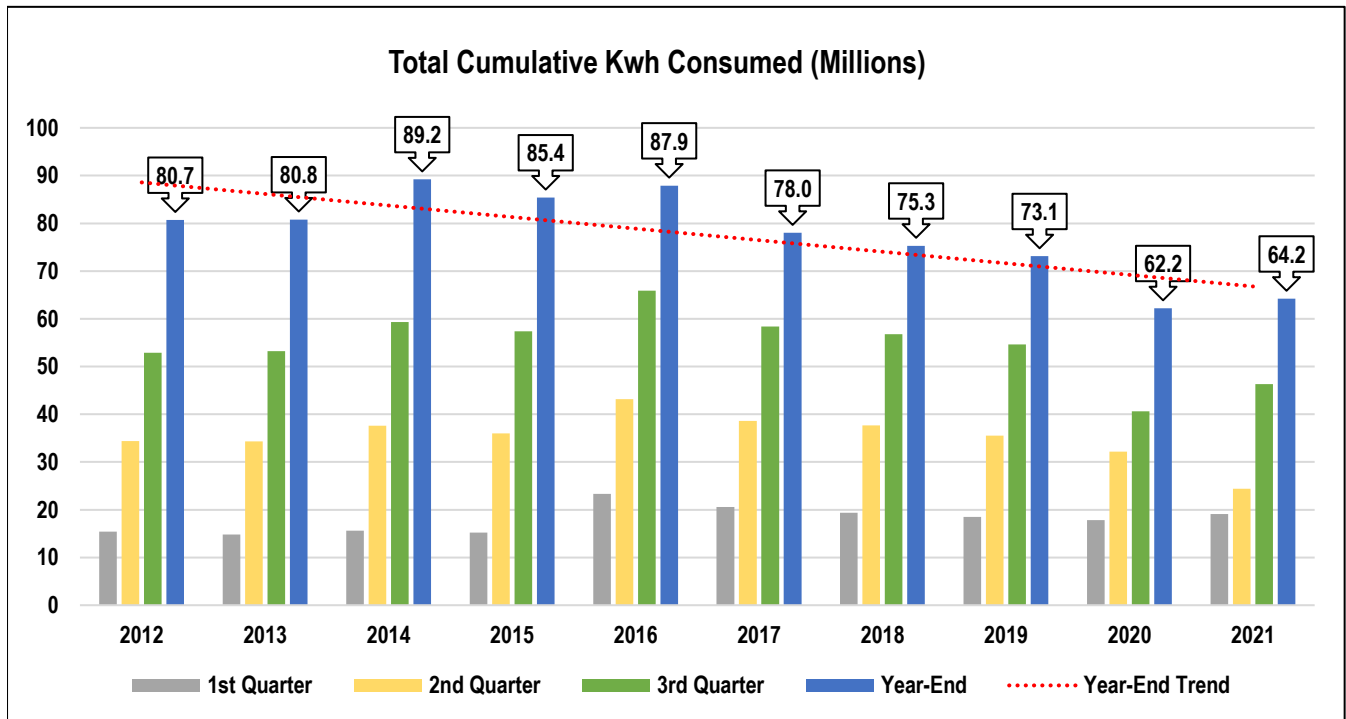


Source: Statistics Canada (All Items, Unadjusted)

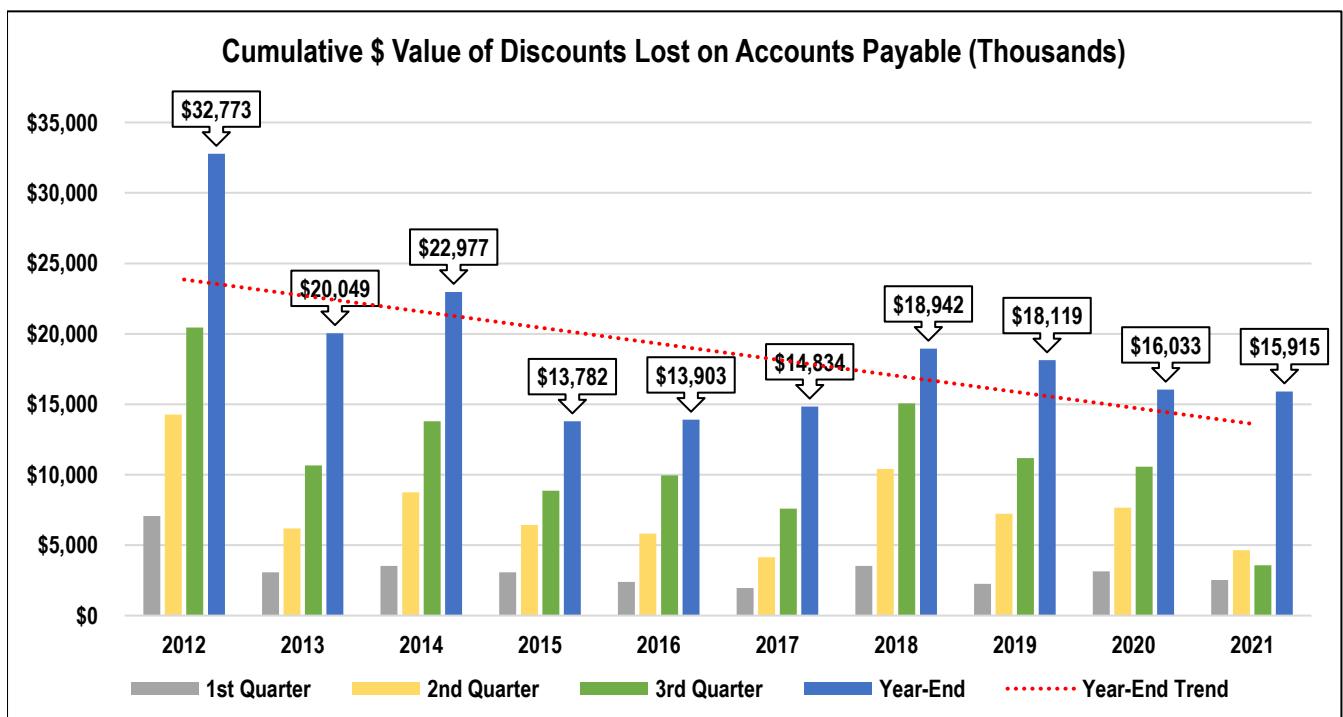
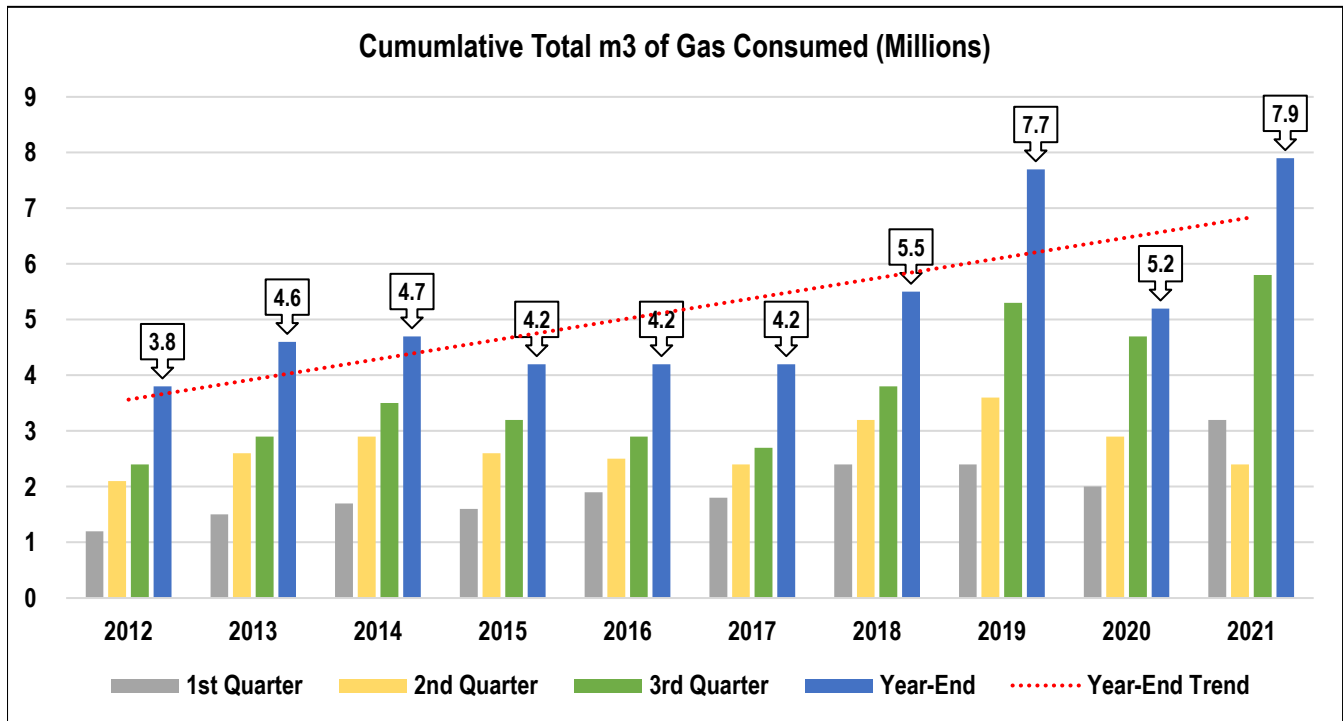
BUILDING



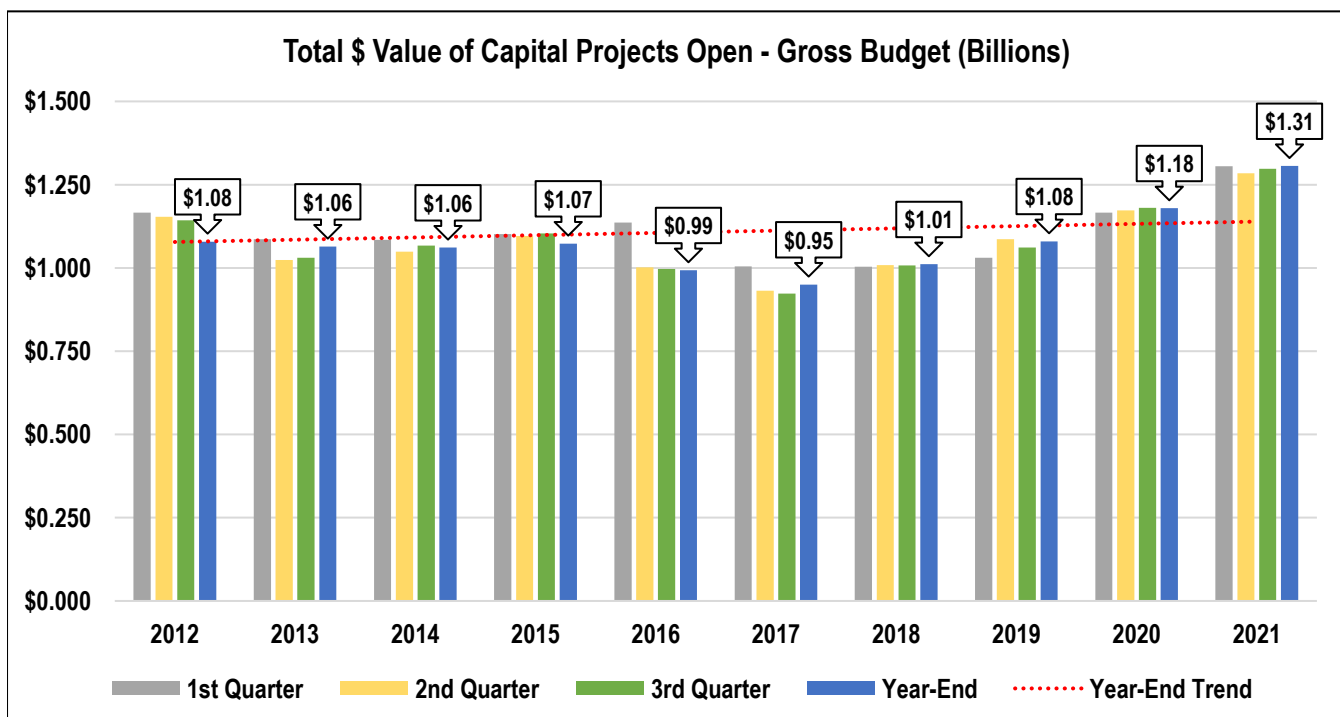
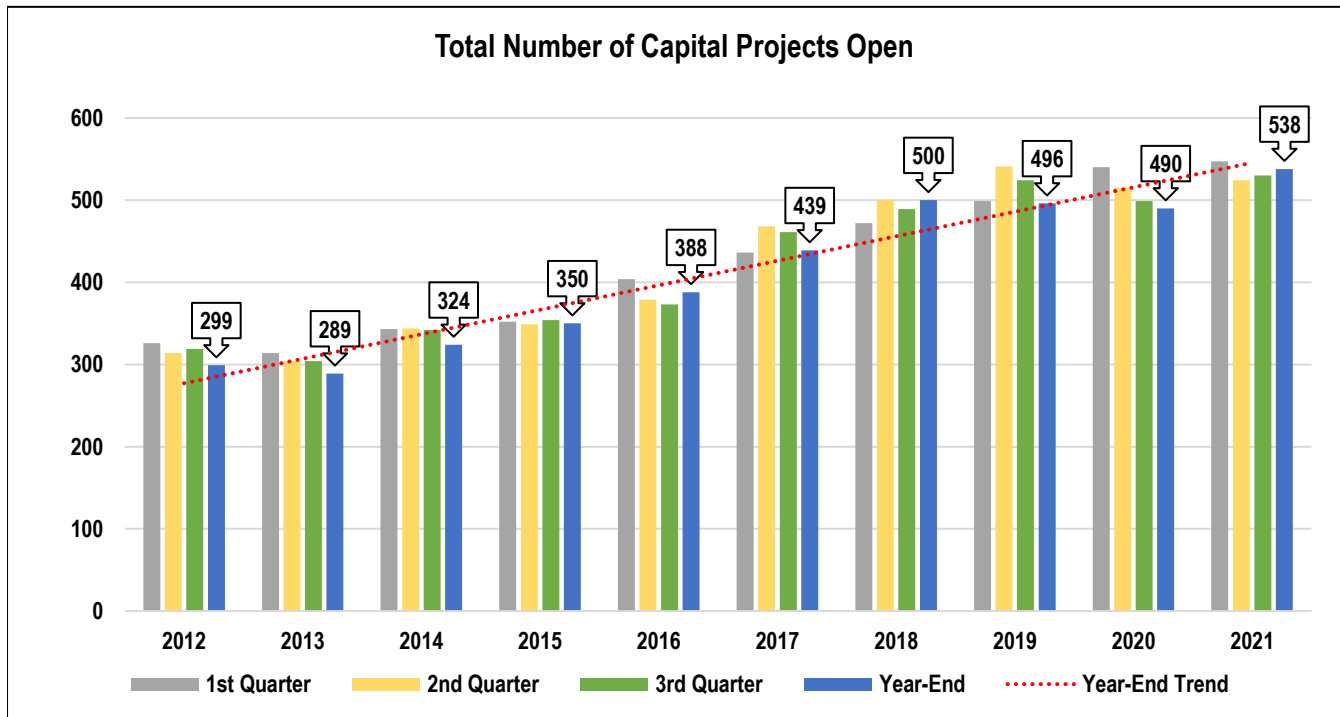
FINANCE



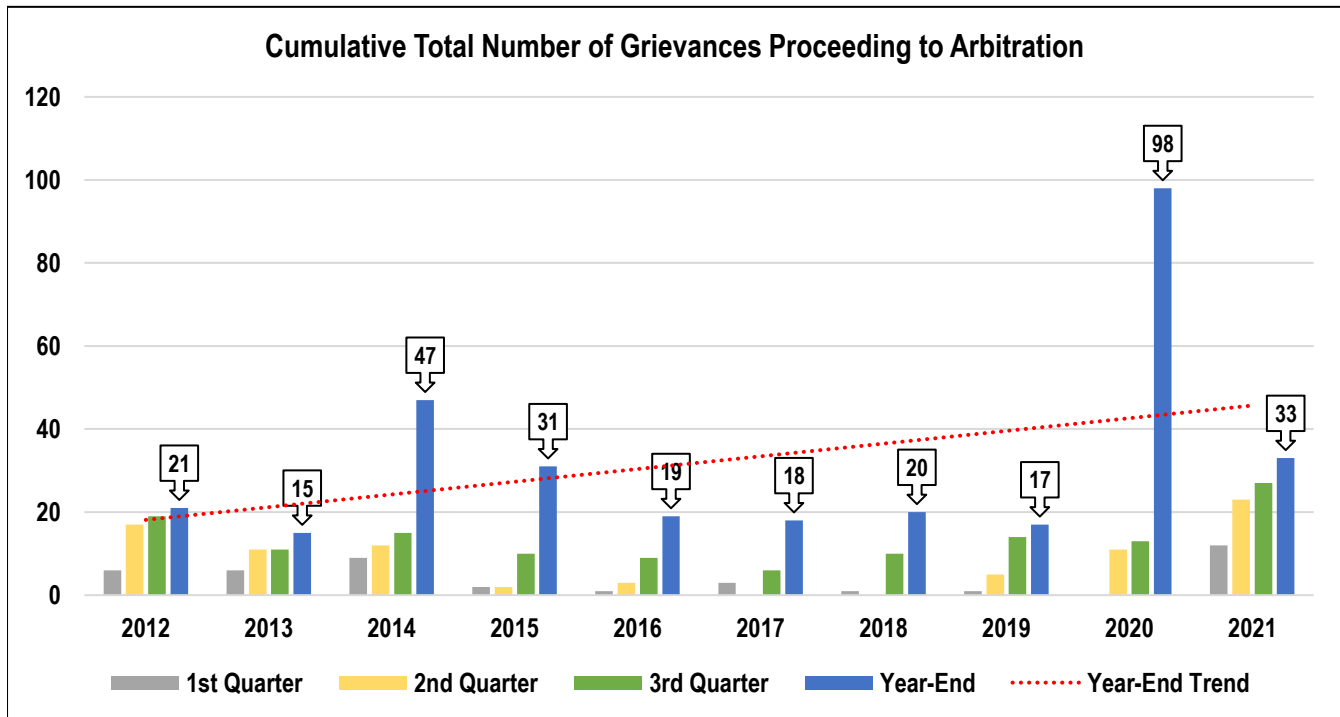
FINANCE



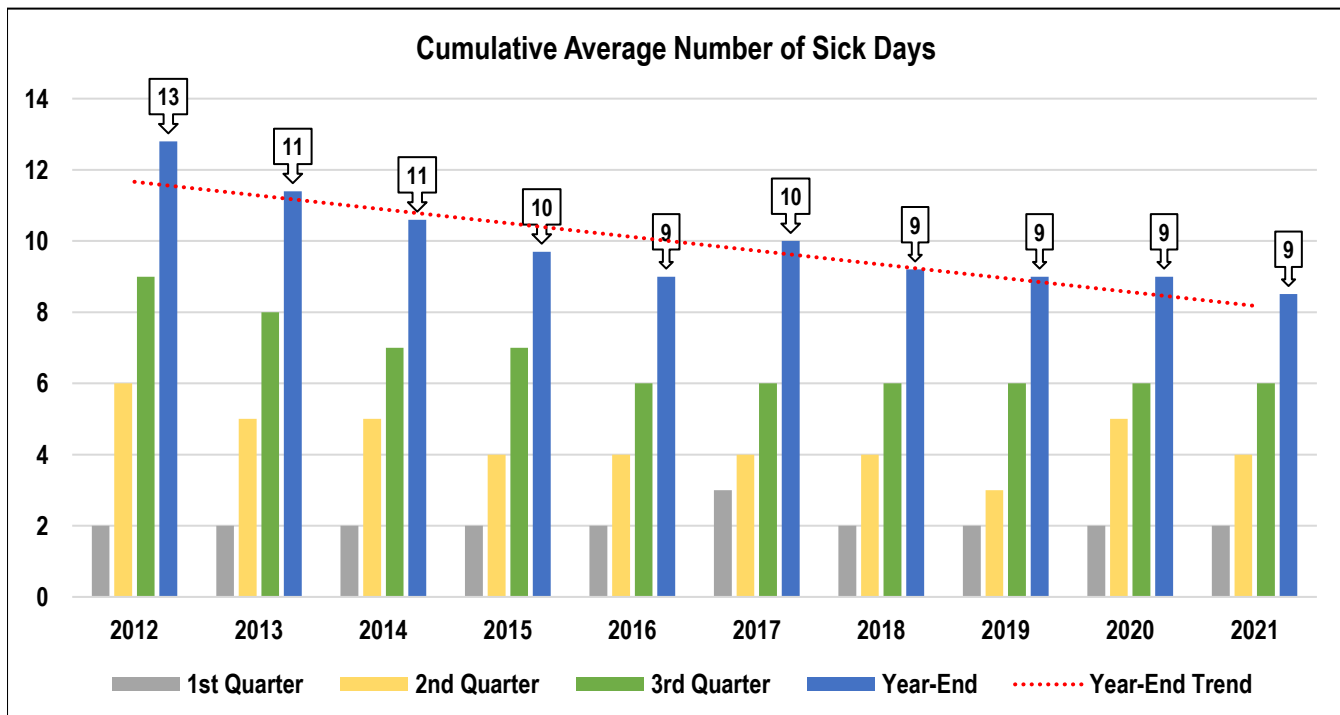
FINANCE



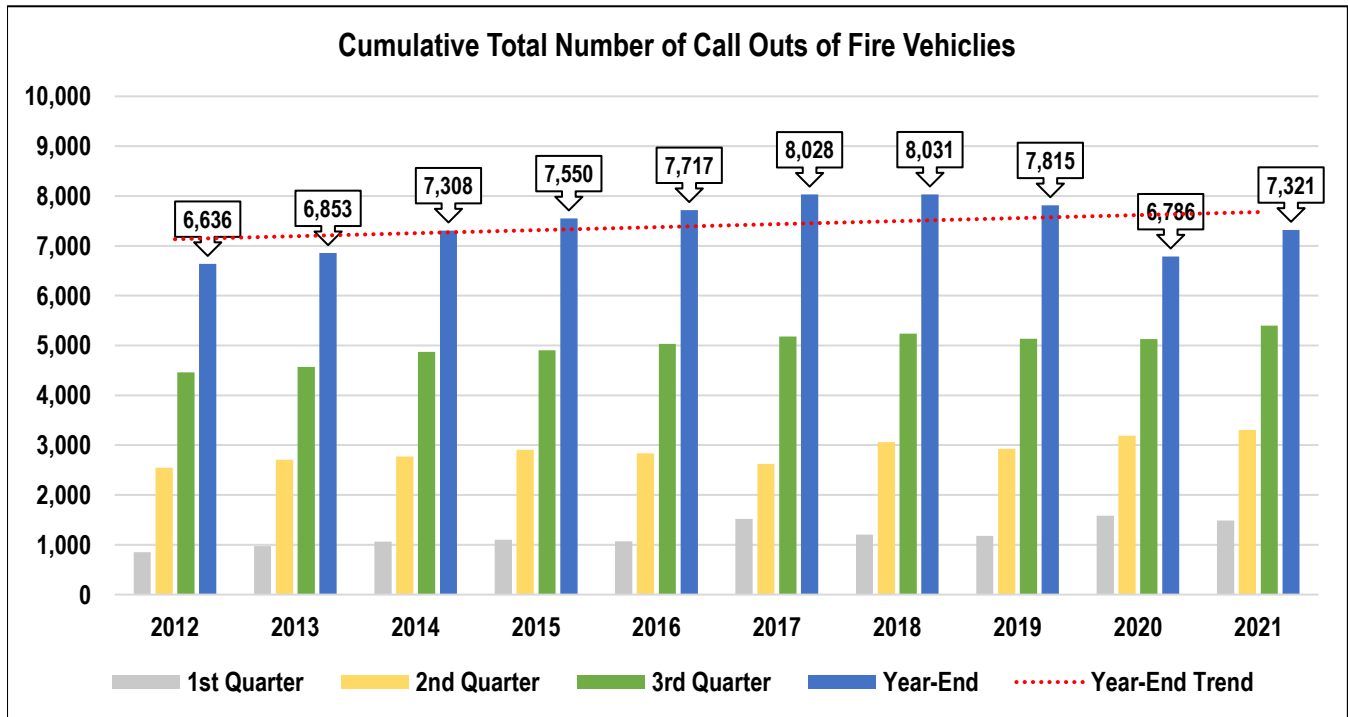
HUMAN RESOURCES



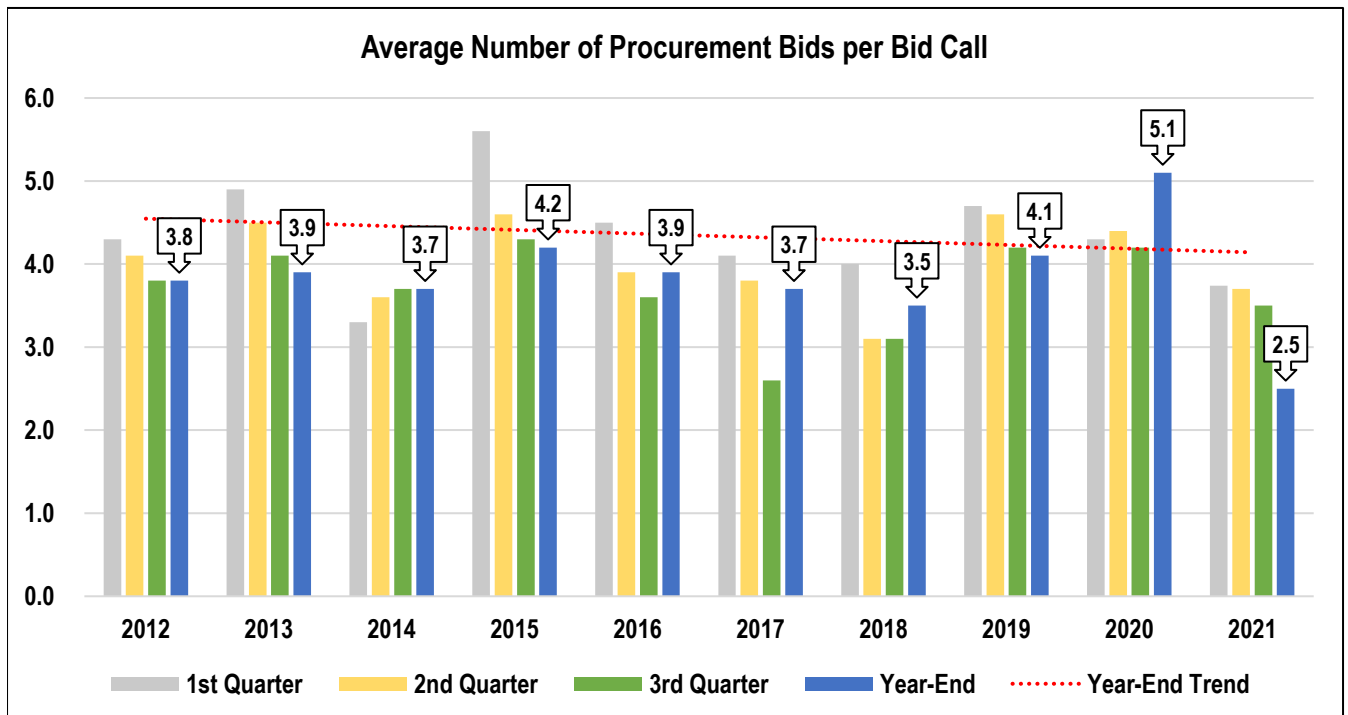
Note: In 2020, 64 of 98 grievances are attributed to Transit Windsor.



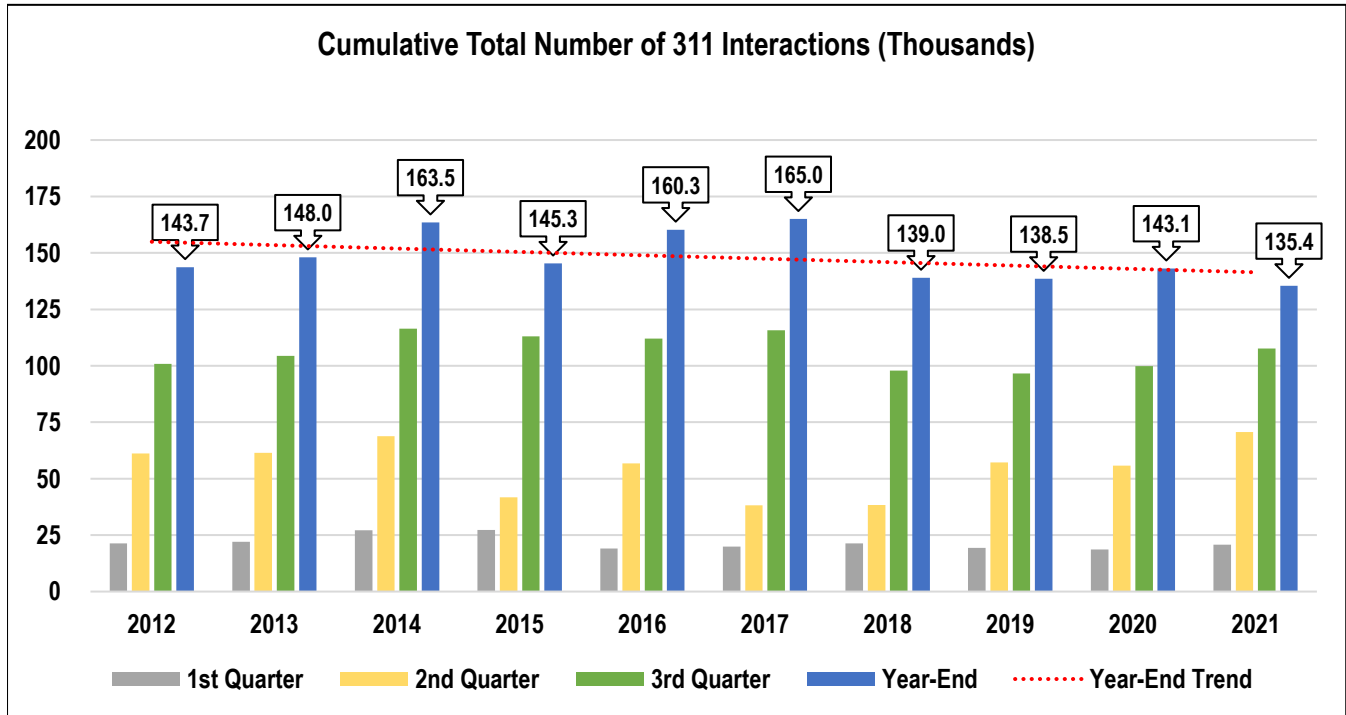
FIRE & RESCUE



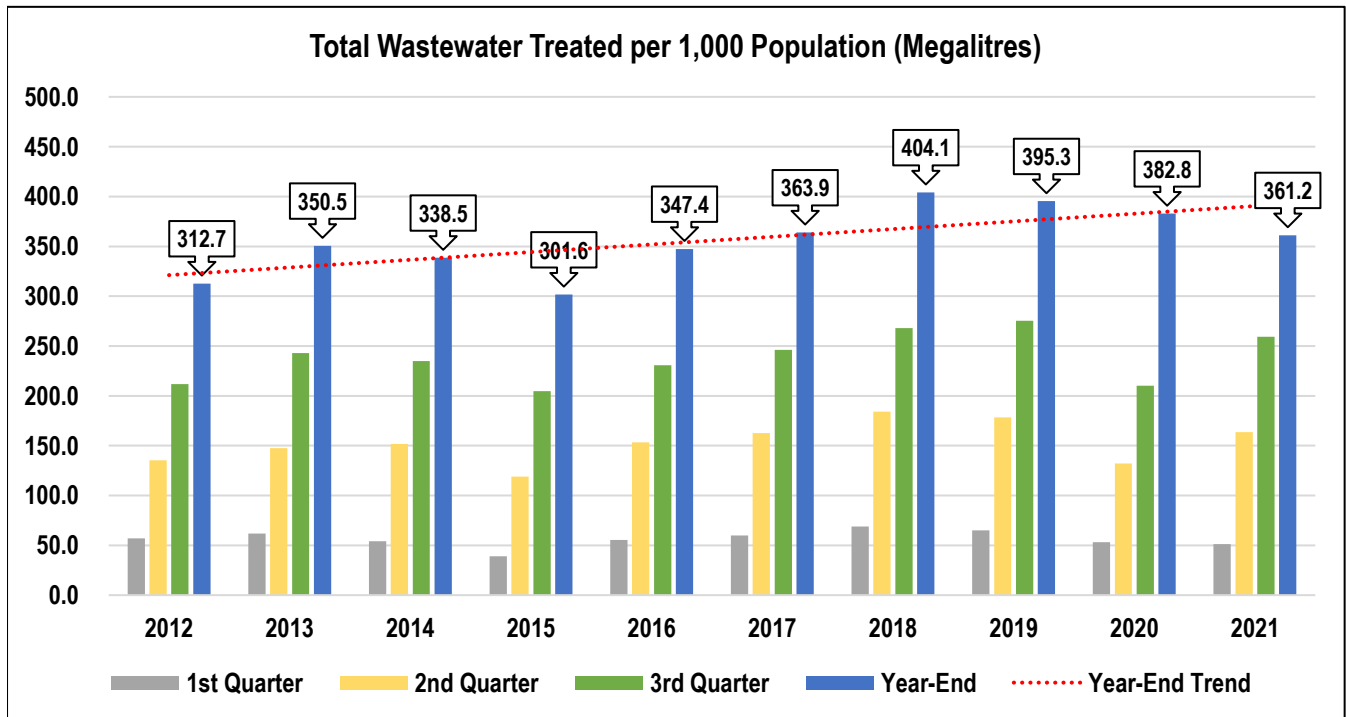
LEGAL



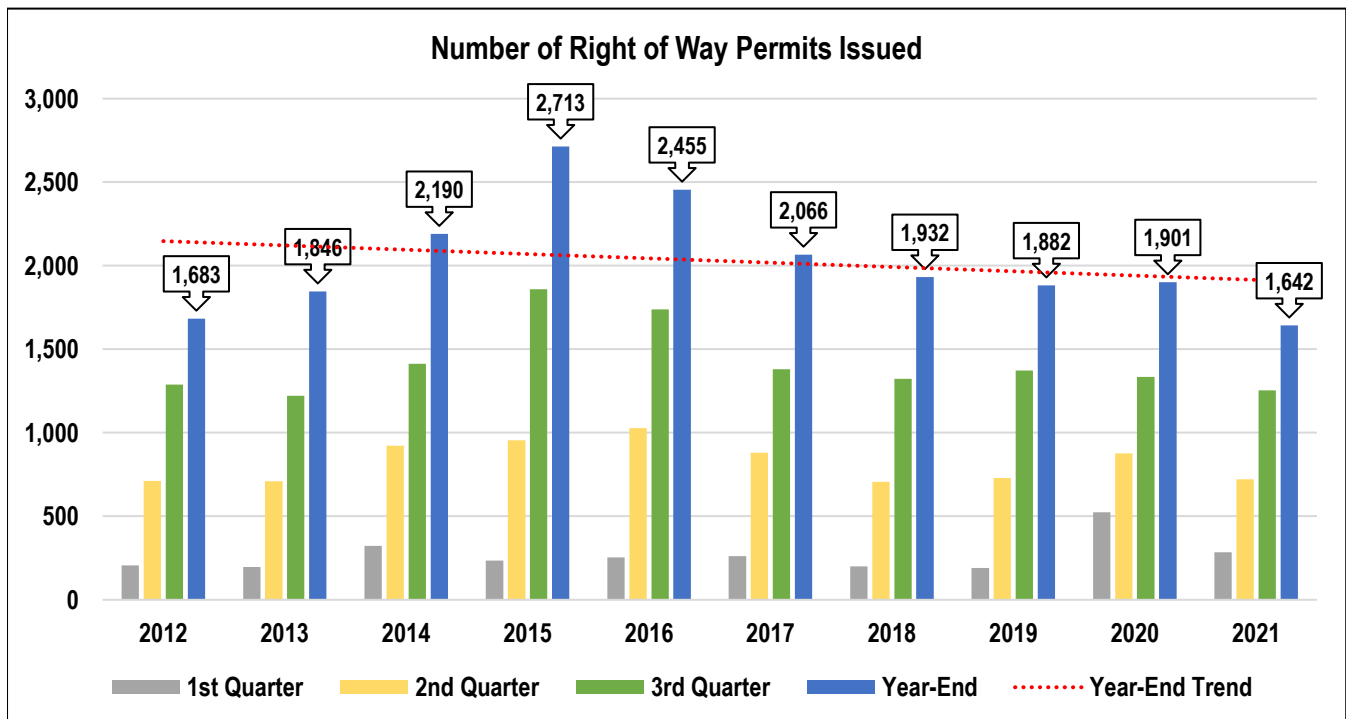
COMMUNICATIONS



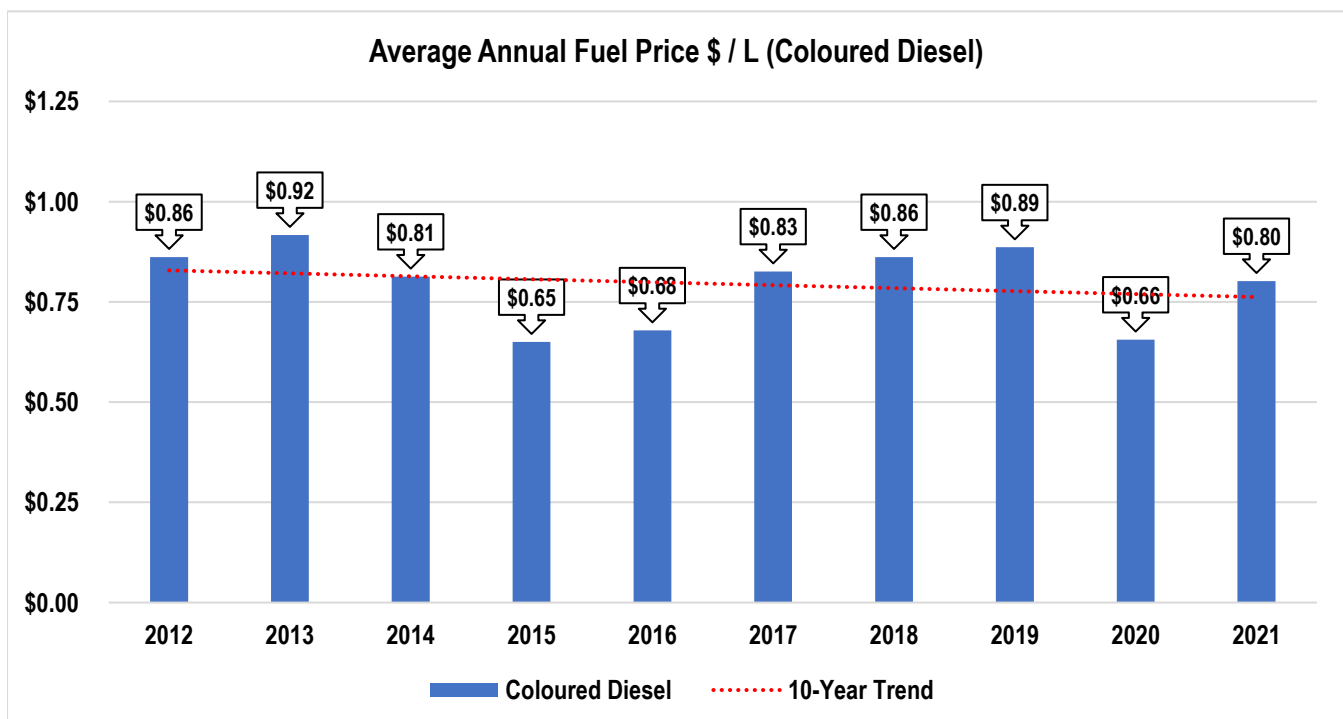
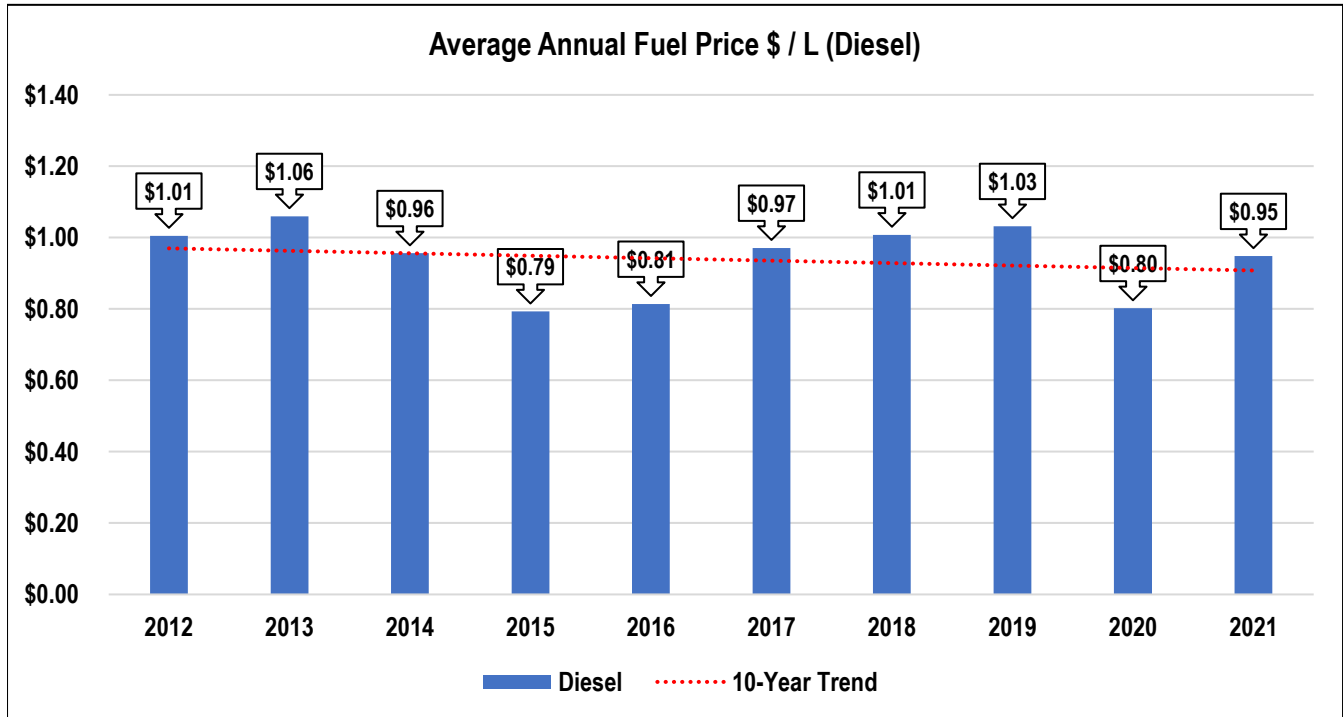
ENGINEERING



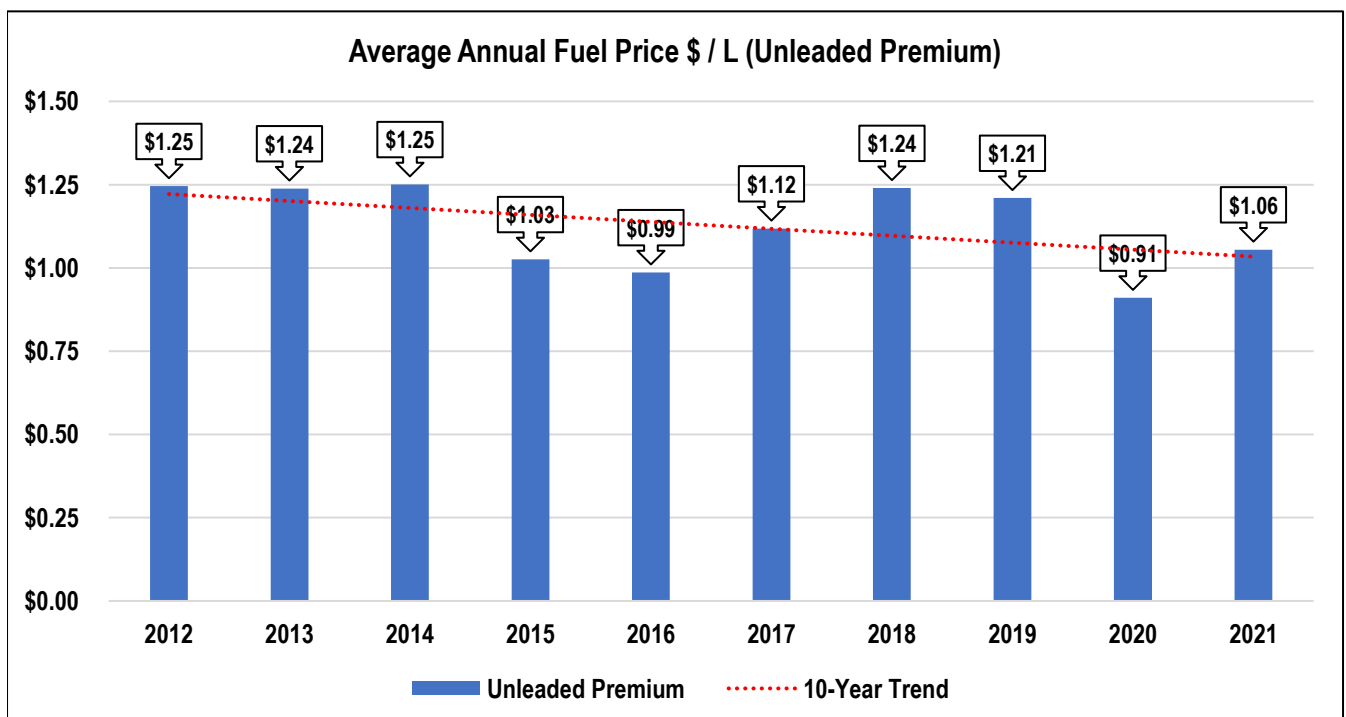
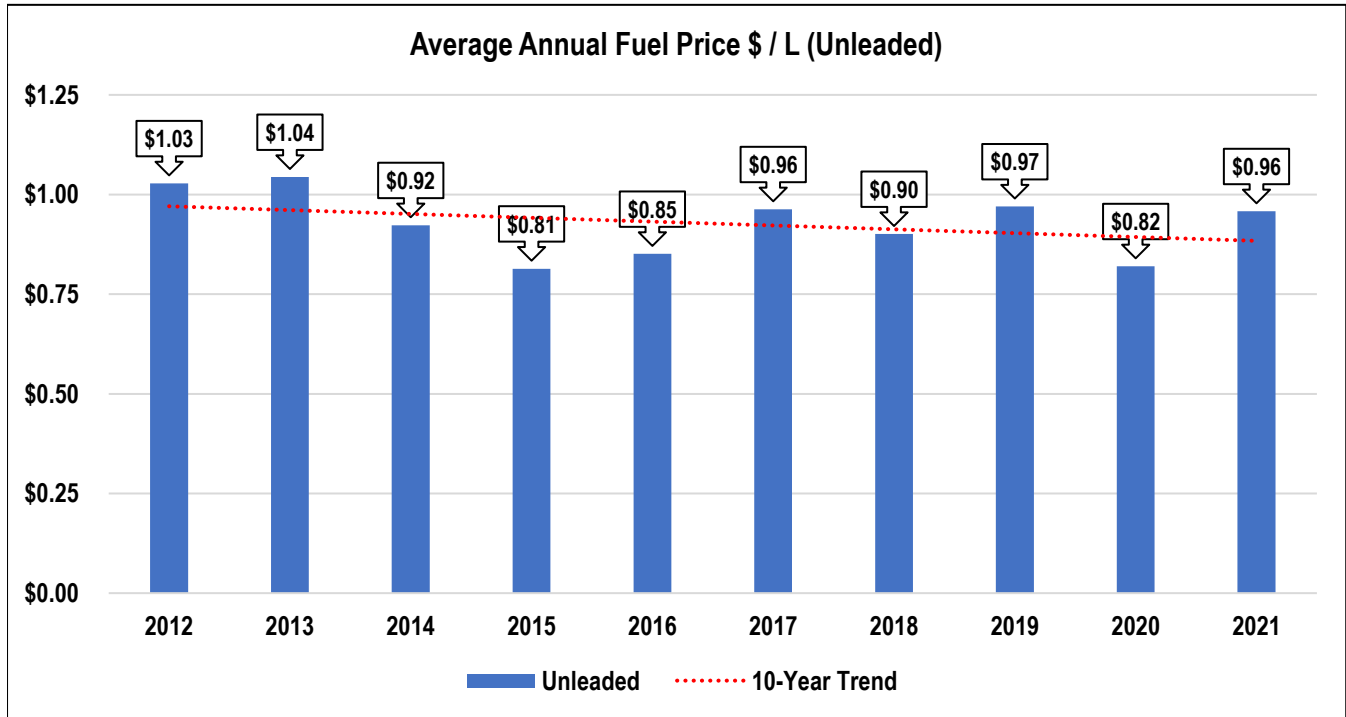
Fluctuations are partially due to changes in precipitation patterns as additional water is treated during heavy storms due to combined sewers.



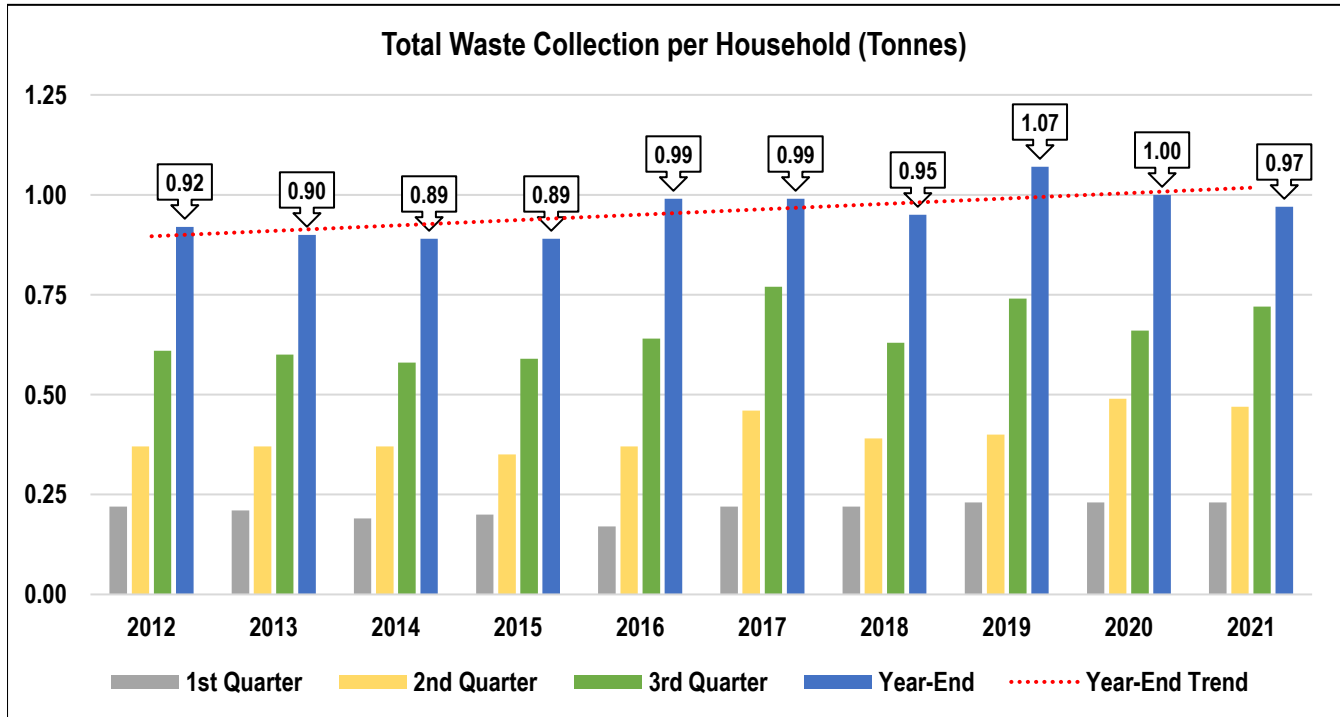
PUBLIC WORKS



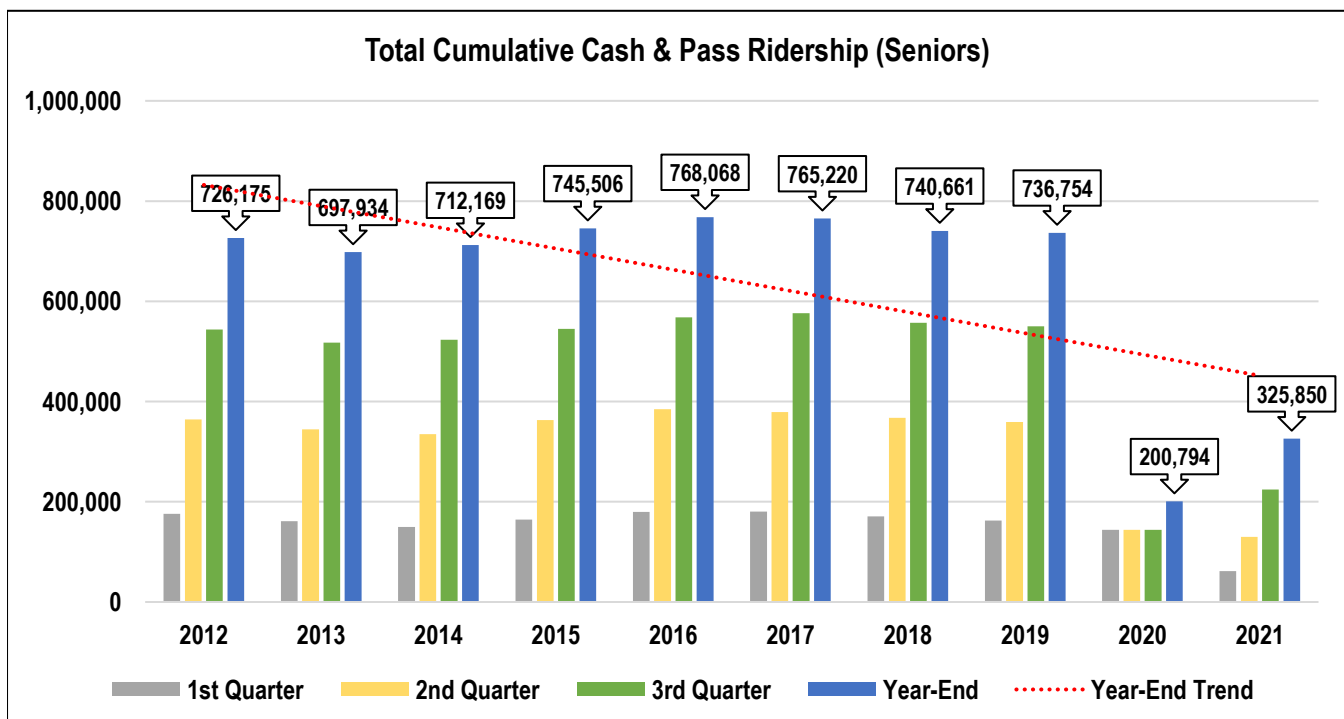
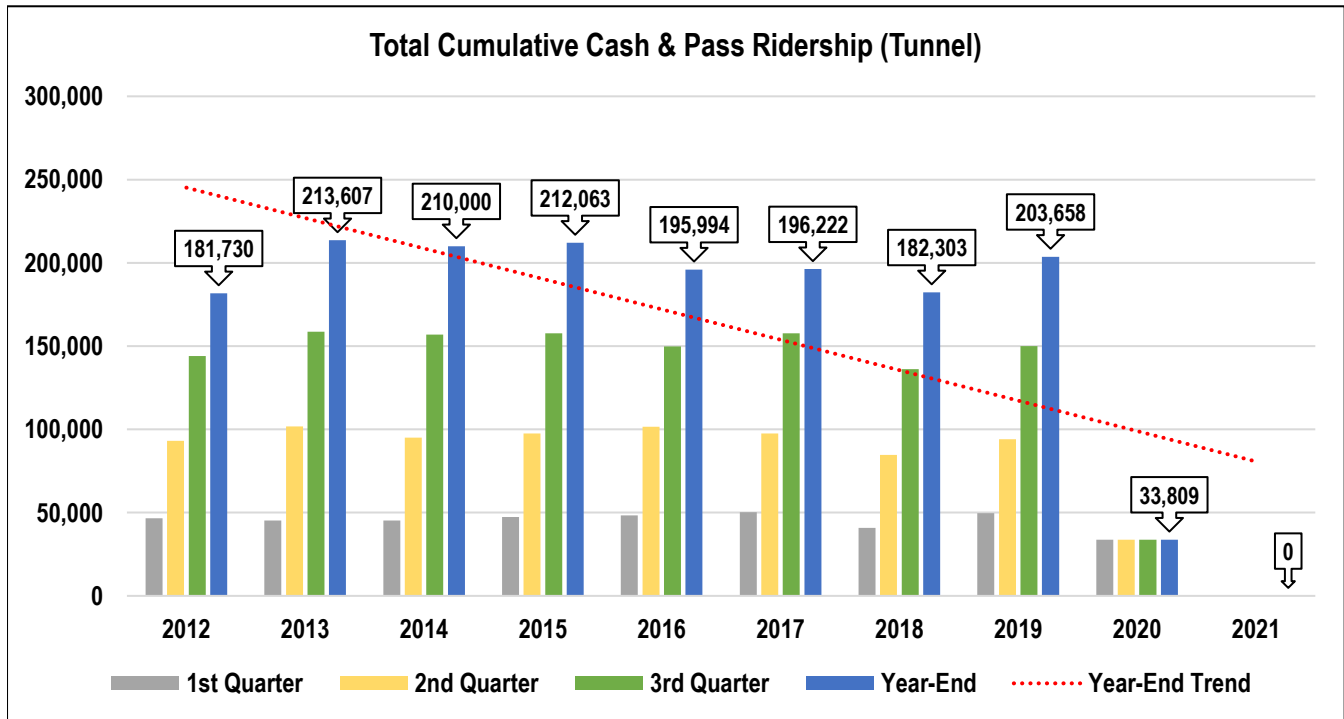
PUBLIC WORKS



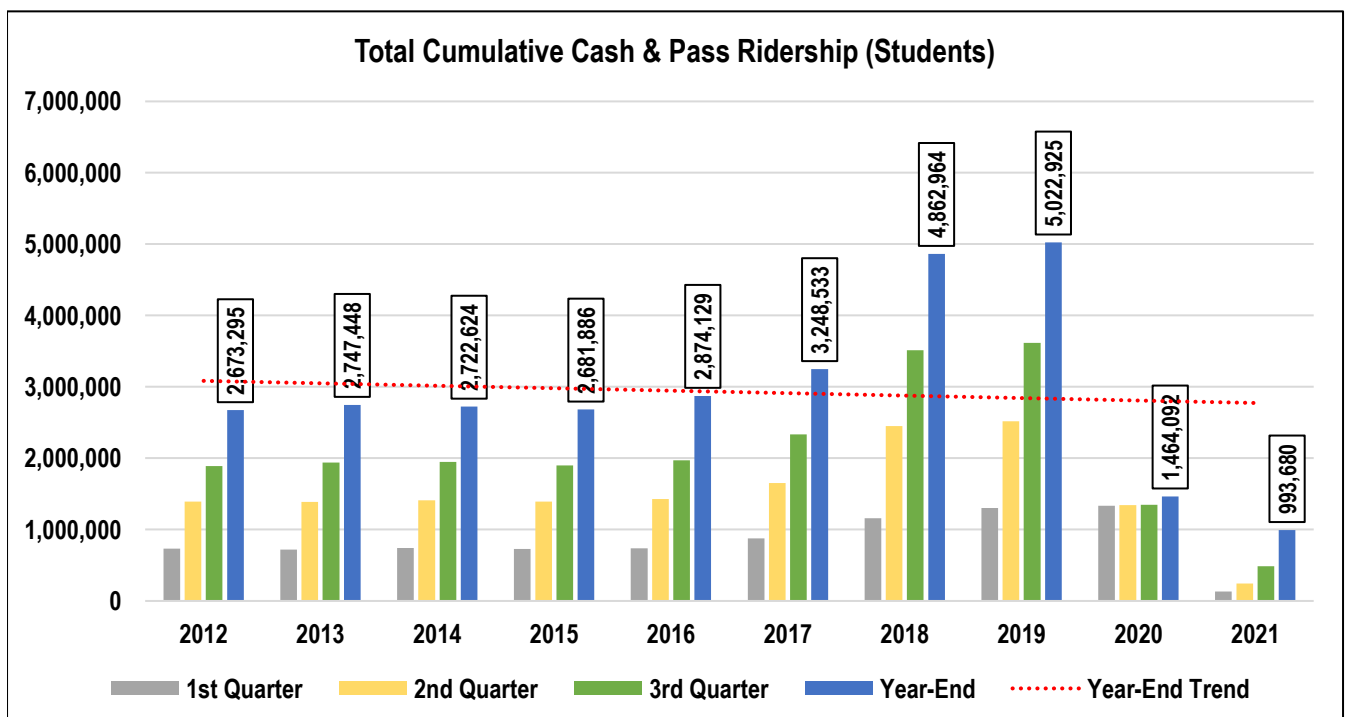
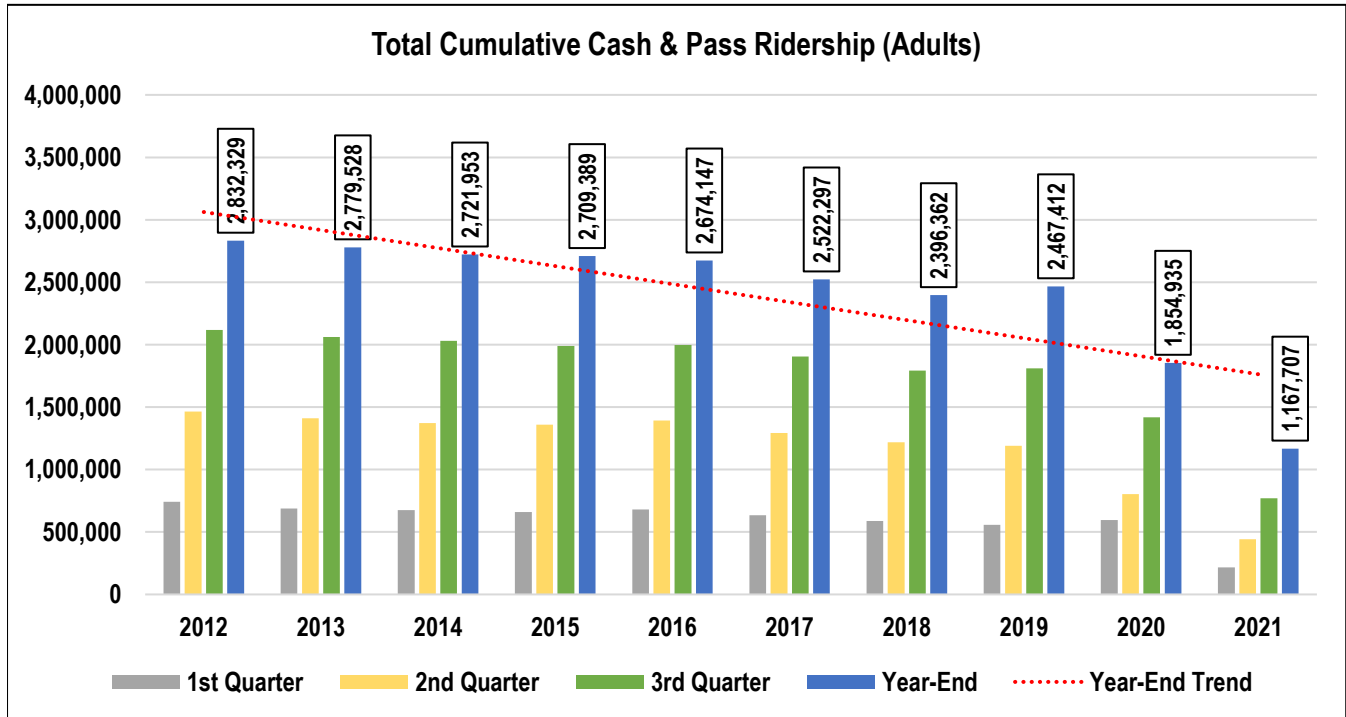
PUBLIC WORKS



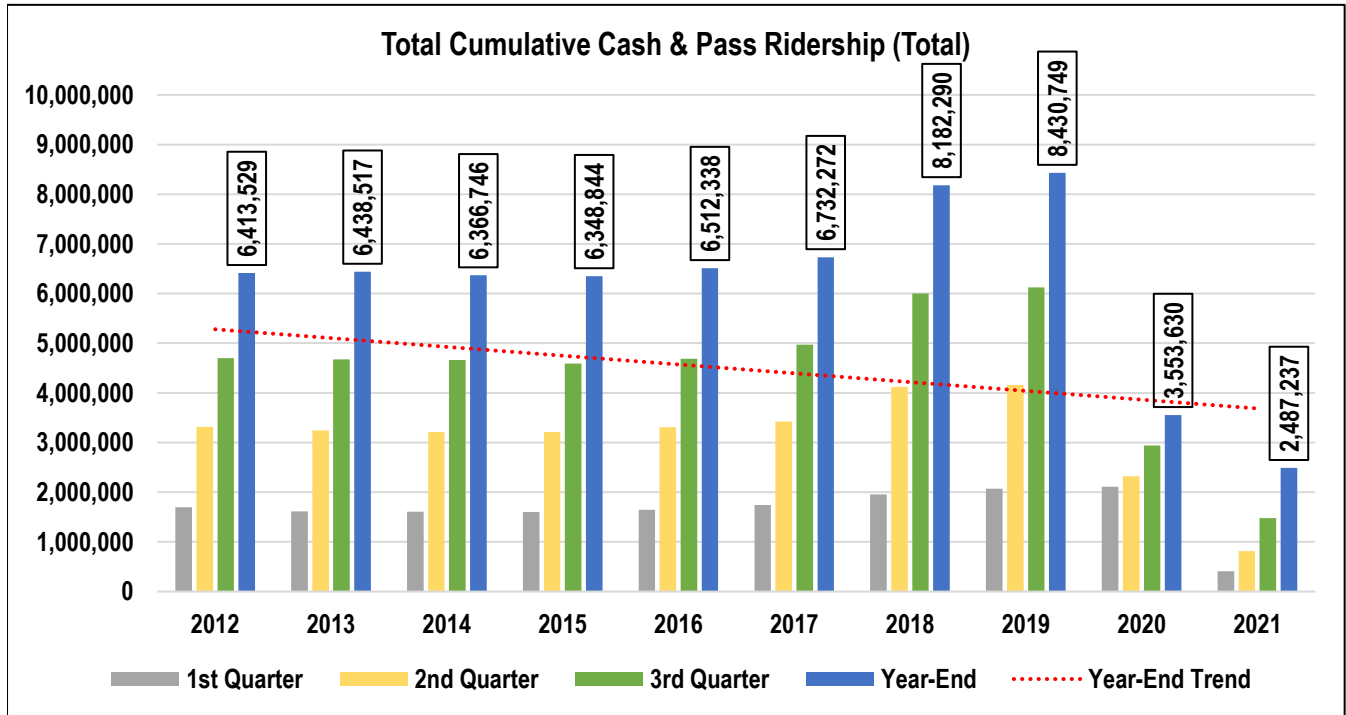
TRANSIT WINDSOR



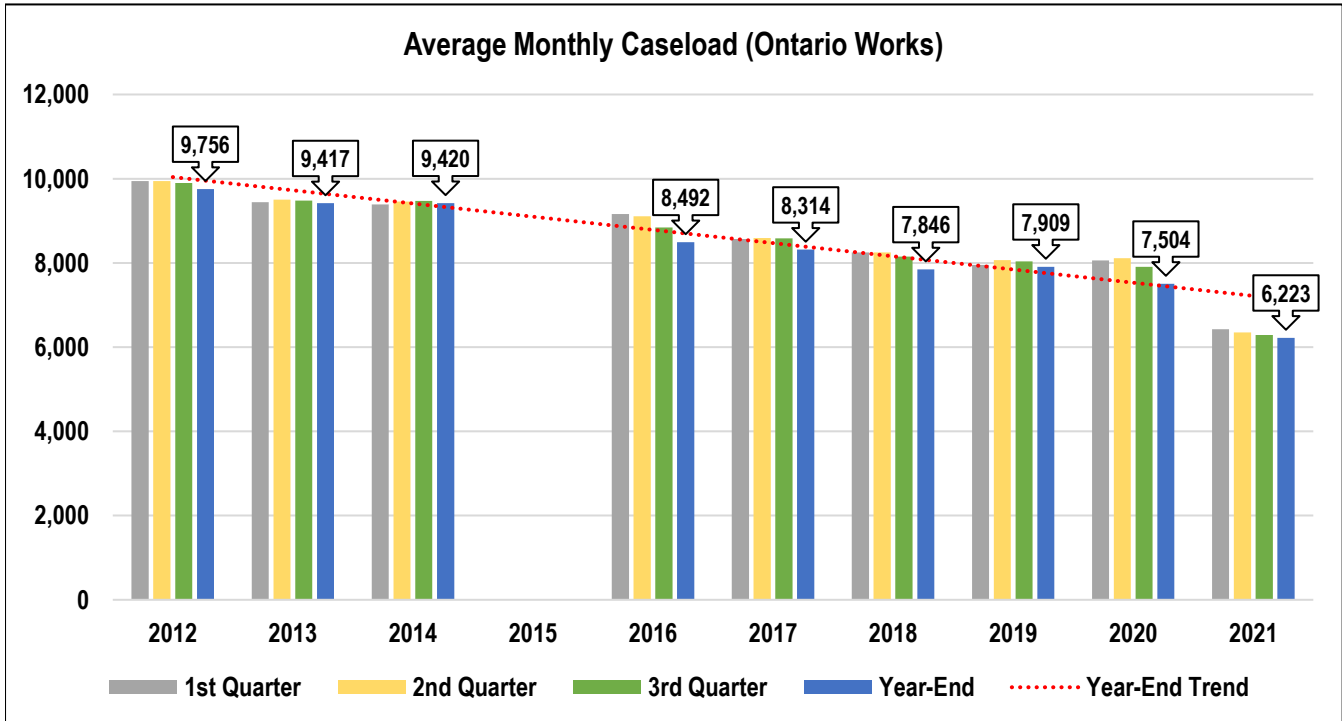
TRANSIT WINDSOR



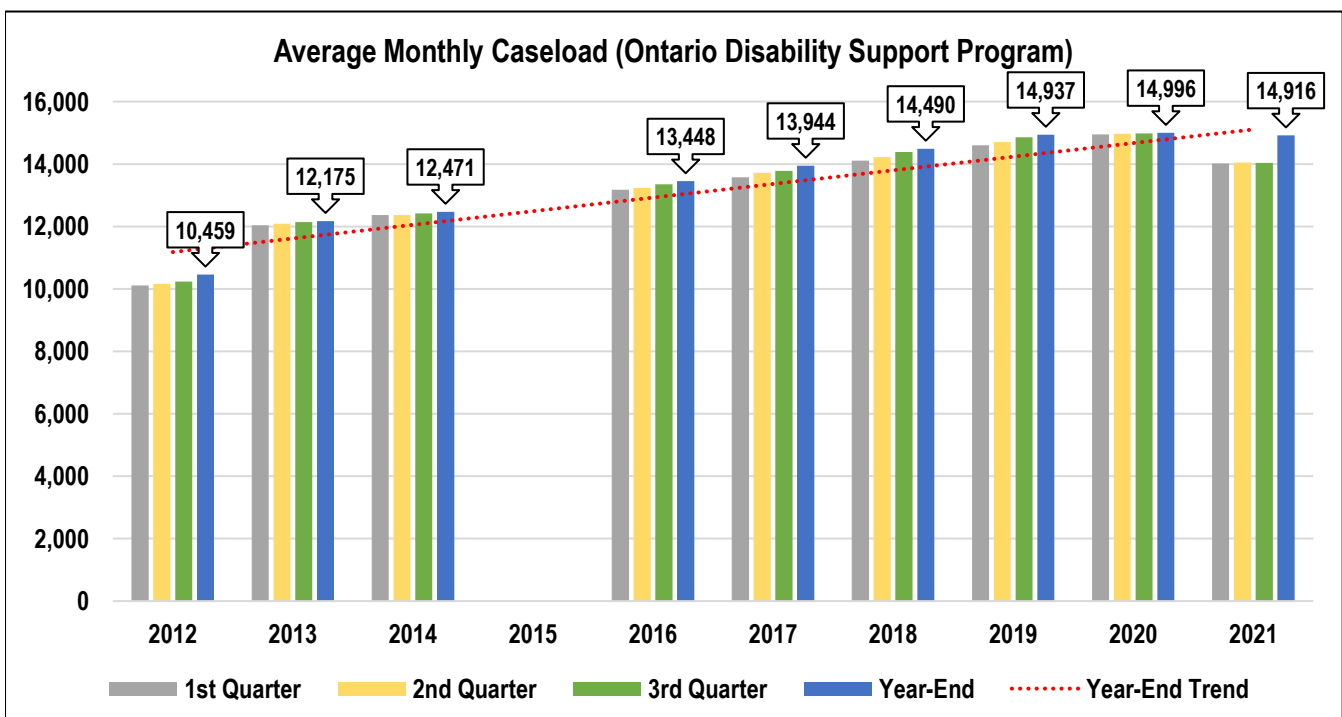
TRANSIT WINDSOR



EMPLOYMENT & SOCIAL SERVICES

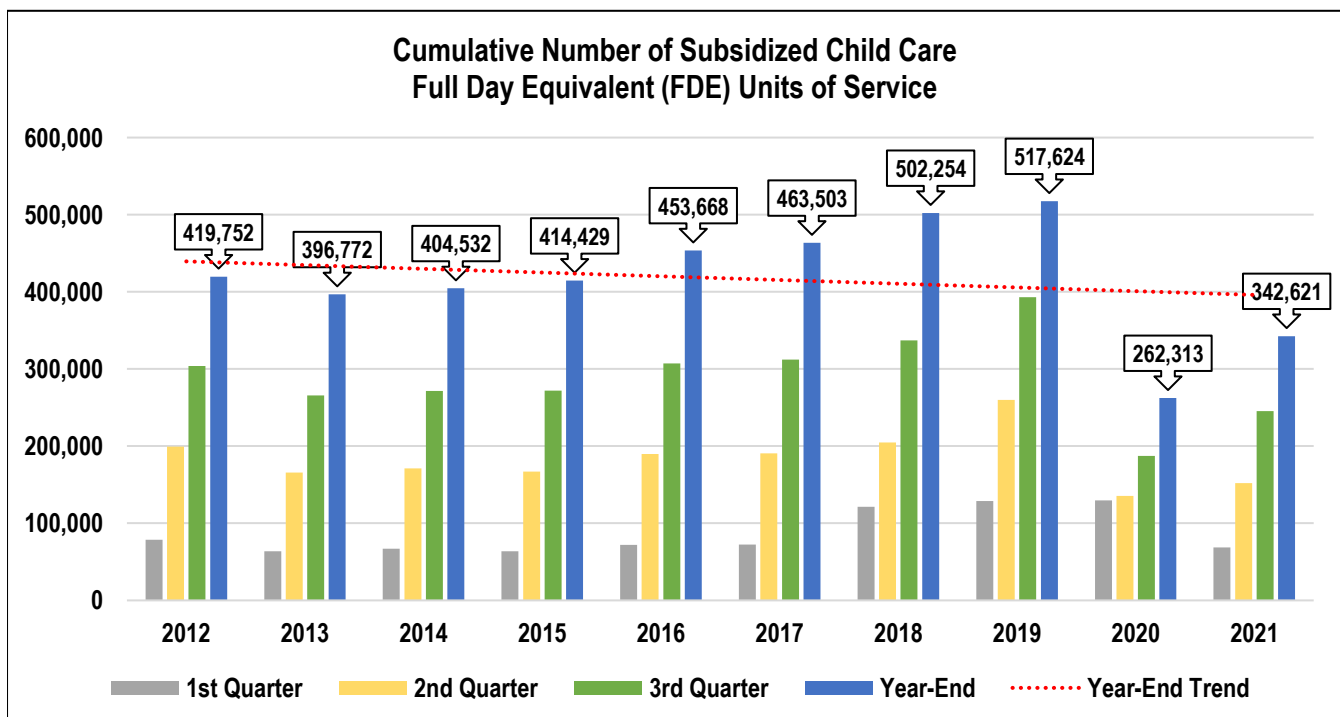
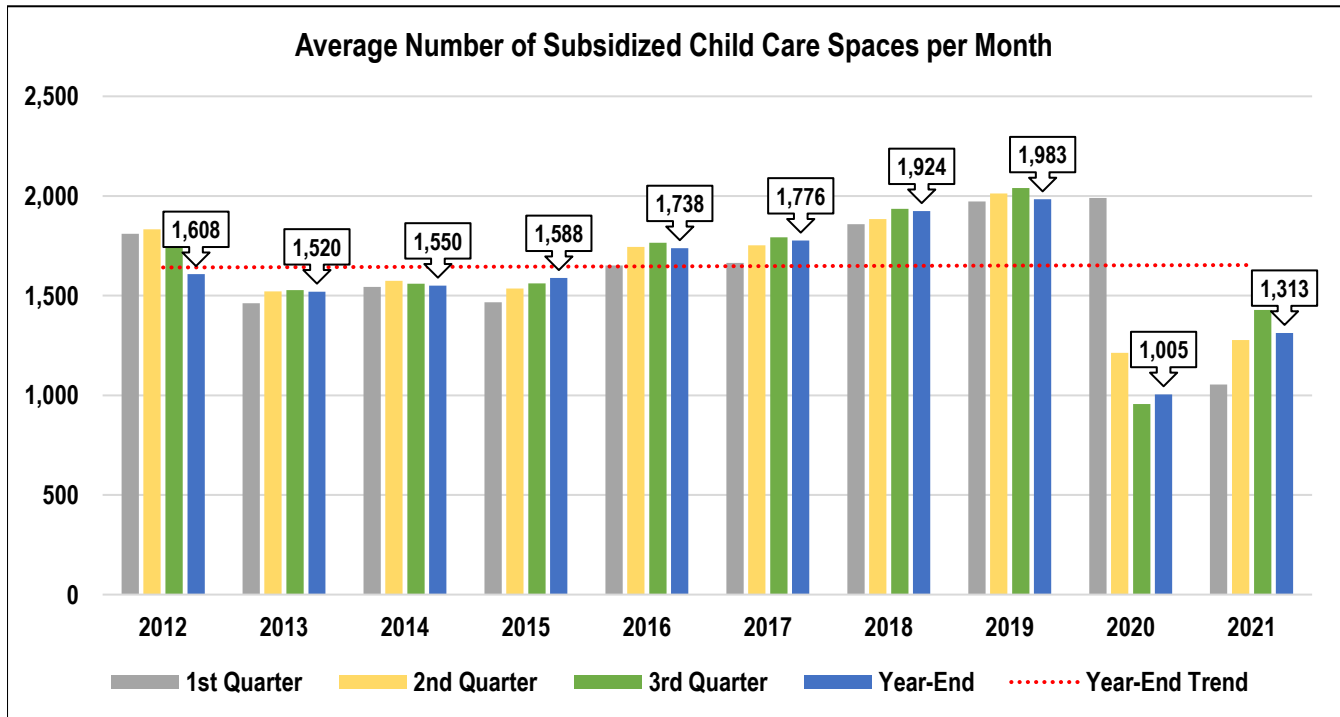


Please note that due to the Provincial OW database change in October 2014, 2015 OW caseload figures are not directly comparable to previous years as the methodology used to calculate the caseload has also changed.

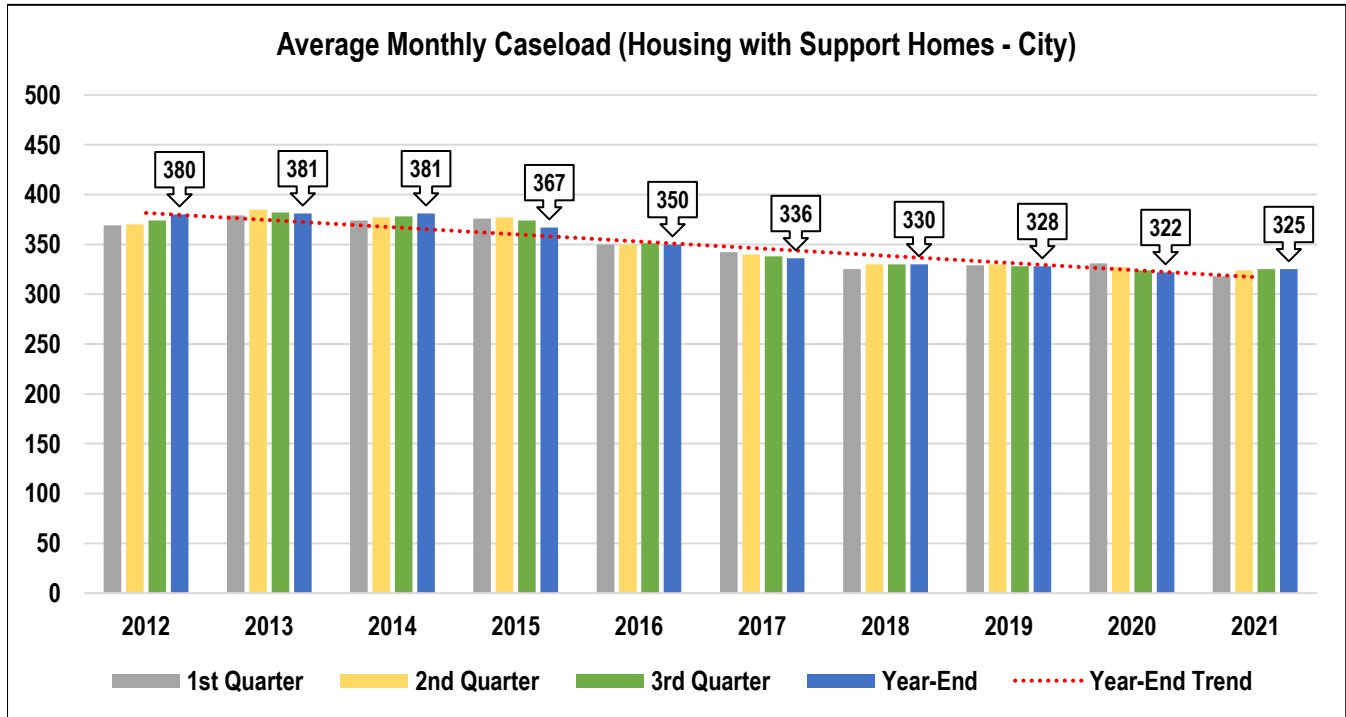


Please note that due to the Provincial ODSP database change in October 2014, 2015 ODSP caseload figures are not directly comparable to previous years as the methodology used to calculate the caseload has also changed.

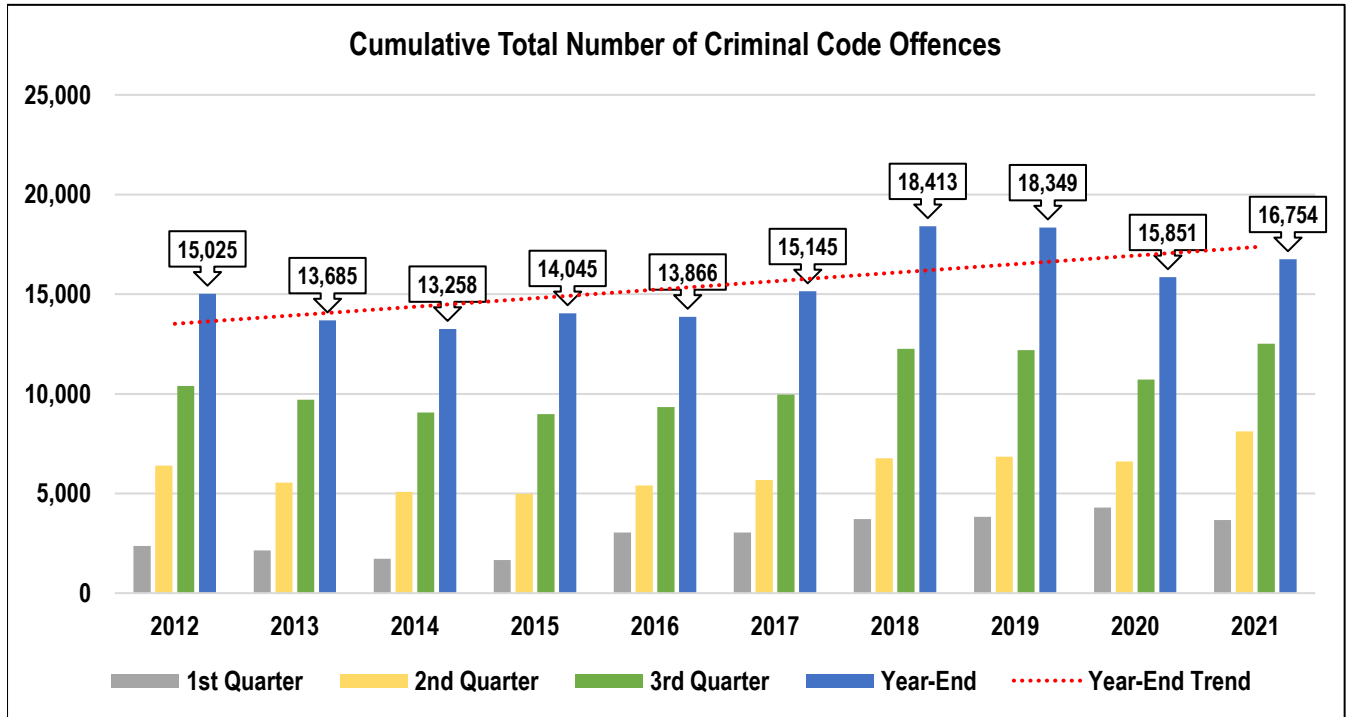
HOUSING & CHILDREN SERVICES



HOUSING & CHILDREN SERVICES



WINDSOR POLICE SERVICES



| Department | Description | Total |
|------------------------------------|---|--------------------|
| CAO's Office | Economic Development | \$60,000 |
| CAO's Office | Enterprise Risk Management Program | \$6,721 |
| City Council | 3rd Party Orientation for new City Councillors | \$50,000 |
| City Council | Diversity Committee | \$14,801 |
| City Council | Town & Gown Committee | \$9,000 |
| City Council | International Relations Committee | \$61,843 |
| Mayor's Office | Mayor's Office Year-End Balance (Departmental) | \$585,400 |
| Mayor's Office | Mayor's Office Year-End Balance (Economic Development) | \$400,000 |
| Mayor's Office | Mayor's Office Year-End Balance (Community Relations) | \$86,342 |
| Mayor's Office | Youth Advisory Service | \$11,890 |
| Economic Development | Economic Development | \$825,726 |
| Building | Upgrading Dept Meeting Rooms (Online & Hybrid Capabilities) | \$50,000 |
| Information Technology | Security Initiative | \$136,000 |
| Information Technology | Data Communications | \$80,000 |
| Planning | Upgrading Dept Meeting Rooms (Online & Hybrid Capabilities) | \$30,300 |
| Finance | MTE Consulting | \$94,000 |
| Finance | Temp Financial Analyst Position for TCA | \$42,990 |
| Finance | Office Expansion | \$50,000 |
| Human Resources | Audiogram Program | \$59,150 |
| Human Resources | Health & Safety Legislative Change | \$47,116 |
| Human Resources | Corporate Staff Development - Art of Supervision | \$14,400 |
| Human Resources | Corporate Staff Development - MCML Program | \$33,600 |
| Human Resources | Employee Relations - Printing of Collective Agreements | \$3,500 |
| Human Resources | Keynote Event | \$22,000 |
| Council Services | 2022 Municipal Election | \$150,000 |
| Fire & Rescue | PPE Washer Extractor | \$14,000 |
| Communications | Employee Recognition Banquet | \$1,611 |
| Parks | Gateway Park Maintenance Costs | \$36,600 |
| Facilities | Completion of the Security Master Plan | \$179,000 |
| Engineering | Technologist Carry Forward offsetting revenues | \$100,000 |
| Engineering | Office Expansion | \$30,000 |
| Engineering | Environmental Master Plan | \$83,000 |
| Employment & Social Services | Physician Recruitment | \$51,431 |
| Employment & Social Services | Community Safety & Well Being Program | \$33,555 |
| Housing & Children Services | Housing WEHB Program | \$173,678 |
| Housing & Children Services | Homelessness Funding | \$545,000 |
| Housing & Children Services | Homelessness HUB Coordinator | \$118,951 |
| Windsor Police Services | Windsor Police Services Board - Legislative Changes | \$48,000 |
| Corporate Accounts | Corporate Software | \$42,472 |
| TOTAL BUDGET CARRY-FORWARDS | | \$4,382,077 |

| Department | Description | Total |
|------------|-------------|-------|
|------------|-------------|-------|

Section A: Projects Balanced & Closed via Transfer to Other Projects / Chartfield

| Item | Project ID | Department / Program | Service Area | Project Name | Lead | Surplus / (Deficit) | Fund/Project | Funding Source / Transfer | Project Variance Comments |
|------------------------|------------|---|-----------------------------|--------------------------------|--------------------|---------------------|--------------|-----------------------------------|--|
| 1 | 7201015 | Transit | Office of the City Engineer | 2020 TW Fleet Refurb | T. Houad | - | N/A | N/A | Zero variance when closed due to full budgeted funds being used. |
| 2 | 7219008 | Pumping Stations | Office of the City Engineer | General Pumping Station Repair | J. Coonan | - | N/A | N/A | Zero variance when closed. Project opened in error and will now be tracked under 7169003 Pumps Stations- Gen Repair Costs. |
| 3 | 7212002 | Pollution Control | Office of the City Engineer | LRWRP-MPH Upgrade RS1 & RS2 | N/A | 627.40 | 7189005 | Variable Speed Drives Replacement | Full budget and actuals combined with 7189005- Variable Speed Drives Replacement to consolidate and track projects together as per Dept. Request. |
| 4 | 7209010 | Traffic Operations and Parking Services | Office of the City Engineer | Street Light Rehab-EC Row | S. Boakes / I. Day | 224.01 | 7035011 | Various Street Light City Wide | Full budget and actuals combined with 7035011- Various Street Light City Wide to consolidate and track projects together as per Dept. Request. |
| 5 | 7191033 | Rehab of Runway 12-30 | Agencies and Boards | Windsor Airport | | 146,240.84 | 7141055 | Airport-Electric/Fleet/Facilit | Surplus allocated to fund LED lighting upgrades. Project used for same item but now consolidated and tracked under 7141055- Airport-Electric/Fleet/Facilit |
| 6 | 7191030 | Public Works | Infrastructure Services | 2019 Sidewalk Rehab | | 495,944.72 | 7201013 | 2020 Sidewalk Rehab | Surplus transferred to consolidate and track funds under 7201013 - 2020 Sidewalk Rehab per Dept. Request. |
| Total Fund 007: | | | | | | 643,036.97 | | | |

Section B: Projects Balanced & Closed via Transfer to/from Original Funding Source

| Item | Project ID | Department / Program | Service Area | Project Name | Lead | Surplus / (Deficit) | Fund/Project | Funding Source / Transfer | Project Variance Comments |
|-----------------------------------|------------|----------------------|--------------|--------------|------|---------------------|--------------|---------------------------|---------------------------|
| Total to Various Reserves: | | | | | | | | | |

| | | FUND 107 | FUND 108 | FUND 109 | FUND 110 | FUND 111 | FUND 112 | FUND 113 | FUND 114 | FUND 115 | FUND 116 | FUND 117 | FUND 118 | FUND 121 | FUND 122 | FUND 123 | FUND 124 | FUND 125 | FUND 126 | FUND 127 | FUND 128 | TOTAL |
|------------------|---|------------------------------|---------------------------------|--------------------------------|--|-----------------------|----------------------------------|----------------------------|----------------------|------------------------------|----------------------------------|-----------------------------|-------------------------|----------------------------|----------------------|-------------------|---------------------|--------------------------------|--------------------------|----------------------|--------------------------------------|--------------------------|
| ACCT # | ACCOUNT DESCRIPTION | DEV. CHG - POLLUTION CONTROL | DEV. CHG - SSPD ROADS & RELATED | DEV. CHG - SSPD SANITARY SEWER | DEV. CHG - SSPD STORM SEWER & MUN DRAINS | DEV. CHG - SSPD WATER | DEV. CHG - CITY WIDE ENG STUDIES | DEV. CHG - WASTE DIVERSION | DEV. CHGS. - PARKING | DEV. CHGS. - ROADS & RELATED | DEV. CHGS. - SANITARY/ POLLUTION | DEV. CHGS. - STORM & DRAINS | DEV. CHGS. - WATER/ WUC | DEV. CHGS. - GENERAL GOV'T | DEV. CHGS. - LIBRARY | DEV. CHGS. - FIRE | DEV. CHGS. - POLICE | DEV. CHGS. - INDOOR RECREATION | DEV. CHGS. - PARK DEVEL. | DEV. CHGS. - TRANSIT | DEV. CHGS. - PW/ BUILD/ EQUIP/ FLEET | DEV CHARGE RESERVE FUNDS |
| | AVAILABLE AT BEGINNING OF YEAR SURPLUS (DEFICIT) | 3,425,460 | - | - | - | - | - | - | 115,864 | 8,528,093 | 2,448,296 | 9,977,747 | 1,806,112 | 74,209 | 136,560 | 114,239 | 74,845 | 2,862,189 | 1,070,567 | 96,613 | 237,903 | 30,968,699 |
| | REVENUES: | | | | | | | | | | | | | | | | | | | | | |
| 6540 | Investment Income - Other | 24,091 | | | | | 206 | 303 | 1,968 | 104,552 | 19,183 | 73,161 | 33,318 | 268 | 614 | 1,356 | 1,756 | 10,868 | 7,796 | 1,416 | 3,439 | 284,295 |
| 6660 | Developer Contributions | 67,837 | | | | | 70,900 | 53,398 | 31,838 | 6,055,004 | 444,269 | 672,875 | 984,669 | 5,757 | 72,858 | 184,552 | 98,810 | 95,243 | 55,019 | 140,025 | 68,212 | 9,101,266 |
| 7052 | TRANSFER From Capital Projects | | | | | | | | | | | | | | | | | | | | | - |
| 7055 | TRANSFER From Current Funds | | | | | | | | | | | | | | | | | | | | | - |
| | TOTAL REVENUE | 91,928 | - | - | - | - | 71,106 | 53,701 | 33,806 | 6,159,556 | 463,452 | 746,036 | 1,017,987 | 6,025 | 73,472 | 185,908 | 100,566 | 106,111 | 62,815 | 141,441 | 71,651 | 9,385,561 |
| | EXPENSES: | | | | | | | | | | | | | | | | | | | | | |
| 2950 | Other Prof Services-External | | | | | | | | | | | | 13,568 | | | | | | | | | 13,568 |
| 2951 | INTERNAL Service Salary Allocn | | | | | | | 182 | 13,359 | 9,201 | 15,630 | 2,829 | 116 | 214 | 179 | 117 | 4,484 | 1,677 | 151 | 373 | | 48,512 |
| 4240 | TRANSFER to Current Fund | | | | | | | | | | | | | | | | | | | | | - |
| 4245 | TRANSFER to Capital Fund | | | | | | | | | 5,454,298 | 2,300,000 | 6,547,300 | | 75,000 | 150,000 | 130,000 | | 2,895,000 | 770,852 | 70,000 | 45,000 | 18,437,450 |
| 4250 | TRANSFER to Reserve Account | 2,279,779 | | | | | | | | | | | | | | | | | | | | 2,279,779 |
| 4255 | TRANSFER to Reserve Fund | | | | | | | | | | | | | | | | | | | | | - |
| 4540 | Bank Charges | 516 | | | | | 92 | 621 | 418 | 70,965 | 6,185 | 9,956 | 11,491 | 129 | 934 | 2,176 | 1,220 | 1,491 | 959 | 1,664 | 815 | 109,632 |
| | TOTAL EXPENSES | 2,280,295 | - | - | - | - | 92 | 621 | 600 | 5,538,622 | 2,315,386 | 6,572,886 | 27,888 | 75,245 | 151,148 | 132,355 | 1,337 | 2,900,975 | 773,488 | 71,815 | 46,188 | 20,888,941 |
| | AVAILABLE AT YEAR END SURPLUS (DEFICIT) | 1,237,093 | - | - | - | - | 71,014 | 53,080 | 149,070 | 9,149,027 | 596,362 | 4,150,897 | 2,796,211 | 4,989 | 58,884 | 167,792 | 174,074 | 67,325 | 359,894 | 166,239 | 263,366 | 19,465,319 |
| A/C #4245 | TRANSFER TO CAPITAL, BY PROJECT DETAIL: | | | | | | | | | | | | | | | | | | | | | |
| Project # | Project Description | | | | | | | | | | | | | | | | | | | | | |
| 7035046 | Intersection Improvements | | | | | | | | | 370,000 | | | | | | | | | | | | 370,000 |
| 7045018 | TW Customer Service Requiremts | | | | | | | | | | | | | | | | | | | 50,000 | | 50,000 |
| 7069034 | Municipal Pool Refurbishment | | | | | | | | | | | | | | | | | 27,000 | | | | 27,000 |
| 7069035 | Recreation Facility Refurbishm | | | | | | | | | | | | | | | | | 5,000 | | | | 5,000 |
| 7076102 | Sandwich South Lands Servicing | | | | | | | | | | | 500,000 | | | | | | | | | | 500,000 |
| 7082003 | Gr. Marais Drain-Central/Walke | | | | | | | | | | | 364,800 | | | | | | | | | | 364,800 |
| 7086001 | Riverside Dr Vista Improvement | | | | | | | | | 704,500 | | | | | | | | | | | | 704,500 |
| 7086003 | Provincial/Division Corridor | | | | | | | | | 1,920,535 | | 3,625,000 | | | | | | | | | | 5,545,535 |
| 7086005 | Concrete Channel-Grand Marais | | | | | | | | | | | 262,500 | | | | | | | | | | 262,500 |
| 7092004 | Lennon Drain Improvements | | | | | | | | | | | 1,295,000 | | | | | | | | | | 1,295,000 |
| 7092018 | Walker/Wyandotte Intersec- ISF | | | | | | | | | 373,547 | | | | | | | | | | | | 373,547 |
| 7092019 | Sandwich South Lands - ISF | | | | | | | | | | 2,300,000 | | | | | | | | | | | 2,300,000 |
| 7111005 | Family Aquatic Complex | | | | | | | | | | | | | | | | | | 2,800,000 | | | 2,800,000 |
| 7143003 | Ouellette Ave. Streetscape Ph6 | | | | | | | | | 1,127,646 | | | | | | | | | | | | 1,127,646 |
| 7145000 | Materials Acquisition-DC reqst | | | | | | | | | | | | | | 150,000 | | | | | | | 150,000 |
| 7145007 | Fire Hall #6/Emerg Oper Centre | | | | | | | | | | | | | | | 130,000 | | | | | | 130,000 |
| 7151015 | 2015 Neighbourhood Parks | | | | | | | | | | | | | | | | | | 253,352 | | | 253,352 |
| 7161025 | 2016 Neighbourhood Parks | | | | | | | | | | | | | | | | | | 225,000 | | | 225,000 |
| 7171025 | Mitchell Park Improvements | | | | | | | | | | | | | | | | | | 225,000 | | | 225,000 |
| 7171043 | TW Pedestrian Shelter Restor | | | | | | | | | | | | | | | | | | | 20,000 | | 20,000 |
| 7171063 | 2017 NorthTalbot/6thConcession | | | | | | | | | 300,000 | | | | | | | | | | | | 300,000 |
| 7171092 | South Cameron Bikeways PTIF | | | | | | | | | 308,070 | | | | | | | | | | | | 308,070 |
| 7181026 | Jackson Pk Trls/Pk/Wash/Maint | | | | | | | | | | | | | | | | | | 67,500 | | | 67,500 |
| 7191013 | Growth Mgmt Plan Review&Implem | | | | | | | | | | | | | 25,000 | | | | | | | | 25,000 |
| 7191037 | Tecumseh Rd Storm Water Study | | | | | | | | | 50,000 | | | | | | | | | | | | 50,000 |
| 7193000 | Wyandotte Ext-Banwell/Jarvis | | | | | | | | | 250,000 | | | | | | | | | | | | 250,000 |
| 7197000 | Lauson Pkwy&County Rd42 Infast | | | | | | | | | 50,000 | | 500,000 | | | | | | | | | | 550,000 |
| 7211034 | 2021 Add'l Fleet Equipment | | | | | | | | | | | | | | | | | | | | 45,000 | 45,000 |
| 7212008 | Parks Master Plan | | | | | | | | | | | | | 50,000 | | | | | | | | 50,000 |
| 7219012 | Corp Facility Equip Maint Prgm | | | | | | | | | | | | | | | | | 63,000 | | | | 63,000 |
| | | | | | | | | | | | | | | | | | | | | | | - |
| | | | | | | | | | | | | | | | | | | | | | | - |
| | TOTAL TRANSFER TO CAPITAL, BY PROJECT DETAIL | - | - | - | - | - | - | - | - | 5,454,298 | 2,300,000 | 6,547,300 | - | 75,000 | 150,000 | 130,000 | - | 2,895,000 | 770,852 | 70,000 | 45,000 | 18,437,450 |

| | | FUND 028 | FUND 151 | FUND 169 | FUND 221 | ACCT 1756 | ACCT 6320 | TOTAL |
|--|--|--------------------------------|---------------------------------------|--|--|--------------------------|------------------------------|-------------------------------------|
| ACCT # | ACCOUNT DESCRIPTION | SANITARY SEWER SURCHARGE | PARKS/REC/ FACIL ACQUIS FUNDING | PAY AS YOU GO - CAPITAL RESERVES | SERVICE SUSTAINABILITY INVESTMENTS | TREE PLANTING RESERVE | CANADA SPECIFIC GRANTS | COMBINED DEV. CHGS. AND OTHER |
| AVAILABLE AT BEGINNING OF YEAR | | | | | | | | |
| | REVENUES: | | | | | | | |
| 6540 | Investment Income - Other | | | | | | | |
| 6660 | Developer Contributions | | | | | | | |
| 7052 | TRANSFER From Capital Projects | | | | | | | |
| 7055 | TRANSFER From Current Funds | | | | | | | |
| TOTAL REVENUE | | | | | | | | |
| | EXPENSES: | | | | | | | |
| 2950 | Other Prof Services-External | | | | | | | |
| 2951 | INTERNAL Service Salary Allocn | | | | | | | |
| 4240 | TRANSFER to Current Fund | | | | | | | |
| 4245 | TRANSFER to Capital Fund | | | | | | | |
| 4540 | Bank Charges | | | | | | | |
| TOTAL EXPENSES | | | | | | | | |
| AVAILABLE AT YEAR END | | | | | | | | |
| AVAILABLE AT YEAR END SURPLUS (DEFICIT) | | | | | | | | |
| | | | | | | | | |
| A/C #4245 | TRANSFER TO CAPITAL, BY PROJECT DETAIL: | | | | | | | |
| Project # | Project Description | | | | | | | |
| 7035046 | Intersection Improvements | | | 500,000 | | | | 870,000 |
| 7045018 | TW Customer Service Requiremts | | | | | | | 50,000 |
| 7069034 | Municipal Pool Refurbishment | | | | | | | 27,000 |
| 7069035 | Recreation Facility Refurbishm | | | | | | | 5,000 |
| 7076102 | Sandwich South Lands Servicing | | | | | | | 500,000 |
| 7082003 | Gr. Marais Drain-Central/Walke | 367,200 | | | | | 90,496 | 822,496 |
| 7086001 | Riverside Dr Vista Improvement | | | 62,500 | 187,500 | | | 954,500 |
| 7086003 | Provincial/Division Corridor | | | | | | | 5,545,535 |
| 7086005 | Concrete Channel-Grand Marais | | | | | | | 262,500 |
| 7092004 | Lennon Drain Improvements | | | | | | | 1,295,000 |
| 7092018 | Walker/Wyandotte Intersec- ISF | | | | | | | 373,547 |
| 7092019 | Sandwich South Lands - ISF | | | | | | | 2,300,000 |
| 7111005 | Family Aquatic Complex | | | | | | | 2,800,000 |
| 7143003 | Ouellette Ave. Streetscape Ph6 | | | | 14,000 | | | 1,141,646 |
| 7145000 | Materials Acquisition-DC reqst | | | | | | | 150,000 |
| 7145007 | Fire Hall #6/Emerg Oper Centre | | | | | | | 130,000 |
| 7151015 | 2015 Neighbourhood Parks | | | | | | | 253,352 |
| 7161025 | 2016 Neighbourhood Parks | | | | | | | 225,000 |
| 7171025 | Mitchell Park Improvements | | | | | | | 225,000 |
| 7171043 | TW Pedestrain Shelter Restor | | | | | | | 20,000 |
| 7171063 | 2017 North Talbot/6th Concession | | | 474,000 | | | | 774,000 |
| 7171092 | South Cameron Bikeways PTIF | | | | | | | 308,070 |
| 7181026 | Jackson Pk Trls/Pkl/Wash/Maint | | 682,500 | | | | | 750,000 |
| 7191013 | Growth Mgmt Plan Review&Implem | | | | | | | 25,000 |
| 7191037 | Tecumseh Rd Storm Water Study | | | | | | | 50,000 |
| 7193000 | Wyandotte Ext-Banwell/Jarvis | | | | | | | 250,000 |
| 7197000 | Lauson Pkwy&County Rd42 Infast | | | | | | | 550,000 |
| 7211034 | 2021 Add'l Fleet Equipment | | | | | 90,000 | | 135,000 |
| 7212008 | Parks Master Plan | | | | | | | 50,000 |
| 7219012 | Corp Facility Equip Maint Prgm | | | | | | | 63,000 |
| | | | | | | | | - |
| | | | | | | | | - |
| TOTAL TRANSFER TO CAPITAL, BY PROJECT DETAIL | | 367,200 | 682,500 | 1,036,500 | 201,500 | 90,000 | 90,496 | 20,905,646 |

| LISTING OF OUTSTANDING CREDITS | | | | | |
|--------------------------------------|----------------------------|---|---|---------------------------------------|---|
| CREDIT HOLDER | APPLICABLE DC RESERVE FUND | Credit Balance (as at January 1, 2021) | Additional Credits Granted During Year | Credits Used by Holder During Year | Credit Balance (as at December 31, 2021) |
| 1223244 Ontario Limited | 115 - Roads & Related | \$1,282,218.50 | \$ - | \$ - | \$1,282,218.50 |
| South Windsor Development Company | 117 - Storm & Drains | \$360,827.50 | \$ - | \$ - | \$360,827.50 |
| TOTAL OUTSTANDING CREDITS: | | | | | \$1,643,046.00 |

Item No. 12.2



Committee Matters: SCM 89/2022

Subject: Minutes of the Windsor Accessibility Advisory Committee of its meeting held February 22, 2022

Windsor Accessibility Advisory Committee

Meeting held February 22, 2022

A meeting of the Windsor Accessibility Advisory Committee is held this day commencing at 10:00 o'clock a.m. via Zoom video conference, there being present the following members:

Sally Bennett Olczak, Co-Chair
Peter Best, Co-Chair
Councillor Ed Sleiman
Surendra Bagga
Sheila McCabe (arrives at 10:06 a.m.)
Ricardo Pappini
Nicholas Petro

Regrets received from:

Kristy Franklin

Guests in attendance:

Stephen Brook and Katherine Scott, BT Engineering regarding *Item 4.1*
Joy Mayerhofer

Also present are the following resource personnel:

Gayle Jones, Accessibility/Diversity Officer
Mark Keeler, Human Resources Assistant
Paul Mourad, Engineer III
Lauren Robinet, Order of Business Coordinator
Karen Kadour, Committee Coordinator

1. Call to Order

Sally Bennett Olczak, Co-Chair calls the meeting to order at 10:05 o'clock a.m. and the Committee considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

2. Declaration of Conflict

None disclosed.

3. Adoption of the Minutes

Moved by Councillor Sleiman, seconded by N. Petro,
That the minutes of the Windsor Accessibility Advisory Committee of its meeting held November 18, 2021 **BE ADOPTED** as presented.
Carried.

4. Presentation

4.1 Banwell Road Phase 2 and Roundabout Construction Project

Paul Mourad, Engineer III, City of Windsor refers to the Banwell Road Phase 2 project and is present to discuss the multi-use trails and the roundabout to determine if there are any accessibility issues or concerns with the project.

Stephen Brook, BT Engineering appears before the Committee and provides a Presentation entitled “Banwell Road Phase 2 and Roundabout Construction”, **attached** as Appendix “A”, He states that a roundabout is being proposed at the intersection with Mulberry Drive and Wildwood Drive. There will be pedestrian crossings on the north and west side of the roundabout.

In response to a question asked by R. Pappini regarding if they are accommodating future crosswalks on the southeast and southwest corners on the medians, S. Brook responds yes and adds that the curb cuts would all be in place when the crosswalks are put in. The signage for those other crosswalks will be put in place when the crosswalks are actually added. Only two crosswalks will be included in this project however the signage and the infrastructure will be there.

S. Bagga refers to the push buttons to be installed in the second phase and asks if the design is in this phase.

S. Brook responds that the design for the future crosswalks on the south and the east lanes of the intersection is complete. The crosswalks themselves were removed from the contract recognizing that rather than putting in infrastructure that is not going to be needed now to wait for those pedestrian crossings to be added.

G. Jones asks in terms of the crosswalks, what kind of audible signals will be installed. She indicates in the past, P. Best has had concerns regarding the audible sounds on the crosswalks being difficult to ascertain for some low vision and blind individuals.

S. Brook responds these pedestrian crossovers are the same equipment that the City of Windsor has installed in other locations. The push buttons themselves will have an audible beep so the visually impaired will be able to locate the actual push button.

These are pedestrian crossovers and not traffic signals, so that when the button is pushed, there would be flashing lights and the pedestrian signs would be actuated.

P. Best states in speaking with Traffic Engineering regarding the audible signals that they currently use, we are recognizing there are some concerns with them because traffic does not have to stop; it is a caution. When someone is visually impaired, they do not know if the car is actually stopping. He suggests a discussion with Traffic Engineering be held to determine if this will be standard practice. He recommends that rather than a traffic light that stops traffic, that the push button would enact a caution light, then a red light to stop traffic with an announcement that indicates that "it is now safe to cross" rather than indicating that traffic may or may not stop.

G. Jones expresses concern that they will be using these crosswalks instead of a signal in this case. She adds that the audible component can be confusing to some people.

P. Best suggested to Traffic Engineering, several years ago, the idea to develop a standard for crosswalks as there was no standard in Ontario at that time. The standard would apply rules relating to the height and location of the push button, the consistency in the way the button would be used and the voice audio command.

S. Brooks responds that the roundabout at this location was selected for a number of reasons. With the roundabout design, traffic will be going much slower at this location than if it were a signalized intersection. If someone feels that they are unable to cross the road at this location, a traffic signal is located in close proximity at Palmetto.

S. Bagga remarks that S. Brooks indicated that the traffic will be slow, but will be continuous which could be a problem for a visually challenged person crossing so close to the roundabout.

S. Brooks states that the flashing lights will make pedestrians much more visible to motorists. It has been found that roundabouts are safer than traffic signals as everyone is required to travel slower in order to traverse the roundabout and also the pedestrians that are crossing the intersection are directly in front of the motorists.

R. Pappini expresses concern that when you bring roundabouts into inhabited areas (as opposed to highways), the crosswalks interrupt the idea of a traffic circle and that continuous flow of traffic. He suggests if the crosswalks were set back further where they are perpendicular, it would shorten the length of travel slightly and might give people time to stop and cue up. Perhaps this is not the optimal location for the crosswalk. If one is driving through the roundabout and becomes a bit confused and then suddenly there is a crosswalk that could create an issue.

S. Brooks responds that there are two factors to consider – is what they have determined to be the placement of crosswalks in relation to the roundabout and the other factor to consider is the further the crosswalk is moved away from the roundabout, the

faster traffic is moving. Once a car comes through the roundabout, they start to speed up. The objective is to keep it close enough to the roundabout that traffic is still moving slowly in order to traverse the roundabout. In this instance, these rectangular flashing beacons are going to be flashing for people on the top of the pedestrian crossing signs. He adds that the flashing beacons on top of signs is a standard across Ontario but is not a requirement.

P. Best states that if a person can cross at point “a”, then the person with the disability should be able to cross there and not have to go to point “b”. When these projects are designed, it must be about inclusion. He suggests putting in safety devices that will work.

G. Jones advises that under Section 80.8 of the Integrated Accessibility Standards which is a regulation under the AODA, the city is required to consult with their municipal advisory committee before constructing new or redeveloped existing recreational trails. For example, the slope of the trail, the need for the location of ramps on the trail, the need for rest areas, and other amenities on the trail. She adds she is hoping the City is listening to the expertise of the Windsor Accessibility Advisory Committee regarding this matter.

R. Pappini refers to the landscaping in the centre island and adds that the site lines are very important. Sometimes, in these inner circles there is a tendency to over landscape them with visual barriers not only for the drivers but for the pedestrians. He recommends whatever is put in that area to ensure there is a clean site line.

S. Brooks responds that a certain amount of landscaping is normally recommended with roundabouts and the objective is to provide some interruption to the line of sight to help distinguish this roundabout to ensure someone does not drive through the centre of it.

Councillor Sleiman refers to the crosswalks in Wards 4 and 5 and asks if Administration or WAAC could suggest any safety amenities for the people who are using the crosswalks.

P. Best responds that a discussion with Traffic Engineering is warranted to deal with these other corners and to request a report on what accessible features we have throughout the city in order to determine how effective they are.

S. Bennett Olczak, Co-Chair refers to the multi-use trails in the project and asks if WAAC wishes to address this.

In terms of the multi-use path, S. Brooks remarks that this location is slightly different with respect to multi-use paths – from Palmetto Street to this intersection there is 335 metres with very little grade on this pathway (water may collect in puddles along the pathway).

In response to a question asked by P. Best regarding the width of the pathway, S. Brook replies that the pathway is three metres wide which will allow for two wheelchairs.

S. Bennett Olczak, Co-Chair asks if there are requirements for rest areas at this location.

S. Brook responds that with this short section of multi-use path, there is no rest area proposed as part of this. There is a bus stop located in the northeast corner of the intersection with Mulberry Drive and is not aware if there is a plan to provide a bench at the bus stop.

G. Jones states that this presentation was undertaken as part of the consultation to WAAC to gain input regarding the Banwell Road Phase 2 and Roundabout project.

S. Bagga indicates that this crosswalk as a future project seems to be a concern as a person cannot cross the road at this time as that portion of the project is being postponed. These crosswalks have pushbuttons so there is a flow in traffic – a person will have to locate the button, push the button and will not know if the traffic will stop or not.

P. Mourad responds that in terms of future crosswalks, people will still be able to cross there but there will not be all of the infrastructure located at that area. The volume of pedestrian movement does not warrant the full crossing infrastructure. In terms of the proposed signals with the lights on top, he asks if there is more comfort to know that those signs have signals on top as a caution for the vehicle traffic. We want all parties to be satisfied with our design going forward.

Councillor Sleiman refers to a complaint received from a constituent in Ward 5 regarding motorists not stopping at the crosswalk. He adds that police were contacted and tickets were issued.

P. Best advises when there is moving traffic with a caution light in these various locations, it is very confusing for a guide dog. It is important to stop traffic as the dog will realize that it is safe to cross.

N. Petro asks why blinking beacons were chosen rather than flashing red. The flashing red requires a motorist to stop until the section is clear and asks if a flashing red could be considered as this requires people to stop.

S. Brook responds that the *Highway Traffic Act* identifies that motorists need to stop and yield to pedestrians at these crossings. A flashing red light by itself is not identified specifically in the *Highway Traffic Act*.

N. Petro quotes from the Ontario Drivers Handbook that states “you must come to a complete stop for a flashing red light and proceed through the intersection only when it is clear”.

S. Brook responds that these pedestrian crossovers even though it is flashing amber light they are still legally required to stop. The flashing amber makes the signs more visible to motorists if a pedestrian is there, that there is signage in advance of the intersection warning people of the pedestrian crossing and regulatory signage identifying specifically for motorists to stop for pedestrians. The combination of signs and lights is a standard that the province has adopted. When the crossing is actuated, motorists in both lanes are required to stop, so on Banwell Road motorists in both lanes are required to stop so in the instance where someone has a guide dog, the dog should be aware that traffic has now stopped.

S. McCabe remarks that in speaking with someone who visited Sudbury, that the flashing crosswalks for pedestrians created great confusion for the motorists.

Moved by N. Petro, seconded by R. Pappini,

That the presentation from Stephen Brook and Katherine Scott, BT Engineering regarding the Banwell Road Phase 2 and Roundabout Construction Project **BE RECEIVED.**

Carried.

4.2 Facility Accessibility Design Standards (FADS)

As background information, excerpts from the memo dated February 14, 2022 from the Accessibility Diversity Officer and Mark Keeler are as follows:

- The City of London, Ontario was a leader in creating the FADS document that many other municipalities modelled their FADS after.
- The City of Windsor used the London standard as a basis when their FADS document was created along with some tweaking.
- The FADS helped municipalities be leaders in accessibility and create proactive standards above and beyond the minimum Ontario Building Code standards.
- Since the time the City of Windsor adopted their FADS, new Provincial accessibility legislation/standards have been enacted for the indoor and outdoor built environment.
- It is recommended that the city provide an updated version of FADS that fully outlines our Corporate Accessibility Standards and to do minimal updates when there are relevant changes to the Ontario Building Code or the Design Standards under the Integrated Accessibility Standard.
- A comparison of the current Windsor FADS with the new London FADS (which is essentially an updated version of the City of Ottawa and Markham's FADS), Oakville which is another recently revised FADS which is progressive and easy to read, and Kingston which is the revised document that is closest to what the City of London would have been if they updated their previous version.
- This exercise is to review where our current FADS are as compared to three of the most up-to-date documents following different formats.

M. Keeler reviews the current Windsor FADS with the three recently revised FADS that took three different approaches as follows:

- Each line of the Windsor FADS was delineated and compared with the London, Oakville and the Kingston standards
- London FADS came out in November 2021, Oakville was 2015 and Kingston in 2019.
- Each one of these municipalities took different approaches which includes the Ontario Building Code and the AODA which bear a strong semblance to the City of Windsor standards.
- The pros and cons of the FADS of the three comparator municipalities are discussed in terms of technical language, diagrams, and readability.

G. Jones suggests a subcommittee of WAAC be struck to work with G. Jones, M. Keeler and a representative from Engineering to review and come back to WAAC with recommendations. S. McCabe volunteers as an editor, P. Best, S. Bagga and R. Pappini volunteer to sit on the subcommittee. R. Pappini agrees to act as Chair of the subcommittee.

5. Business Items

5.1 Audio Pedestrian Signals

P. Best requests that Administration provide a status report on audio pedestrian signals in terms of what exists and what are the plans for the future.

Moved by P. Best, seconded by S. McCabe,
That Administration **BE REQUESTED** to provide a brief update on the city's audio pedestrian signals in terms of what exists and what are the plans for the future.
Carried.

5.2 WAAC 2022 Operating Budget and Capital Fund

G. Jones advises that the balance of the 2022 Capital Fund is \$485,784. The balance of the 2022 Operating Budget is \$6,250.

5.3 Transit Windsor Accessibility

Moved by P. Best, seconded by S. McCabe,

That Transit Windsor **BE REQUESTED** to provide a report twice a year outlining the issues/concerns from the public (including a 311 report) and on any accessible improvements or plans.

Carried.

6. Date of Next Meeting

The next meeting will be held on a date to be determined in April 2022.

7. Adjournment

There being no further business, the meeting is adjourned at 11:59 o'clock a.m.

CHAIR

COMMITTEE COORDINATOR



Banwell Road Phase 2 and Roundabout Construction

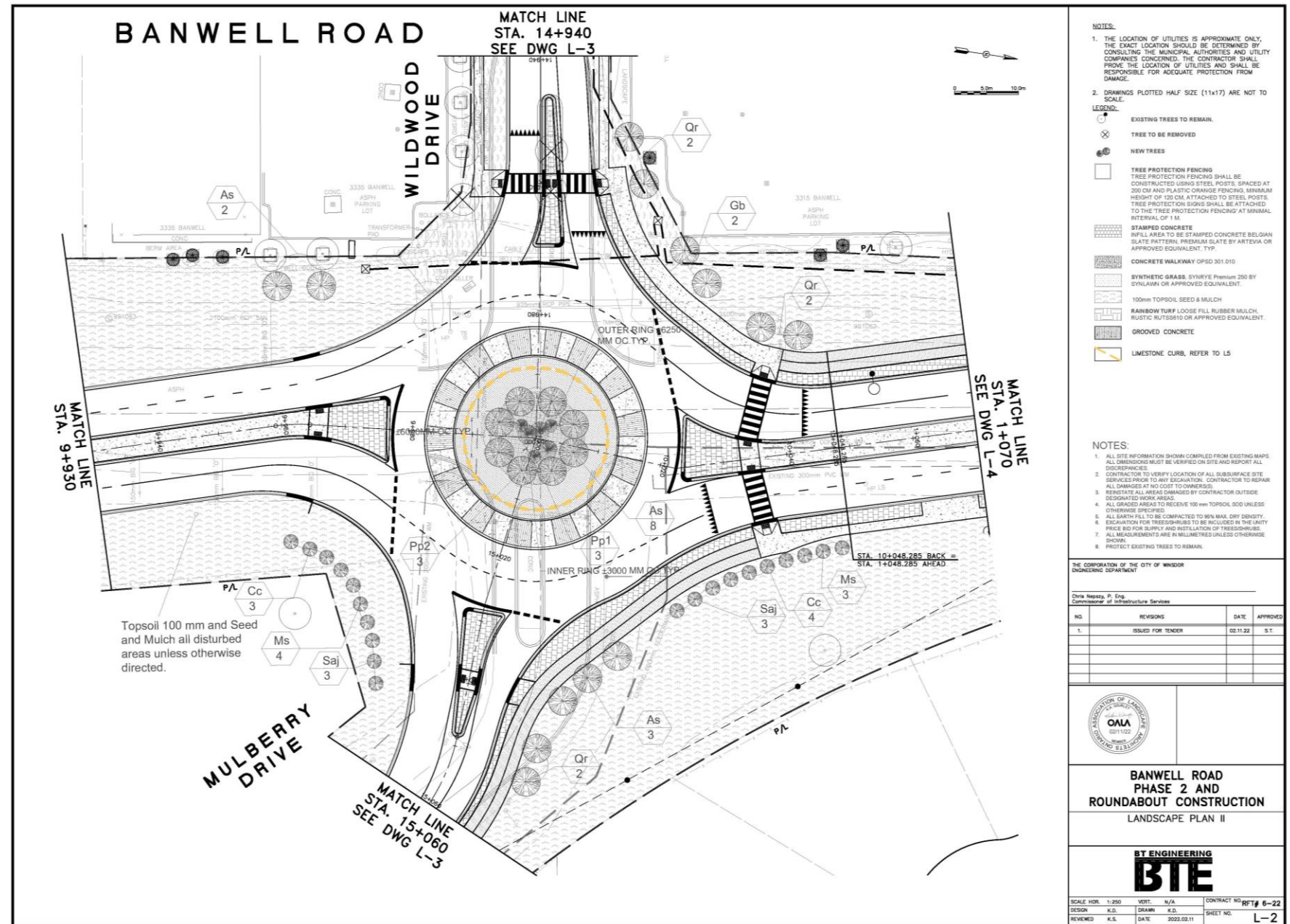
ACCESSIBILITY COMMITTEE MEETING

FEBRUARY 2022

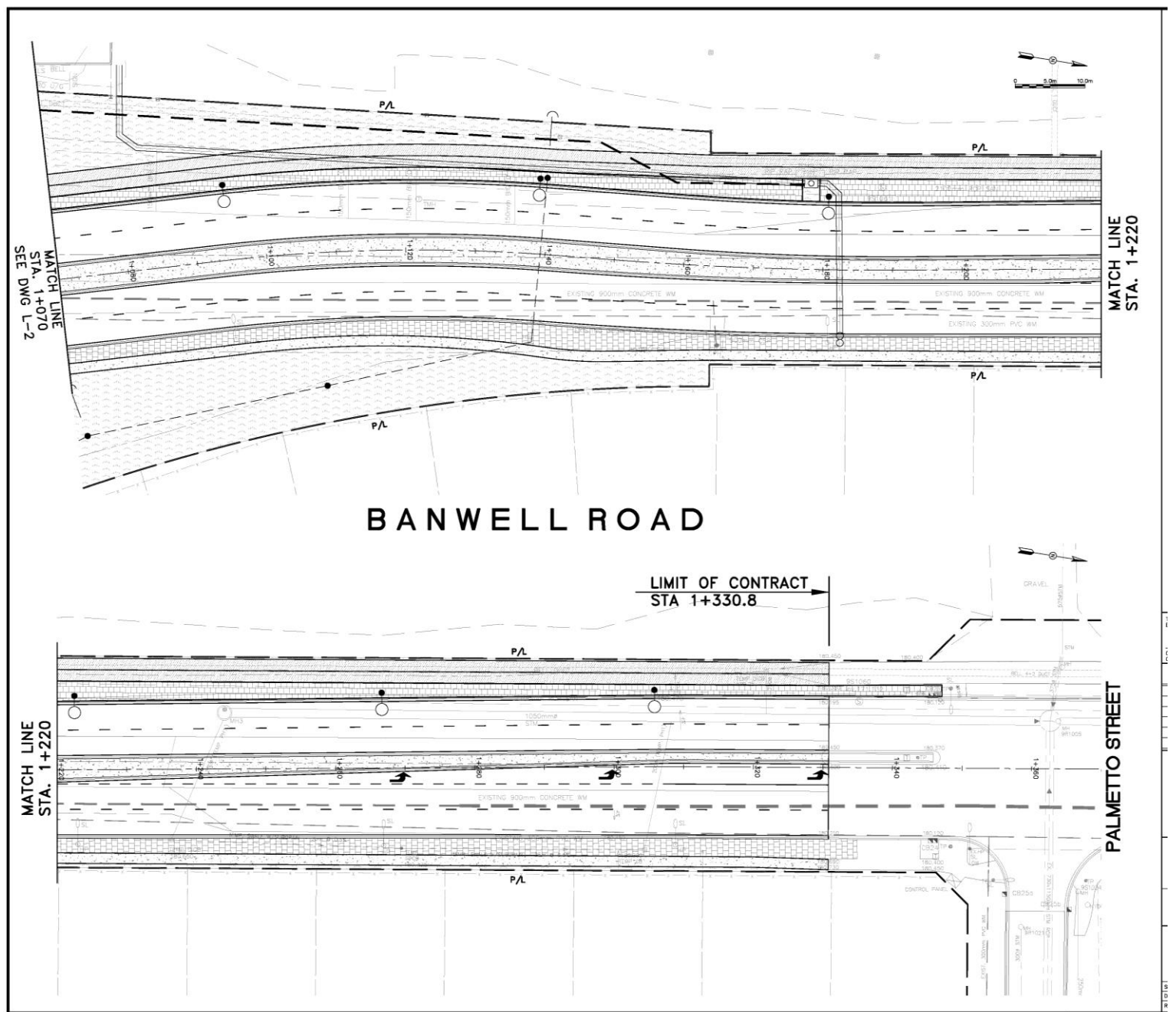
Project Introduction



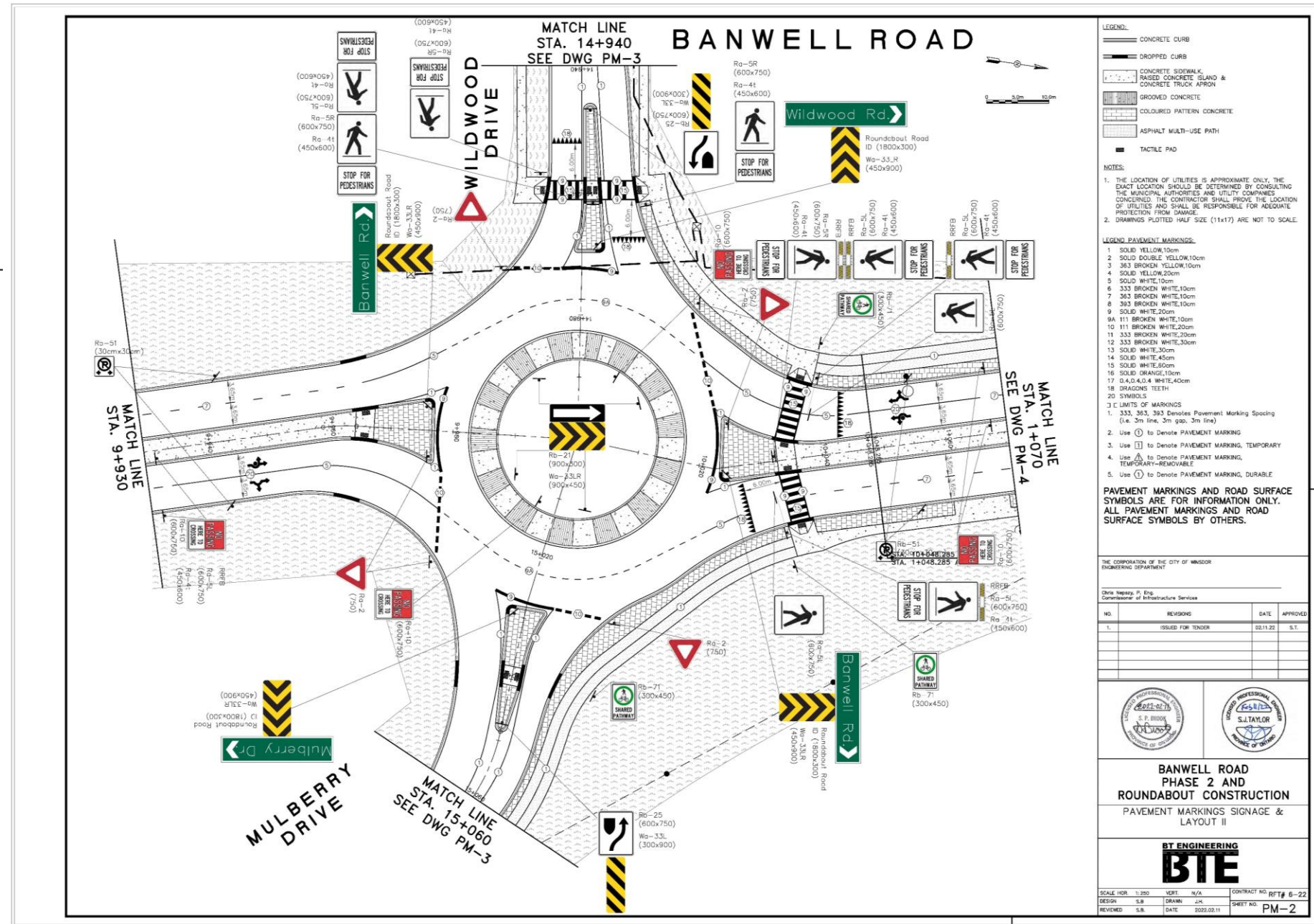
Plan View



Plan View



Traffic Signage

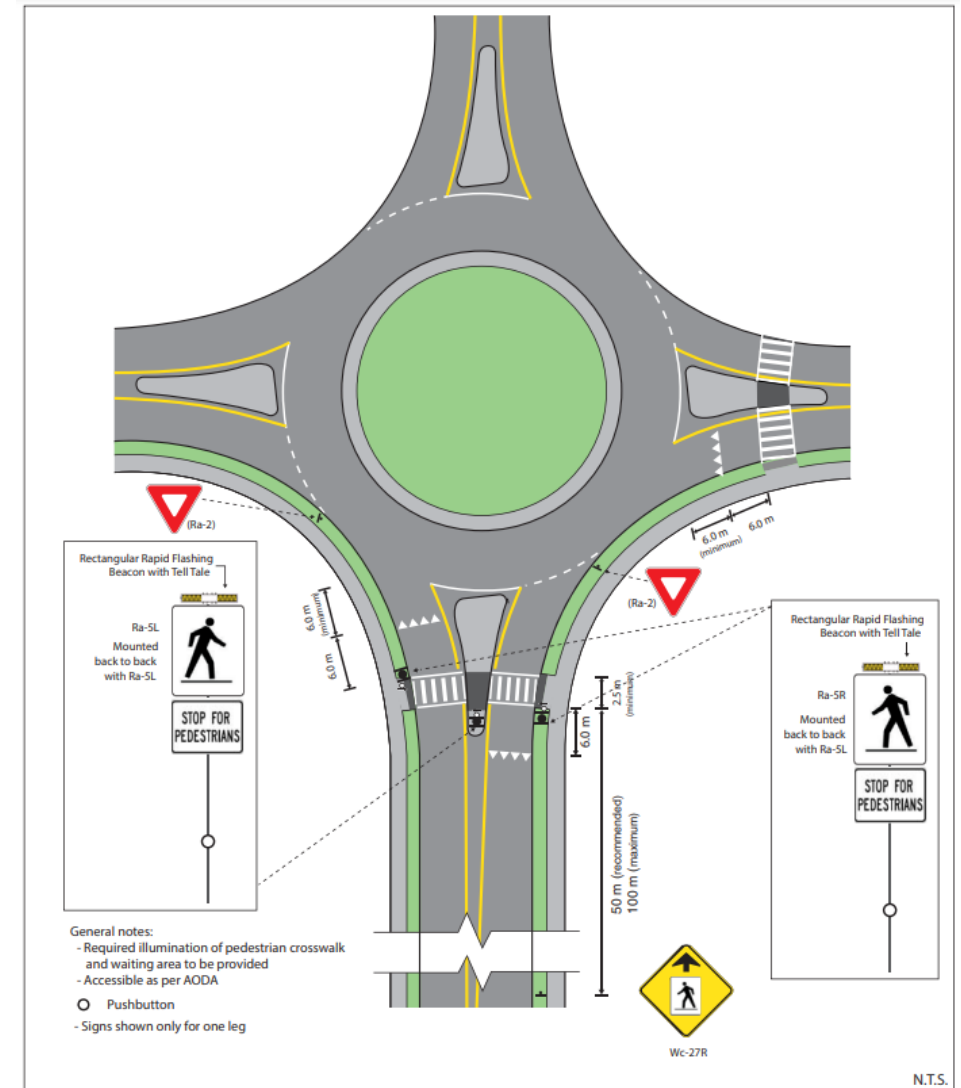
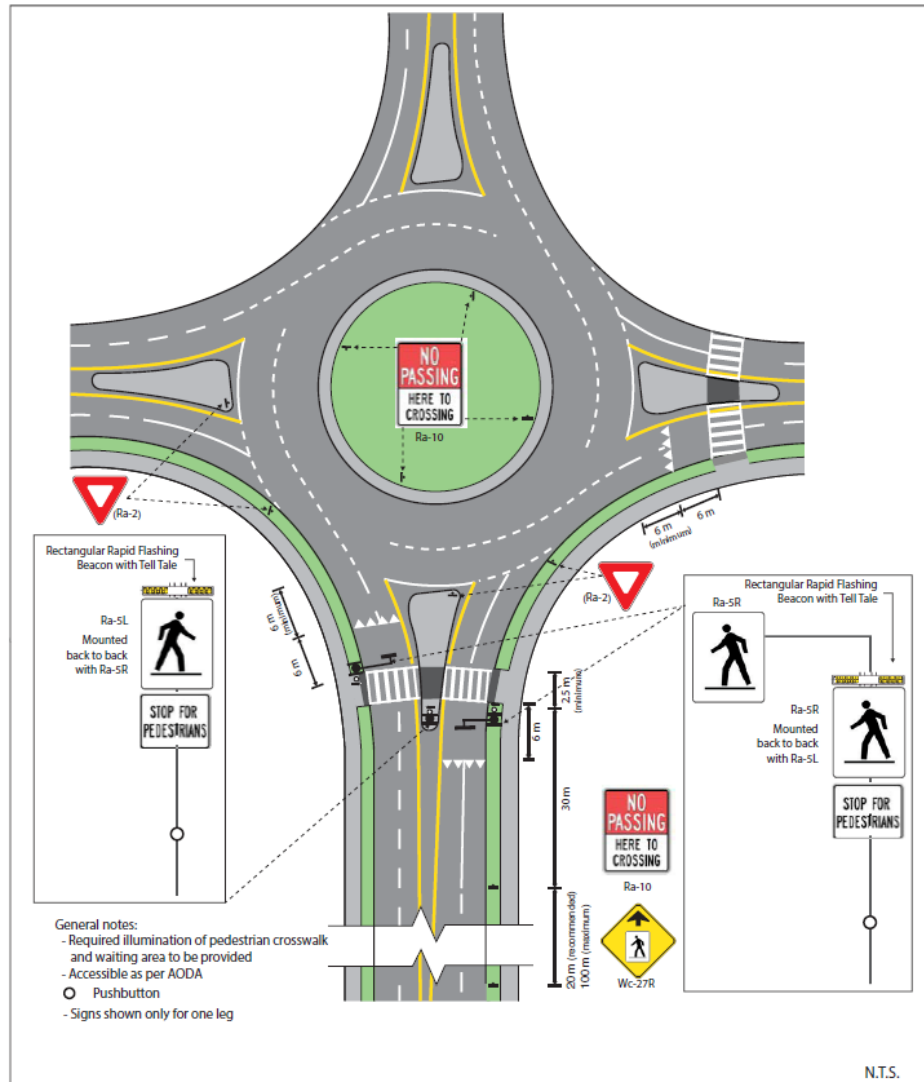


Pedestrian Crossings

- Pedestrian crossovers will be provided on the north and west legs of the roundabout
- The crossovers will include tactile button faces with an audible tone and flashing lights (rectangular rapid flashing beacons) when pushed



Pedestrian Crossings



Pedestrian Crossings

Pedestrian Crossover Level
2 Type C – Single-Lane
Roundabout

Questions?

Item No. 12.3



Committee Matters: SCM 90/2022

Subject: Housing and Homelessness Advisory Committee 2021 Annual Report

Housing and Homelessness Advisory Committee (HHAC) Annual 2021 Report to City Council

HHAC Mandate:

“To serve as an advisory body to City Council on issues relating to the supply, demand, and need for affordable housing and homelessness supports in Windsor and Essex County. Act as a medium for informational exchange with sector representatives on housing and homelessness program initiatives and community issues. Act as a resource and advocate on behalf of all stakeholders to educate and advance the awareness of Council representatives on matters pertaining to housing and homelessness. Responsible for championing the implementation of the 10 Year Housing and Homelessness Master Plan and for evaluating and monitoring progress towards meeting the goals and strategies of the Plan.”

Highlights from 2021----HHAC meetings continued to be Virtual throughout 2021

It became evident that the measures we had taken to reduce the spread of COVID in 2020 would continue well into 2021. From April 2021 to March 2022, the City of Windsor received approximately \$9.9 million in additional operating funding from the provincial and federal levels of government to assist in the delivery of COVID-specific services and supports. This included some members of HHAC, whose agencies helped support and provided measures to prevent further outbreaks, in collaboration with the City to operate a Temporary Emergency Shelter at the International Aquatic and Training Centre. These services supported a number of persons experiencing Homelessness.

Our County representatives brought to our attention the increasing need for Emergency Shelter and Affordable Housing within the County of Essex especially in Leamington and the need was growing within their youth population. The Homelessness & Housing Help Hub (H4) has continued operations throughout 2021. Service Providers onsite include Housing Information Services, Family Services Windsor-Essex, Windsor Essex Community Health Centre (weCHC), Can Am Indian Friendship Centre, City of Windsor - Ontario Works, Canadian Mental Health Association Windsor-Essex Branch, and New Beginnings. As of December 31 2021, 1793 unique people have accessed supports and services at the H4. HHAC applauds these efforts by the City and its many partners but was glad to hear that the City is looking for a new larger site for H4 that will be able to service a wider population and still remain within the city core close to social services and bus routes.

HHAC also applauds both City and County councils for their successful efforts in attracting private developers to build housing units, which may not be affordable for many, however it will see those units become available to middle- and lower-income families, singles and youth.

HHAC also witnessed a rise in other forms of housing spring up in both the city and county such as tiny houses, modular units and the partnership between the University of Windsor and Habitat for Humanity to build 3D Printer units in Leamington.

Again, HHAC sees many of the Objectives and Goals from the 10-year Housing and Homelessness Master Plan coming to fruition especially as we are all working for the same goal - to increase the supply of housing and reduce homelessness within our community.

Jude Mallott from the Building department presented to HHAC a Residential Licensing Pilot project to be considered in Wards 1 & 2. HHAC had some serious questions and remarks regarding the fear that any costs for the License to Landlords would be transferred to tenants and may cause them to leave their unit and thus end up on the street. After some discussion and clarification, HHAC did forward to Council its endorsement and support as long as an evaluation would be conducted after the Pilot to ensure costs were not passed on to tenants. At the end of the day, all of HHAC made it clear that rental units must be safe and secure.

Although, we are still experiencing a large social housing waiting list and numerous homeless people waiting for permanent housing, HHAC's members feel positive especially given the past two years of isolation, fear and insecurity, we have been able to house between 50-70 people per month and place them in some form of permanent housing. At the end of the day, ***the housing crisis can only be solved by either building or converting spaces into affordable units accompanied by necessary supports to maintain tenancy within the City and County.***

I am adding as an ***attachment*** a number of areas that our Housing Resource staff worked on and were successful in achieving throughout 2021. ***These six Initiatives are on top of staff's regular work plan.*** I also want to give praise and sincere thanks to Debbie Cercone as the Executive Director of Housing and Children's Services. She has worked diligently over so many years to acquire grants and funds which enabled HHAC to accomplish many goals within the 10-year plan. We wish her every success and now we welcome Kirk Whittal who became the new E.D. as of January 2022.

It goes without saying that the members of HHAC are dedicated individuals from various agencies, groups, business and advocates within the city and council and I am privileged to work and call them my colleagues.

Marina Clemens,
HHAC Chair

HHAC Annual Report 2021 Highlights from Housing Services Resource Staff:

1. **Canada Ontario Housing Benefit (COHB):** Successfully implemented the program in Windsor Essex with full take up of the 2021-22 annual allocation for Windsor Essex with the average monthly benefit equalling \$308.00. As of December 31st 2021, two hundred sixty seven households in Windsor Essex are in receipt of the COHB.
2. **Rent Supplement Mitigating Strategy** for Expiring Funding Streams: Throughout 2021 and into 2022 Housing Services in collaboration with rent supplement program administrators have developed an action plan to address the issue of expiring rent supplement streams in order to reduce the impact to households in receipt of the rent subsidies.
3. **Implementation of the RGI Simplification:** The date of implementation in Windsor Essex for the RGI simplification changes was July 1, 2021. Housing Services amended policies and procedures in accordance with the new legislation and provided training and resources to social housing providers in Windsor Essex.
4. **2021 Windsor Essex Coordinated Point in Time Count:** In March 2021, the City implemented its third Coordinated Point in Time Count (PiT). The 2021 PiT Report indicates that on any given night, there are a minimum of 251 people experiencing homelessness in Windsor Essex. It is important to note that during this time the region was responding to its largest COVID-19 outbreak amongst persons experiencing homelessness and shelter-based surveying could not occur therefore administrative data complemented the enumeration survey results.
5. **Homeless Individuals and Families Information System (HIFIS):** Since inception, Housing Services has trained 227 users and service provider agencies have added 2085 clients to HIFIS. Current organizations utilizing the system includes: Welcome Centre Shelter for Women and Families, The Downtown Mission, Salvation Army – Centre of Hope, Housing Information Services and Family Services Windsor-Essex. In addition, the City of Windsor is working with additional service providers to expand the use of HIFIS in the community.
6. **Capital Projects:** Significant gains in the affordable housing stock for Windsor Essex funded through multiple funding streams from various levels of government and collaboration with numerous community partners. The various capital projects approved in 2021 will add approximately 99 supportive and/or affordable units in the community.



Committee Matters: SCM 92/2022

Subject: Minutes of the Committee of Management for Huron Lodge of its meeting held March 9, 2022

Committee of Management for Huron Lodge

Meeting held March 9, 2022

A meeting of the Committee of Management for Huron Lodge is held this day commencing at 9:00 o'clock a.m. via Zoom video conference, there being present the following members:

Councillor Ed Sleiman, Chair
Councillor Jeewen Gill

Regrets received from:

Councillor Gary Kaschak

Also present are the following resource personnel:

Jelena Payne, Commissioner Economic Development & Innovation
Debbie Cercone, Interim Commissioner, Human & Health Services
Alina Sirbu, Executive Director of LTD Administration Huron Lodge
Karen Kadour, Committee Coordinator

1. Call to Order

The Chair calls the meeting to order at 9:04 o'clock a.m. and the Committee of Management considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

2. Disclosure of Interest

None disclosed.

3. Adoption of the Minutes

Moved by Councillor Gill, seconded by Councillor Sleiman,
That the minutes of the meeting of the Committee of Management for Huron Lodge held December 8, 2021 **BE ADOPTED** as presented.
Carried.

4. In Camera

No In Camera session is held.

5. Business Items

5.1 Administrator's Report

A. Sirbu provides an overview of the Administrator's Report as follows:

- The Ministry of Long-Term Care (MLTC) continues to issue numerous guidance documents, immunization policy updates, pandemic response updates as well as testing and outbreak protocols.
- In light of the highly transmissible Omicron variant, the Public Health Unit declared Huron Lodge in outbreak as of January 2, 2022. Family members and staff were notified immediately. All cases were mildly symptomatic or asymptomatic and the outbreak was finalized on February 15, 2022.
- Vaccine Clinics were set up at Huron Lodge due to the Ministry's mandatory Booster requirement.
- The MLTC launched the new Proactive Inspections Program in November 2021.
- The Program takes a resident-centred approach by allowing for more direct discussion with residents to focus on their care needs as well as the home's program and services.
- CAO 9/2022 approved that the Executive Director, Huron Lodge be authorized to sign the required attestation for the High Intensity Needs Fund to be submitted to the Ministry of Long-Term Care
- All long-term care homes will receive a proactive inspection by the end of 2024.
- Annualized funding for additional staffing at Huron Lodge – this new funding supports the increase to the provincial average of direct hands-on care provided by registered nurses, registered practical nurses and personal support workers to four hours a day per resident by the 2024-25 funding year.
- The Ministry has provided standalone Hepa Filtration Units to all qualifying Long Term Care Homes.
- Submission of a Grant Application for funding – New Horizons for Seniors Program on December 17, 2021. The application was submitted for \$25,000 for the Chrysalis Project Phase 2 on January 20, 2022.
- The Ontario government announced the Windsor Essex Ontario Health Team on February 10, 2022. The province will provide up to \$1.1 million to help the Windsor Essex Ontario Health Team to seamlessly integrate health care services for patients and support the region's continued response to COVID-19.
- On December 8, 2021, MLTC held a webinar: Fixing Long-Term Care Act, 2021: An Overview of the Proposed Legislation's Repairs to the System. As evidenced in the attached power point presentation there will be many areas of change in both the Act and regulations – the changes range from procedural to programs to

enforcement and for the first time ever hours of care. Once Fixing the Long Term Care Act and regulations will be passed further updates will be provided.

In response to a question asked by Councillor Gill regarding what percentage of the staff have received the third dose of the vaccine, A. Sirbu responds that the directive from the Ministry mandates that if staff have contracted COVID, they have up to 100 days from the date tested positive to acquire a third dose. She adds that a lower number of staff are being followed up to ensure compliance and that the majority of the residents have received their fourth dose.

J. Payne notes that in terms of possibly lifting the mask mandate, there will continue to be restrictions and directives associated with long term care. There may be issues with the public saying that they can live their life the way they want, yet Huron Lodge is still requiring a vaccine and a mask which may cause a push back from family, friends and visitors. It is important to note that there is a higher standard in long-term care homes.

In response to a question asked by the Chair regarding the Ontario Health Teams and how it affects the City of Windsor including our accountability, J. Payne responds that the Ontario Health Team is being led by the health care sector. She adds that she sits on the table from a social services lens as health care is a spectrum of services related to wellbeing. A. Sirbu brings the lens that represents the long-term care sector. Also included are all three hospitals, EMS, forty-seven local agencies (at the partnership table) and also a steering committee (with 15-20 members). The city is not the lead for healthcare but are definitely at the table.

The Chair asks in the future, can family members pick up a resident and take them out, for example to the Mall, and asks if there are strict regulations associated with day trips for residents.

A. Sirbu responds that at this time, the Ministry is still using pandemic protocols and currently all social day absences are allowed for residents regardless of their vaccination status and may go with their caregiver overnight (if the resident has received three doses).

The Chair asks if staff have been working overtime due to COVID-19. A. Sirbu responds that they have been proactive in their approach. They did not go to tremendous expense and adds that most of their colleagues had to pay staffing agencies in order to survive the last few months. When the outbreak hit, and the numbers at Huron Lodge were dwindling, they were still able to offer the staffing as appropriate and the Ministry provided an extra three months of prevention and containment funding to support all homes with whatever overtime was required due to the outbreaks.

Moved by Councillor Gill, seconded by Councillor Sleiman,
That the report from the Administrator of Huron Lodge providing the Committee of Management with an update on issues related to resident care; the Ministry of Long-Term

Care, Ontario Health, Home and Community Care Support Services and other initiatives that impact the Long-Term Care sector **BE RECEIVED** for information and **APPROVED** for the period ending February 28, 2022.

Carried.

6. Date of Next Meeting

The next meeting will be at the call of the Chair.

7. Adjournment

There being no further business, the meeting is adjourned at 9:40 o'clock a.m.

CHAIR

COMMITTEE COORDINATOR



Committee Matters: SCM 105/2022

Subject: Minutes of the meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held March 10, 2022

A meeting of the **Executive Committee Board of Directors, Willistead Manor Inc.** is held this day commencing at 3:30 o'clock p.m. via Zoom, there being present the following members:

D. Sanborn, Chair
C. Gaudette
R. Gauthier

Also in attendance are the following Resource Personnel:

M. Staadegaard, Manager, Culture & Events
J. Chacko, Executive Director, Parks & Facilities
D. Seguin, Deputy Treasurer – Financial Accounting,
C. Menard, Cultural Development and Willistead Manor Coordinator
S. Gebauer, Council Assistant & Executive Secretary to the Board
of Directors, Willistead Manor Inc.

1. CALL TO ORDER

The Chairperson calls the meeting to order at 3:32 o'clock p.m. and the Executive Committee considers the Agenda being Schedule "A" ***attached*** hereto, matters, which are dealt with as follows:

2. ADOPTION OF THE MINUTES

Moved by R. Gauthier, seconded by C. Gaudette,
That the minutes of the Executive Committee Board of Directors
Willistead Manor Inc. meeting held November 10, 2021 **BE ADOPTED** as
presented.

Carried.

3. REPORTS

3.1 Chairperson

D. Sanborn comments on the Willistead Manor documentary produced by Suede Productions, which the Board members had the opportunity to view during a

private screening. The Chair indicates that everyone in attendance enjoyed the film and that viewing the production on the large screen was ideal.

C. Menard, Cultural Development and Willistead Manor Coordinator informs the Committee members that Vincent Georgie, Acting Associate Vice-President, External, at the University of Windsor, attended the private screening and was very impressed, describing the documentary as a “tremendous film”. C. Menard indicates that the Film Release Committee will meet to discuss what the next steps will be.

3.2 Administration

M. Staadegaard, Manager, Culture & Events, informs the Committee members that she has been working with the Facilities Department concerning the reopening of the Manor, indicating that it is very likely that the Manor will reopen by the end of April. At this time, the Recreation & Culture Department is working on recruiting guides to work at the Manor.

J. Chacko, Senior Manager, Parks informs the Committee members that the tender for the playground to be installed at Willistead Manor has closed and that additional information regarding the submission will be provided at the next meeting of the Board of Directors. J. Chacko indicates that the new playground will be located in closer proximity to the gardener shed.

D. Sanborn inquires about the section of the pathway, near the driveway gates, which is not connected. J. Chacko confirms that this work should be completed in early May and that both segments of the trail will be connected.

C. Menard informs Committee members that in preparation for the historical exhibit in the Coach House, the cabinet and the sink have been removed and the wall has been patched up.

R. Gauthier asks whether a monitor should be installed in the Coach House as was originally intended. C. Menard suggests that the monitor should be installed and that a loop of running images can be shown on the screen as part of the exhibit.

3.3 Treasurer

D. Seguin, Deputy Treasurer – Financial Accounting, informs the Committee members that the \$4,500. Annual transfer from the City of Windsor to the Willistead Board Operating Account has been completed.

4. NEW BUSINESS

R. Gauthier informs the Committee members that Chris Renaud from HCA Mindbox has met with A. Jahns at the Coach House to discuss the historical exhibit and will be working together on some aspects of the project.

D. Sanborn refers to the Annual General Meeting, which normally takes place at the April meeting of the Board of Directors and suggests that it be reschedule to the May meeting, at which time the Manor will be open and an in person meeting and dinner can be held. D. Sanborn suggests that a motion be made at the Board meeting to approve the date change.

5. DATE OF NEXT MEETING

The next meeting of the Executive Committee Board of Directors, Willistead Manor Inc. will be held on Thursday, April 14, 2022 at 3:30 o'clock pm.

6. ADJOURNMENT

There being no further business, the meeting is adjourned at 4:01 o'clock p.m.

CHAIRPERSON

EXECUTIVE SECRETARY

SG
March 10, 2022

A meeting of the **Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. via Zoom, there being present the following members:

D. Sanborn – Chair
A. Abu-Zahra
J. Evans
C. Gaudette
R. Gauthier
D. Langstone
K. Renaud

Regrets from Board Members:

MJ. Dettinger
C. Dettinger
C. Holt
A. Jahns

Also in attendance are the following resource personnel:

M. Staadegaard, Manager, Culture & Events
D. Seguin, Deputy Treasurer – Financial Accounting
J. Chacko, Senior Manager Parks
C. Menard, Cultural Development and Willistead Manor Coordinator
S. Gebauer, Council Assistant & Executive Secretary to the
Board of Directors, Willistead Manor Inc.

1. CALL TO ORDER

The Chairperson calls the meeting to order at 4:06 o'clock p.m. and the Board considers the Agenda being Schedule "A" **attached** hereto, matters, which are dealt with as follows:

2. ADOPTION OF THE MINUTES

Moved by D. Langstone, seconded by R. Gauthier,
That the minutes of the Board of Directors, Willistead Manor Inc. meeting held February 10, 2022 **BE ADOPTED** as presented:

Carried.

3. BUSINESS ARISING FROM THE MINUTES

4. CHAIRPERSON'S REPORT

None.

5. REPORTS

5.1 Management

M. Staadegaard, Manager, Culture & Events, informs the Board members that she had been working with the Facilities Department as it relates to the reopening of Willistead Manor and indicates that it is very likely that the Manor will be open to the public by the end of April. M. Staadegaard indicates that the Recreation & Culture Department is currently working on recruiting guides for the Manor.

C. Menard, Cultural Development and Willistead Manor Coordinator, provides an update regarding the Coach House and informs the Board members that the cabinet and sink have been removed from the main area and that the wall has been repaired.

J. Chacko, Senior Manager, Pars, informs the Board members that a playground has been selected for Willistead Park, which compliments the look and feel of the grounds and installation will begin later in the spring. He indicates that the new playground will be located further north of the current structure, on the western side of the park, will be closer to the public washroom and will have shading nearby.

J. Chacko further informs that work connecting the two sections of the pathway near the driveway gates will be completed in early May.

5.2 Treasurer

D. Seguin, Deputy Treasurer – Financial Accounting, informs the Committee members that the \$4,500. annual transfer from the City of Windsor to the Willistead Board Operating Account has been completed and that there are no other changes at the present time.

6. COMMITTEES

6.1 Fundraising

None.

6.2 Community Relations and Promotion

None.

6.3 Acquisitions

C. Gaudette informs that she met with C. Menard regarding the floral arrangements for the Manor. She indicates that they met on-site with Flowers by Phil, who delivered two large arrangements, one of which will be on display in the Great Hall and the other will be placed at the top of the grand staircase. C. Gaudette indicates that the florist is now moving on to the next four arrangements.

C. Menard indicates that the new arrangements include beautiful colours, which will provide options based on seasons and colour palettes and will be nice enhancement for visitors when they are able to come back to the Manor.

R. Gauthier informs that Board members that C. Renaud from HCA Mindbox met with A. Jahns regarding the historical exhibit. R. Gauthier indicates that the project is still in the research phase but is well underway.

R. Gauthier also informs that a monitor will be installed in the Coach House which will display images as par of the exhibit.

6.4 Friends of Willistead

K. Renaud shares with the Board members how much she enjoyed the Willistead Manor documentary. K. Renaud indicates that she gathered some of the booklets of Willistead Manor that remained and provided them to the attendees.

K. Renaud refers to a book about the history of Hiram Walker and indicates that she would like to see a written transcript of the entire Willistead Documentary.

K. Renaud indicates that because of the Covid-19 and the ongoing restrictions, the Friends of Willistead may not be able to provide food at this year's Art in the Park event but hopes that the FOW will be there in some capacity.

6.5 Education

None.

6.6 Historical

None.

6.7 Event Planning Committee

None.

8. NEW BUSINESS

D. Sanborn suggests that the Annual General Meeting, which normally takes place at the April meeting of the Board of Directors, be reschedule to the May meeting, at which time the Manor will be open and an in person meeting and dinner can be held.

Moved by D. Langstone, seconded by A. Abu Zahra,
That the Annual General Meeting, scheduled for Thursday, April 14, 2022, **BE RESCHEDULED** to take place on Thursday, May 12, 2022, at which time Willistead Manor will be open and the Board members can meet in person and enjoy their annual dinner.

Carried.

9. DATE OF NEXT MEETING

The next regular meeting of the Board of Directors, Willistead Manor Inc., will be held Thursday, April 14, 2022 at 4:00 o'clock pm.

10. ADJOURNMENT

There being no further business, the meeting is adjourned at 4:53 o'clock p.m.

CHAIRPERSON

EXECUTIVE SECRETARY