

Commissioner of Community Services				
Policy	Authority	Original Approval Date	Comments From Department	Proposed Direction
Adopt a Park Policy	CR127/2013	8-Jul-13	Minor updates - Updated policy name and sections to include trails. Changed training of volunteers responsibility from Parks Development to Parks Operations. Requirement for post report removed.	Approve Updated Policy
Concussion Policy	CR191/2014	5-Aug-14	Minor updates. Updated the name of the ministry and positional titles for City Staff	Approve Updated Policy
Landscaping Policy for Public and Quasi-Public Projects	CR342/1982	22-Mar-82	Should be deleted - will be included in The City of Windsor Landscape Requirements for Development document.	Rescind Policy
Municipal Alcohol Policy	M512-2015	7-Dec-15	This Policy received a major overhaul. The current Policy contains a lot of rules and guidelines which make it quite lengthy and difficult to navigate. The guidelines were moved out of the Policy and will be included in a special event user manual. The policy is now only 6 pages, and references the important legislation that must be followed. Has been reviewed by Legal.	Approve Updated Policy
Riverfront Festival Plaza Booking Policy	M167/2013	6-May-13	Minor Updates to city job titles/departments to remain current	Approve Updated Policy
Ice Allocation Policy	B29-2015	21-Dec-15	Minor update - updated CLT title to Commissioner	Approve Updated Policy
Media Policy	M189/2015	1-Jun-15	Updates include: (1) made corporate communications only point of contact as per Ray's suggestion and added mention of emergencies and elections, (2) removed "spokesperson list" and inserted CLT/CAO and ED's, (3) made corp comm only contact for staff contacted by media at Ray's request, (4) removed bullet about service disruption (it will be handled through regular approval process now)	Approve Updated Policy
Commissioner of Corporate Services				
Policy	Authority	Original Approval Date	Comments From Department	Proposed Direction
Acceptable Use Policy	CR554/2017	18-Sep-17	Policy has been updated	Approve Updated Policy
Information Security Policy	CR 210/2007	25-Sep-14	Policy Reviewed and remains current	Approve Existing Policy
Commissioner of Economic Development				
Policy	Authority	Original Approval Date	Comments From Department	Proposed Direction
Address Assignment and Address Change Policy	CR22/2008	24-Feb-15	Policy is still relevant. Responsibility change from Building department to Planning department.	Approve Policy as Current
Business Improvement Areas Capital Asset Maintenance Funding Policy	CR107/2009	22-Sep-14	Funding remains in the budget but as BIA's frequently advocate for Council to take action outside of the policy, it will be reviewed and alternatives brought to Council in the future.	Approve Policy as Current
Business Improvement Areas-New Capital Asset Funding Allocation Policy	CR107/2009	22-Sep-14	Funding remains in the budget but as BIA's frequently advocate for Council to take action outside of the policy, it will be reviewed and alternatives brought to Council in the future.	Approve Policy as Current
Sidewalk Cafe Policy	CR130/2008	24-Feb-15	Department confirms that this policy is no longer in use and can be rescinded in global report	Rescind Policy
Site Plan Control Application Policy	CR757/1980	9-Jun-80	Recently adopted Provincial legislation -- Bills 108 and 109 -- significantly impacts the municipal development process. This policy will be reviewed and revised to adhere to the new legislation as details become known.	Approve Existing Policy
Commissioner of Infrastructure Services				
Policy	Authority	Original	Comments From Department	Proposed Direction
Design-Build Contracting Policy	CR 193/2012	27-Aug-12	Policy Reviewed and remains current	Approve Existing Policy
Display of Overstreet Banners Policy	CR811/1997	14-Jul-97	Policy Reviewed and remains current	Approve Existing Policy
Downspout Disconnection Policy	CR50/2008	11-Feb-08	Policy Reviewed and remains current	Approve Existing Policy
Encroachment Policy	M67/2015	17-Feb-15	Encroachment policy goes to Council on January 30th.	Approve Existing Policy
Parking-Control Changes Policy	M10/1987	29-Jan-87	The parking related policies will be combined into one general parking policy and brought to Council in a separate report. The target timeline for completing this is May 2024.	Update In Progress as per Departmental Comments
Parking-Enforcement of By-law 9023 and Cancellation-Reduction of Parking Tickets Policy	CR126/2013	8-Jul-13	The parking related policies will be combined into one general parking policy and brought to Council in a separate report. The target timeline for completing this is May 2024.	Update In Progress as per Departmental Comments
Parking-Parking Permit Policy	CR93/2013	8-May-13	The parking related policies will be combined into one general parking policy and brought to Council in a separate report. The target timeline for completing this is May 2024.	Update In Progress as per Departmental Comments
Parking - On-Street Accessible Parking Spaces - Residential Policy	CR185/2013, M356/2013	23-Sep-13	The parking related policies will be combined into one general parking policy and brought to Council in a separate report. The target timeline for completing this is May 2024.	Update In Progress as per Departmental Comments
Parking-Onstreet Parking Permits for Agencies Policy	CR 418/2004	10-May-04	The parking related policies will be combined into one general parking policy and brought to Council in a separate report. The target timeline for completing this is May 2024.	Update In Progress as per Departmental Comments
School Neighbourhood Policy	CR645/2016	17-Oct-16	Policy Reviewed and remains current	Approve Existing Policy
Cost-Sharing Policy for the Construction of School Bus Bays	CR 383/2009	16-Nov-09	Policy has been updated	Approve Updated Policy
Pedestrian Generator Sidewalk Policy	CR343/2007	10-Sep-07	Policy has been updated	Approve Updated Policy

## THE CORPORATION OF THE CITY OF WINDSOR POLICY

Service Area:	<b>Community Services</b>	Policy No.:	
Department:	<b>Parks &amp; Facilities</b>	Approval Date:	
Division:	Parks	Approved By:	
		Effective Date:	
Subject:	<b>Adopt-a-Park or Trail</b>	Procedure Ref.:	
		Pages:	Replaces:
Prepared By:			Date:

### 1. **POLICY**

1.1 To promote a sense of ownership and pride in the City's parks, trails, green spaces, woodlots ("Parks"), a public service program known as Adopt-a-Park or Trail is established by City Council. This public service program enlists community-minded, environmentally conscious individuals, community and civic organizations, private business and industry ("Organization(s)") to assist with keeping the City's Parks inviting and clean through voluntary litter clean-up.

### 2. **PURPOSE**

2.1 This policy will outline the purpose, scope and goal of the Adopt-a-Park or Trail program, and identify the roles and responsibilities of various program stakeholders, Organizations and program participants.

### 3. **SCOPE**

3.1 This policy applies to all applicants, organizations and volunteers of the Adopt-a-Park or Trail program, as well as those who administer the program on behalf of The Corporation of the City of Windsor ("City" or "Corporation").

### 4. **RESPONSIBILITY**

#### 1. City Council is responsible to:

- Support the Adopt-a-Park or Trail policy and encourage community involvement wherever possible.

- Authorize the Executive Director of Parks and Facilities or their designate to execute Adopt-a-Park or Trail Agreements on behalf of the Corporation, in form satisfactory to the City Solicitor.

**2. Chief Administrative Officer (CAO) is responsible to:**

- Support the Adopt-a-Park or Trail policy including providing guidance, direction and final authority on any issues that may arise where the Corporate Leadership Team (“CLT”), Executive Director of Parks and Facilities and applicable department(s) were unable to achieve resolution.

**3. The Corporate Leadership Team (CLT), Executive Directors, Managers, and Supervisors are responsible to:**

- Support the policy including providing guidance and direction when required.
- Promote the program wherever possible to community representatives.

**4. The Executive Director of Parks and Facilities is responsible to:**

- Execute all Adopt-a-Park or Trail applications and agreements, in form satisfactory to the City Solicitor.
- Evaluate the effectiveness of the overall program in general.

**5. The Manager of Parks Development is responsible to:**

- Administer the Adopt-a-Park or Trail program, including but not limited to: process any Adopt-a-Park or Trail applications; Arrange for the installation of signage at the adopted Park, identifying the Organization and its participation in the program;
- Comply with all other terms, conditions and responsibilities set out in the Adopt-a-Park or Trail Agreement.
- Review the Adopt-a-Park or Trail policy every three (3) years after or as required.

**6. The Manager of Parks Operations is responsible to:**

- Provide safety training and/or other instruction to authorized group representatives in order for them to be able to sufficiently and effectively inform their volunteers how to safely carry out their duties under the program.

- Ensure that program participants have sufficient program supplies to perform the work as contemplated in this policy
- Monitor the work output of program participants.
- Comply with all other terms, conditions and responsibilities set out in the Adopt-a-Park or Trail Agreement.

**7. Organizations are responsible to:**

- Appoint or select an authorized group representative to attend a safety meeting provided by the City and, in turn, supply safety training to all volunteers participating in the program. All volunteers must adhere to the safety requirements set out by the Corporation.
- Require all volunteers participating in the program to execute an Indemnity and Release Form, which shall be provided to the Corporation prior to commencing clean-up activities.
- Conduct clean-up activities at the adopted City properties at least four (4) times per year, only during daylight hours (one hour after sunrise and one hour before sunset);
- Inform the City of Windsor what day/time the organization plans to attend the City property to perform the clean up so that a no charge permit can be issued.
- Where insurance is available, supply the Corporation with proof of \$2,000,000 in Commercial General Liability coverage listing the Corporation of the City of Windsor as an additional insured, prior to commencing clean-up activities.
- Where insurance is not available, sign a waiver indemnifying the Corporation of the City of Windsor, from any and all losses that may arise from or in connection with the group or individual's negligence or wilful misconduct. In such cases, individuals signing the waiver indemnifying the Corporation must be at least 18 years old.
- Comply with all other terms, conditions and responsibilities set out in the Adopt-a-Park or Trail Agreement.

**8. Program volunteers are responsible to:**

- Perform their clean-up activities in a safe manner.
- Comply with all other terms, conditions and responsibilities set out in the Adopt-a-Park or Trail Agreement.

**5. GOVERNING RULES AND REGULATIONS**

**5.1** The Adopt-a-Park or Trail program allows Organizations and their volunteers to lead by example by participating in clean-up activities



with the goal of beautifying Parks in the community and fostering community pride.

- 5.2** The Organization shall submit a completed Adopt-a-Park or Trail Application Form ("Application"), proof of Commercial General Liability Insurance, and proof of Incorporation to the Manager of Parks Development.
- 5.3** The Adopt-a-Park or Trail Application will clearly identify the Organization's preferred location.
- 5.4** Upon receipt of an Application, the Application shall be referred to the Manager of Parks Development for consideration.
- 5.5** Should the preferred location already be adopted, the City will provide the Organization an opportunity for an alternate choice and/or recommend an alternate choice.
- 5.6** If more than one Organization applies to adopt the same location and a suitable alternative cannot be agreed to, the Manager of Parks Development shall make the final determination with respect to the adopted property.
- 5.7** The Organization shall be notified in writing within thirty (30) days of submission of the Adopt-a-Park or Trail Application, as to approval of the Application.
- 5.8** If the Adopt-a-Park or Trail Application is approved, the Organization will be required to enter into an Agreement with the City, to the satisfaction of the City Solicitor, prior to engaging in clean-up activities at the adopted property.
- 5.9** The term of the Agreement shall be determined by the City's representative but for no more than three (3) years.
- 5.10** Renewal of the Agreement at the expiration of the term shall require the submission of a new Adopt-a-Park or Trail Application.
- 5.11** The Corporation of the City of Windsor shall not be liable for any costs and expenses of any nature or kind incurred by the volunteers with respect to any matters contemplated by this policy, and the volunteers agree to provide the Corporation its services for free.
- 5.12** Where insurance is available, Organizations shall furnish the Corporation with a certificate of insurance of a Liability Insurance

Policy covering Public Liability and Property Damage, in a minimum amount of Two Million Dollars (\$2,000,000). Such policy shall contain:

1. A cross-liability clause endorsement;
2. An endorsement certifying that the Corporation is included as an additional insured; and
3. An endorsement to the effect that the policy or policies will not be altered, cancelled, or allowed to lapse without thirty (30) days advance written notice to the Corporation.

**5.13** Where insurance is not available, groups or individuals shall sign a waiver indemnifying the Corporation of the City of Windsor from any and all losses that may arise from or in connection with the group or individual's negligence or wilful misconduct. In such cases, individuals signing the waiver indemnifying the Corporation must be at least 18 years old.

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

**6.1** The following forms are associated with the Adopt-a-Park or Trail policy:

- Adopt-a-Park or Trail Application Form,
- Indemnity and Release Form,
- Consent Form,
- Adopt-a-Park or Trail Agreement.

**6.2** These forms may be amended by the Corporation as required from time to time.

**6.3** Records will be retained in accordance with the record retention requirements of the *Municipal Freedom of Information and Protection of Privacy Act* and The City of Windsor's Records Retention Disposal By-Law #21-2013.

# CR120/2024 - Item 8.6 - Appendix C

## THE CORPORATION OF THE CITY OF WINDSOR

### POLICY

Service Area:	<b>Community Services</b>	Policy No.:	
Department:	<b>Recreation &amp; Culture</b>	Approval Date:	
Division:	Recreation	Approved By:	
		Effective Date:	
Subject:	<b>Concussion Policy</b>	Procedure Ref.:	
		Pages:	Replaces:
Prepared By:			

#### 1. **POLICY**

1.1 All City of Windsor employees, directly involved in sport and recreation programming will be made aware of common signs and symptoms of a concussion and trained to properly manage a potential concussion incident.

#### 2. **PURPOSE**

2.1 The Ministries of Education, Health and Long Term Care and Tourism, Culture and Sport are working together to increase awareness of head injury prevention, concussion identification and injury management.

2.2 The purpose of this policy is to:

- Provide concussion awareness for employees who are directly involved in sports and recreation program instruction, supervision and allocating recreation and sports facilities.
- Inform user groups at recreational facilities and sports fields that the City of Windsor has a concussion policy and that resources are available for their information to disseminate to their groups.
- Make concussion resource information available within city facilities for participants.

#### 3. **SCOPE**

3.1 The policy applies to employees in municipal recreation facilities and sports venues who are directly involved with recreation programming and/or supervision of participants. Sports organizations allocated seasonal sports facility permits will be provided with information on this policy.

3.2 Application of this policy will be in accordance with applicable provisions within the collective agreements and memoranda between the Corporation and its unions and associations.

3.3 Notwithstanding any other provisions to the contrary in any other policies of the City of Windsor, where there is a conflict between this policy and any other policy the more stringent policy will apply.

- 3.4** Notwithstanding the reporting obligations of any other policy of the City of Windsor, if there is reason to believe that a breach of this policy has occurred, the reporting procedures in this policy shall be followed concurrently with any other reporting obligations.

#### **4. RESPONSIBILITY**

- 4.1** The CAO will support the Concussion Policy and its implementation.
- 4.2** The Commissioner, Community Services will support the Concussion Policy and mediate any disputes regarding its implementation, should any arise.
- 4.3** The Executive Director of Recreation & Culture is responsible to direct a review of this policy annually.
- 4.4** The Executive Director of Recreation & Culture is responsible for communicating the policy, procedures and any updates or changes to the Managers.
- 4.5** The Executive Director of Recreation and Culture shall carry out the role as decision maker under this policy in good faith and in a timely and expeditious manner.
- 4.6** The managers in the Recreation and Culture Department, shall be responsible for communicating the policy, procedures and any updates or changes to the Supervisors.
- 4.7** The Executive Director of Recreation and Culture, the managers and supervisors in the Recreation and Culture Department will be responsible for implementing the policy and providing suggestions in revising the procedures as required.
- 4.8** The managers and supervisors of each recreational facility and sports venue shall ensure that all employees who are directly involved with recreation programming and/or supervise participants are made aware of this policy. This will include informing all sport organizations that are allocated seasonal sports facility permits.
- 4.9** Each applicable employee is expected to sign-off on receipt of this policy and to adhere to the policy.

#### **5. GOVERNING RULES AND REGULATIONS**

- 5.1** Employees shall recognize and be accountable for their responsibilities in the exercise of their duties.
- 5.2** Procedures will be developed to assist staff when dealing with a suspected concussion.
- 5.3** All employees involved directly in recreation and sports programming, instruction, supervision and allocation in recreation facilities will be provided with information on concussion awareness. This information includes but is not limited to identification of a concussion, common signs and symptoms of a concussion and response actions to a possible concussion.
- 5.4** The 'Conditions of Use' section on all City of Windsor Department of Recreation and Culture rental permits will state that The City of Windsor has

a concussion policy and that information regarding concussions is available upon request.

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### *Concussion Policy*

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Information may be provided to participants in sport and recreation facilities.

Information may include concussion signs and symptoms as well as what to do if a concussion is suspected.

**5.5** A concussion is a clinical diagnosis made by a medical doctor. It is critical that someone with a suspected concussion be examined by a medical doctor or nurse practitioner.

Definition: As presented in the Concussion Guidelines Manual from the Ministry of Tourism, Culture and Sport

A Concussion:

- Is a brain injury that causes changes in how the brain functions, leading to symptoms that can be physical (e.g. headache, dizziness), cognitive (e.g. difficulty concentrating or remembering), emotional/behavioural (e.g. depression, irritability) and/or related to sleep (drowsiness, difficulty falling asleep);
- May be caused by either a direct blow to the head, face or neck, or a blow to the body that transmits a force to the head that causes the brain to move rapidly within the skull;
- Can occur even if there has been no loss of consciousness (in fact most concussions occur without a loss of consciousness); and
- Cannot be normally seen on x-rays, standard CT scans or MRI's.

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

**6.1** In the event that an employee(s) become aware of a suspected concussion, an accident/incident report will be completed by the employee(s) and submitted to their supervisor. These forms are governed by The City of Windsor's retention policy.

**6.2** The Executive Director of Recreation and Culture may create forms and procedures as necessary for the orderly and consistent application of this policy.

## **7. RELATED POLICIES**

This policy incorporates by reference the following City of Windsor Policies/Procedures:

3.2.1 Corporate Health & Safety

3.2.2 Recreation Department's Emergency/Medical protocols

This policy incorporates by reference all applicable provincial and federal legislation and specifically, without limitation, the following statutes:

**3.7.1** *Municipal Act, 2001, S.O. 2001, c. 25*

**3.7.2** *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56*

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## THE CORPORATION OF THE CITY OF WINDSOR POLICY

Service Area:	<b>Community Services</b>	Policy No.:	
Department:	<b>Recreation &amp; Culture</b>	Approval Date:	
Division:	Special Events	Approved By:	
		Effective Date:	
Subject:	<b>Municipal Alcohol Policy</b>	Procedure Ref.:	
Review Date:		Pages:	Replaces:
Prepared By:	Michelle Staaдеgaard		Date:

### 1. **POLICY**

1.1. It is the policy of The Corporation of the City of Windsor ("City") that, when alcohol is to be sold, served or consumed at events held on City property or at locations or events under the City's control, these activities are carried out in a safe and responsible manner and in accordance with all local and provincial guidelines.

### 2. **PURPOSE**

2.1. The Municipal Alcohol Policy ("Policy") is required to:

- 2.1.1. Provide direction for the sale, serving and consumption of alcohol on City property or at locations or events under the City's control.
- 2.1.2. Provide appropriate and reasonable procedures and education to individuals or groups wishing to hold events in municipal recreation facilities in order to encourage and enforce responsible drinking practices and adherence to the Liquor License and Control Act.
- 2.1.3. Reduce problems associated with excessive consumption and to reduce liability.
- 2.1.4. Provide a balance of opportunities for wet and dry functions and facilities in order to ensure that adults, youth and families, either consumers or abstainers, will be adequately serviced and protected.
- 2.1.5. Honour the decision of abstainers not to drink alcohol and to encourage their participation by ensuring the provision of alternative, non-alcoholic drinks.
- 2.1.6. Be proactive in the reduction of incidents including injury and death through the implementation of a municipal alcohol policy.
- 2.1.7. Develop a municipal alcohol policy that is easy to read and understand in order to maximize its use and compliance.
- 2.1.8. Ensure all requirements of the Alcohol Gaming and Commission of Ontario ("AGCO") and Liquor License and Control Act are met and adhered to.

### **3. SCOPE**

**3.1.** The Municipal Alcohol Policy applies to all City staff, volunteers, community partners who either manage or have control over City property, rental clients and organizers of events on City property, at which alcohol will be sold, served or consumed.

**3.2.** This Policy applies to the sale, serving and consumption of alcohol on City property or at locations (collectively referred to as “City Property”), whether or not a facility is operating under a liquor licence issued by the AGCO, a Special Occasion Permit, a liquor licence with Catering Endorsement, or any other approval that has been issued by the AGCO. City Property includes the following;

- All City-owned properties including outdoor (parks) and indoor (community centres) facilities
- All properties leased by the City
- City Highways including the travelled portion of the Highway (roadway), boulevards, sidewalks or other areas of the Highway,
- Properties controlled by local boards over which City Council may require general policies be followed,
- Events held by the City at partner or third-party premises, and,
- City Properties under a Public-Private Partnership Agreement, as determined on a case by case basis by the Executive Director, Recreation and Culture or designate.

### **4. RESPONSIBILITY**

**4.1** The Chief Administrative Officer and Commissioners are responsible to;

4.1.1 Support this Policy and ensure compliance and adherence by all City Departments

**4.2** The Executive Director of Recreation & Culture is responsible to;

4.2.1 Ensure all staff are familiar with the Policy and its guidelines

**4.3** Department Manager(s) are responsible to;

4.3.1 Permit the use of City Property for an event at which alcohol will be sold, served or consumed, in accordance with this Policy and applicable by-laws.

4.3.2 Require immediate correction and or termination of an event on behalf of the City of Windsor for reasons outlined in this Policy. This may include the right to revoke a permit to hold an event or prohibit the sale, serving or consumption of alcohol at an event on City Property, as more specifically



set out in the rental or facilities permit or agreement for the event on City Property.

**4.4 Event Owner** - All 3<sup>rd</sup> party organizations (Event Owners) who are holding an event where alcohol is being sold, served or consumed at a City property or at a location under the City's control is responsible to;

4.4.1 Complete and sign documentation required by the City to confirm that the event Owner has received, read, understood, and has undertaken the steps to comply with this Policy and the governing rules and regulations within their permit, rules and regulations set in this policy and regulations set forth by the AGCO.

## **5. GOVERNING RULES AND REGULATIONS**

The consumption of alcohol is prohibited in all public places such as parks, arenas, and community centres unless a Special Occasion Permit or licence for the facility has been obtained.

For all events at which alcohol will be sold, served or consumed on City Property, the event owner must ensure that the following General Conditions are met:

- 5.1 The Event Owner must obtain a permit for the use of the property or facility at which the event is to take place from the City Department having operational jurisdiction over the property or facility, or having responsibility for the event if it is occurring on third party property.
- 5.2 The Event Owner must provide, at their own cost, information required by the responsible City Department in support of its application for such permit. The permit must specify the date, duration, nature, purpose and expected attendance at the event, as well as any other details of the event that may be required by the City Department to determine if the event meets the requirements of this Policy and for the proper management by the City of its property.
- 5.3 The sale, serving and consumption of alcohol may take place only on property the City identified in Section 3.2 of this policy and under the conditions outlined in this Policy.
- 5.4 In order to hold an event with alcohol on City Property, the Event Owner must obtain a Special Occasion Permit (SOP) or have a Catering Endorsement for the event from the AGCO, or other approval issued by the AGCO, and must, at all times during the event, comply with applicable regulations, processes and best practices of the AGCO, including those relating to Smart Serve Guidelines.
- 5.5 The Event Owner must obtain and maintain for the duration of the event appropriate insurance in the form of Commercial General Liability Insurance that includes liquor liability coverage subject to limits of not less than Two Million Dollars (\$2,000,000) inclusive per occurrence, or as otherwise prescribed by the Executive Director of Recreation & Culture, having operational jurisdiction over the property or facility at which the event is taking place with the concurrence of the City Solicitor, and such insurance must name the City as additional insured.
- 5.6 The Event Owner must comply with the Event Owner Responsibilities as outlined in section 4.4 of this Policy.

- 5.7 During events at which alcohol is to be sold, served or consumed, a bilingual sign with wording including the following information shall be displayed in a prominent location immediately within each licensed area where alcohol is to be sold, served, consumed or distributed in any manner:
- servers are prohibited from serving alcohol to:
  - participants under 19 years of age
  - intoxicated persons,
  - anyone who appears to be at the point of intoxication, and
  - ask your server about safe transportation options
- 5.8 Glass containers (bottles, glassware or carafes) are not permitted in the above locations, with the exception of within bar service areas.
- 5.9 The Event Owner must ensure that the original special occasion permit (SOP), or liquor licence with a Catering Endorsement, or any other approval obtained from the AGCO, is posted in a conspicuous location in the licensed/server area or must keep it in a place where it is readily available for inspection, for the duration of the event.
- 5.10 The event must comply with all applicable federal and provincial laws and regulations, and applicable municipal by-laws.

## DEFINITIONS

**AGCO:** Alcohol and Gaming Commission Ontario

**Event Owner:** Any person(s) 19 years of age or over who applied to obtain and has been granted permission to hold an event involving the sale or consumption of alcohol on premises as defined in this Policy.

**SOP:** A special occasion permit issued by the AGCO as required under the Liquor Licence Act, that is needed any time alcohol is offered for sale, served or consumed anywhere other than in a licensed establishment or a private place. SOP's are for occasional, special events only and not for personal profit or running an ongoing business.

**Highway:** Includes a common and public highway, street, avenue, parkway, driveway, square, bridge, viaduct, or trestle under the jurisdiction of the City, any part of which is intended for, or used by, the general public for the passage of vehicles and includes the area between the lateral property lines thereof

**Roadway:** That part of the Highway that is improved, designed or ordinarily used for vehicular traffic, but does not include the shoulder, and, where a highway includes two or more separate roadways, the term "roadway" refers to any one roadway separately and not to all the roadways collectively

**Sidewalk:** Those parts of the Highway set aside by the City for the use of pedestrians

## 6 RECORDS, FORMS AND ATTACHMENTS

- 6.1 Appendix A – Relevant Contact Numbers  
6.2 City of Windsor Special Events Manual  
6.3 City of Windsor Special Events Procedure

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

Service Area:	Community Services	Policy No.:	
Department:	Recreation and Culture	Approval Date:	May 6, 2013
Division:	Special Events	Approved By:	M167-2013
		Effective Date:	May 6, 2013
Subject:	Riverfront Festival Plaza Booking Policy	Procedure Ref.:	Special Events Manual
		Pages:	Replaces:
Prepared By:	M. Staadegaard		Date:

## 1. **POLICY**

1.1 The Riverfront Festival Plaza is the premier host location in the community for Special Events. The Corporation of the City of Windsor will manage Special Events at the Riverfront Festival Plaza according to established City Council priorities to maximize the benefits to the community. The City of Windsor recognizes that Special Events contribute to a sense of place and quality of life for residents and visitors. Special Events enhance tourism, culture, recreation and education while contributing significantly to the economy of the city.

## 2. **PURPOSE**

2.1 The policy will provide for a diverse range of activities and opportunities at the Riverfront Festival Plaza while maintaining fair and flexible access to the riverfront.

## 3. **SCOPE**

3.1 This policy covers all individuals and organizations requesting the use of the Riverfront Festival Plaza for a Special Event.

## 4. **RESPONSIBILITY**

4.1 City Council is responsible to:

- 4.1.1 Approve the Riverfront Festival Plaza booking policy and any amendments as may be presented from time to time
- 4.1.2 Approve any Special Events seeking to completely restrict access to the river front for a period of time.
- 4.1.3 Approve the User Fee Schedule annually as part of the budget process.

4.2 The Chief Administrative Officer is responsible to:

- 4.2.1 Subject to 4.1.4, approve requests for Recurring Events for use of Festival Plaza, pursuant to Delegation of Authority By-law 208-2008,

section 1.10, as it may be amended from time to time  
**4.3** The Commissioner, Community Services is responsible to:

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- 4.3.1 Direct a review of the policy at least once every term of Council to ensure its alignment with established Council priorities.
  - 4.4 The Executive Director of Recreation and Culture is responsible to:
    - 4.4.1 Undertake a review of the policy every term of Council.
    - 4.4.2 Approve the Special Events Manual annually
    - 4.4.3 Direct implementation of the policy, procedures and application process
    - 4.4.4 Make recommendations to City Council or the CAO, as applicable, relative to Special Events
    - 4.4.5 Approve the site plan for each Special Event in consultation with affected City departments and the Special Events Resource Team to maintain the safety of all attendees and generate the maximum financial return
  - 4.5 The Manager of Culture and Events is responsible to:
    - 4.5.1 Determine the deadlines to receive applications requesting use of Festival Plaza and incorporate into the Special Events Manual
    - 4.5.2 Provide oversight to the annual review of the Special Event Manual
    - 4.5.3 Provide oversight to the evaluation of requests for Special Events at Festival Plaza
    - 4.5.4 Make recommendations to the Executive Director regarding all of the above
  - 4.6 The Supervisor, Special Events is responsible to:
    - 4.6.1 Coordinate the annual review and update of operational guidelines and procedures
    - 4.6.2 Coordinate the assessment of requests for use of Festival Plaza with affected departments and the Special Event Resource Team (SERT)
    - 4.6.3 Ensure that all paperwork required by City of Windsor departments is completed by the Event Organizer and received by the appropriate department according to established timelines
    - 4.6.4 Serve as liaison between the Special Event organizer and the Special Events Resource Team.
    - 4.6.5 In consultation with the Special Event organizer and SERT, make recommendations regarding the site plan to the Executive Director
    - 4.6.6 Maintain any records produced
  - 4.7 The Special Events Resource Team will:
    - 4.7.1 Act in an advisory capacity regarding the execution of Special Events at Riverfront Festival Plaza
    - 4.7.2 Advise of any changes in their governing legislation (Fire code, Alcohol and Gaming Commission of Ontario regulations, etc.) that may affect the application process, requirements and procedures
    - 4.7.3 Provide input into annual operations review
    - 4.7.4 Work with Special Event organizers to execute the Special Event.
  - 4.8 Special Event Organizers will:
    - 4.8.1 Submit requests for the use of Festival Plaza and Stage in writing and accompanied by a non-refundable deposit identified in the Schedule of Fees approved annually by City Council.
    - 4.8.2 Ensure all required documentation i.e. insurance requirements, proof of legal name, is submitted to the City within established

timeframes as identified in the Special Events Manual.

- 4.8.3** Be responsible for any additional fees resulting from the requirement to adjust the site plan of the Plaza for the safety and security of patrons.

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## **5. GOVERNING RULES AND REGULATIONS**

**5.1** Use of Riverfront Festival Plaza will be in accordance with the following rules and regulations:

- 5.1.1** East-west traffic flow will be maintained in some manner for all Special Events unless City Council directs otherwise
- 5.1.2** When modifications to Festival Plaza are required for a Special Event, Administration will act according to direction previously approved by City Council. All requests for Special Events at Riverfront Festival Plaza and Stage must be received in writing by the Recreation and Culture division according to established timelines and be accompanied by a non-refundable deposit
- 5.1.3** Special Events approved by City Council and hosted by the City of Windsor will be given priority consideration for use of the space. In the event that a Council approved event displaces a previously booked event, Administration will make every effort to accommodate the displaced event in an alternate location or on an alternate date
- 5.1.4** Requests by Recurring Events in Good Standing, submitted with the required non-refundable deposit, will receive priority booking
- 5.1.5** Where Recurring Events request a date change, the Recurring Event will be given a new date, subject to availability, in priority to other Special Events which are not Recurring Events in Good Standing
- 5.1.6** Subject to the assessment noted in Section 4.6.2., requests for Special Events which are not Recurring Events, but the organization is in Good Standing, will be considered according to Section 1.1 – the strategic priorities of City Council and the impact on the economy of the community. After such evaluation, if two or more events are considered equal, the date shall be awarded based on the order in which the request was received by the Recreation and Culture department. Requestors must have the required documentation in order and be in Good Standing
- 5.1.7** Verbal requests for Special Events at Riverfront Festival Plaza and Stage will not be considered

### **5.2 Definitions:**

- 5.2.1** Special Event – an event that has a greater impact on Festival Plaza than casual use; or has more than 300 people in attendance; or may impact traffic flow; or includes amplified sound; or may require municipal services
- 5.2.2** Recurring Event – a Special Event returning to Festival Plaza after 1 year, providing such notice is given in writing and required deposit paid
- 5.2.3** Good Standing – a Special Event will be considered to be in good standing provided there are no outstanding monies owing to the Corporation; any complaints against the Special Event (or organizer) have been addressed; no outstanding or ongoing litigation related to the Special Event or the host/organizer of any Special Event; and all requested documents and fees have been

received by the Corporation within established deadlines

- 5.2.4** Special Events Resource Team (SERT) – representatives of Windsor Police Services, Windsor Fire & Rescue, Windsor Port Authority, Public Works – Traffic, Operations, County of Essex – Operations, By-law Enforcement, Caesars Windsor, Windsor Essex County Health Unit, Alcohol and Gaming Commission of Ontario, 311, Inspections,

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Engineering, Risk Management, Maintenance and other resources  
as required from time to time

**5.3 Related policies and legislation:**

- 5.3.1** User Fee and Pricing Policy (CR408/2006)
- 5.3.2** Festivals & Special Events Insurance Matrix Policy (CR468/2007)
- 5.3.3** Waiver of Fees Policy (M219/2012)
- 5.3.4** Central Riverfront Implementation Plan (CR910/2000)
- 5.3.5** Parks By-law 200-2002
- 5.3.6** Noise By-law 6716
- 5.3.7** Municipal Alcohol Policy (CR41/1998)
- 5.3.8** Delegation of Authority By-law 208-2008
- 5.3.9** Alcohol and Gaming Commission of Ontario Regulations

**6. RECORDS, FORMS AND ATTACHMENTS**

- 6.1** Documents produced will be retained according to Records Retention By-Law #21- 2013
- 6.2** Forms and documents related to this policy include the Riverfront Festival Plaza Booking Procedures and Special Events Application Form and the Festival and Event Operations Manual.

## THE CORPORATION OF THE CITY OF WINDSOR

## POLICY

Service Area:	<b>Community Services</b>	Policy No.:	
Department:	<b>Customer Service and Communications</b>	Approval Date:	
Division:	Communications	Approved By:	
		Effective Date:	
Subject:	<b>Media Policy</b>	Procedure Ref.:	
Review Date:		Pages:	
Prepared By:			

**1. POLICY**

- 1.1 The City of Windsor is committed to communication with, and through, the media in an open and transparent manner. The City will, whenever possible, initiate media contact and respond to media inquiries through designated spokespersons to ensure consistent and accurate messaging.
- 1.2 The City will engage in a proactive communications program that uses a variety of formats to accommodate the diverse needs of the community.
- 1.3 The City will afford media calls a high priority.

**2. PURPOSE**

- 2.1 This policy is intended to protect and promote the image of the City of Windsor, while ensuring accurate, timely, consistent, and professional messaging.
- 2.2 The policy is designed to clearly designate corporate spokespersons and provide employees with an understanding of the policies and procedures surrounding public statements and media relations.

**3. SCOPE**

- 3.1 The policy applies to all City of Windsor staff and any individual retained by the Corporation who is acting on the city's behalf.
- 3.2 This policy does not apply to the Mayor, Councillors and Council appointees to agencies, boards, commissions and committees as they are governed by the Code of Conduct for Members of Council and Local Boards.

**3.3** The policy does not apply to the organizations listed below (see bullets).

- Windsor Police
- Enwin
- Invest WindsorEssex
- Tourism Windsor-Essex-Pelee Island
- Windsor Utilities Commission

**3.4** In the event of an emergency, the communications protocol as outlined in the City of Windsor's Emergency Response Plan will supersede this policy.

#### **4. RESPONSIBILITY**

**4.1** The Chief Administrative Officer is responsible to:

**4.1.1** Direct compliance with this policy

**4.1.2** Be chief staff spokesperson and may speak on behalf of the municipality regarding all functions of the organization.

**4.2** The Chief Administrative Officer and The Corporate Leadership Team and Executive Directors are responsible to:

**4.2.1** Speak to issues in their areas of responsibility and/or designate unit spokespersons and authorize subject matter experts to respond to media inquiries, in an effort to be as timely and helpful as possible.

**4.3** The Corporate Leadership Team or their designates are responsible to:

**4.3.1** Speak on behalf of their areas of accountability and responsibility.

**4.4** The Senior Manager of Communications and Customer Service, with support from the Marketing & Communications Officers, is responsible for:

**4.4.1** Monitoring the policy and accompanying procedure

**4.4.2** Providing training to city departments, and suggesting revisions for Council's consideration.

**4.5** When media contact covers issues of a political or potentially controversial nature, employees are responsible to direct media inquiries to Corporate Communications. This is especially important during times of heightened public interest, such as emergency events or elections.

**4.5.1** Where inquiries are specific to Windsor Fire events or investigations, the media should be directed to the Chief Fire Prevention Officer or designate, with the Executive Director and Corporate Communications copied.

**4.6** The Corporate Communications unit is responsible for tracking and archiving media exposure.

## **5. GOVERNING RULES AND REGULATIONS**

- 5.1** The Chief Administrative Officer, Corporate Leadership Team and Executive Directors are the primary spokespersons for the Corporation and responsible for delegating media responses as needed.
- 5.2** Spokespersons are to remain neutral and factual. Spokespersons only speak to their area of expertise. No spokesperson is to interpret or offer opinion on Council's decision.
- 5.3** Authorized spokespersons provide factual information on programs, activities and initiatives that relate specifically to their business area.
- 5.4** In the absence of subject matter experts, and in an effort to be as accessible as possible, Marketing and Communications Officers may speak to the media where they have appropriate subject knowledge.
- 5.5** City staff contacted by the media are to direct the media to Corporate Communications, to help ensure the most appropriate spokesperson for the issue is found and that coverage is tracked for future reference.
  - 5.5.1** Where inquiries are specific to Windsor Fire events or investigations, the media should be directed to the Chief Fire Prevention Officer or designate, with the Executive Director and Corporate Communications copied.
- 5.6** All media exposure should be shared with communications, preferably in advance of airing or printing, to help with tracking.
- 5.7** Media training will be made available to all corporate spokespersons through Corporate Communications.
- 5.8** Authorized spokespersons commenting on City business, regardless of medium, must identify themselves as City of Windsor employees.
- 5.9** Use of City property/equipment/assets/logos/intellectual property for purposes unrelated to the business of the City is forbidden.
- 5.10** To help maximize media exposure, departments or individuals planning to contact the media will seek input and approval from the Chief Administrative Officer, or Corporate Leadership Team or designate whichever is most appropriate. Only Corporate Leadership Team approval is required in circumstances where the contact is of a routine nature including the following:
  - Media releases for Council Meetings (issued regularly by Clerk's Office)

- Special meetings of Council (issued regularly by Clerk's Office)
- Cancellation of Council Meetings (issued regularly by Clerk's Office)
- Change of meeting location (issued regularly by Clerk's Office)
- Adding agenda items (issued regularly by Clerk's Office)
- Public Service Announcements, e.g. leisure and recreation events and classes (issued by Parks and/or Recreation)
- Notice of tax mailings (issued regularly by Finance, in consultation with Corporate Communications)
- Notice of holiday service closures/delays (standard format written in consultation with Clerk's, 311, Solid Waste, Recreation, Library, Community Museum and Transit)
- Road closures (issued through Engineering and/or Operations)
- Snow removal releases (issued by Corporate Communications)
- Annual Recreation special events, such as Arbor Week plantings, pool openings, March Break, etc. (issued by Parks and/or Recreation)

**5.11** Notice to Corporate Communications is always required for tracking purposes.

**5.12** Departments that become aware of issues that may result in media scrutiny are to advise Corporate Communications and the Chief Administrative Officer, with notice to the appropriate Executive Director and CLT member.

**5.13** Mayor, City Council and the Chief Administrative Officer must be made aware of new initiatives prior to release to the media.

**5.14** Other applicable policies and legislation include: Acceptable Use, Code of Ethics & Conflict of Interest, Respectful Workplace, City of Windsor Council-Staff Protocol, Fraud, *MFIPPA*, Emergency Plan, and *Copyright Act*. Where two policies or legislation govern the action, the most stringent policy or legislation will apply.

**5.15** Contravention of this media policy and related policies may result in disciplinary action.

**5.16** This policy shall be reviewed every three years from the date it becomes effective, or sooner at the direction of the Chief Administrative Officer.

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

- 6.1** Records are the responsibility of Corporate Communications and will be kept in accordance with the Records Retention Bylaw #21-2013 as amended from time to time.
- 6.2** Procedures for dealing with media and examples of communications templates are available on the Communications Dashboard Page.

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## THE CORPORATION OF THE CITY OF WINDSOR Policy

Service Area:	Community Services	Policy No.:	
Department:	<b>Recreation and Culture</b>	Approval Date:	
Division:	Recreation	Approved By:	
		Effective Date:	
Subject:	<b>Ice Allocation Policy</b>	Procedure Ref.:	Yes
Review Date:		Pages:	
Prepared By:			

### 1. **POLICY**

1.1 This policy is to ensure the fair distribution of ice time amongst users of the City of Windsor Arenas.

### 2. **PURPOSE**

2.1 The goal of the policy is to establish a process for the development of the guidelines and formulas that would determine the priority and amount of prime ice hours each group would receive for a season.

### 3. **SCOPE**

3.1 This policy applies to all City of Windsor Arena ice users.

3.2 This policy will not apply to prime ice hours under the following circumstances:

- Agreements which have prime ice hour commitments (i.e. Windsor Spitfires, Windsor Express, University of Windsor, etc...)
- Council approved Major Events which have prime ice hour commitments (i.e. FINA, CARHA, etc...)

### 4. **RESPONSIBILITY**

4.1 The CAO will support the Ice Allocation Policy and its implementation

4.2 The Commissioner, Community Services will support the Ice Allocation Policy and mediate any disputes regarding its implementation, should any arise

#### 4.3 The Executive Director of Recreation and Culture:

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- 4.3.1 Is responsible to direct a review of this policy annually.
- 4.3.2 Shall carry out the role as decision maker under this policy in good faith and in a timely and expeditious manner.

#### 4.4 Manager of Arenas

- 4.4.1 Is responsible for meeting with the Ice Allocation Association Members semi annually to review, clarify and update the Ice Allocation rules
- 4.4.2 On an annual basis in August, the Manager ensures the Ice Allocation process occurs and ice time is allocated to each association for the upcoming season. Following the meeting, the manager ensures that the final permits are sent to all users.
- 4.4.3 Will be responsible for implementing the policy and providing suggestions in revising the guidelines as required

4.5 The Manager of Arenas and Supervisors of each Arena shall ensure that all employees who are directly involved with ice bookings are aware of this policy

4.6 Each applicable employee is expected to adhere to the policy

## 5. **GOVERNING RULES AND REGULATIONS**

### **5.1 ICE ALLOCATION MEMBERS**

The City of Windsor's Ice Allocation Association Members are comprised of City of Windsor Manager of Arenas and a representative from each group of ice users that rent a minimum of 5 hours of ice per week. The groups that chose to be part of the Ice Allocation Members in conjunction with the City of Windsor developed the Ice Allocation Guidelines which govern this policy.

### **5.2 ICE ALLOCATION FORMULA**

The primary rule in ice allocation is that each group will receive the ice times they had the previous year given their registration numbers or number of teams does not decrease. To ensure fairness a formula factor was developed and agreed upon by the Ice Allocation Association Members for each type of ice users (i.e. House league, Travel, Non- Competitive Skater, Power Skater, etc...) that determines the minimum amount of ice time that should be allotted to each user group.

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

- 6.1 Ice permits will be filed and retained by the Arenas Division.
- 6.2 Ice Allocation Guidelines

## THE CORPORATION OF THE CITY OF WINDSOR POLICY

<b>Service Area:</b>		<b>Policy #:</b>	
<b>Department:</b>	Information Technology	<b>Approval Date:</b>	
<b>Division:</b>		<b>Approved By:</b>	
		<b>Effective Date:</b>	
		<b>Procedure Ref.</b>	
<b>Subject:</b>	ACCEPTABLE USE POLICY		
<b>Review Date:</b>		<b>Pages:</b>	

### 1. POLICY

- 1.1 The Acceptable Use Policy identifies roles, responsibilities, and requirements for the appropriate use of Corporate Technology Resources.
- 1.2 Authorized Users are granted permission to use data, systems, and technologies that belong to the Corporation in accordance with the Acceptable Use Policy.
- 1.3 Failure to conform to the requirements of This Policy may result in disciplinary action up to and including termination, legal action, and/or possible criminal proceedings.

### 2. PURPOSE

- 2.1 The goal of This Policy is to protect The Corporation of the City of Windsor from legal liability and to reduce the risk of damage, loss, or theft to Corporate Technology Resources. The following additional goals are specific to the technologies listed:
  - 2.1.1 **Corporate Data:** To protect the integrity of Corporate electronic data, and to safeguard it from unauthorized access, damage, loss, theft, or unauthorized disclosure.
  - 2.1.2 **Software Licensing/Copyright:** To ensure legal compliance with licensing agreements for software and copyright laws for electronic data files, and to ensure that legal compliance with proper process is approved throughout the Corporation.
  - 2.1.3 **Corporate Hardware:** To ensure that Corporate Hardware and Corporate Communication Systems are used for business purposes, and to eliminate damage, loss, and theft of the Hardware / Communication Systems.

**2.1.4 Passwords/Certificates:** To protect and safeguard Corporate resources, and to uniquely identify a User.

**2.1.5 Multi-factor Authentication (MFA):** To enhance user security by enabling a means of strong authentication for users by requiring additional user verification methods

**2.1.6 Internet Access:** To ensure proper usage and availability of the Internet, and to protect Corporate resources from external Internet threats.

**2.1.7 Digital Communication:** To define responsibilities with regard to privacy and appropriate use of digital communication tools (such as Corporate email, Microsoft Teams, SMS texting, etc).

**2.1.8 Corporate Telephones and Telephone Systems:** To define responsibilities with regard to the appropriate use of Corporate Telephones and Telephone systems.

### 3. SCOPE

**3.1** This Policy applies to the following Users of Technology Resources owned, leased, hosted by a 3<sup>rd</sup> party technology entity or licensed to the Corporation:

- Employees
- Management
- The Mayor and City Council
- Members of agencies, boards, and commissions that use Corporate Technology Resources
- Any individual retained by the Corporation who uses the Corporation's Technology Resources

### 4. RESPONSIBILITY

**4.1** The following parties, as identified in Section 3.1 and described under Section 5.2 of This Policy are responsible for the various aspects of This Policy:

- Users
- Management
- Security Administrator
- System Administrators

- Technology Group Leaders
- Executive Director of Information Technology

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**4.2** The general responsibilities of each of the parties identified in Section 4.1 is detailed with duties pertaining to specific technologies defined in Section 5:

**4.2.1** Each **User** has the following responsibilities:

**4.2.1.1** Understand, accept, and abide by This Policy including its Governing Rules and Regulations and associated procedures.

**4.2.1.2** Use the Corporate Technology Resources for business purposes that benefit the Corporation and are directly applicable to his/her job.

**4.2.1.3** Ensure use of the Corporate Technology Resources conforms to This Policy and any other Corporate policies, codes of conduct, Corporate health and safety standards, and any related legislation.

**4.2.1.4** Know that suspected infractions of This Policy may be reported to his/her immediate supervisor or to the Concerned Citizen/Concerned Employee Hotline.

**4.2.1.5** Know that any person who witnesses, or is the recipient of Child Pornography, on any Corporate Technology Resource, is legally bound by the *Child and Family Services Act*, to report it to his/her immediate supervisor or the Concerned Citizen/Concerned Employee Hotline.

**4.2.1.6** Know that the identity of an individual who reports a suspected infraction concerning Child Pornography is protected under the *Child and Family Services Act*.

**4.2.2** **Management** has the following responsibilities:

**4.2.2.1** Abide by the responsibilities of a User.

**4.2.2.2** Ensure staff are aware of and have attended training for This Policy.

**4.2.2.3** Ensure any changes or amendments to This Policy are adequately communicated to and understood by supervised staff.

**4.2.2.4** Authorize the access of supervised staff to Technology Resources that falls under their responsibility.

**4.2.2.5** Ensure that any policy exception requests or Technology Resource access changes for supervised staff members follow the Corporate technology procedures.

**4.2.2.6** Report any suspected infraction of This Policy to the Executive Director of Information Technology.

**4.2.2.7** Notify the Executive Director of Human Resources immediately, and the appropriate Executive Director, if applicable, if any disciplinary

action is intended or suspected as a result of an infraction of This Policy.

**4.2.2.8** Track their employees' infractions of This Policy as well as the resulting corrective actions, recommendations, and referrals.

**4.2.2.9** Work with Information Technology when acquiring any technology for the Corporation, as per the Corporation's Purchasing By-law and Information Technology's Project Management Policy.

**4.2.3** The **Security Administrator** has the following responsibilities:

**4.2.3.1** Abide by the responsibilities of a User.

**4.2.3.2** Review, recommend, and implement changes to This Policy and its associated procedures.

**4.2.3.3** Audit the Technology Resources to ensure compliance with established policies and procedures, and work with the Executive Director of Information Technology to accommodate Audit requirements.

**4.2.3.4** Act as a liaison with Management and System Administrators throughout the Corporation regarding security-related issues occurring with information and Technology Resources.

**4.2.3.5** Investigate any reported infractions of This Policy. In the case of suspected criminal activity the investigation will be the responsibility of law enforcement.

**4.2.4** **System Administrators** have the following responsibilities:

**4.2.4.1** Abide by the responsibilities of a User.

**4.2.4.2** Implement This Policy and its associated procedures on the Technology Resources they are authorized to administer.

**4.2.4.3** Audit Technology Resources for compliance to This Policy and its associated procedures.

**4.2.4.4** Track and approve requests for adds/removes/changes and policy exceptions for Technology Resources they administer.

**4.2.5** **Technology Group Leaders** have the following responsibilities:

**4.2.5.1** Abide by the responsibilities of a User.

**4.2.5.2** Be up-to-date with Information Technology policies, standards, and procedures.

**4.2.5.3** Provide local assistance to staff for designated responsibilities defined in the Information Technology procedures.

**4.2.5.4** Liaise with Information Technology with regard to Corporate technology issues for their area of responsibility.

**4.2.6 The Executive Director of Information Technology** and his/her appointed designate(s) have the following responsibilities:

**4.2.6.1** Establish procedures and standards related to This Policy to ensure the Corporation's technology systems are running in an efficient and optimal manner (e.g. setting system maintenance schedules, and data archiving).

**4.2.6.2** Provide Users access to all Information Technology policies and procedures.

**4.2.6.3** Provide education and address any concerns the User may have as to his/her responsibilities under This Policy.

**4.2.6.4** Access the Corporation's Technology Resources for the purposes of Auditing, investigations, conducting e-discovery, performance analysis, backup, filtering, and work continuity.

**4.2.6.5** Conduct monitoring, reproduction of deleted data, review of current and archived data, and User activity of the Corporation's Technology Resources according to established policies and procedures.

**4.2.6.6** Establish related procedures for the acquisition and justification of Hardware, software, and Technology Resources.

**4.2.6.7** Issue Corporate-wide digital communication notices pertaining to system maintenance and technology-related bulletins (e.g. virus alerts).

**4.2.6.8** Be responsible for records produced pertaining to and including This Policy, and do the following:

**4.2.6.8.1** Maintain standards and policies for Corporate technology acquisition and use within the Corporation, with advice from City departments, as per Purchasing By-law 93-2012.

**4.2.6.8.2** Review This Policy at least once during each term of City Council.

**4.2.6.8.3** Develop and maintain Corporate approval forms relating to the request for access, acquisition, relocation, and removal of Corporate Technology Resources.

**4.2.6.8.4** Track the requests for access, acquisition, relocation, and removal of Corporate Technology Resources to ensure accurate and up-to-date inventory records and security requirements.

**4.2.6.9** Recommend adequate security measures for Technology Resources.

**4.2.6.10** Be responsible in the case of a suspected criminal activity violation to report it to, and take direction from, the City Solicitor.

## **5. GOVERNING RULES AND REGULATIONS**

**5.1** The processes required to attain the policy goals, including jurisdiction and control requirements, include the following:

**5.1.1 User Duties:** Users shall do the following for the Technology Resources noted below:

### **5.1.1.1 Corporate Data:**

**5.1.1.1.1** Ensure the Corporate data for which he/she is responsible is accurate and up-to-date and that he/she does not knowingly enter invalid data.

**5.1.1.1.2** Ensure he/she does not use, copy, or distribute Corporate data for any purpose other than for the business purposes of the Corporation.

**5.1.1.1.3** Know the disclosure level for Corporate data according to Corporate policy and legislative acts as listed under Section 6.

**5.1.1.1.4** Ensure that the data for which he/she is responsible is stored in the assigned secure location. This includes the requirement to not store Corporate data, even temporarily, on devices or with services that are not sanctioned by the Corporation's Information Technology Department. In extenuating circumstances, employees may use personal or non-Corporate devices or services to store Corporate data as long as the following conditions are met:

- The employee has obtained the approval of his/her manager prior to storing the data on the personal or non-Corporate device or service;
- A copy of the data is stored in the appropriate Corporate system, ensuring that the Corporation's information is protected; and



- The data is immediately deleted from the personal or non-Corporate device or service as soon as possible after dealing with the extenuating circumstance.

Employees should know that they could be held responsible if Corporate information should be lost or exposed due to the use of their personal or non-Corporate devices or services.

- 5.1.1.1.5** Know that User access controls, created by Users or otherwise, to resource secure locations are for the benefit of the Corporation and not to be considered private by the User.
- 5.1.1.1.6** Contact the Corporation's Information Technology Department to arrange for the back-up of Corporate data that is not currently stored on the Corporate network.
- 5.1.1.1.7** Archive data in a suitable and secure location and/or removable media if the maintenance schedule for the system in which the data currently resides is shorter than the requirements of the Corporation's Records Retention By-law Number 21-2013.
- 5.1.1.1.8** Remove personal data and non-essential duplicate data from Corporate Technology Resources to conserve storage and ensure systems run optimally.

#### **5.1.1.2 Software Licensing/Copyright:**

- 5.1.1.2.1** Shall not download, copy, or install any software for which the Corporation does not have a software license agreement and Information Technology approval was not obtained.
- 5.1.1.2.2** Shall not download, copy, or install any electronic data files, e.g. music, movies, or e-books, that violate copyright laws, or violate any existing software licensing agreements.
- 5.1.1.2.3** Notify Information Technology if he/she notices any illegal software or electronic data files on any Corporate resource.
- 5.1.1.2.4** Coordinate with Information Technology to download, copy, or install approved software or electronic data files.

#### **5.1.1.3 Corporate Hardware:**

- 5.1.1.3.1** Use Corporate Hardware and Corporate Communication Systems for the Corporation's business purposes.

- 5.1.1.3.2** Shall not move Corporate Hardware or Corporate Communication Systems that are designated to be stationary (e.g. PCs, desk Phones, printers) without consent from Information Technology.
- 5.1.1.3.3** Ensure that his/her Corporate Hardware, including laptops, handhelds, smartphones, are protected and secure from theft, loss, or damage.
- 5.1.1.3.4** Ensure his/her Corporate Hardware is screen locked, i.e. Password-protected, when leaving the system unattended.
- 5.1.1.3.5** Know that mobile Corporate Hardware, i.e. laptops, handhelds, tablets, smartphones, etc., are considered Corporate Technology Resources and issued for work purposes even though they may periodically be used as stand alone devices.
- 5.1.1.3.6** Return all his/her assigned Corporate Hardware to his/her supervisor upon termination of employment or when job duties no longer require use of the Hardware.
- 5.1.1.3.7** Know that only Information Technology staff are authorized to alter, modify or dismantle Corporate Hardware or Corporate Communication Systems.

#### **5.1.1.4 Passwords/Certificates:**

- 5.1.1.4.1** Keep Passwords private and secure. Users are fully responsible for all activities invoked through their User-id and Password.
- 5.1.1.4.2** Know that an assigned User-id and Password does not constitute User privacy, but is for the purpose of User authentication and authorization and does not preclude Corporate access.
- 5.1.1.4.3** Change Passwords whenever they are suspected of no longer being private and secure.
- 5.1.1.4.4** Use Information Technology's Password procedure for the resetting or assigning of new Passwords.
- 5.1.1.4.5** Provide additional user verification methods for use with the self-service password reset service outlined in the Information Technology's Password procedure.
- 5.1.1.4.6** Ensure that the Password complexity selected is at an acceptable security level.

**5.1.1.4.7** Assigned certificates should be treated as Passwords and kept private and secure.

**5.1.1.5 Multi-factor authentication:**

**5.1.1.5.1** Users will be required to enroll a device to serve as an authentication method as part of the multi-factor authentication requirement.

**5.1.1.5.2** Users must contact Information Technology to report suspicious activity or a compromised account.

**5.1.1.5.3** Use Information Technology's Multi-factor authentication procedure for enrolling or changing multifactor authentication methods

**5.1.1.6 Internet Access:** Ensure proper usage of the Internet. Proper usage includes, but is not limited to, the following:

**5.1.1.6.1** Networking with colleagues, the private sector, industry, and professional associations.

**5.1.1.6.2** Researching and sharing authorized information.

**5.1.1.6.3** Monitoring the latest news and trends as it pertains to the User's job function.

**5.1.1.6.4** Conducting Corporate business.

**5.1.1.7 Digital Communication:**

**5.1.1.7.1** Know that digital messages are considered Corporate data, and that Users should have no expectation of privacy in their digital messages sent or received.

**5.1.1.7.2** Maintain the confidentiality of electronic mail messages except where disclosure is required by law or in accordance with Corporate policy.

**5.1.1.7.3** Use digital communication for the Corporation's business purposes.

**5.1.1.7.4** Use his/her Corporate digital communication accounts when conducting the Corporation's business; this includes while working outside the workplace. In extenuating circumstances, employees may use their personal or other non-Corporate digital communication accounts as long as the following conditions are met:

- A copy of the digital communication is sent to their Corporate digital communication account, ensuring that the Corporation's information is stored in a protected Corporate system;
- The digital message is immediately deleted from their personal or non-Corporate e-mail account as soon as possible after dealing with the extenuating circumstance; and
- The amount of confidential information collected, accessed, used, or disclosed is limited to the least amount necessary to deal with the extenuating circumstance.

Employees should know that they could be held responsible if Corporate information should be lost or exposed due to the use of their personal or non-Corporate digital communications accounts.

**5.1.1.7.5** Know that any department other than the Mayor's Office, Chief Administrative Officer's Office, or Corporate Communications shall obtain permission to send Corporate-wide digital communications prior to sending.

#### **5.1.1.8 Corporate Telephones and Telephone Systems:**

**5.1.1.8.1** Use Corporate Telephones and voice mail for Corporate business purposes. Reasonable personal calls are permitted if they fall within the duration and time periods acceptable to an individual's supervisor and do not violate any other sections of This Policy, or any other Corporate policy. Personal Telephone use is not permitted if there is a cost to the Corporation (e.g. long distance, toll numbers, unreasonable time lost, etc.); however, it is recognized that there may be a rare occasion where a personal long distance call is necessary. If a personal long distance call is required, permission must be obtained from the individual's supervisor prior to making the call.

**5.1.1.8.2** Know and follow the voice mail procedures for the voice mail system(s) on his/her Corporate Telephone(s).

**5.1.1.8.3** Maintain the confidentiality of voice mail messages except where disclosure is required by law or in accordance with Corporate policy.

**5.1.1.8.4** Report unusual occurrences with his/her voice mail, such as frequent hang-ups, off work-hour activity, and suspicion of Password tampering.

**5.1.1.8.5** Know that Telephone calls and voice mail messages may be monitored and as such, there should be no expectation of privacy.

**5.1.1.8.6** For those employees who have access to televisions, it is unacceptable for employees to view sexually explicit programming or programming that contains material of a discriminatory or harassing nature.

**5.1.2 Management Duties:** In addition to abiding by User duties, Management also shall do the following for the Technology Resources noted below:

**5.1.2.1 Corporate Data:**

**5.1.2.1.1** Review their staff requests to use personal or non-Corporate devices or services for transmitting and/or storing Corporate data. Management should know that they could be held responsible if Corporate information should be lost or exposed due to their staff's use of personal or non-Corporate devices or services.

**5.1.2.1.2** Grant and revoke access rights for departmental data and applications.

**5.1.2.1.3** Submit their employees' permission requests for Corporate electronic data (i.e. for the granting, revoking, and maintaining of same).

**5.1.2.1.4** Notify Information Technology if a User requires temporary access rights to Corporate electronic data.

**5.1.2.1.5** Ensure that their staff who enter data into Corporate systems have received the appropriate training and are aware of the rules for entering data into those systems.

**5.1.2.2 Corporate Hardware:**

**5.1.2.2.1** Submit a request to Information Technology if Hardware or software needs to be moved, added, or replaced.

**5.1.2.2.2** Notify Information Technology immediately if departmental staff members have added, removed, or moved equipment so Corporate inventory records may be kept up-to-date.

**5.1.2.2.3** Obtain Corporate Hardware from supervised employees when the employee has been terminated or the Hardware is no longer required for his/her job function.

**5.1.2.2.4** Work with Information Technology to protect and secure Corporate Hardware that is accessible by the public.

**5.1.3 Policy Violations:** Any individual who willfully or purposefully does not abide by the sections pertaining to him/her is considered to be in violation of This Policy. Additionally, using any Corporate technology for the following purposes is considered a violation of This Policy:

**5.1.3.1** Compromising the security of Corporate Technology Resources.

**5.1.3.2** Soliciting for personal business reasons, promoting personal causes or associations, or advertising the sale of any item. The Corporate bulletin boards (electronic or otherwise) are available for these purposes, but any postings shall conform to This Policy and any other Corporate policies.

**5.1.3.3** Using Internet Access or digital communications to visit sites, download, solicit, or disseminate materials that are offensive and/or threatening, pornographic in nature, contain hate propaganda, or other disparagement towards others based on their race, ethnicity, sex, sexual orientation, age, disability, and religious or political beliefs.

**5.1.3.4** Concealing or misrepresenting, or so attempting to do, the origin of any communication of a malicious nature initiated by the sender or forwarded.

**5.1.3.5** Using system resources for the storage of non-business related data or information (e.g. personal photos, desktop wallpaper, games, music).

**5.1.3.6** Degrading system performance such as reducing available bandwidth for others through non-business use of Internet and network resources.

**5.1.3.7** Representing oneself as someone else through the use or misuse of technology.

**5.1.3.8** Participating in frivolous communications.

**5.1.3.9** Violation of any of the Corporation's policies, By-laws, employee codes and standards of conduct, such as, but not limited to the Standards of Employee Department, Workplace Violence Prevention Policy, and the Respectful Workplace Policy.

**5.1.3.10** Violations of any provincial or federal legislation or regulations.

**5.1.4 Corporate Authority:** The following describes the methods available to the Corporation for regulating compliance of This Policy:

**5.1.4.1** The Corporation reserves the right to use technology systems, activity logs, performance analysers, data recovery and archival tools, monitoring and filtering tools, and visual confirmation as a means of tracking and documenting violations of This Policy.

**5.1.4.2** The Corporation reserves the right to view and access data on Corporate systems even if they are marked or flagged as “personal”. This includes, but not limited to the use of forensic tools to retrieve deleted information, or access information from Corporate systems that cannot be readily seen, e.g. log files.

**5.1.4.3** The Corporation reserves the right to delete or archive, personal or non-essential data or files on Corporate resources.

**5.1.4.4** Appropriate disciplinary action will be taken in accordance with the severity and frequency of the violation to This Policy. This discipline could include removing access to the Technology Resource, a verbal or written warning, a suspension, termination of employment, and/or billing the employee for misuse of the technology.

**5.1.4.5** The Corporation reserves the right to enlist law enforcement officers or bring legal action against a violator according to the severity of the breach of compliance with the policy.

**5.1.4.6** The Corporation will exercise discretion on instances where the policy violation was unsolicited by the User.

**5.1.5 Policy Exceptions, Clarifications, and Formal Challenges:** A User making a policy exception request shall follow proper process by making the request to his/her immediate supervisor. Likewise, a User may request a clarification of This Policy or its related procedures at any time and shall follow proper process by making the request to his/her immediate supervisor. If necessary, the supervisor will bring the request forward.

**5.1.6 Personal Use of Corporate Technology:** Notwithstanding the foregoing regulations, limited personal use may be permitted where such use does not:

- increase costs
- reduce productivity
- impact network performance
- interfere with work duties
- limit accessibility of shared Corporate technology
- violate This Policy
- impact negatively on the Corporation’s reputation

Data or information created or stored using the Corporation’s electronic media is not private and may be monitored or tracked by the Corporation at any time without notice. If a confidential means of sending and receiving

personal communications and storing of personal files are required, use a personal device unconnected to any Corporate Technology Resource.

## 5.2 Definitions:

**5.2.1 “Audit”** means to engage a Technology Resource in e-discovery for the purposes of legal requirements; ensure continuity of work processes; to improve business processes and manage productivity; and to prevent misconduct and ensure compliance with the law.

**5.2.2 “Child Pornography”** is defined as stated in the *Child and Family Services Act* of Ontario.

**5.2.3 “Communication Systems”** include, but are not limited to, the following:

- E-mail
- Phones (including cell Phones)
- Voice mail
- Faxes
- Internet communication services (such as instant messaging, SMS, blogs, forums, social-networking, etc.)

**5.2.4 “Corporate”** means of or pertaining to the Corporation.

**5.2.5 “Corporation”** refers to The Corporation of the City of Windsor.

**5.2.6 “Hardware”** includes, but is not limited, to the following:

- Desktop computers
- Laptops
- Notebooks
- Handheld computers (including personal information devices)
- Printers
- Modems
- Cables
- CD’s (i.e. compact disks)
- Floppy disks (i.e. floppies)
- Electronic devices connected to Corporate assets
- Peripherals
- Wireless devices

**5.2.7 “Internet Access”** includes Instant Messenger and other Internet services.

**5.2.8 “Legally Owned Software”** is software for which proof of legal ownership can be produced. If the proof cannot be produced, then it is considered to be illegal. Any of the following can serve as proof of ownership:

- The original license for the software package.



- A purchase order for the software package.
- A cheque request for the software package.
- An original disk/cd with a serial number for the software package.
- Proof of purchase from the vendor.
- Vendor documentation for freeware/free downloads.

**5.2.9 “Management”** is defined as non-union staff members with direct reports.

**5.2.10 “Password”** includes Personal Identification Numbers, pass phrases, and two-factor authentication devices. A digital **certificate** is another mechanism that can identify a specific User or device.

**5.2.11 “Multi-factor authentication”** requires a verification method in addition to your primary authentication method (i.e., something you know, such as a password, passphrase, or personal identification number) to access devices and accounts. Two or more authentication factors are required to verify user identity.

These additional factors (or verification methods) include:

- Something you have, such as a smartphone, token, or smartcard
- Something you are, such as a biometric like a fingerprint

Two-factor authentication is a specific type of multi-factor authentication that requires two factors for user verification.

**5.2.12 “Phones”** and **“Telephones”** includes cell Phones, desk Phones, and fax machines.

**5.2.13 “Security Administrator”** is the designated staff person who is responsible for the security of information and information technology. In some situations, this function may be combined with the System Administrator.

**5.2.14 “System Administrator”** is the designated staff person who is responsible for the day-to-day operation of system and network resources.

**5.2.15 “Technology Group Leader”** is the designated staff person who will assist assigned work area staff with technology policy and procedure issues and questions, as well as act as a liaison with Information Technology to ensure technology procedures are being followed. This function is performed by the Managers of Administration for the department; however, depending on the departmental structure, this role could be filled by different staff (e.g. Phone book editors, Internet/Intranet web content editors).

**5.2.16 “Technology Resources”** include, but are not limited to, data, software, Hardware, telecommunications, and networking.

**5.2.17 “This Policy”** is defined as the Acceptable Use Policy and its associated procedures.

**5.2.18 “User”** is defined as an employee, student, intern, volunteer, councillor, Mayor or board member of the City of Windsor or its agencies who uses Corporate Technology Resources, whether explicitly or implicitly, by signing on or using a system.

**5.2.19 “Userid”** is a unique individual identification protected by a Password, or other secure authentication method, to gain access to Corporate and departmental systems, resources and applications, for example voice mail.

## **6. RECORDS AND REFERENCES**

**6.1** Documents generated as a result of This Policy will be maintained in accordance with the Corporation’s Records Retention By-Law 21-2013.

**6.2** The following Information Technology procedures and forms are related to This Policy and are located on the Corporate Intranet:

- Exception Request procedure
- User Add/Change/Delete Access procedure
- Hardware, Software, or System Acquisition and Justification procedure.
- Relocation and/or Removal of Corporate Hardware, Software, Data, or Systems procedure.
- Telephone and Telephone System procedures
- Password procedure
- Multi-factor authentication procedure
- Archiving of Corporate Data and E-mail procedure
- Out-of-Office procedure for Voice Mail and E-mail

**6.3 Referenced Policies:** The Acceptable Use Policy is intended to support and augment the following policies and legislation, or their latest revision, dealing with similar or related issues:

- Code of Ethics and Conflict of Interest for Staff and Volunteers Policy
- Concerned Employee Policy
- Records Retention By-law
- Code of Conduct for Members of Council and Boards and Committees
- Cellular Devices Policy
- Fraud and Misuse of Assets Policy
- Social Media Policy
- Standards of Employee Department

- Workplace Violence Policy
- Respectful Workplace Policy
- Project Management Methodology Policy
- The Province of Ontario's Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).
- The Federal Controlling the Assault of Non-Solicited Pornography and Marketing Act of 2003 (CanSPAM).
- The Federal Personal Information Protection and Electronic Documents Act (PIPEDA).
- Purchasing By-law
- Child and Family Services Act (C.11).
- Criminal Code (Canada).

If a conflict should arise between policies in the areas of interpretation, application, or responsibility, the policy with the more stringent or restrictive interpretation shall apply.

# CR120/2024 - Item 8.6 - Appendix I

## THE CORPORATION OF THE CITY OF WINDSOR POLICY

Service Area:	<b>Office of the Commissioner of Infrastructure Services</b>	Policy No.:	
Department:	<b>Engineering</b>	Approval Date:	
Division:	Design	Approved By:	
		Effective Date:	
Subject:	<b>Pedestrian Generator Sidewalk Policy</b>	Procedure Ref.:	Pedestrian Generator Sidewalk Procedure
Review Date:		Pages:	Replaces: CR343/2007
Prepared By:	Pierfrancesco Ruggeri / Paul Mourad		Date:

### 1. **POLICY**

1.1 This policy affirms Council's intention to construct Pedestrian Generator Sidewalks and related pedestrian facilities on local roads and school approach streets in areas, as determined by:

- 1.1.1 The provisions of the Official Plan, specifically Sections 7.2 and 7.2.3;
- 1.1.2 The Active Transportation Master Plan;
- 1.1.3 Recommendations from area residents, Councillors, School Boards or other pedestrian generating entities;
- 1.1.4 The Pedestrian Generator Sidewalk Evaluation Form;
- 1.1.5 Budgetary allocations.

1.2 A Pedestrian Generator Sidewalk and related pedestrian facilities may be warranted where any of the following conditions exist:

- 1.2.1 It is located on a route leading to significant pedestrian destination(s);
- 1.2.2 It serves more than the abutting properties, including institutional and parkland access;
- 1.2.3 Where separation of pedestrians from vehicles is lacking in the road cross-section in the community;
- 1.2.4 It is requested or endorsed by the significant pedestrian operator; or
- 1.2.5 It would be inequitable to charge the full cost of the sidewalk to the abutting property owners.

### 2. **PURPOSE**

2.1 This policy is intended to:

- 2.1.1 Increase pedestrian safety by creating separation from vehicles;
- 2.1.2 Expand opportunities for sustainable transportation;

- 2.1.3 Improve the health and welfare of City residents; and
- 2.1.4 Implement the Pedestrian Network Policies identified in the City of Windsor Official Plan and the Active Transportation Master Plan.

### **3. SCOPE**

- 3.1 This policy applies to the construction of all new sidewalks and related pedestrian facilities other than those:
  - 3.1.1 To be constructed as a Local Improvement under the Municipal Act, 2001, Ontario Regulation 586/06, or superseding provincial legislation;
  - 3.1.2 To be constructed under the terms of a development or servicing agreement under the Planning Act;
  - 3.1.3 To be constructed on a public highway with an arterial or collector road designation and which does not serve as a school approach street;
  - 3.1.4 To be constructed on a public highway designated as a Transit Windsor route.
- 3.2 Where appropriate, benefiting organizations (excluding School Boards) may be asked to contribute a portion of the cost of the sidewalk.

### **4. IMPLEMENTATION**

- 4.1 The following Implementation Procedure should be followed to ensure a Pedestrian Generator Sidewalk is warranted and can be constructed in the area:
  - 4.1.1 A potential sidewalk is proposed, recommended or identified;
  - 4.1.2 Administration will evaluate the potential sidewalk using the Pedestrian Generator Sidewalk Evaluation Form and investigate possible alternatives and impacts;
  - 4.1.3 The potential sidewalk will be discussed internally to determine viability in accordance with this policy, initial budget implications and timing if necessary;
  - 4.1.4 If approved internally, Administration will request input from all pedestrian generator operators as well as the Windsor Police Service;
  - 4.1.5 Administration will prepare an Environment, Transportation and Public Safety Standing Committee Report and notify affected residents a minimum of 2 weeks before the meeting date;
  - 4.1.6 Should the Standing Committee move the report to Council, notifications will be provided to the pedestrian generator operators and residents that have responded to project communications;
  - 4.1.7 If Council approval is received, Administration will begin the process

of designing and constructing the sidewalk.

## **5. RESPONSIBILITY**

**5.1** The Chief Administrative Officer is responsible for ensuring that the Corporation of the City of Windsor has a Pedestrian Generator Sidewalk Policy, that the policy and procedures are updated periodically to keep pace with best practices as they evolve, and that they are implemented in an efficient and effective manner.

**5.2** The City Engineer is responsible for:

**5.2.1** The implementation procedure;

**5.2.2** Coordination of future revisions;

**5.2.3** Providing a recommendation to Council as to whether or not construction of any sidewalk should proceed under this policy.

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

**6.1** The City Engineer must determine the existence of the following conditions as outlined in the associated procedure prior to recommending sidewalk construction:

**6.1.1** Pedestrian generator(s) in the vicinity of the proposed sidewalk;

**6.1.2** Provision of dedicated pedestrian facilities;

**6.1.3** Lack of acceptable pedestrian/vehicular separation;

**6.1.4** General neighborhood need;

**6.1.5** Connection to other pedestrian facilities;

**6.1.6** Other factors of benefit to pedestrian travel.

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

**7.1** Records created as a result of this policy will be retained in accordance with the Records Retention By-law 21-2013.

**7.2** Attachment: Pedestrian Generator Sidewalk Evaluation Form

## THE CORPORATION OF THE CITY OF WINDSOR POLICY

Service Area:	<b>Office of the Commissioner of Infrastructure Services</b>	Policy No.:	
Department:	<b>Engineering</b>	Approval Date:	
Division:	Design	Approved By:	
		Effective Date:	
Subject:	<b>Cost-Sharing Policy for the Construction of School Bus Bays</b>	Procedure Ref.:	Cost-Sharing Construction of School Bus Bays
Review Date:		Pages:	Replaces: CR383/2009
Prepared By:	Pierfrancesco Ruggeri / Paul Mourad		Date:

### 1. **POLICY**

- 1.1 This policy establishes the cost-sharing process between the Corporation of the City of Windsor and benefiting School Board for the construction of new school bus bays, identified as a priority by all publicly funded School Boards in the City of Windsor, subject to the availability of sufficient funds.

### 2. **PURPOSE**

The goal of this policy is to:

- 2.1 Increase student safety during bus drop-off/pick-up by creating a separation from roadway vehicles;
- 2.2 Reduce roadway congestion and enhance safety by removing buses from the travelled portion of the roadway.

### 3. **SCOPE**

This policy applies to the cost-sharing process between the Corporation of the City of Windsor and benefiting School Board for the construction of new school bus bays:

- 3.1 In accordance with applicable City of Windsor design standards (AS-540, etc.);
- 3.2 To be constructed on the public right-of-way, or on private school property;
- 3.3 Subject to the availability of sufficient funds.

### 4. **RESPONSIBILITY**

- 4.1 The Chief Administrative Officer is responsible for ensuring that the Corporation of the City of Windsor has a school bus bay cost-sharing policy, that the policy and procedures are updated periodically to keep pace with best

practices as they evolve, and that they are implemented in an efficient and effective manner.

- 4.2** The City Engineer is responsible for the implementation of the school bus bay policy, coordination of any future revisions, maintaining appropriate records, and providing a recommendation to Council as to whether or not construction of any bus bay should proceed under this policy.

## **5. GOVERNING RULES AND REGULATIONS**

- 5.1** The City Engineer must determine the existence of the following conditions prior to recommending school bus bay construction:

- 5.1.1** Wherein a School Zone Bus Bay, on the public right-of-way, has been identified as a priority by the benefiting School Board, that 50% of the actual construction cost be paid by the benefiting School Board and the remaining cost (including design and contract administration costs) be paid by the City, as per a cost-sharing agreement;
- 5.1.2** Wherein a School Zone Bus Bay, on private property, has been identified as a priority by the benefiting School Board, that 60% of the actual construction cost be paid by the benefiting School Board and the remaining cost (including design and contract administration costs) be paid by the City as per a cost-sharing agreement;
- 5.1.3** Wherever a school bus bay has been identified as a priority, construction of the bus bay will be at the decision of the City Engineer, subject to available funding;
- 5.1.4** Wherein a school already has a bus bay on the public right-of-way, or where a school is being built, or expanded, City subsidy of the bus bay, whether on the right-of-way or private property, will not be considered;
- 5.1.5** The City's financial contribution is limited to the City's Bus Bay Standard (AS-540) and any additional construction scope beyond this City Standard is to be paid for by the benefitting School Board as identified in the cost-sharing agreement;
- 5.1.6** That funding of the Bus Bay Program be funded from approved budgetary allocations.

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

- 6.1** Records created as a result of this policy will be retained in accordance with the Records Retention By-law 21-2013.
- 6.2** Attachment: City Standard AS-540: Typical Concrete Bus Bay Detail



# PATHWAY TO POTENTIAL

## Windsor-Essex Poverty Reduction Strategy 2024 - 2028



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## LAND ACKNOWLEDGEMENT

### CITY OF WINDSOR

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 Metis peoples and their valuable past and present contributions to this land.



Peche Island, TWEPI

### COUNTY OF ESSEX

We acknowledge the land on which the County of Essex is located is the traditional territory of the Three Fires Confederacy of First Nations, comprised of the Ojibway, Odawa and Potawatomie Peoples. We specifically recognize Caldwell First Nation and other First Nations which have provided significant historical and contemporary contributions to this region. We also value the contributions of all Original Peoples of Turtle Island, who have been living and working on this land from time immemorial.



Pelee Island, TWEPI

## SECTION 1

# EXECUTIVE SUMMARY

This document presents the City of Windsor and County of Essex's renewed Pathway to Potential strategy for poverty reduction within the region. This strategy, developed through extensive community consultation and engagement, recognizes the multifaceted nature of poverty. Our research and stakeholder engagement highlighted that to address poverty, a collaborative, unified, and citizen-centred approach is critical across the region. With that in mind, the City and County are taking a targeted approach that moves beyond traditional measures, addressing poverty in a broader, more comprehensive manner with the citizen at the centre of all efforts.

This renewed strategy embraces community-based approaches with a focus on continuous data-informed learning and improvement to ensure that the region's efforts are consistently evolving with the needs of the people living with poverty in our local communities. At the heart of this strategy are three core goals:

### GOAL 1

## STRENGTHENING PRIORITY NEIGHBOURHOODS

### GOAL 2

## ADVANCING AFFORDABLE REGIONAL PROGRAMS

### GOAL 3

## MEASURING REGIONAL IMPACT



Civic Centre, County of Essex

THE GOALS ARE SUPPORTED BY

**10 INITIATIVES,  
29 ACTION ITEMS &  
26 DELIVERABLES**

OVER THE COURSE OF THE NEXT FOUR YEARS.

This citizen-centered approach is built on equity, collaboration, compassion, and inclusivity, and aims to create communities where every individual has the opportunity to thrive.



City Hall, City of Windsor

## SECTION 2

## BACKGROUND

First developed in 2008, Pathway to Potential (P2P) is the City of Windsor and County of Essex's poverty reduction strategy. Central to P2P's work is a desire to improve the lives of Windsor-Essex individuals and families living with poverty. P2P has an extensive history and its growth reflects the changing landscape of poverty reduction efforts within the Windsor-Essex community:

- **2008:** The City of Windsor and County of Essex launch a regional poverty reduction strategy known as "Pathway to Potential" (P2P).
- **2010 – 2015:** P2P launches a Request for Proposal (RFP) process. The selected service providers deliver community and municipal programs aimed at supporting Windsor-Essex individuals and families living with poverty.
- **2010 – 2016:** P2P develops and implements a multi-sectoral advisory committee. The committee focuses on building awareness, advocating for systemic change and developing local innovations to address poverty.
- **2015:** P2P launches a second RFP process for community programs aimed at targeting the root causes of poverty rather than its symptoms.
- **2016 – 2023:** Selected community service providers operate P2P-funded programs throughout Windsor-Essex County. Affordable municipal programs continue to serve Windsor-Essex individuals and families living with poverty beyond 2023.
- **2017:** A comprehensive strategy renewal is launched and P2P is rebranded as the 9-Point Social Investment Plan. The plan is designed to enhance the existing assets of residents by making strategic social investments in Windsor and Essex County

Since P2P's last strategy renewal in 2017, substantial changes have occurred within the poverty landscape and the dynamics impacting Windsor-Essex individuals and families living with poverty:

- **COVID-19 Pandemic –** The pandemic impacted inequality and exacerbated unemployment levels, particularly for those living with poverty. A lockdown to protect public safety against the coronavirus has led to uncertainty in the lives of families and individuals in the region and across Canada.
- **Support Networks and Strategies –** The strategies and networks of support services related to addressing poverty have changed since 2017. Various poverty-related strategies at all levels of government have been released including:
  - Government of Canada's first poverty reduction strategy, Opportunity for All, which included for the first time in Canada's history an official definition of poverty and official measurement of poverty
  - Province of Ontario's poverty reduction strategy Building a Strong Foundation for Success
  - ProsperUs Cradle to Career Strategy (backboned by the United Way Centraide/ Windsor-Essex County)
  - Windsor-Essex Regional Community Safety and Well-Being Plan
  - Home Together: Windsor-Essex Housing & Homelessness Master Plan



- Windsor Essex Community Opioid and Substance Strategy (WECOSS)
- Windsor-Essex Local Immigration Partnership (WE LIP)
- Windsor-Essex Child Care and Early Years Service System Plan 2020-2025
- Data-Informed Decision-Making – The availability of new, rich data has increased at all levels of government. Increased access to data enables P2P to understand the poverty context within the region, and how P2P can support poverty reduction efforts.

To address the uncertainty and changing dynamics of the poverty landscape within Windsor-Essex County, P2P embarked on a comprehensive renewal of the 9-Point Social Investment Plan.

The goal of the Pathway to Potential (P2P) Strategy Renewal is to update the 9-Point Social Investment Plan. The renewed strategy aims to provide continuity in addressing regional poverty while recognizing the importance of teamwork and collaboration in improving the lives of those with lived/living experiences with poverty. It will aim to center citizens first in its delivery of services and programs, and it will leverage the use of technology to make data-informed decision-making. This renewed strategy includes a revised framework, updated vision and priorities for the next four years.

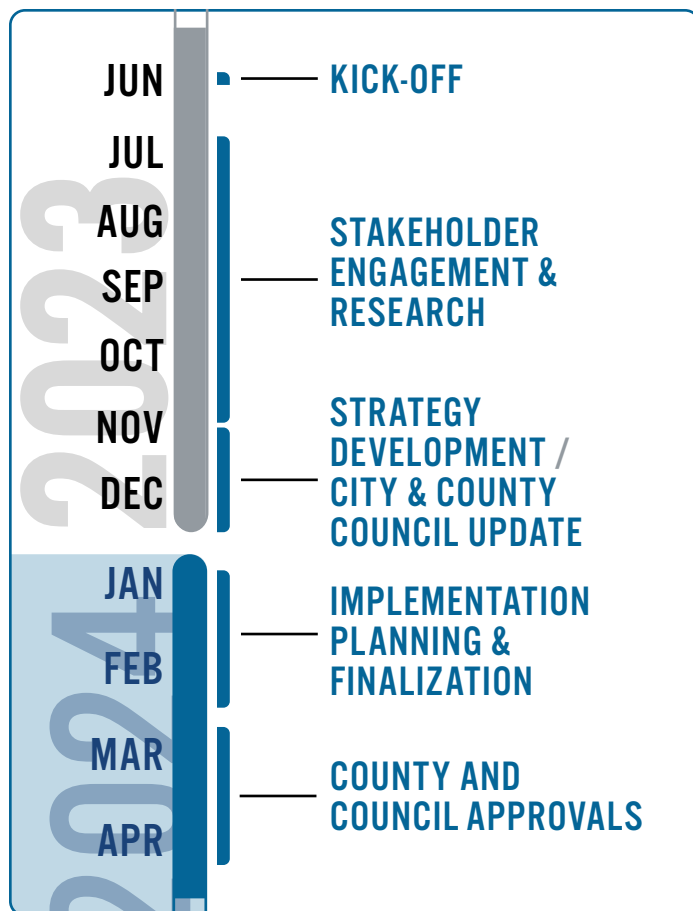
### THE 9-POINT SOCIAL INVESTMENT INCLUDED THE FOLLOWING PRIORITIES:

1. Promote foundational services or programs that support those who require assistance with basic needs
2. Work with lead community organizations on key projects aimed at improving the quality of life for residents
3. Champion opportunities toward betterment for residents at senior levels of government
4. Enhance or collaborate on equity and social inclusion frameworks to existing municipal programming
5. Remove transportation barriers for individuals living on a low-income
6. Create inclusive opportunities for children in low-income families through recreation and culture
7. Invest in neighbourhoods impacted by poverty and other complex community challenges
8. Communicate the strengths and community achievements through strategic promotion
9. Utilize best practices in data collection, analysis and reporting to enhance social investments

## SECTION 3

## ABOUT THE PROCESS

In April 2023, P2P staff received City of Windsor and County of Essex Council approvals to renew the 9-Point Social Investment Plan and to launch an RFP process for a consultant to lead in the strategy renewal. StrategyCorp was the successful consultant from the RFP process. In June 2023, the Pathway to Potential (P2P) Strategy Renewal project was launched and included four phases:



Thorough research and extensive consultations were key in developing the renewed Pathway to Potential strategy. The consultation process included a range of engagement initiatives to encourage community participation including

interviews, online engagement strategies, translated project information, focus groups, public consultation sessions and surveys. More than 400 stakeholders shared their input and perspectives into the renewed strategy:

- 20 City of Windsor and County of Essex Councillor Interviews
- 11 City of Windsor and County of Essex Staff Interviews
- 72 Participants through Seven Focus Groups and Seven Interviews with Community Organizations and Pathway to Potential Partners
- 71 City of Windsor and County of Essex Residents with Lived/Living Experiences with Poverty through Four In-Person Focus Groups
- 269 Respondents to Two Digital Community Surveys through the City of Windsor Let's Talk Website
- 38 Participants attended two hybrid community feedback sessions in the City and County

#### REPRESENTATIVES FROM ACROSS THE REGION WORKED TOGETHER TO INFORM THE RENEWED FRAMEWORK, INCLUDING:

- City of Windsor Human & Health Services staff members from the following departments:
  - Housing Services
  - Children's Services
  - Employment & Social Services
- Windsor-Essex County Health Unit
- County of Essex staff

## SECTION 4

## KEY FINDINGS FROM STAKEHOLDER ENGAGEMENT AND SOCIAL POLICY RESEARCH

Social policy research was conducted to better understand the Windsor-Essex region's poverty reduction ecosystem and external trends influencing poverty reduction policies and programs. The following presents the findings from the social policy research.

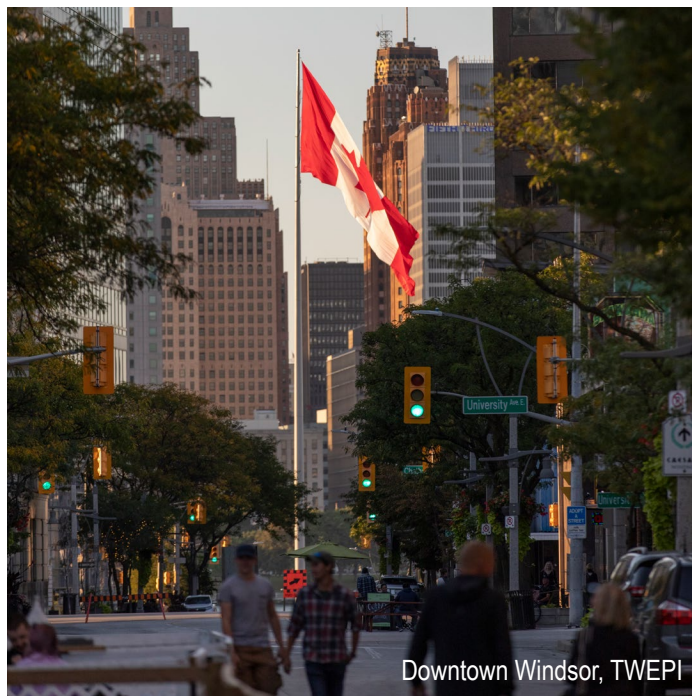
### SOCIAL POLICY RESEARCH FINDINGS

#### Defining Poverty

- To adequately analyze poverty reduction efforts in Windsor-Essex, it is necessary to first define poverty. Based on research and best practices, Pathway to Potential is adopting the Government of Canada's definition of poverty:

***“The condition of a person who is deprived of the resources, means, choices and power necessary to acquire and maintain a basic level of living standards and to facilitate integration and participation in society.”***

- This definition underscores that poverty goes beyond solely financial constraints. It emphasizes that it is not just about financial issues but also about lacking essential resources, choices, and the ability to participate in society. Therefore, an effective poverty reduction strategy should extend beyond mere financial assistance. It must provide sustainable access to necessary resources, empower individuals with the



Downtown Windsor, TWEPI

autonomy to make decisions, and facilitate their active engagement in the community.

#### Lessons Learned from Poverty & Pathway to Potential's Previous Strategy

- The previous Pathway to Potential strategy, the 9-Point Social Investment Plan, was too broad and did not have a targeted approach that effectively addressed poverty related issues.
- Poverty is a complex issue that requires a strategic, unified and citizen-centered approach that is consistently applied across all organizations, governments and communities across the region.
- With \$2.1M per year currently allocated for addressing poverty through Pathway to Potential, a more focused approach is needed to drive impact.
- With a focused approach, the P2P strategy complements other important initiatives in the region designed to address various elements of poverty.



## CURRENT STATE OF POVERTY IN WINDSOR-ESSEX REGION

### Poverty Rate

Data from the 2021 Census indicate a decline in the poverty rate compared to the 2016 Census, as defined by the Market Basket Measure (MBM):<sup>2</sup>

THE POVERTY RATE FOR WINDSOR-ESSEX COUNTY IS

# 7.5% IN 2021

(▼15.1% FROM POVERTY RATE IN 2016)

# 30,980 RESIDENTS

ARE LIVING WITH POVERTY IN WINDSOR-ESSEX

THE TREND IS SIMILAR ACROSS THE PROVINCE:

THE POVERTY RATE FOR ONTARIO IS

# 8.3% IN 2021

(▼15.5% FROM POVERTY RATE IN 2016)

Poverty is more prevalent in the City of Windsor (10.8% poverty rate in 2021, decline from 21.5% poverty rate in 2016) compared to the surrounding municipalities in Essex County. For more detail on the poverty rates for each municipality within Windsor-Essex, please refer to *Appendix A - Community Profiles*.

The decline in poverty rate could be attributed to an increase in government transfers between the 2016 and 2021 Census data collection periods (2015 to 2020). These income supports include the introduction of the Canada Child Benefit (CCB) in 2016 and relief efforts provided during the COVID-19 pandemic, such as the Canada Emergency Response Benefit (CERB). Statistics Canada has forecasted an increase in the overall poverty rate in Canada in 2022 and 2023.<sup>3</sup> It is anticipated the poverty rate for Windsor-Essex will also increase as updated data become available.

### Unemployment Rate

The Windsor-Essex region continues to face issues with employment post-pandemic and the unemployment rate is higher than the Ontario average. A higher unemployment rate exacerbates the Windsor-Essex region's challenges with poverty. Without steady employment, individuals and families are likely to struggle to afford basic necessities and experience financial hardship.

### UNEMPLOYMENT RATE<sup>4</sup>

# 8.1%

# 6.3%

IN WINDSOR CENSUS  
METROPOLITAN AREA (CMA)

IN ONTARIO

### PARTICIPATION RATE

# 62.4%

# 64.8%

IN THE WINDSOR CMA

IN ONTARIO



Downtown Windsor, City of Windsor

## Affordable Housing & Homelessness

- The Windsor-Essex region has limited affordable and attainable housing stock. The demand for Windsor's subsidized housing is evident with a waitlist for publicly subsidized accommodation surpassing 7,700 households. 2021 Census data indicate that housing costs have increased for both Owned and Rented households in Windsor-Essex compared to 2016.<sup>5,6</sup>

### AVERAGE MONTHLY SHELTER COST IN 2021:

<b>\$1,261</b>		<b>\$1,069</b>
FOR OWNED HOUSEHOLDS (▲15.6%, \$1,091 IN 2016)		FOR RENTED HOUSEHOLDS (▲30.8%, \$817 IN 2016)



The Windsor-Essex region has acknowledged the need to address the housing crisis, leading to the implementation of the Windsor-Essex Housing & Homelessness Master Plan (HHMP). Data indicate that the number of households experiencing chronic homelessness increased 7.76% in 2022 (393 households) compared to 2021 (365 households).<sup>7</sup>

## Increase in Cost of Living

Estimates of cost of living are a critical input in the calculations involved in income-based poverty measures, such as the Market Basket Measure (MBM), as an individual's ability to maintain a basic standard of living depends on what portion of their income is needed to cover these needs.

The cost of groceries for a family of four is \$262.68 weekly (\$1,137.39 per month), as reported in the Real Cost of Eating in Windsor Essex report released by the Windsor Essex County Health Unit (WECHU) in November 2023.<sup>8</sup> The report states:

***"For people living on either the minimum wage, Ontario Works, or the Ontario Disability Support Program (ODSP), it is often difficult to make ends meet. After paying rent, these individuals must also pay for other necessities such as heat and hydro, transportation, car maintenance and gas, childcare, phone/internet, and other expenses. This means that often little money is left for buying food and people go hungry."***  
~ The Real Cost of Eating in Windsor Report (WECHU)

<b>\$16.55</b>	<b>&lt;</b>	<b>\$18.65</b>
HOURLY WAGE IN ONTARIO		LIVING WAGE FOR THE REGION <sup>9</sup>

**41%** OF HOUSEHOLDS WITHIN THE WINDSOR CMA REPORTED IT WAS DIFFICULT OR VERY DIFFICULT TO MEET FINANCIAL NEEDS IN 2023<sup>10</sup>

**▲20%** IN FOOD BANK USAGE BETWEEN 2021-2022 (190,000 SERVED IN 2022) AND

**▲15%** BETWEEN 2022-2023 (100,000 SERVED WITHIN THE FIRST HALF OF 2023).<sup>11</sup>

## STAKEHOLDER ENGAGEMENT FINDINGS

Stakeholder engagement was implemented between July and November 2023 to gather community feedback and insights into the renewed strategy. The following presents the findings from the stakeholder engagement.

### Common Challenges and Barriers Facing People Experiencing Poverty in Windsor-Essex

- **Access to proper health and social services** - Individuals facing economic hardship struggle to obtain essential healthcare, hindering their ability to address both physical and mental health concerns. This lack of access exacerbates existing health disparities, creating a cycle of illness and financial strain.
- **Affordable housing options** - Many individuals and families grapple with the scarcity of viable housing options. The increasing cost of living further compounds this problem, making it difficult for those in poverty to secure stable and suitable accommodation. The ripple effect of housing instability contributes to various social issues, from strained family dynamics to challenges in education and employment.
- **Food insecurity** - The inability to consistently access sufficient and healthy food options perpetuates a cycle of poverty, as malnutrition hampers one's ability to pursue education and employment opportunities.
- **Increasing cost of living** - Higher costs for essential goods and services, coupled with limited income, create a financial strain that is difficult to overcome. This dynamic further deepens the divide between the impoverished and those with greater financial means, exacerbating social inequalities.

- **Language barriers** - Language barriers pose a significant obstacle for individuals in Windsor and Essex County, particularly for newcomers and immigrants. Limited proficiency can impede access to employment and essential services, creating a cycle of disadvantage that is difficult to break.
- **Mental health and addictions** – Limited access to mental health services and addiction support programs compound the challenges faced by those in poverty. The stigma associated with mental health and substance use disorders can also deter individuals from seeking help, perpetuating a cycle of untreated conditions and continued hardship.
- **Transportation and accessibility** - Limited public transportation options and the associated costs can isolate individuals, hindering their social mobility and perpetuating the cycle of poverty.

## QUOTES:

***“We don’t want to live like this...but whenever we try to make our situation better, they (government/institutions) send us on a wild goose chase and ask us for so many things that don’t make sense.”*** - Anonymous Focus Group Participant

***“How can we get anything done without a roof over our head? We need something consistent so we can rest and feed safe.”*** - Anonymous Focus Group Participant

***“We already have so little...now with everything so expensive, we literally don’t have anything at all. We will never get better now without more help from you guys.”*** - Anonymous Focus Group Participant

## SECTION 5

# FRAMEWORK OVERVIEW

## VISION

Windsor-Essex County is a thriving community, where residents have access to resources and opportunities to reach their full potential.

## MISSION

Through a collective and citizen-centred approach, Pathway to Potential aims to improve the quality of life for Windsor-Essex individuals and families living with poverty by fostering a collective sense of pride and belonging to the community, increasing access to affordable services and supports, and enhancing collaboration across the regional community.

## VALUES

Equity, Collaboration, Compassion, Inclusivity and Citizen-Centered

### GOAL 1

#### STRENGTHENING PRIORITY NEIGHBOURHOODS

- Identify priority Neighbourhoods
- Develop Framework for neighbourhood strengthening
- Launch and support Neighbourhood Programs
- Establish Regional Neighbourhood Council

### GOAL 2

#### ADVANCING AFFORDABLE REGIONAL PROGRAMS

- Establish a citizen-centred approach to the delivery of Pathway to Potential-funded programs
- Increase awareness of regional affordability programs available for Windsor-Essex individuals and families living with poverty
- Expand the Transit Affordable Pass Program throughout the Windsor-Essex Region

### GOAL 3

#### MEASURING REGIONAL IMPACT

- Adopt the Government of Canada's Quality of Life Framework for measuring impact
- Establish a governance framework for collecting and managing data generated from Pathway to Potential-funded programs and initiatives
- Establish a Policy & Research Resource Committee



## SECTION 6

# PATHWAY TO POTENTIAL STRATEGY

The renewed Pathway to Potential strategy leverages its existing strengths, notably its strong network across the Windsor-Essex region, affordable transit and recreation programs, and its role and capabilities as a governing body. To further enhance Windsor-Essex's efforts towards poverty reduction, this strategy adopts a community-based approach focused on continuous improvement. It emphasizes affordability and accessibility through the enhancement of existing services and programs and underscores the importance of regional collaboration to strengthen partnerships across municipalities and communities. In addition, the approach is dedicating efforts towards enhanced data collection to better inform decision-making and ongoing efforts.

The strategy is designed so that each goal influences the trajectory of other initiatives, ensuring that Pathway to Potential's efforts are always evolving with and responding to the needs and trends of the local communities. By building upon the established strengths of Pathway to Potential and integrating them into this new strategy, it amplifies communication, streamlines services, and optimizes the impact of collective efforts.

## VISION

*"Windsor-Essex County is a thriving community, where residents have access to resources and opportunities to reach their full potential."*

Pathway to Potential recognizes that for families and individuals living with poverty, there exists gaps in their capabilities to live in dignity. Pathway to Potential seeks to support those living with poverty by reducing or removing those gaps.

## MISSION

Through a collective and citizen-centred approach, Pathway to Potential aims to improve the quality of life for Windsor-Essex individuals and families living with poverty by fostering a collective sense of pride and belonging to the community, increasing access to affordable services and supports, and enhancing collaboration across the regional community.

## VALUES

**EQUITY:** Recognizing that everyone has unique circumstances and tailoring supports to help ensure individuals achieve equal outcomes.

**COLLABORATION:** Encouraging partnerships between the government, community organizations and residents.

**COMPASSION:** Approaching the challenges faced by individuals and families living with poverty with respect and empathy.

**INCLUSIVITY:** Empowering marginalized and vulnerable populations, and ensuring their voices are part of the process and solutions to addressing poverty.

**CITIZEN-CENTRED:** Centering service delivery improvements on the needs, perspectives, and satisfaction of citizens, particularly those living with poverty.

## GOAL 1

## STRENGTHENING PRIORITY NEIGHBOURHOODS

Pathway to Potential will use a community-based approach to strengthen priority neighbourhoods through the Neighbourhood Programs where Neighbourhood Leads will support the coordination of services and programs in the Windsor-Essex region.

### CONTEXT

Adopting a community-based approach has emerged as a best practice in poverty reduction efforts. This approach emphasizes empowerment and tailored solutions for reducing poverty. While the Windsor-Essex region has various services and supports to address poverty, there is a critical need to increase awareness and improve accessibility to these supports. A community-based approach leverages local expertise and existing resources ensuring that interventions resonate with the needs and realities of the local neighbourhood. Neighbourhood Leads will work with local residents, businesses and organizations to address the needs and challenges within their respective neighbourhoods. Our aim is to enhance the effectiveness and accessibility of existing services and supports, not just for immediate relief but also to build long-term community resilience and growth, paving a sustainable path to prosperity for those in need.



Downtown Essex, TWEPI

## INITIATIVE(S)

- 1. Identify Priority Neighbourhoods:** In consultation with stakeholders, implement a neighbourhood selection process to identify and select priority neighbourhoods.

### Action Item(s):

- a. Engage with partners to define and identify neighbourhoods.
- b. Develop criteria for priority neighbourhoods.
- c. Develop and publish neighbourhood profiles for selected neighbourhoods.

### Deliverable(s):

- Neighbourhood Selection Process Report
- Published Neighbourhood Profiles of Selected Neighbourhoods

- 2. Develop Framework for Neighbourhood Strengthening:** This framework will set reporting standards and criteria that align with the Government of Canada's Quality-of-Life Framework. It will guide Neighbourhood Leads in crafting, executing, and reporting on local action plans.

### Action Item(s):

- a. Develop a framework for Pathway to Potential and selected priority neighbourhoods.
- b. Develop a Program Implementation Guide for Neighbourhood Programs.

### Deliverable(s):

- Neighbourhood Program Implementation Guide

- 3. Launch and Support Neighbourhood Programs:** Pathway to Potential will select agencies as Neighbourhood Leads and enter into agreements to fund their respective neighbourhood programs.

### Action Item(s):

- a. Launch Request for Proposals (RFP) to select Neighbourhood Lead(s) for identified priority neighbourhoods within Windsor-Essex County.
- b. Enter into multi-year service agreements with selected partners.
- c. Lead agencies to develop multi-year neighbourhood action plans for their respective neighbourhoods in consultation with residents, external stakeholders, and other municipal departments.

### Deliverable(s):

- Request for Proposals (RFP)
- Pathway to Potential Multi-Year Service Contracts
- Neighbourhood Action Plans





Sandwich Town, TWEPI

- 4. Establish Regional Neighbourhood Council:** The Council, consisting of Neighbourhood Leads and key stakeholders, will serve as a dedicated platform for discussing observed trends, addressing identified issues, and reviewing and sharing best practices.

**Action Item(s):**

- a. Develop and implement a Communities of Practice Framework.

**Deliverable(s):**

- Communities of Practice Framework



## GOAL 2

# ADVANCING AFFORDABLE REGIONAL PROGRAMS

Pathway to Potential will collaborate with key stakeholders to advance existing affordable municipal services available for Windsor-Essex individuals and families living with poverty.

## CONTEXT

Our research and stakeholder engagement found that Windsor-Essex individuals and families living with poverty have limited awareness and face barriers to accessing affordable municipal services and programs. Pathway to Potential is committed to seeking ways to increase awareness and streamline access to affordable municipal services and programs available within Windsor-Essex County. Through collaborations and partnerships, Pathway to Potential aims to advance the accessibility and awareness of existing affordable municipal services aimed at supporting Windsor-Essex individuals and families living with poverty.



Downtown Windsor, City of Windsor

## INITIATIVE(S)

1. **Establish a citizen-centered approach to the delivery of Pathway to Potential-funded programs:** A citizen-centered approach focuses on improving the delivery of Pathway to Potential-funded programs to the satisfaction of citizens, particularly those who are living with poverty. Through this approach, Pathway to Potential, will be able to track success through measuring the level of citizen satisfaction with the delivery of and access to services.

### Action Item(s):

- a. Develop Program Implementation Guides for the Affordable Pass Program and Affordable Recreation Program.
- b. Provide training supports and resources for staff delivering Pathway to Potential-funded programs.
- c. Update Pathway to Potential program eligibility requirements for the Affordable Pass Program and Affordable Recreation Program.
- d. Investigate opportunities to reduce barriers to accessing services by leveraging technology and streamlining processes.

### Deliverable(s):

- Program Implementation Guides for the Affordable Pass Program and Affordable Recreation Program
- Program Eligibility Criteria for Affordable Pass Program and Affordable Recreation Programs
- Online Application Forms for the Affordable Pass Program and Affordable Recreation Program
- Citizen-Satisfaction Surveys



Nature Fresh Farms Recreation Centre, Leamington, TWEPI

- 2. Increase awareness of regional affordability programs available for Windsor-Essex individuals and families living with poverty:** Pathway to Potential will collaborate, partner, and implement marketing tactics to increase awareness among Windsor-Essex residents and families living with poverty about various affordable programs available in the region. This effort will focus on effectively communicating the benefits and eligibility for these programs, ensuring the information reaches and assists the most vulnerable and underserved in the region.

#### Action Item(s):

- a. Implement a marketing strategy for promoting Pathway to Potential-funded programs and initiatives.
- b. Facilitate learning opportunities aimed at raising awareness on poverty and available programs for Windsor-Essex individuals and families living with poverty.
- c. Seek opportunities with Indigenous leaders for increasing access to affordable services and programs for regional Indigenous communities.
- d. Explore the development of a regional Affordability Package, which may include a bundle of services and programs provided by local municipalities for Windsor-Essex individuals and families living with poverty.

#### Deliverable(s):

- Expanded network of formal partnerships and collaborators inside and outside of Windsor-Essex County
- Feasibility Report for Regional Affordability Package
- Annual P2P Events Calendar
- Refreshed P2P Website
- Increased availability of P2P information in top languages
- Increased number of referrals and direct online traffic to P2P resources and supports

- 3. Expand the Transit Affordable Pass Program throughout the Windsor-Essex Region:** Increase access to affordable public transit for residents living with poverty to travel between the City and County.

#### Action Item(s):

- a. Explore opportunities to expand subsidized bus passes throughout the County of Essex.

#### Deliverable(s):

- Feasibility Report for the Affordable Pass Program Expansion



### GOAL 3

## MEASURING REGIONAL IMPACT

Pathway to Potential will collect data and conduct research to measure progress on P2P strategic initiatives and to provide support for the development of municipal policies aimed at addressing poverty in Windsor-Essex.

### CONTEXT

Effective decision-making in poverty reduction within Windsor-Essex hinges on data-driven and well researched policy development. Recognizing that obtaining current and precise data on poverty is a persistent challenge, this goal aims to establish infrastructure and processes for comprehensive data-oriented research. Bringing together key internal stakeholders for collaborative research and policy formulation will encourage innovation and ensure regional alignment on optimal poverty reduction efforts. This collaborative approach will be critical to enabling policymakers and community partners to make evidence-based decisions, thereby enhancing the impact and efficiency of poverty reduction efforts.



Open Streets Windsor, TWEPI

## INITIATIVE(S)

### 1. Adopt the Government of Canada's Quality of Life Framework (QoL) for measuring impact:

The Government of Canada's [Quality of Life Framework](#), developed to guide evidence-based decision-making, encompasses 84 indicators across five domains: Prosperity, Health, Society, Environment and Good Governance, aimed at measuring Canadians' well-being. Adopting the framework will allow Pathway to Potential to evaluate and measure the impacts of its investments on the quality of life of Windsor-Essex individuals and families living with poverty.

#### Action Item(s):

- b. Identify performance indicators that measure outcomes of Pathway to Potential-funded programs in alignment with the QoL framework.
- c. Develop and implement a Data Quality Assurance Procedure.
- d. Develop a Data Collection Toolkit for Pathway to Potential partners.
- e. Develop and present Annual Impact Report for City and County Council approvals.

#### Deliverable(s):

- Pathway to Potential Annual Impact Report
- Pathway to Potential Strategy Indicators
- Data Quality Assurance Procedure
- Data Collection Toolkit

### 2. Establish a governance framework for collecting and managing data generated from Pathway to Potential-funded programs and initiatives:

The governance framework will establish clear roles and responsibilities for stakeholders in the Affordable Pass, Affordable Recreation, and Neighbourhood Programs, streamlining the reporting and data management processes. It will be supported by targeted policies and procedures to enhance the framework's effectiveness and ensure high-quality reporting.

#### Action Item(s):

- a. Identify and define the roles between Pathway to Potential and its program partners in relation to the reporting and data management process.
- b. Develop tools and resources to support program reporting and data management.
- c. Develop policies and procedures that support the governance framework.
- d. Explore partnership with Windsor-Essex County Health Unit (WECHU) to establish a joint "committee" with Windsor-Essex County In-Motion.

#### Deliverable(s):

- Pathway to Potential Data Governance Framework



**3. Establish a Policy & Research Resource Committee:** The committee is intended as an internal committee led by Pathway to Potential. The purpose of this committee will be to provide specialized knowledge and research support to inform Pathway to Potential's selection of initiatives to address poverty. Composed of subject-matter experts, the committee's responsibilities will include project review, selection, information exchange, and support for specific research initiatives.

**Action Item(s):**

- a. Develop and implement a project selection process for Pathway to Potential.
- b. Identify committee members that would support Pathway to Potential research initiatives.
- c. Perform research and evaluation on poverty-related issues identified by Pathway to Potential, Human & Health Services Department, City and County Councils and other key stakeholders.

**Deliverable(s):**

- Memorandum of Understanding with Policy & Research Resource Committee Members
- Policy & Research Resource Committee Terms of Reference
- Published Reports on Pathway to Potential's Virtual Library



Seaciff Amphitheatre, Leamington, TWEPI

## ACKNOWLEDGEMENTS

The Pathway to Potential team would like to thank everyone that participated in the development of the Windsor-Essex Poverty Reduction Strategy. The dedication and assistance provided by our partners within the City and County departments and community organizations are greatly appreciated. We would especially like to thank all the Windsor-Essex residents and stakeholders that were involved in the consultation by providing your input through the survey, interviews, focus groups, and participating in the feedback sessions. We look forward to fostering current and future partnerships as the strategy is implemented across the Windsor-Essex region.



Riverfront Fireworks, City of Windsor

- Residents of Windsor-Essex
- City of Windsor Departments
  - Housing
  - Employment & Social Services
  - Children's Services
  - EarlyON staff
  - Communications
  - Recreation
  - Information Technology
  - Transit Windsor
  - Environmental Sustainability and Climate Change
- County of Essex Departments
  - Community Services
  - Communications
- Municipal Partners
  - Town of Essex Recreation
- City of Windsor and County of Essex Councillors
- Community Partners
  - South Essex Community Council (SECC)
  - Housing Information Services
  - Homelessness and Housing Help Hub (H4)
  - Windsor Essex Community Housing Corporation (CHC)
  - Connections Early Years Family Centre
  - Windsor Essex County Health Unit (WECHU)
  - Workforce WindsorEssex
  - Windsor Essex Local Immigration Partnership (WE LIP)
  - Tamarack Insitute
  - Tourism Windsor Essex Pelee Island (TWEPI)

## **Appendix A: Windsor-Essex Community Profiles**



## WINDSOR-ESSEX COMMUNITY PROFILES

This section provides a detailed profile of the economic and social context of the Windsor-Essex region and its encompassing local municipalities. These profiles provide a snapshot of the communities where this new strategy will be focused on supporting poverty reduction.

Data presented in each profile are sourced from the 2021 Census of Population.<sup>12</sup> The poverty rates for each municipality are defined by the 2021 Market Basket Measure (MBM), Canada's first official poverty line. The MBM calculates the level when a household does not have the income to purchase a specific basket of essential goods and services.<sup>13</sup>

## COMMUNITY PROFILE

## WINDSOR-ESSEX COUNTY

## Demographics:

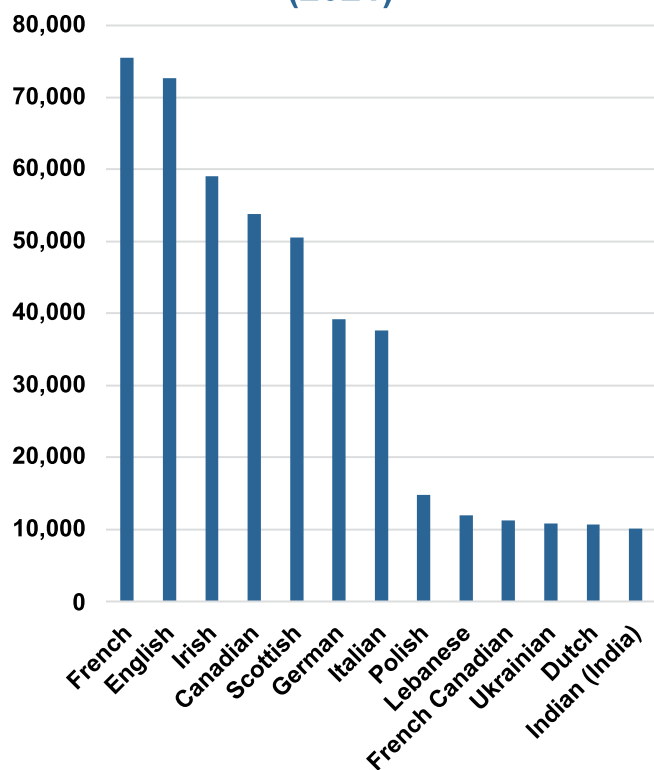
**Population:** 422,860**Households:** 165,785 (Average of 2.6 persons per household)

- One-person Households: 46,500 (28.0%)
- Two or more person Households: 119,290 (72.0%)

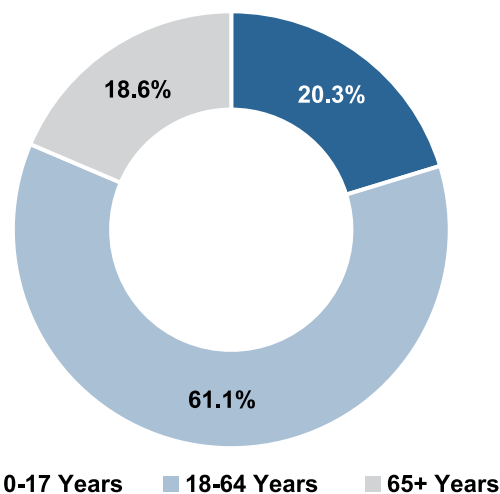
**Diversity of Windsor-Essex Residents:**

- 23.3% are Immigrants (96,940)
- 2.9% identify as Indigenous (12,055)
- 23.6% identify as a Visible Minority (98,220)

## Ethnic or Cultural Origin of Windsor-Essex Residents (2021)



## Resident Age (2021)



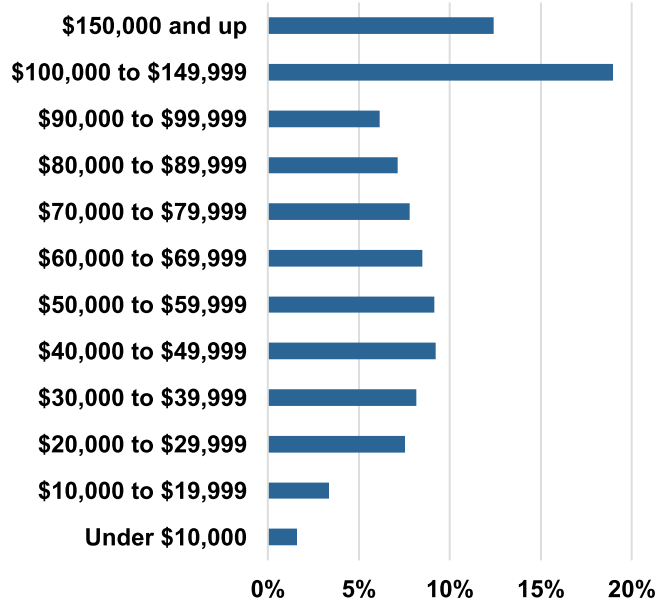
## Income:

**Median Household Income (after-tax):** \$73,000

- Approximately 78,775 households have an income less than the median

- One-person Households: \$37,600
- Two or more person Households: \$90,000

## Household Income Distribution (2021)



## Poverty

7.5% of Windsor-Essex residents (30,980) are living in poverty

- Children and youth (8.5%), especially young children 0 to 5 years old (9.8%), and young adults between 18 and 24 years old (11.2%) are more likely to be living in poverty compared to other age groups. Older adults aged 55 to 64 (8.3%) also show a slightly higher poverty rate than overall.



Chrysler Canada Greenway, TWEPI

Residents Living in Poverty (MBM)	# of Residents	# in Poverty	Poverty Rate (%)
<b>Total</b>	<b>415,725</b>	<b>30,980</b>	<b>7.5%</b>
0 to 17 years	84,345	7,195	8.5%
0 to 5 years	24,745	2,415	9.8%
6 to 17 years	59,600	4,780	8.0%
18 to 24 years	37,370	4,170	11.2%
25 to 54 years	156,185	11,990	7.7%
55 to 64 years	60,505	5,040	8.3%
65+ years	77,315	2,595	3.4%
<b>Note:</b> 2021 Market Basket Measure threshold for family of four = \$45,776 (Ontario population size 100,000-499,999)			

## Housing

17.4% of Windsor-Essex households (28,765) are spending more than 30% of their income on shelter costs

- 120,155 households are Owned
  - 10.9% of owner households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for owned dwellings: \$1,261
- 45,630 households are Rented
  - 34.8% of tenant households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for rented dwellings: \$1,069

## Employment

Latest Labour Force Report from Workforce Windsor-Essex indicated the following employment statistic for the Windsor CMA:

- 8.1% Unemployment Rate (+0.2% from Dec 2022)
- 57.4% Employment Rate (-1.6% from Dec 2022)
- 62.4% Participation Rate (-1.6% from Dec 2022)

## COMMUNITY PROFILE

## TOWN OF AMHERSTBURG

## Demographics:

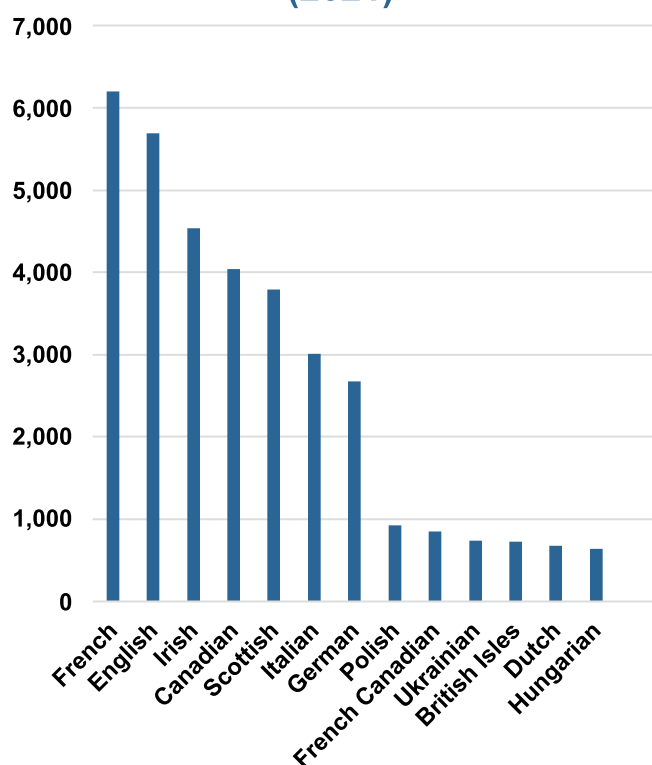
**Population:** 23,524**Households:** 9,195 (Average of 2.6 persons per household)

- One-person Households: 2,055 (22.3%)
- Two or more person Households: 7,140 (77.7%)

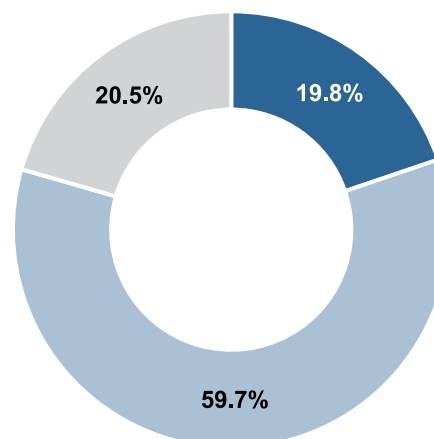
**Diversity of Amherstburg Residents:**

- 10.1% are Immigrants (2,360)
- 3.9% identify as Indigenous (920)
- 5.6% identify as a Visible Minority (1,310)

## Ethnic or Cultural Origin of Amherstburg Residents (2021)



## Resident Age (2021)

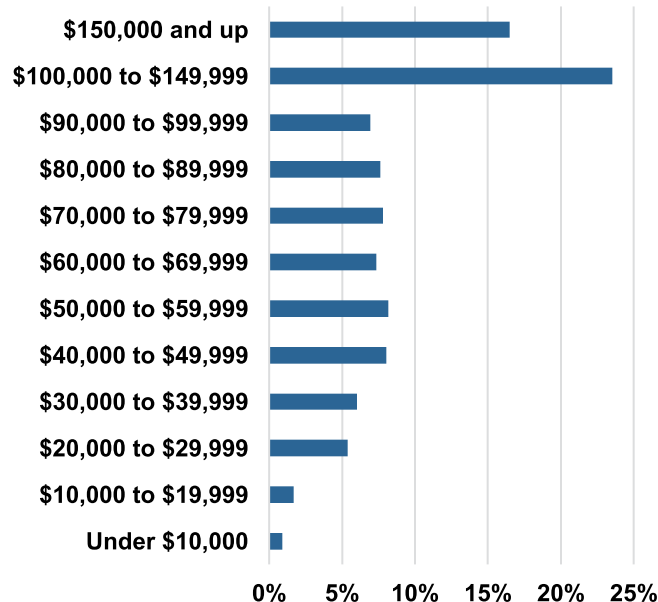


## Income:

**Median Household Income (after-tax):** \$86,000

- Approximately 4,175 households have an income less than the median
- One-person Households: \$41,200
- Two or more person Households: \$100,000

## Household Income Distribution (2021)



## Poverty

3.3% of Amherstburg residents (775) are living in poverty

- Children and youth between 6 and 17 years old (4.2%) and adults between 55 and 64 years old (5.3%) are more likely to be living in poverty compared to other age groups.

Residents Living in Poverty (MBM)	# of Residents	# in Poverty	Poverty Rate (%)
<b>Total</b>	<b>23,305</b>	<b>775</b>	<b>3.3%</b>
0 to 17 years	4,630	170	3.7%
0 to 5 years	1,405	40	2.8%
6 to 17 years	3,235	135	4.2%
18 to 24 years	1,755	55	3.1%
25 to 54 years	8,340	230	2.8%
55 to 64 years	3,755	200	5.3%
65+ years	4,820	120	2.5%
<b>Note:</b> 2021 Market Basket Measure threshold for family of four = \$43,985 (Ontario population under 30,000)			

## Housing

13.0% of Amherstburg households (1,200) are spending more than 30% of their income on shelter costs

- 7,855 households are Owned
  - 8.7% of owner households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for owned dwellings: \$1,366
- 45,630 households are Rented
  - 39.0% of tenant households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for rented dwellings: \$1,123



Downtown Amherstburg, TWEPI

## COMMUNITY PROFILE

## TOWN OF ESSEX

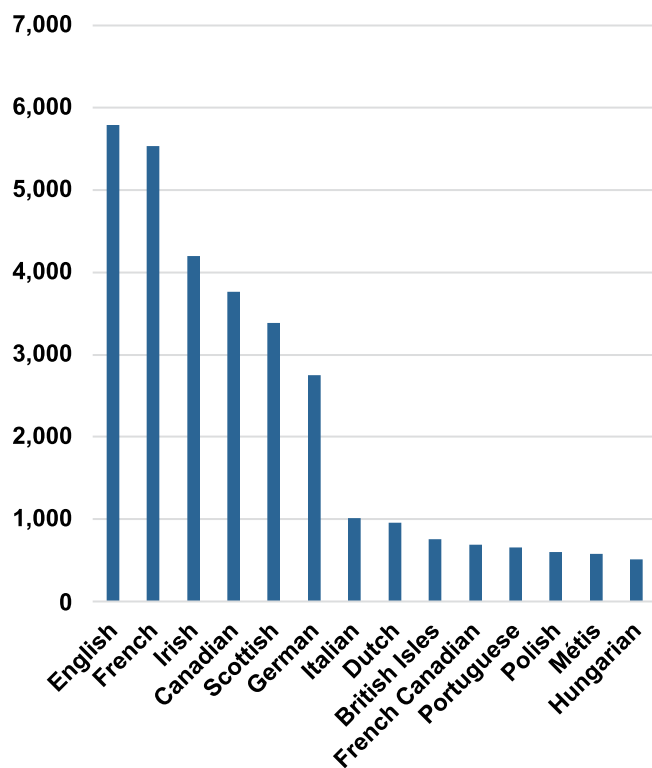
## Demographics:

**Population:** 21,216**Households:** 8,390 (Average of 2.5 persons per household)

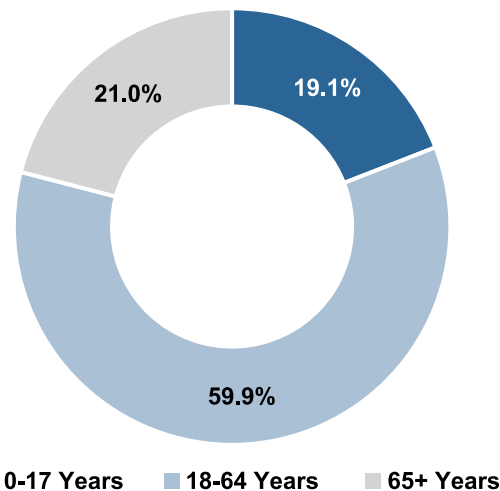
- One-person Households: 2,155 (25.7%)
- Two or more person Households: 6,235 (74.3%)

**Diversity of Amherstburg Residents:**

- 8.7% are Immigrants (1,800)
- 4.5% identify as Indigenous (925)
- 4.6% identify as a Visible Minority (955)

Ethnic or Cultural Origin of  
Essex Residents (2021)

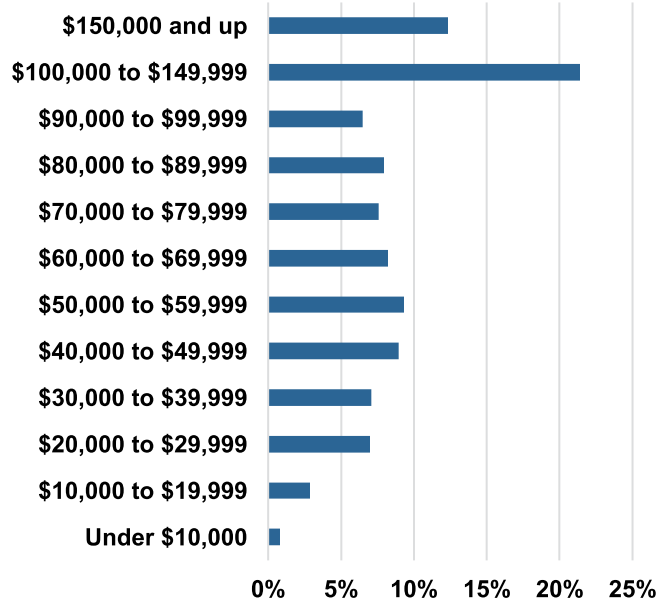
## Resident Age (2021)



## Income:

**Median Household Income (after-tax):** \$77,500

- Approximately 3,020 households have an income less than the median
- One-person Households: \$37,200
- Two or more person Households: \$93,000

Household Income  
Distribution (2021)



## Poverty

3.6% of Essex residents (735) are living in poverty

- Older adults between 55 and 64 years old (5.9%) are more likely to be living in poverty compared to other age groups.

Residents Living in Poverty (MBM)	# of Residents	# in Poverty	Poverty Rate (%)
<b>Total</b>	<b>20,660</b>	<b>735</b>	<b>3.6%</b>
0 to 17 years	3,875	145	3.7%
0 to 5 years	1,170	45	3.8%
6 to 17 years	2,705	100	3.7%
18 to 24 years	1,650	35	2.1%
25 to 54 years	7,315	290	4.0%
55 to 64 years	3,490	205	5.9%
65+ years	4,335	60	1.4%
<b>Note:</b> 2021 Market Basket Measure threshold for family of four = \$43,985 (Ontario population under 30,000)			

## Housing

11.9% of Essex households (995) are spending more than 30% of their income on shelter costs

- 7,165 households are Owned
  - 9.1% of owner households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for owned dwellings: \$1,212
- 1,230 households are Rented
  - 29.0% of tenant households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for rented dwellings: \$968



Downtown Essex, TWEPI

COMMUNITY PROFILE

TOWN OF KINGSVILLE

Demographics:

Population: 22,119

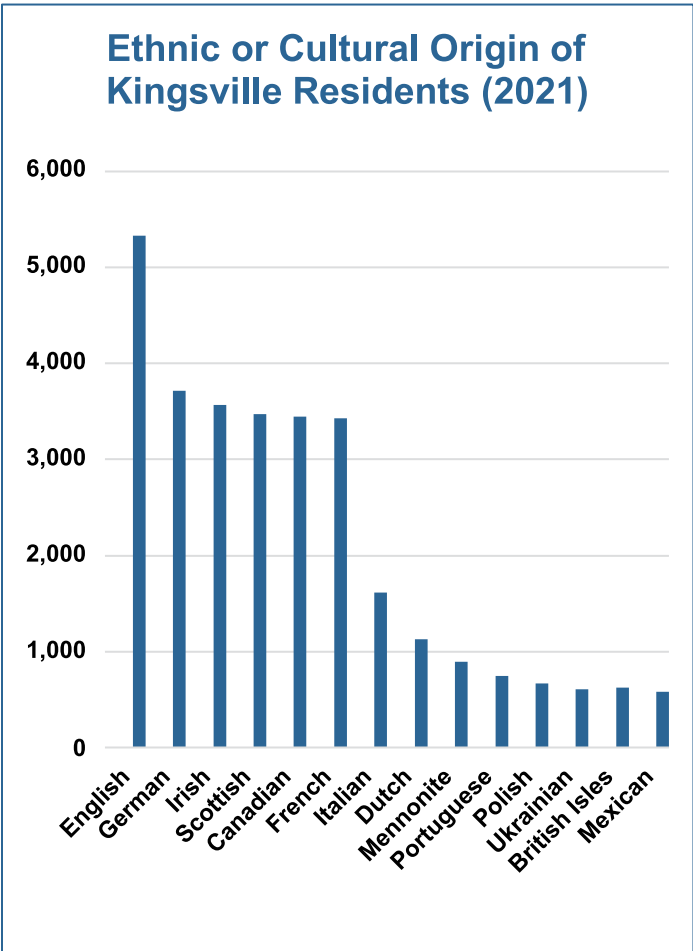
Households: 8,285 (Average of 2.7 persons per household)

- One-person Households: 1,885 (22.8%)
- Two or more person Households: 6,400 (77.2%)

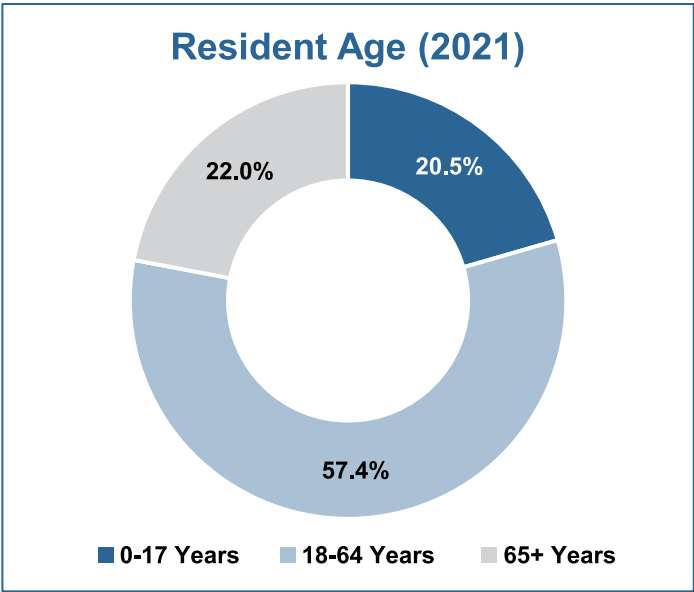
Diversity of Kingsville Residents:

- 13.3% are Immigrants (2,810)
- 2.3% identify as Indigenous (495)
- 5.2% identify as a Visible Minority (1,105)

Ethnic or Cultural Origin of Kingsville Residents (2021)



Resident Age (2021)

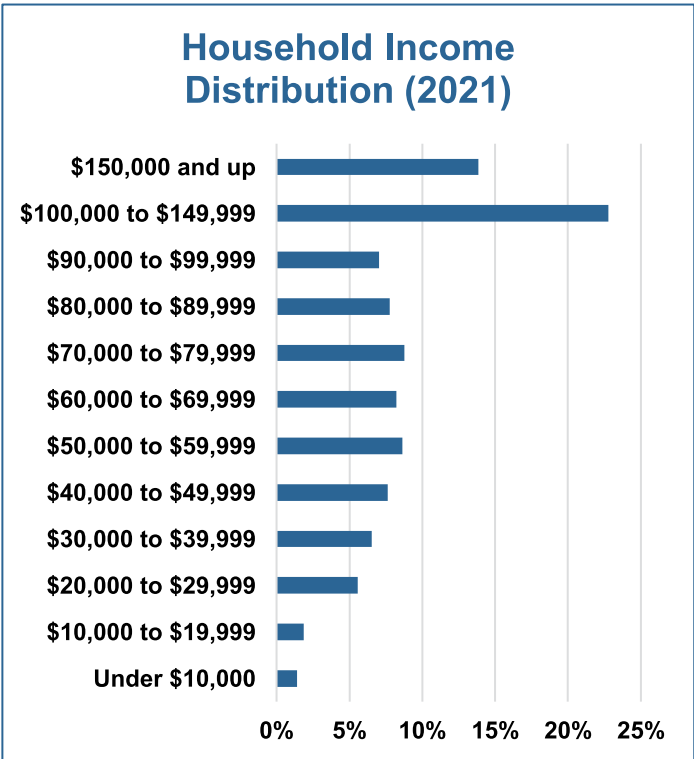


Income:

Median Household Income (after-tax): \$82,000

- Approximately 4,020 households have an income less than the median
- One-person Households: \$40,000
- Two or more person Households: \$96,000

Household Income Distribution (2021)





## Poverty

3.6% of Kingsville residents (770) are living in poverty

- Older adults between 55 and 64 years old (7.0%) are more likely to be living in poverty compared to other age groups

Residents Living in Poverty (MBM)	# of Residents	# in Poverty	Poverty Rate (%)
<b>Total</b>	<b>21,190</b>	<b>770</b>	<b>3.6%</b>
0 to 17 years	4,375	130	3.0%
0 to 5 years	1,275	35	2.7%
6 to 17 years	3,100	95	3.1%
18 to 24 years	1,610	35	2.2%
25 to 54 years	7,325	290	4.0%
55 to 64 years	3,210	225	7.0%
65+ years	4,665	90	1.9%
<b>Note:</b> 2021 Market Basket Measure threshold for family of four = \$43,985 (Ontario population under 30,000)			

## Housing

11.0% of Kingsville households (910) are spending more than 30% of their income on shelter costs

- 7,015 households are Owned
  - 8.0% of owner households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for owned dwellings: \$1,203
- 1,270 households are Rented
  - 29.7% of tenant households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for rented dwellings: \$1,108



Kingsville Open Streets, TWEPI

## COMMUNITY PROFILE

## MUNICIPALITY OF LAKESHORE

## Demographics:

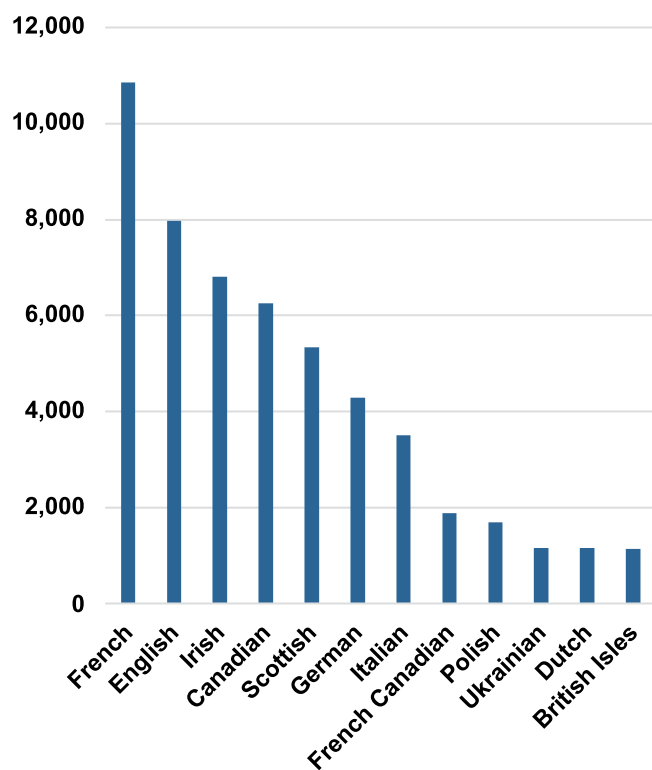
**Population:** 40,410**Households:** 14,385 (Average of 2.8 persons per household)

- One-person Households: 2,480 (17.2%)
- Two or more person Households: 11,910 (82.8%)

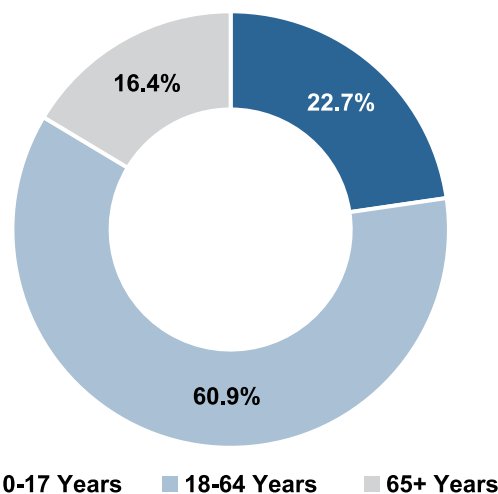
**Diversity of Lakeshore Residents:**

- 13.5% are Immigrants (5,420)
- 3.4% identify as Indigenous (1,365)
- 11.0% identify as a Visible Minority (4,435)

## Ethnic or Cultural Origin of Lakeshore Residents (2021)



## Resident Age (2021)



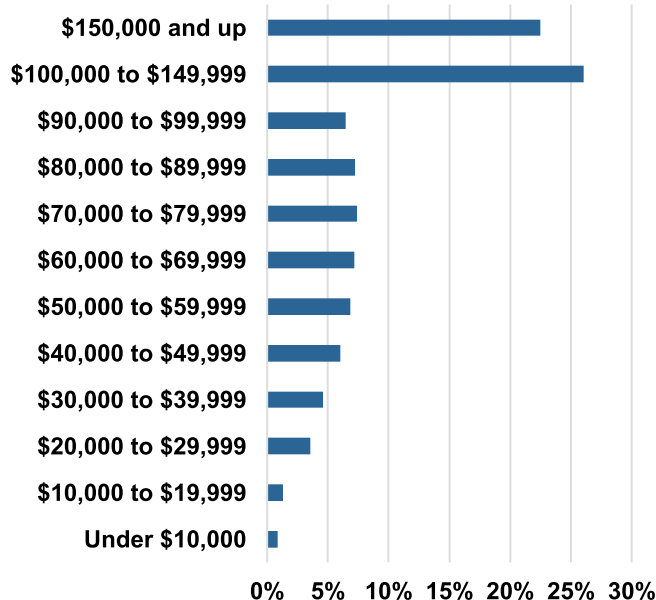
## Income:

**Median Household Income (after-tax):** \$98,000

- Approximately 6,475 households have an income less than the median

- One-person Households: \$43,600
- Two or more person Households: \$110,000

## Household Income Distribution (2021)



## Poverty

2.8% of Lakeshore residents (1,145) are living in poverty

- Young children between 0 and 5 years (4.0%) and older adults between 55 and 64 years (3.8%) are more likely to be living in poverty compared to other age groups.

Residents Living in Poverty (MBM)	# of Residents	# in Poverty	Poverty Rate (%)
<b>Total</b>	<b>40,225</b>	<b>1,145</b>	<b>2.8%</b>
0 to 17 years	9,115	280	3.1%
0 to 5 years	2,375	95	4.0%
6 to 17 years	6,740	185	2.7%
18 to 24 years	3,520	55	1.6%
25 to 54 years	14,950	410	2.7%
55 to 64 years	6,055	230	3.8%
65+ years	6,595	165	2.5%
<b>Note:</b> 2021 Market Basket Measure threshold for family of four = \$43,462 (Ontario population size 30,000 to 99,999)			

## Housing

11.1% of Lakeshore households (1,590) are spending more than 30% of their income on shelter costs

- 13,165 households are Owned
  - 9.9% of owner households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for owned dwellings: \$1,504
- 1,215 households are Rented
  - 25.9% of tenant households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for rented dwellings: \$1,078



Belle River Beach, TWEPI

## COMMUNITY PROFILE

## TOWN OF LASALLE

## Demographics:

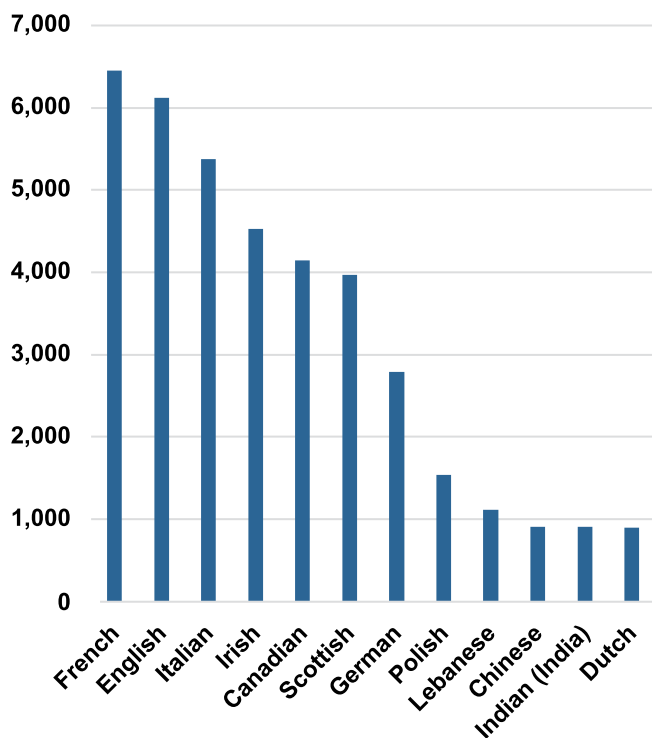
**Population:** 32,721**Households:** 11,645 (Average of 2.8 persons per household)

- One-person Households: 2,090 (17.9%)
- Two or more person Households: 9,550 (82.0%)

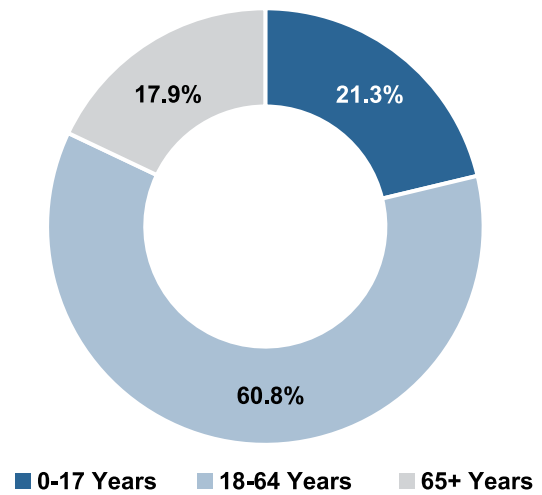
**Diversity of LaSalle Residents:**

- 20.1% are Immigrants (6,535)
- 2.2% identify as Indigenous (700)
- 18.8% identify as a Visible Minority (6,110)

## Ethnic or Cultural Origin of LaSalle Residents (2021)



## Resident Age (2021)



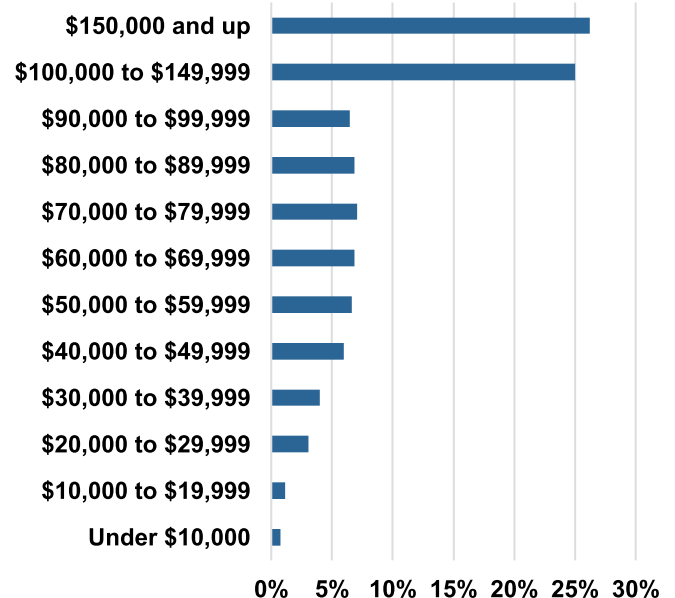
## Income:

**Median Household Income (after-tax):** \$102,000

- Approximately 5,675 households have an income less than the median

- **One-person Households:** \$48,400
- **Two or more person Households:** \$116,000

## Household Income Distribution (2021)



## Poverty

2.6% of LaSalle residents (845) are living in poverty

- Children and youth (3.2%), in particular young children aged 0 to 5 (4.1%), and older adults between 55 and 64 years (3.7%) are more likely to be living in poverty compared to other age groups.

Residents Living in Poverty (MBM)	# of Residents	# in Poverty	Poverty Rate (%)
<b>Total</b>	<b>32,475</b>	<b>845</b>	<b>2.6%</b>
0 to 17 years	6,905	220	3.2%
0 to 5 years	1,825	75	4.1%
6 to 17 years	5,080	150	3.0%
18 to 24 years	2,985	75	2.5%
25 to 54 years	11,770	275	2.3%
55 to 64 years	4,985	185	3.7%
65+ years	5,830	90	1.5%
<b>Note:</b> 2021 Market Basket Measure threshold for family of four = \$43,462 (Ontario population size 30,000 to 99,999)			

## Housing

10.8% of LaSalle households (1,260) are spending more than 30% of their income on shelter costs

- 10,640 households are Owned
  - 8.7% of owner households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for owned dwellings: \$1,468
- 1,010 households are Rented
  - 33.5% of tenant households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for rented dwellings: \$1,416





COMMUNITY PROFILE

MUNICIPALITY OF LEAMINGTON

Demographics:

Population: 29,680

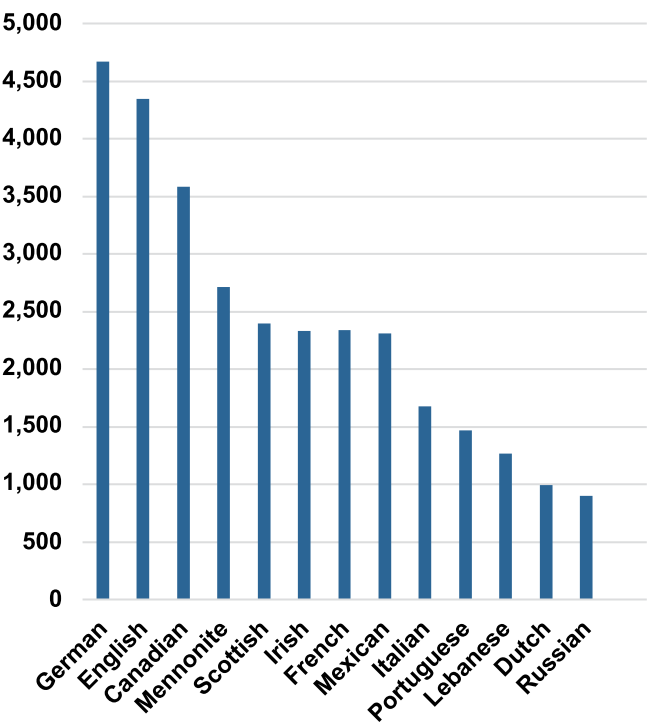
Households: 10,550 (Average of 2.8 persons per household)

- One-person Households: 2,690 (25.5%)
- Two or more person Households: 7,855 (74.5%)

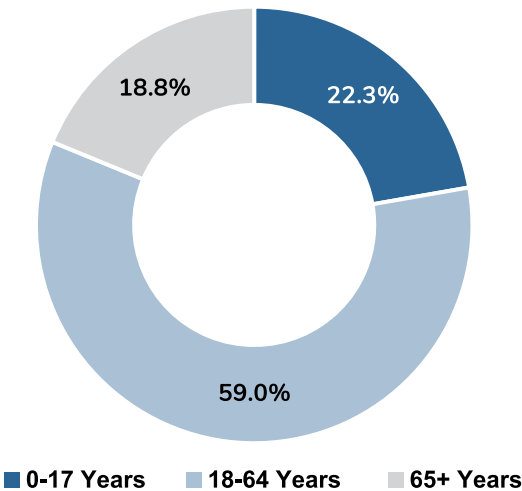
Diversity of Leamington Residents:

- 25.6% are Immigrants (7,225)
- 1.7% identify as Indigenous (465)
- 20.2% identify as a Visible Minority (5,695)

Ethnic or Cultural Origin of Leamington Residents (2021)



Resident Age (2021)

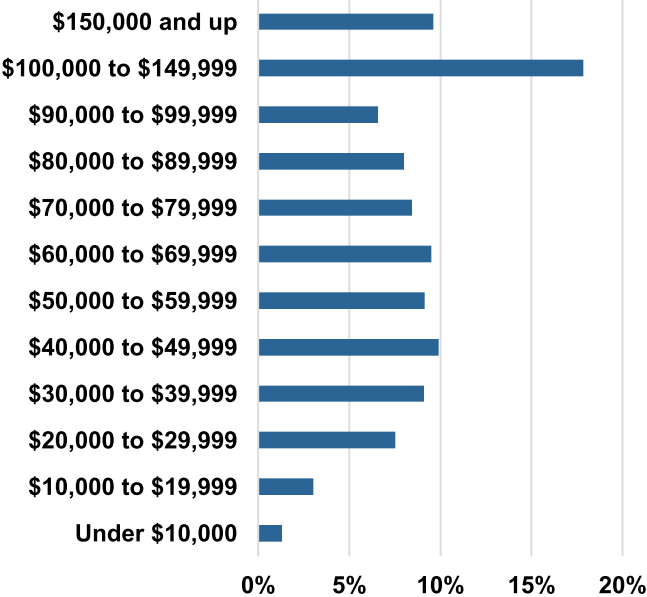


Income:

Median Household Income (after-tax): \$70,500

- Approximately 5,230 households have an income less than the median
- One-person Households: \$36,800
- Two or more person Households: \$84,000

Household Income Distribution (2021)



## Poverty

6.4% of Leamington residents (1,800) are living in poverty

- Children and youth (7.7%) are more likely to be living in poverty than other age groups; particularly young children aged 0 to 5 (9.5%). The poverty rate is also higher than overall for adults 25 to 64 years old (7.8%) and older adults 55 to 64 years old (7.4%).

Residents Living in Poverty (MBM)	# of Residents	# in Poverty	Poverty Rate (%)
<b>Total</b>	<b>28,170</b>	<b>1,800</b>	<b>6.4%</b>
0 to 17 years	6,315	485	7.7%
0 to 5 years	2,055	195	9.5%
6 to 17 years	4,260	290	6.8%
18 to 24 years	2,395	140	5.8%
25 to 54 years	10,230	795	7.8%
55 to 64 years	3,940	290	7.4%
65+ years	5,290	90	1.7%
<b>Note:</b> 2021 Market Basket Measure threshold for family of four = \$43,985 (Ontario population under 30,000)			

## Housing

18.4% of Leamington households (1,945) are spending more than 30% of their income on shelter costs

- 7,305 households are Owned
  - 11.5% of owner households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for owned dwellings: \$1,200
- 3,240 households are Rented
  - 34.8% of tenant households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for rented dwellings: \$1,151



Mill St Market, Leamington, TWEPI

COMMUNITY PROFILE

TOWN OF TECUMSEH

Demographics:

Population: 23,300

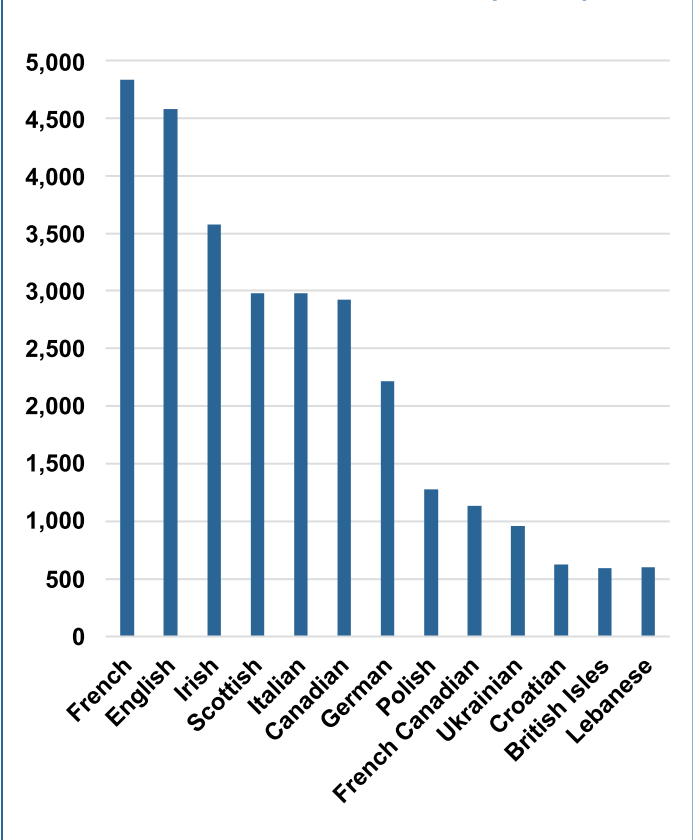
Households: 8,945 (Average of 2.6 persons per household)

- One-person Households: 1,895 (21.2%)
- Two or more person Households: 7,055 (78.9%)

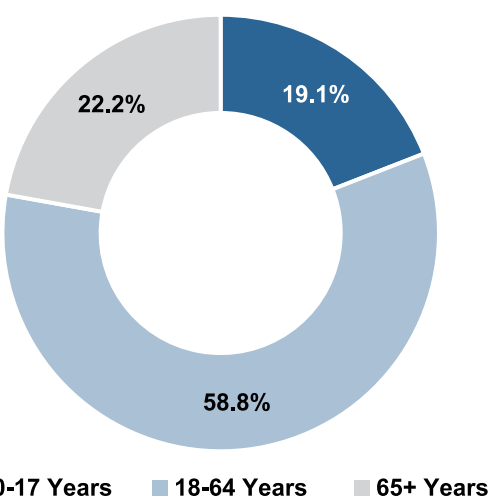
Diversity of Tecumseh Residents:

- 18.0% are Immigrants (4,145)
- 2.6% identify as Indigenous (605)
- 11.3% identify as a Visible Minority (2,605)

Ethnic or Cultural Origin of Tecumseh Residents (2021)



Resident Age (2021)

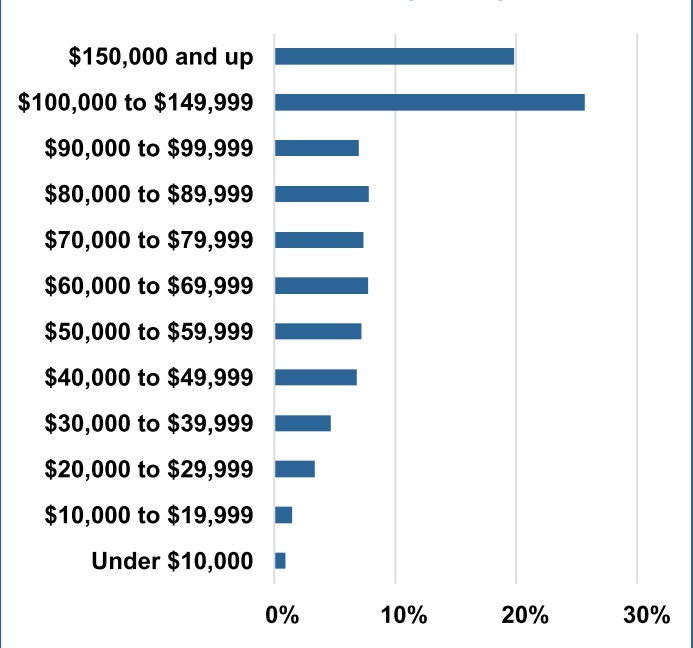


Income:

Median Household Income (after-tax): \$94,000

- Approximately 4,245 households have an income less than the median
- One-person Households: \$47,200
- Two or more person Households: \$107,000

Household Income Distribution (2021)





## Poverty

2.4% of Tecumseh residents (550) are living in poverty

- Older adults between 55 to 64 years old (4.2%) are more likely to be living in poverty than other age groups.

Residents Living in Poverty (MBM)	# of Residents	# in Poverty	Poverty Rate (%)
<b>Total</b>	<b>23,010</b>	<b>550</b>	<b>2.4%</b>
0 to 17 years	4,410	105	2.4%
0 to 5 years	1,250	25	2.0%
6 to 17 years	3,160	80	2.5%
18 to 24 years	1,820	25	1.4%
25 to 54 years	7,865	195	2.5%
55 to 64 years	3,805	160	4.2%
65+ years	5,120	70	1.4%
<b>Note:</b> 2021 Market Basket Measure threshold for family of four = \$43,985 (Ontario population under 30,000)			

## Housing

11.1% of Tecumseh households (995) are spending more than 30% of their income on shelter costs

- 7,945 households are Owned
  - 8.9% of owner households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for owned dwellings: \$1,326
- 1,000 households are Rented
  - 30.3% of tenant households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for rented dwellings: \$1,230



Lakewood Park, Tecumseh, TWEPI

## COMMUNITY PROFILE

## CITY OF WINDSOR

## Demographics:

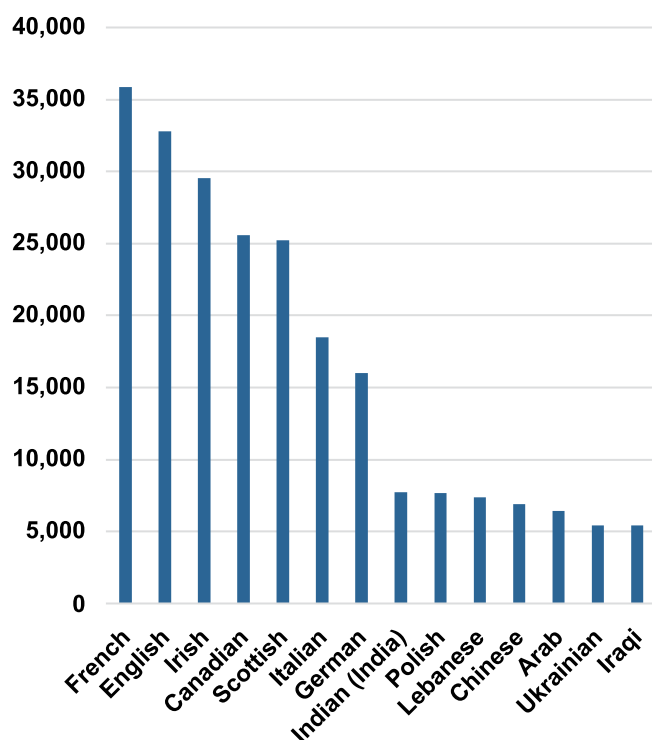
**Population:** 229,660**Households:** 94,270 (Average of 2.4 persons per household)

- One-person Households: 31,210 (33.1%)
- Two or more person Households: 63,065 (66.9%)

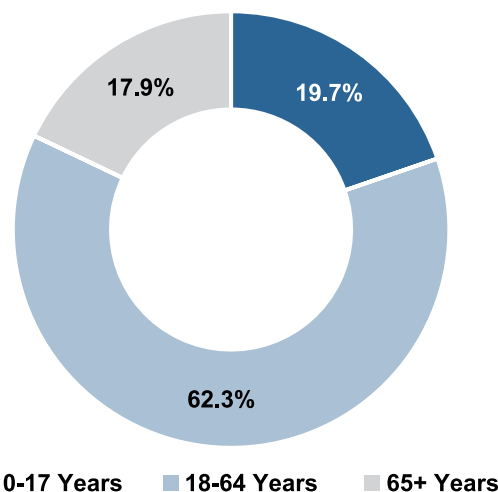
**Diversity of Windsor Residents:**

- 29.4% are Immigrants (66,610)
- 2.9% identify as Indigenous (6,585)
- 33.6% identify as a Visible Minority (76,005)

## Ethnic or Cultural Origin of Windsor Residents (2021)



## Resident Age (2021)

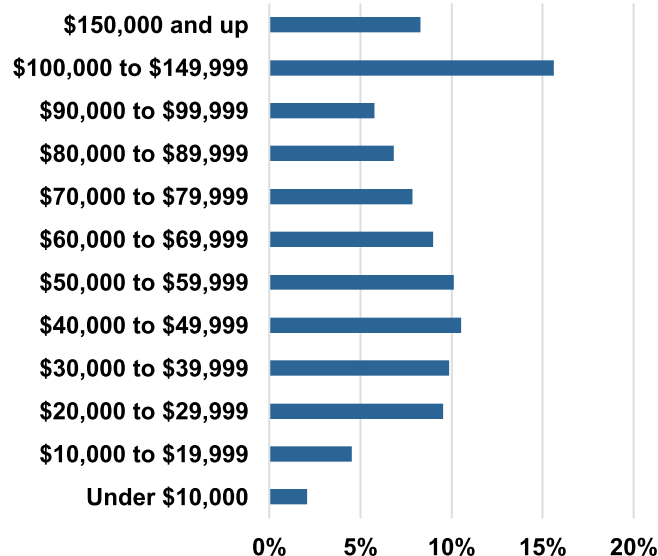


## Income

**Median Household Income (after-tax):** \$63,600

- Approximately 43,965 households have an income less than the median
- One-person Households: \$35,600
- Two or more person Households: \$81,000

## Household Income Distribution (After Tax) (2021)



## Poverty

10.8% of Windsor residents (24,355) are living in poverty

- Children and youth (12.7%), particularly young children 0 to 5 years old (14.3%), and young adults between 18 and 24 years old (17.4%) are more likely to be living in poverty compared to other age groups. Older adults aged 55 to 64 (11.3%) also show a slightly higher poverty rate than overall.

Residents Living in Poverty (MBM)	# of Residents	# in Poverty	Poverty Rate (%)
<b>Total</b>	<b>226,465</b>	<b>24,355</b>	<b>10.8%</b>
0 to 17 years	44,700	5,655	12.7%
0 to 5 years	13,385	1,910	14.3%
6 to 17 years	31,310	3,745	12.0%
18 to 24 years	21,630	3,755	17.4%
25 to 54 years	88,345	9,500	10.8%
55 to 64 years	31,195	3,535	11.3%
65+ years	40,595	1,910	4.7%
<b>Note:</b> 2021 Market Basket Measure threshold for family of four = \$45,776 (Ontario population size 100,000-499,999)			

## Housing

21.0% of Windsor households (19,835) are spending more than 30% of their income on shelter costs

- 58,960 households are Owned
  - 12.6% of owner households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for owned dwellings: \$1,169
- 35,315 households are Rented
  - 35.5 % of tenant households spending 30% or more of its income on shelter costs
    - Average monthly shelter costs for rented dwellings: \$1,046



Windsor Riverfront, TWEPI

## ENDNOTES

- <sup>1</sup> Canada. (2018). Opportunity for all—Canada's first poverty reduction strategy. Retrieved from <https://www.canada.ca/en/employment-social-development/programs/poverty-reduction/reports/strategy.html>
- <sup>2</sup> Canada's first official poverty line. The Market Basket Measure (MBM) calculates the level when a household does not have the income to purchase a specific basket of essential goods and services. Data sourced from: Statistics Canada. Table 98-10-0113-01 Individual Market Basket Measure poverty status by economic family characteristics of persons: Canada, provinces and territories, census divisions and census subdivisions
- <sup>3</sup> Gustajtis, B. & Heisz, A. (2024, January 18). Modelled Market Basket Measure poverty rates for 2022 and 2023. Income Research Paper Series. Statistics Canada Catalogue no. 75F0002M.
- <sup>4</sup> Workforce WindsorEssex Labour Force Report – December 2023. Statistics Canada: Labour Force Survey data for Windsor CMA (includes Lakeshore, Tecumseh, Windsor, LaSalle, and Amherstburg).
- <sup>5</sup> Statistics Canada. 2023. Census Profile. 2021 Census. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released February 8, 2023.
- <sup>6</sup> Statistics Canada. 2017. Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29 2017.
- <sup>7</sup> 2022 Annual Report Home Together: Windsor Essex Housing & Homelessness Master Plan.
- <sup>8</sup> Each year the Windsor Essex County Health Unit (WECHU) calculates the cost of groceries per week in the region using the Ontario Nutritious Food Basket (ONFB) survey.
- <sup>9</sup> Living wage is defined as "the minimum amount a person must earn to afford to live and participate in a specific community; Windsor-Essex County Health Unit: November 2023 Board of Health Meeting - Ontario Nutritious Food Basket & Food Insecurity Information Report.
- <sup>10</sup> Statistics Canada (2023, November 3). Labour Force Survey, October 2023. The Daily, November 3, 2023.
- <sup>11</sup> Kotsis, J. (2023, August 8). Rising cost of living earned Windsor title of SW Ontario poverty capital, Windsor Star. <https://windsorstar.com/news/local-news/poverty-in-windsor>
- <sup>12</sup> Statistics Canada. 2023. Census Profile. 2021 Census. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released February 8 2023.
- <sup>13</sup> Statistics Canada. Table 98-10-0113-01 Individual Market Basket Measure poverty status by economic family characteristics of persons: Canada, provinces and territories, census divisions and census subdivisions.

## FRONT PAGE PHOTO CREDITS

Photos courtesy of Tourism Windsor Essex Pelee Island (TWEPI).



- 1** McAulliffe Park, Tecumseh
- 2** Bright Lights Windsor
- 3** Kingsville Open Streets
- 4** Windsor Riverfront



FOR MORE INFORMATION, PLEASE VISIT  
OUR WEBSITE AT [PATHWAYTOPOTENTIAL.CA](https://pathwaytopotential.ca)  
OR EMAIL US AT [P2P@CITYWINDSOR.CA](mailto:P2P@CITYWINDSOR.CA)



## City of Windsor

# STORMWATER FEE CREDIT PROGRAM MANUAL



**Draft – January 19, 2024**



# STORMWATER FEE CREDIT PROGRAM MANUAL

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## Appendices

Appendix A – Stormwater Structure Credit Application Form

Appendix B – Engineering Certification Template

Appendix C – Maintenance Commitment Template

Appendix D – Maintenance Verification Form

Appendix E – Credit Calculation Examples

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## FREQUENTLY ASKED QUESTIONS

<b>Is my property eligible for credit?</b>	<ul style="list-style-type: none"><li>• Eligible properties include multi-family residential (three or more residential units, including condominiums) and non-residential properties.</li></ul>
<b>What do I need to do for my property to receive credit?</b>	<ul style="list-style-type: none"><li>• Credit is granted for the installation, operation, and maintenance of physical stormwater management structures that control and/or treat runoff from impervious (hard) areas on your property.</li><li>• The structures must control and/or treat runoff beyond that required by regulatory requirements.</li></ul>
<b>How much credit can I get?</b>	<ul style="list-style-type: none"><li>• The maximum credit is 50% of your stormwater fee.</li><li>• The exact amount depends on how well stormwater structures on your property meet the performance criteria in Table 1 of this manual.</li></ul>
<b>Will I automatically get credit for a qualified structure?</b>	<ul style="list-style-type: none"><li>• No, a property owner must apply for credit and the City must approve the credit.</li></ul>
<b>How do I apply?</b>	<ul style="list-style-type: none"><li>• An application form is included in the appendix and is available online.</li><li>• A professional engineer (PEng) will need to verify that your structures are functioning as designed.</li><li>• The City reserves the right to inspect your structures.</li></ul>
<b>What are the long-term responsibilities?</b>	<ul style="list-style-type: none"><li>• You will need to commit to ongoing maintenance of the qualifying structure and report performance condition the City as required in this policy document.</li><li>• This commitment will attest to the level and frequency of maintenance for your structures and reporting requirements to the City.</li></ul>
<b>When does the credit go into effect?</b>	<ul style="list-style-type: none"><li>• Credit goes into effect once the application is approved and is applied to the next billing cycle.</li><li>• An exception is made for conditional pre-approvals before January 1, 2025. See the manual for details.</li></ul>
<b>Who do I contact if I have any questions?</b>	<ul style="list-style-type: none"><li>• Contact the Stormwater Charge Manager at [ENTER CONTACT INFORMATION].</li></ul>

# DRAFT STORMWATER FEE CREDIT PROGRAM MANUAL

## 1. INTRODUCTION

The City of Windsor (the City) has implemented a stormwater fee to provide a stable, adequate, and equitable source of revenue to rehabilitate and improve the City's aging stormwater management infrastructure. **This manual provides guidance for how eligible property owners can reduce their stormwater fee through participation in the City's Stormwater Fee Credit Program.**

Stormwater management is key to protecting public safety and health by reducing flood risk, controlling erosion, and maintaining water quality. The City's stormwater program includes planning, designing, constructing, operating, and maintaining a wide range of stormwater management structures. The program also includes system mapping, regulatory compliance, spill and dumping response, street sweeping, and public education and outreach.

The credit program recognizes that certain private on-site stormwater management investments can enhance public safety and reduce the cost of the City's stormwater program over the long-term.



### Windsor's Stormwater Infrastructure

- Over 1,025 kilometres of pipe
- Over 15,300 manholes
- Over 22,615 catch basins
- 29 stormwater management ponds
- 39 pump stations
- Approximately 124 kilometres of municipal drains
- Approximately 254 kilometres of roadside ditches

**The City's credit program was developed with the assistance of a Stormwater Advisory Group and is based on the following guiding principles:**

- There must be a rational relationship between the credit amount and the benefit to the publicly funded stormwater management program.
- Credit should be targeted to meet the most pressing needs of the City.
- Credit should be approved only for private investments that go beyond what is required to meet minimum regulatory standards.
- Stormwater management benefits must be verifiable.
- The program should not place an unreasonable administrative burden on City staff.
- The amount of credit should not diminish the purpose of the charge, which is to adequately fund the public stormwater management program/system.

## **2. ELIGIBLE PROPERTIES AND CREDIT SCHEDULE**

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### ***Eligible Properties***

All multi-family residential (three or more residential units, including condominiums) and non-residential properties (for example, parking lots, mixed-use, institutional, industrial, and commercial properties) are eligible to participate in the credit program, except for any portion of a property that is exempt from the stormwater fee.

Single-family residential properties, which pay a flat fee based on three tiers of density, are not eligible for the credit program.

Participation in the credit program is by application only. Credit will not be granted without an application and approval by the City.

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### ***Eligible Structures and Technical Criteria***

Only stormwater management structures are eligible for credit. A stormwater management structure (often referred to as a structural stormwater best management practice "BMP") is defined as a permanent physical device or practice that is installed to control stormwater runoff. Controls include the capture, management, and/or treatment of stormwater to reduce flooding, prevent erosion, and/or improve water quality.



**To be eligible for credit, structures must meet the following criteria:**

- 1** Exceed minimum regulatory requirements in place at the time of original installation.
- 2** Designed in accordance with a City-recognized standard such as the Ministry of Environment, Conservation, and Parks (MECP) Stormwater Management Planning and Design Manual and Windsor/Essex Region Stormwater Management Standards Manual.
- 3** Fully maintained and operated by the property owner. Structures that have been assumed by the City for maintenance are not eligible for credit.

The following are common structures that may be eligible for credit.





## Common Stormwater Structures



**Wet Pond**



**Permeable Pavers**



**Urban Filter Strip**



**Tree Box Filter**



**Oil/Grit Separator**



**Cistern/Greywater**

## Credit Amount

The credit amount is based on how well stormwater structures on a property achieve the performance criteria in Table 1. The level of control required to achieve credit depends on whether the project controls stormwater runoff from existing impervious (hard) surfaces or controls stormwater runoff from new or expanded impervious surfaces associated with a new development/site expansion:

- **Voluntary Control of Existing Impervious Surface:** No new impervious surface is proposed. The property owner controls stormwater runoff from existing impervious surfaces above requirements at the time of initial development (structures that have already been installed) or above existing conditions (new structures).
- **New Development/Site Expansion:** New impervious surface is created as part of new development or a site expansion. Control is required by regulation, but the property owner voluntarily enhances control above minimum standards.

Credit is not available for controlling off-site impervious area for which the property owner is not assessed a stormwater fee.

**Table 1 – Stormwater Structure Credit Schedule**

Category	Voluntary Control of Existing Impervious Surface	New Development/ Site Expansion	Total Credit (50% Maximum)	
<b>Peak Flow Reduction</b>	Percentage reduction of 100-year peak flow from the contributing impervious area to pre-development conditions.	Allowable peak flow for the site reduced by 10% to 40% during the 100-year and Climate Change 150 mm events.	Up to 40%	<b>Total of no more than 50%</b>
<b>Runoff Volume Reduction</b>	Percentage reduction of runoff volume from the contributing impervious area through capture of the first 0.015 metre (m) to 0.03 m of rainfall during a single rain event.	Percentage of capture for the first 0.03 m to 0.05 m of rainfall during a single rain event for the site.	Up to 40%	
<b>Water Quality Treatment</b>	Improve water quality controls (or implement new controls where none exist) to an enhanced level of treatment (80% Total Suspended Solids (TSS) removal).	Design water quality controls for the site to an enhanced level of treatment (80% TSS removal); or, exceed the minimum Regional SWM Standard at the time of design for new development or site expansion areas where no quality control currently exists.	Up to 10%	

*Note: **Peak Flow Reduction Category:** Voluntary Control of Existing Impervious Surfaces to consult with the City at the pre-consultation stage to confirm the storm event target to be used for pre-development peak flows.*

**The maximum available credit summed across all categories cannot exceed 50%.** The weighting of credits in each category reflects the priorities within the City's stormwater management program, with flood protection being the largest component, followed by erosion protection and water quality protection.

The City reserves the right to modify the credit schedule (evaluation criteria, credit amount for each category, and total credit) or to eliminate the credit program altogether. The City will honor credit, subject to the credit program at the time of approval, to a property owner for a minimum of twenty (20) years provided that the structure continues to be operated and maintained as designed.

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### ***Detailed Evaluation Criteria***

The following calculations are used to determine credit amount depending on whether the subject site currently has controls in place to control existing impervious surfaces or new impervious surfaces as part of a new development/site expansion. Examples are shown in the appendix.

#### **Peak Flow Reduction – Voluntary Control of Existing Impervious Surface**

The amount of credit, up to 40%, is based on how well the 100-year post-development flow from impervious areas is controlled compared to the estimated pre-development condition flows based on the target control storm event approved by the City. A runoff co-efficient of 0.25 is used to establish pre-development conditions. Calculations should reflect only the impervious area controlled by stormwater structures.

- Existing = Existing flow from impervious area in L/s (Litres per second)
  - To account for an existing structure that controls stormwater beyond minimum requirements at the time of installation, increase flow by that amount (e.g., if the calculated existing flow is 100 L/s but would have been 110 L/s without control beyond minimum requirements, then use 110 L/s for the calculation)
- Pre-development = Flow from impervious area using 0.25 runoff co-efficient in L/s
- Proposed Voluntary = Flow from impervious area based on new stormwater structure or new enhancement to existing structure in L/s

$$\frac{\text{existing} - \text{proposed voluntary}}{\text{existing} - \text{predevelopment}} * 40\% = \% \text{ credit}$$



The percent of credit is applied to the stormwater fee generated by the impervious area controlled by stormwater structures.

### Peak Flow Reduction – New Development/Site Expansion

The amount of credit, up to 40%, is based on reducing the allowable peak flow for the entire site by between 10% and 40% during the 100-year and Climate Change 150 mm events. The site is defined as the geographic area required to meet the City's stormwater management requirements at the time of development/expansion. Credit is based on the reduction amount, with 10% credit for a reduction of 10% up to 40% credit for a reduction of 40%. Calculations apply to all impervious areas on the site.

- Percent Reduction = Allowable peak flow reduction percentage

$$\text{percent reduction (max 40, min 10)} = \% \text{ credit}$$

The percent credit is applied to the stormwater fee generated by the site.

### Runoff Volume Reduction – Voluntary Control of Existing Impervious Surface

The amount of credit, up to 40%, is based on how much volume of stormwater runoff from impervious areas can be retained or re-used on the site at the onset of a storm event. Credit is scaled depending on the reduction amount. No credit is provided for less than a 0.015 m reduction of volume falling over the area from any single storm event. Full credit is provided for a 0.03 m reduction or greater of volume over the area. A storm event is defined as an event preceded by and followed by 24 hours of no measurable rainfall. The property owner may take credit for existing stormwater detention or volumetric re-use controls that go beyond minimum regulatory requirements. Calculations should reflect only the impervious areas where volumetric controls are proposed.

$$\text{rainfall (m)} * \text{impervious area (m}^2\text{)} = \text{volume reduction (m}^3\text{)}$$

- Existing = Existing runoff reduced (m<sup>3</sup>) from impervious area beyond the minimum requirements based on the proposed mm rainfall target.
  - For example, if existing initial volume runoff reduced from the site is during the first 0.01 metre (m) of a storm event, however it would have been 0.005 m without detention volume controls beyond the minimum requirements, then use 0.005 m for the calculation.
- Proposed Voluntary = Proposed runoff reduced (m<sup>3</sup>) from impervious area by new detention or re-use systems, or an enhancement to the existing system in mm.



$$\frac{(\text{existing } m^3 + \text{proposed voluntary } m^3) - \text{min volume reduction } m^3}{\text{max volume reduction } m^3 - \text{min volume reduction } m^3} * 40\% = \% \text{ credit}$$

*Note: The applicant must also provide accompanying calculations of existing and proposed runoff volumes ( $m^3$ ) from the impervious area based on the rainfall target and the expected reduction off the site. The above equation is to be used as a general summary of runoff reduction for credit review.*

The percent of credit is applied to the stormwater fee generated by the impervious area controlled by stormwater structures.

### **Runoff Volume Reduction – New Development/Site Expansion**

The amount of credit, up to 40%, is based on how much volume of stormwater runoff from the entire site can be retained or re-used at the onset of a storm event. The site is defined as the geographic area required to meet the City's stormwater management requirements at the time of development/expansion. Credit is scaled depending on the reduction amount. No credit is provided for less than a 0.03 m reduction of volume falling over the area from any single storm event. Full credit is provided for a 0.05 m reduction or greater of volume over the area. A storm event is defined as an event preceded by and followed by 24 hours of no measurable rainfall. Calculations apply to all impervious areas on the site.

$$\text{rainfall (m)} * \text{impervious area (m}^2\text{)} = \text{volume reduction (m}^3\text{)}$$

- Proposed = Proposed runoff reduced ( $m^3$ ) by new stormwater detention or re-use systems from the entire site in mm

$$\frac{(\text{proposed } m^3) - \text{min volume reduction } m^3}{\text{max volume reduction } m^3 - \text{min volume reduction } m^3} * 40\% = \% \text{ credit}$$

*Note: The applicant must also provide accompanying calculations of existing and proposed runoff volumes ( $m^3$ ) from the impervious area based on the rainfall target and the expected reduction off the site. The above equation is to be used as a general summary of runoff reduction for credit review.*

The percent credit is applied to the stormwater fee generated by the site.

### **Water Quality Treatment**

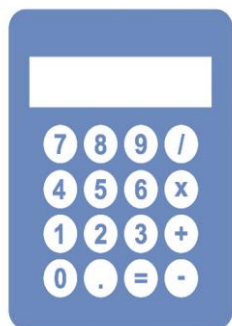
The amount of credit, up to 10%, is based on achieving enhanced water quality levels (80% removal of TSS) in accordance with the MECP Stormwater Management Planning and Design Manual. There is no credit for a structure that does not achieve enhanced water quality treatment.

For voluntary control of existing impervious surfaces, the 10% credit is applied to the stormwater fee generated by the impervious area controlled by stormwater structures.

For a new development/site expansion, the entire site must meet the enhanced level of treatment. The 10% credit is applied to all impervious areas on the site.

### 3. TOTAL CREDIT CALCULATOR

The following calculation is used to determine the total credit given to a property owner. Separate calculations should be made for properties with multiple structures with different credit amounts.



(A)	Sum of Credit Amounts (Maximum of 50%)	%
(B)	Impervious Area Controlled on the Property	ha
(C)	Total Impervious Area on the Property	ha
(D)	Proportion of Impervious Area Eligible for Credit = (B)/(C)	%
(E)	Percent Reduction on Total Fee = (A)*(D)	%

### 4. FUNCTION VERIFICATION AND MAINTENANCE COMMITMENT CERTIFICATION

Stormwater management structures must function as designed to receive credit. This requirement is initially satisfied through certification by a professional engineer or other professional designated by the City using the Engineering Certification Template.

The Maintenance Verification Form must be submitted to and approved by the City at least once every five years after initial certification for the property owner to continue to receive credit.

The property owner must agree to maintain the structure so that it continues to function as designed using the Maintenance Commitment Template. As part of the commitment, the property owner must authorize City staff to enter the premises to verify that the structure is functioning as designed. The City may establish structure-specific maintenance requirements, more frequent submittal of the Maintenance Verification Form, and any other requirements deemed appropriate at the discretion of the City.

The City may require an existing Maintenance Commitment to be updated as a condition for continued credit based on changes in maintenance best practices or the result of an inspection by City staff.

If the property owner fails to abide by the commitment terms, the City will revoke the credit if corrective actions are not taken within the time specified by the City.

## 5. INITIAL APPLICATION AND APPROVAL PROCESS

### *Application Form*

The City will accept a completed application form by mail or online and will accept supporting documentation in either hard-copy or digital (PDF) format. Applications may be submitted at any time. The application form is located in the appendix and can be accessed online at [www.citywindsor.ca/](http://www.citywindsor.ca/) [INSERT LINK HERE].

The applicant is solely responsible for costs incurred in the preparation of the required documentation and/or the submission of the credit application. There is no application fee.

### *Approval Process*

Once an application is received by the City, the Stormwater Fee Manager or designee will conduct an initial screening to ensure completeness. An application is deemed complete when it is verified that all appropriate sections of the application form have been filled out and the applicant has submitted the relevant supporting documents and reports. The applicant may be contacted to provide missing or additional information or documents.

A complete application will be registered as such, and the applicant notified that a technical review is being undertaken to verify the proposed stormwater management structures and associated credit calculations. The technical review of an application is expected to be completed within 60 calendar days following registration.

An applicant may be requested to submit additional information to enable review and evaluation of their application. If an applicant fails to provide the necessary information within 60 calendar days of the request to submit, the application will be rejected.



If the review results in a request for additional information or clarification on matters from the applicant, a 30-calendar day period will be added to the review period upon receipt of all information requested.

By submitting the application, the applicant grants the City permission to conduct a site inspection during normal business hours (9:00 a.m. to 5:00 p.m. Monday through Friday) to verify that a structure is in conformance with the documentation provided and is operating in accordance with documented performance criteria. Failure to provide access to the site for inspection will result in the credit application being closed.

### **Conditional Pre-Approval**

Applicants are strongly encouraged to be conditionally pre-approved in advance of the construction of stormwater management structures. The credit will not become effective until such time that it has been demonstrated by the applicant, to the satisfaction of the Stormwater Fee Manager, that the structures approved for credit have been installed, meet the objectives of their approved design, and are in service.

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### ***Effective Date of Approved Credit***

The stormwater fee is billed monthly. Once approved by the City, the credit adjustment will be applied to the next monthly bill, or the following month's bill if the adjustment is approved past the bill print date.

### **Conditional Pre-Approvals Before January 1, 2025**

Credit for a structure that is conditionally pre-approved before January 1, 2025, and where the structure is certified by the City to be in service before January 1, 2026, will be retroactive to the first date of billing. Charges paid by the property owner will be reimbursed by the City.

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### ***Stormwater Fees Billed During Application Review***

A pending credit application shall not constitute a valid reason for non-payment of the current Stormwater Fee. Any Stormwater Fee bill that is received during the credit application process must be paid in full.

## **6. CREDIT UPDATE APPLICATION**

A credit holder is responsible for notifying the City of any material change to the stormwater management structure for which a credit was approved and is in effect. Material change means actions taken by a property owner, those occurring through lack of action by a property owner, or actions taken by others unrelated to any action of the property owner. Material change includes, but is not limited to, alteration, improvement, deficiency, or failure.

No later than 90 calendar days after any material change has been undertaken or occurs, the holder of a stormwater credit must submit an updated application form (see appendix and online at [www.citywindsor.ca/](http://www.citywindsor.ca/) [INSERT LINK HERE]). Late submission of the application may result in a discontinuance of the credit amount. The City shall have full and absolute discretion to adjust (increase or decrease) the credit amount.

## **7. COMPLIANCE INSPECTIONS**

The City may, during normal business hours (9:00 a.m. to 5:00 p.m. Monday through Friday), enter and inspect any property with an approved credit for purposes of assessing whether stormwater management structures are being maintained as to function, are in a state of good repair, and are operating in accordance with the performance criteria established in the credit approval. If the structure fails a City inspection, or the owner fails to submit documents as required in the maintenance agreement, the City will revoke the credit if corrective actions are not taken within the time specified by the City.



# APPENDICES

APPENDIX A – STORMWATER STRUCTURE CREDIT APPLICATION FORM

APPENDIX B – ENGINEERING CERTIFICATION TEMPLATE

APPENDIX C – MAINTENANCE COMMITMENT TEMPLATE

APPENDIX D – MAINTENANCE VERIFICATION FORM

APPENDIX E – CREDIT CALCULATION EXAMPLES

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## **APPENDIX A**

# **STORMWATER STRUCTURE CREDIT APPLICATION FORM**



# STORMWATER STRUCTURE CREDIT APPLICATION FORM

Use this form for an initial credit application or to update information about an existing credit.

## Section 1. Applicant Information

Applicant Name:  Date:

Mailing Address:

Email Address:

Phone Number:

- ☐ I am the owner of the property.
- ☐ I am the authorized agent for the property (if agent, provide owner information below).

Owner Name:

Mailing Address:

Email Address:

Phone Number:

## Section 2. Site Information

Property Address:

Property ID:

## Section 3. Credit Application Type

- ☐ New Credit – if new credit:
- ☐ Pre-Approval
  - ☐ Structure in Service
- ☐ Updated Credit

## Section 4. Property Eligibility

- ☐ I confirm that the property type is multi-family residential or non-residential.

## Section 5. Structure Eligibility and Project Description

Structure Type:

Structure Maintenance:

- ☐ I confirm that the City is not responsible for maintaining the structure.

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Type of Project:

- ☐ Existing impervious surface – existing structure provides control above regulatory minimum at time of installation.
- ☐ Existing impervious surface – proposed new structure.
- ☐ New impervious surface – proposed enhancement above current regulatory minimum.

Project Summary:

Impervious Area:

Total On-Site Impervious Area

m<sup>2</sup>

Impervious Area Controlled by Structure

m<sup>2</sup>

### Section 6. Credit Proposal

Credit Type	Maximum Possible	Percent Applied For
Peak Flow Reduction	40%	<div></div> %
Runoff Volume Reduction	40%	<div></div> %
Water Quality	10%	<div></div> %
Total Maximum	50%	<div></div> %

### Section 7. Supporting Documentation

- ☐ Site Plan
- ☐ Engineering Drawings
- ☐ Details of Stormwater Structure(s)
- ☐ Supporting Calculations
- ☐ Operation and Maintenance Plan
- ☐ Engineering Certification (if the structure is in service)
- ☐ Maintenance Commitment

Application Form

**Section 8. Certification and Inspection Agreement**

- ☐ I am the legal owner, or I am duly authorized to act on behalf of the legal owner.
- ☐ I have reviewed the information contained in this application and the supporting documentation, and to the best of my knowledge believe that it is true and accurate.
- ☐ If this is an application for pre-approval, I understand that I must submit an Engineering Certification prior to final credit approval.
- ☐ I authorize the City or its representative to enter the site for the sole purpose of visually inspecting the stormwater management structure.
- ☐ I understand that if I fail to implement the terms of the maintenance commitment, or if an inspection by the City indicates that the structure is not properly maintained, that the structure will no longer be eligible for credit if deficiencies are not corrected within the timeframe provided by City staff.

Name/Title:

Signature \_\_\_\_\_ Date \_\_\_\_\_

**Return this form and supporting documentation to:**

City of Windsor  
XXXXX  
XXXXX  
XXXXX  
XXXXX

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## **APPENDIX B**

# **ENGINEERING CERTIFICATION TEMPLATE**

# ENGINEERING CERTIFICATION TEMPLATE

*Use this template to certify a new structure or changes to an existing structure. Completion of this certification is required prior to final approval of credit.*

Date:

To: City of Windsor  
XXXXX  
XXXXX  
XXXXX

Attention: XXXXX

Subject: Stormwater Structure Certification  
[Credit Application Number]  
[Address]  
[Property ID]  
[Structure Type]

---

This letter confirms that I/we have inspected [stormwater structure] on the above noted property and do hereby certify that all systems have been designed and constructed in accordance with [drawing number \_\_\_\_\_, dated \_\_\_\_\_].

I/we further certify that all structure components are completed and operational in accordance with sound engineering practices and principles and are based on guidance from [applicable design and/or standards manual].

Further, I/we hereby confirm that the [structure type] has been implemented into service and is operational as of [date].

Should you have any questions or concerns regarding this letter, please do not hesitate to contact me/this office at [phone number and email].

Sincerely,  
[Company Name]

Signature

Printed Name

Professional Engineer Stamp

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## **APPENDIX C**

# **MAINTENANCE COMMITMENT TEMPLATE**



## MAINTENANCE COMMITMENT TEMPLATE

*Use this template to establish general maintenance responsibilities and any additional structure-specific maintenance requirements.*

Property Owner:	<input type="text"/>
Property Address:	<input type="text"/>
Property ID:	<input type="text"/>
Mailing Address:	<input type="text"/>
Email Address:	<input type="text"/>
Phone Number:	<input type="text"/>

The property owner commits to the following in consideration of being granted a credit by the City against the stormwater fee charged to the above referenced property:

- The structure will not be altered from the site plan, engineering drawings, or stormwater structure details referenced in the Stormwater Structure Credit Application Form approved by the City unless the property owner has been given prior written approval by the City.
- The structure will be maintained in good working order in accordance with the operations and maintenance plan referenced in the Stormwater Structure Credit Application Form approved by the City.
- If applicable, the following additional maintenance requirements (reference manual, manufacturer's recommendations, additional City instructions, etc.) will apply to the structure:

- The Maintenance Verification Form in the most recent version of the Stormwater Fee Credit Program Manual must be submitted to the City at least once every five years after initial credit approval.
- If applicable, the following additional maintenance verification requirements (documentation, reporting frequency, sampling, etc.) will apply to the structure:

*City of Windsor Draft Stormwater Fee Credit Program Manual*

- The City may, during normal business hours (9:00 a.m. to 5:00 p.m. Monday through Friday), enter the property for the sole purpose of assessing whether the structure is being maintained in good working order and that the structure has not been altered from the approved site plan, engineering drawings, or stormwater structure details.
- The City may require a new or updated maintenance commitment as a condition for continued credit based on alterations to the structure, changes in maintenance best practices, or the result of an inspection by the City.
- If the structure fails a City inspection, the owner fails to provide access to the structure for inspection, or the owner fails to submit documents as required in this commitment, the City will revoke the credit if corrective actions are not taken within the time specified by the City.

Name/Title:

Signature \_\_\_\_\_ Date \_\_\_\_\_

**Return this form to:**

City of Windsor  
XXXXXX  
XXXXXX  
XXXXXX  
XXXXXX

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## **APPENDIX D**

# **MAINTENANCE VERIFICATION FORM**

## MAINTENANCE VERIFICATION FORM

*This form may be used to verify that a stormwater management structure has been properly maintained and is operating in accordance with original design specifications. Verification is required at least once every five years after initial certification or more frequently at the discretion of the City. Alternative forms specific to the structure may be utilized provided that the form is stamped by a professional engineer.*

Property Address:

Property ID:

Structure Type :

General Condition:	Yes	No	N/A
Is the primary outfall pipe/ ditch clear and functioning?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are the inflow pipes/ ditches clear and functioning?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the water quality pool at the correct height (if present)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are structure components such as control weirs, pipes, etc. working properly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are emergency overflow devices clear and functional (if present)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the structure clear of sediment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the structure clear of trash?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are embankments free of erosion, woody vegetation (unless called for in the design), animal burrows, or signs of deterioration?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is vegetation being managed in a manner appropriate to the facility?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If the structure is a bioretention facility, is the water quality control filter media and/or water quantity soakaway pit in good working condition and clear of debris?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Certification

This certification must be made by a licensed professional engineer or other licensed professional recognized by the City to make this certification.

☐ Based on an inspection of the above structure conducted on ,  
I certify that the structure is currently operational and functioning as designed.

**Attach documentation of the structure inspection, including photographs.**

Name:

Qualification

Address of Inspector:

Email:

Phone:

Signature \_\_\_\_\_ Date \_\_\_\_\_

Professional Stamp or  
Certification Number

**Return this form and supporting documentation to:**

City of Windsor

XXXXX

XXXXX

XXXXX

XXXXX

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## **APPENDIX E**

### **CREDIT CALCULATION EXAMPLES**

## CREDIT CALCULATION EXAMPLES

### Example 1 – Installation of Bioretention Facility to Control Existing Impervious Surface

An existing commercial property has total uncontrolled impervious area of 10,000 m<sup>2</sup>. The property owner proposes a new bioretention facility that will treat runoff from 4,000 m<sup>2</sup> of impervious area.

The existing condition peak flow from the impervious area proposed to be controlled is 370 L/s. Through pre-consultation with the City, the pre-development target storm event was determined to be the 1:25 year event. The pre-development peak flow is calculated to be 100 L/s. Proposed peak flow will be 200 L/s.

The bioretention facility achieves a runoff volume reduction of 0.02 m but only achieves a TSS reduction of 70% (below enhanced). Any volume runoff reduction is contingent of infiltration testing of the underlying soils and type of plant species.

The following shows the credit for each category, the total credit, and the percent reduction on the total stormwater fee for the property.

#### Peak Flow Reduction - Control of Existing Impervious Surface (Up to 40% Credit)

Existing Flow (L/s)	Proposed Voluntary Flow (L/s)	Pre-Development Flow (L/s)	
370	200	100	

$$\frac{370 \text{ L/s existing} - 200 \text{ L/s proposed voluntary}}{370 \text{ L/s existing} - 100 \text{ L/s predevelopment}} * 40\% = 25\% \text{ credit}$$

Percent of 40% Credit	63%		
Credit Applied	25%		

#### Runoff Volume Reduction - Control of Existing Impervious Surface (Up to 40% Credit)

Impervious Area Draining to Retrofit (m <sup>2</sup> )	4,000	
Existing Rainfall Retention (m)	0	
Additional Rainfall Retention (m)	0.02	
Total Rainfall Retention (m)	0.02	

$$0.02 \text{ m rainfall} * 4,000 \text{ m}^2 \text{ impervious area} = 80 \text{ m}^3 \text{ volume reduction}$$

Total Proposed Volume Reduction (m <sup>3</sup> )		Min. Retention for Credit Based on 0.015 m Rainfall (m <sup>3</sup> )	Max. Retention for Credit Based on 0.03 m Rainfall (m <sup>3</sup> )
80		60	120

$$\frac{80 \text{ m}^3 - \text{min } 60 \text{ m}^3}{\text{max } 120 \text{ m}^3 - \text{min } 60 \text{ m}^3} * 40\% = 13\% \text{ credit}$$



*City of Windsor Draft Stormwater Fee Credit Program Manual*

Percent of 40% Credit	33%		
Credit Applied	13%		

**Water Quality Treatment (Up to 10% Credit)**

Proposed Treatment		Minimum Treatment for Credit	
70		80	
Percent of 10% Credit	0%		
Credit Applied	0%		

**Credit Summary - Control of Existing Impervious Surface**

Sum of Credits	39%
Sum of Credits (Max 50%)	39%
Impervious Area - Structure (m <sup>2</sup> )	4,000
Impervious Area - Property (m <sup>2</sup> )	10,000
Proportion Property IA Treated	40%
Percent Reduction on Total Charge	15%

## Example 2 – Enhancement of Structures Installed for New Development

A vacant property is being developed for commercial purposes. The total impervious area will be 10,000 m<sup>2</sup>. The property owner proposes to design and install multiple structures that will treat all runoff from the site.

The allowable peak flow (as determined by the 100-year and Climate Change 150 mm events) will be reduced by 20%.

The structures achieve a runoff volume reduction of 0.04 m and a TSS reduction of 80% (enhanced water quality level).

The following shows the credit for each category, the total credit, and the percent reduction on the total stormwater fee for the property.

### Peak Flow Reduction - New Development/Site Expansion (Up to 40% Credit)

Percent Reduction Proposed Above Required		Minimum Reduction for Credit (%)	Maximum Reduction for Credit (%)
20		10	40
Credit Applied	20%		

### Runoff Volume Reduction - New Development/Site Expansion (Up to 20% Credit)

Impervious Area of Site (m <sup>2</sup> )	10,000	
Additional Rainfall Retention Above Required (m)	0.04	
Total Rainfall Retention (m)	0.04	

$$0.04 \text{ m rainfall} * 10,000 \text{ m}^2 \text{ impervious area} = 400 \text{ m}^3 \text{ volume reduction}$$

Total Proposed Volume Reduction (m <sup>3</sup> )		Min. Retention for Credit Based on 0.03 m Rainfall (m <sup>3</sup> )	Max. Retention for Credit Based on 0.05 m Rainfall (m <sup>3</sup> )
400		300	500

$$\frac{400 \text{ m}^3 - \text{min } 300 \text{ m}^3}{\text{max } 500 \text{ m}^3 - \text{min } 300 \text{ m}^3} * 40\% = 20\% \text{ credit}$$

Percent of 40% Credit	50%		
Credit Applied	20%		

### Water Quality Treatment (Up to 10% Credit)

Proposed Treatment		Minimum Treatment for Credit	
80		80	
Percent of 10% Credit	100%		
Credit Applied	10%		

Credit Summary - New Development/Site Expansion	
Sum of Credits	50%
Sum of Credits (Max 50%)	50%
Impervious Area - Structure (m <sup>2</sup> )	10,000
Impervious Area - Property (m <sup>2</sup> )	10,000
Proportion Property IA Treated	100%
Percent Reduction on Total Charge	50%

### Example 3 – Aesthetic Pond with Existing Peak Flow Reduction

An existing commercial property has total impervious area of 10,000 m<sup>2</sup>.

An existing aesthetic pond, not built for regulatory purposes, drains 4,000 m<sup>2</sup> of impervious area. Existing peak flow from the impervious area is 370 L/s. However, after analysis, the property owner can demonstrate that peak flow without the pond would be 400 L/s. As a result, the property owner may take credit for the 30 L/s reduction.

The aesthetic pond does not achieve a runoff volume reduction and does not achieve enhanced water quality for TSS.

The following shows the credit for each category, the total credit, and the percent reduction on the total stormwater fee for the property.

#### Peak Flow Reduction - Control of Existing Impervious Surface (Up to 40% Credit)

Existing Flow (L/s)	Proposed Voluntary Flow (L/s)	Pre-Development Flow (L/s)	
400	370	100	

$$\frac{400 \text{ L/s existing} - 370 \text{ L/s proposed voluntary}}{400 \text{ L/s existing} - 100 \text{ L/s predevelopment}} * 40\% = 4\% \text{ credit}$$

Percent of 40% Credit	10%		
Credit Applied	4%		

#### Runoff Volume Reduction - Control of Existing Impervious Surface (Up to 40% Credit)

Impervious Area Draining to Retrofit (m <sup>2</sup> )	4,000	
Existing Rainfall Retention (m)	0	
Additional Rainfall Retention (m)	0	
Total Rainfall Retention (m)	0	

$$0.00 \text{ m rainfall} * 4,000 \text{ m}^2 \text{ impervious area} = 0 \text{ m}^3 \text{ volume reduction}$$

Total Proposed Volume Reduction (m <sup>3</sup> )		Min. Retention for Credit Based on 0.015 m Rainfall (m <sup>3</sup> )	Max. Retention for Credit Based on 0.03 m Rainfall (m <sup>3</sup> )
0		60	120

$$\frac{0 \text{ m}^3 - \min 60 \text{ m}^3}{\max 120 \text{ m}^3 - \min 60 \text{ m}^3} * 40\% = 0\% \text{ credit}$$

Percent of 40% Credit	0%		
Credit Applied	0%		

### Water Quality Treatment (Up to 10% Credit)

Proposed Treatment		Minimum Treatment for Credit	
0		80	
Percent of 10% Credit	0%		
Credit Applied	0%		

### Credit Summary - Control of Existing Impervious Surface

Sum of Credits	4%
Sum of Credits (Max 50%)	4%
Impervious Area - Structure (m <sup>2</sup> )	4,000
Impervious Area - Property (m <sup>2</sup> )	10,000
Proportion Property IA Treated	40%
Percent Reduction on Total Charge	2%

# CR125/2024 - Item 11.2 - Appendix A

## **APPENDIX A – Summary of Capital Project Variances – September 30, 2023**

Listed below is a summary by Department/Program as to the status of each capital project portfolio. Projects with any projected final variance are detailed in a table within the respective Department/Program summary.

Project explanations denoted with “Project surplus/deficit” are projects that are in a position to be closed and the variance is likely to materialize. Those denoted with “Anticipated surplus/deficit” are projects that are still ongoing and not completed, as such the preliminary variance is merely an estimate which may fluctuate significantly before the project is complete.

### **Mayor’s Office**

#### Mayor’s Office:

There are three active capital projects in this area that are being administered by the Mayor’s Office, with no projected variance to report at this time.

### **Office of the Commissioner of Economic Development**

#### Economic Development:

There are two active capital projects in this area that are being administered by the Economic Development department. No project variance is anticipated at this time.

#### Information Technology:

There are 19 active capital projects in this area that are being administered by the Information Technology department. In total, there are five projects with a net projected deficit of (\$375).

<b>Projects with Projected Deficit/Surplus</b>	<b>(Deficit)/Surplus Amount</b>	<b>Brief Explanation</b>
Payroll Business Process Review (7112007)	\$926,881	Project is complete and can be CLOSED. Administration recommends that surplus funds be used to fund the anticipated deficit in the ERP Sustainability project (7074018) to ensure future maintenance and updates of the WFM system are met.
Online Access for Non Network Users (7183017)	\$171,983	Project is complete and can be CLOSED. Administration recommends that surplus funds be transferred to mitigate the deficit in Network Infrastructure Improvement project (7059903) to fund future needs in upgrading and securing networking equipment to ensure only authorized users have access to corporate resources.

AAF Grant- Intake 3 (7222008)	(\$375)	Project is complete and can be CLOSED. The Digital Modernization Review is complete and funds have been received from the Ontario government. The small deficit of (\$375) is a result of temporary financing costs incurred before grant funds were received. Administration recommends funding this shortfall with funds from the Pay-As-You-Go reserve, Fund 169.
Network Infrastructure Improvement (7059903)	(\$171,983)	Anticipated deficit of (\$171,983) is due to the increased use and ongoing changes within our technology environment. Administration recommends that surplus funds from the Online Access for Non Network Users project (7183017) be transferred to help fund current and future networking needs within ongoing projects.
ERP Sustainability (7074018)	(\$926,881)	This project is ongoing to enable support as subsequent work plans are approved. Administration is requesting this deficit be offset with a transfer of surplus funds in the Payroll Business Process Review project (7112007).

Planning Development:

There are 22 active capital projects in this area that are being administered by the Planning and Building department. No project variance is anticipated as all of these projects are currently expected to come in on budget.

## **Office of the Commissioner of Infrastructure Services**

Roadways:

There are 30 active capital projects in this area that are being administered by the Engineering department. No project variance is anticipated at this time.



Sewer Rehabilitation:

There are 40 active capital projects in this area that are being administered by the Engineering department. In total, there are two projects with a net projected surplus of \$157,125.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Olive Rd- Milloy to Tecumseh (7201027)	\$92,187	Project is complete and can be CLOSED. Administration recommends that surplus funds be transferred to Herb Gray Pkw Drainage Studies project (7169006) in Corporate Projects, with the balance of funds being returned to the Sewer Surcharge Reserve, Fund 153.
Parent- Erie E./Wyandotte E. (7092009)	\$64,938	Project is complete and can be CLOSED. Administration is recommending that this surplus be returned to its' original funding source, the Sewer Surcharge Reserve, Fund 153.

Storm Sewers:

There are 13 active capital projects in this area that are being administered by the Engineering department. No project variance is anticipated at this time.

Sanitary Sewers:

There are three active capital projects in this area that are being administered by the Engineering department. No project variance is anticipated at this time.

Corporate Projects:

There are 28 active capital projects in this area that are being administered by the Corporate Projects division. Four projects, with a net surplus of \$518,662, are detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Edward St. Centre-Redevelopment (7109902)	\$542,895	Project is complete and can be CLOSED. Administration is recommending to return this surplus in funds to the Pay-As-You-Go reserve, Fund 169.
Bridge Assessment Study (7111011)	\$212,775	Project is complete and can be CLOSED. Administration recommends surplus funding in this project be transferred to Riverside Guardrail-Retaining Wall project (7201024) to fund ongoing work.
Herb Gray Pkw Drainage Studies (7169006)	(\$24,233)	Project is complete and can be CLOSED. Studies are complete and all eligible funding has been received from Windsor Essex Mobility Group (WEMG). Administration

		recommends that surplus funds from Olive Rd – Milloy to Tecumseh (7201027) be transferred to this project to mitigate the shortfall.
Riverside Guardrail-Retaining Wall (7201024)	(\$212,775)	The RFP for guardrail and retaining wall repairs will be issued in late 2023 to early 2024. Administration is requesting to fund the anticipated deficit by a transfer in surplus funding from the Bridge Assessment Study project (7111011).

*Corporate Facilities:*

There are 22 active capital projects in this area that are being administered by Corporate Facilities. No project variance is anticipated at this time.

*Development:*

There are five active capital projects in this area that are being administered by the Design & Development division. No project variance is anticipated at this time.

*Pollution Control:*

There are 90 active capital projects in this area that are being administered by the Pollution Control department. The majority of these projects are funded from the dedicated Pollution Control Reserve. The division does not anticipate a net surplus or deficit, however, individual anticipated project surpluses and deficits are detailed below:

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
LRPCP Aeration Cell Refurb Piping (7232002)	\$400,000	Project can be CLOSED. This project was determined to no longer be needed. Administration recommends reallocating this surplus to fund an addition to existing piping in the LRPCP Aeration Blower Replacement project (7172011).
LRWRP Biorem Rehabilitation (7191029)	\$354,816	Project is complete and upon release of final holdback can be CLOSED. Administration recommends transferring this surplus to the Sodium Hype projet (7222004).
LRWRP Channel Refurbishment (7231013)	\$250,000	Project can be CLOSED. This project was determined to no longer be needed. Administration is recommending this surplus be used to fund the anticipated deficit in the LRWRP-PST/Channel Refurbishment project (7172002).

LRWRP Alum Dosing Repiping (7202000)	\$99,360	Project is complete and can be CLOSED. Design and construction have been completed with a surplus in funding. Administration recommends transferring this surplus to fund the anticipated deficit in the Sodium Hype project (7222004).
Howard Grade Pumping Station (7219007)	\$98,994	Project can be CLOSED. This project was determined to no longer be needed. Administration is recommending this be reallocated to the Drouillard- MCC Upgrade/Repl. project (7222005).
LRPCP-Core Intake (7211028)	\$79,644	Project is complete and can be CLOSED. This project was determined to no longer be needed. Administration is recommending to reallocate this surplus in funds to be used to mitigate the anticipated deficit in LRPCP-Dewatering Odor Control project (7211027).
Pump Stations- Gen Repair Costs (7169003)	\$75,516	This project was established to track annual infrastructure repairs at pump stations as required. Administration is recommending to reallocate this surplus to fund the deficits in the LRWRP Diesel #2 Dist Switch Gear project (7162006) and the LRWRP Dry Well Reliability project (7161069).
Grating, Hatches, and Painting (7212006)	\$72,729	Project is complete and can be CLOSED. Work on exterior grating has finished resulting in surplus funds. Administration is recommending this be reallocated to the Drouillard- MCC Upgrade/Repl. project (7222005).
Peter St Pumping Station (7211029)	\$28,071	Project is complete and can be CLOSED. This project has been placed on hold due to the future removal of the pumping station. Administration recommends reallocating this surplus to fund current needs at the St. Paul Pumping Station project (7212009).

LRWRP Dry Well Reliability CWWF (7161069)	(\$11,936)	This project is complete and can be CLOSED. Current deficit is a result of construction work. Administration is recommending this be funded by surplus funding in the Pump Stations-Gen Repair Costs project (7169003).
St. Paul Pumping Station (7212009)	(\$28,071)	This project had design work recently approved through the Disaster Mitigation and Adaptation Fund Program. As a result of this, administration recommends surplus funding in the Peter St Pumping Station project (7211029) be reallocated to support work at this site.
LRWRP Diesel #2 Dist Switch Gear (7162006)	(\$63,580)	This project is complete and can be CLOSED. The deficit is a result of cost efficiency opportunities that resulted in work on switchgears and transformers. Administration is recommending this be funded from the surplus in Pump Stations- Gen Repair Costs project (7169003).
LRPCP-Dewatering Odor Control (7211027)	(\$79,644)	This project is ongoing. Administration is requesting to use the surplus in LRPCP-Core Intake (7211028) to assist the anticipated deficit in this project to fund improvements in existing odour control on truck bay and centrifuge exhausts.
Drouillard - MCC Upgrade/Repl. (7222005)	(\$171,723)	This project is ongoing and has an anticipated deficit. The Drouillard platform needs replacement as well as addressing electrical classification issues in the confined space. Administration recommends funding this shortfall with transfers in surplus funding from the Grating, Hatches, and Painting project (7212006) for \$72,729 and the Howard Grade Pumping Station project (7219007) for \$98,994.
LRWRP-PST/Channel Refurbishment (7172002)	(\$250,000)	This project is ongoing as PST #3 rake arm needs to be rebuilt. Administration recommends funding this rebuild with surplus amounts in

		the LRWRP Channel Refurbishment project (7231013).
LRPCP Aeration Blower Replemet (7172011)	(\$400,000)	The existing piping is failing and resulting in leaks. Administration is requesting a transfer from LRPCP Aeration Cell Refurb Piping project (7232002) to fund the anticipated deficit resulting from this repair work.
Sodium Hype (7222004)	(\$454,176)	This projects tender will be published in early 2024 and anticipates a deficit due prices coming in higher than initially budgeted. Administration is requesting this deficit be funded by surplus funding in LRWRP Alum Dosing Repiping project (7202000) and the LRWRP Biorem Rehabilitation project (7191029).

Environmental Services:

There is one capital project being administered by the Environmental Services division, which is expected to come in on budget.

Contracts & Field Services:

There are four active capital projects in this area that are being administered by the Public Works Operations department. No project variance is currently expected.

Road Rehabilitation:

There are 10 active capital projects in this area that are being administered by the Public Works Operations department. There is one project as identified in the table below anticipating an overall surplus of \$3,556,456.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
2021 City Wide Road Rehab (7211000)	\$3,556,456	Project is complete and can be CLOSED. Surplus is a result of scope of work changes. Rehabilitation work was completed on several roadways throughout the City including Cameron, Labelle, Ypres, Tecumseh, Matchette, Lauzon, Kildare, Campbell, Bruce and EC Row. Upon release of final holdback, project can be CLOSED. Administration recommends transferring surplus funds to the 2023 Road Rehab project (7231000) to complete as much priority work as possible.

Transportation Planning:

There are seven active capital projects in this area that are being administered in the Transportation Planning area. This division does not anticipate a net surplus or deficit, however, individual anticipated project surpluses and deficits are detailed below:

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Cabana Roseland Ped Signal (7221060)	\$51,939	Project is complete and can be CLOSED. Administration recommends transferring the remaining surplus funds to the Pedestrian Crossover Project (7191010) to to complete as much priority pedestrian crossing work as possible.
Pedestrian Crossovers (7191010)	(\$51,939)	Work in this project is ongoing. Currently, the list of locations that meet warrant for a pedestrian crossover exceeds the number that can be installed with the available funds. Administration is recommending funding shortfall to be addressed with a transfer from surplus funds in the Cabana Roseland Ped Signal project (7221060).

Traffic Operations and Parking Services:

There are 15 active capital projects in this area that are being administered by the Traffic Operations and Parking Services division, and in total is expecting to come in on budget.

Fleet Operations:

There are 18 active capital projects in this area that are being administered by the Public Works Operations department. Administration has one variance, for (\$6,389), to report at this time.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
ZEVIP – Light Duty Vehicle Fleet (7215005)	(\$6,389)	Project can be CLOSED. Administration recommends mitigating this deficit with a transfer of funds from the Pay-As-You-Go Reserve, Fund 169.

PW Maintenance:

There are seven active capital projects in this area that are being administered by the Public Works Operations department. There are two projects as identified in the table below anticipating a combined overall surplus of \$484,282.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
2023 Sidewalk Rehab Program (7231023)	\$276,745	Project can be CLOSED. Administration recommends transferring 2023 approved amounts to the 2024 Sidewalk Rehab

		project (7241013) to provide adequate funding for a future tender. Funding allotment for 2023 was insufficient for a tender.
2022 Sidewalk Rehab Program (7221011)	\$207,537	Work is complete and project can be CLOSED pending the final release of a holdback. Administration recommends transferring surplus funds in this project to the 2024 Sidewalk Rehab project (7241013) to complete as much work as possible.

*Technical Support:*

There is only one active capital project in this area that is being administered by the Technical Support division. The Information IPS Hansen Asset Management System project (7209001) is expected to come in on budget.

*Transit Windsor:*

There are 22 active capital projects in this area that are being administered by Transit Windsor. Administration is not currently reporting a variance on these projects.

## Office of the Commissioner of Corporate Services

*Legal Services:*

There are 11 active capital projects in this area that are being administered by the Legal Department. Two projects are reporting a combined surplus of \$3,816 as detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
EnWin Substation (Avon & Mark) (7184004)	\$20,530	Project is complete and can be CLOSED. Transactions were completed in August 2023 and the City now owns these lands. Administration recommends the surplus in funds to cover the deficit in WFCU Lands-Parking project (7181020) before transferring the remaining surplus back to its original funding source, Pay-As-You-Go reserve, Fund 169.
WFCU Lands- Parking (7181020)	(\$16,714)	Project is complete and can be CLOSED. The current deficit is due to additional cleanup costs the City agreed to take on at the site. Administration is recommending this deficit be mitigated by surplus funds in the EnWin Substation (Avon & Mark) project (7184004).



Records and Elections:

There are two active capital projects in this area that are being administered by the Council Services department. Both projects are anticipated to come in on budget.

Human Resources:

There are six active capital projects in this area that are being administered by the Human Resources department. This division does not anticipate a net surplus or deficit, however, individual anticipated project surpluses and deficits are detailed below:

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Accessibility - ODA Requirements (7086008)	\$50,000	This project is ongoing and was established to pay for accessibility improvements to assist with addressing barriers to those with disabilities. Administration is recommending the anticipated surplus be used to fund ongoing legislative requirements in the AODA Implementation project (7091017).
AODA Implementation (7091017)	(\$50,000)	This project is ongoing due to the need for filing accessibility reports with the Ministry to show legislated requirements are being met for each standard. Most of the currently legislated deadlines have now passed resulting in ongoing requirements and their associated costs. Administration recommends funding this compliance need with surplus funds in the Accessibility- ODA Requirements project (7086008).

SAC Division:

There is one active capital project in this area that is being administered by the Security, City Hall Campus and Special Activities area. There is no variance to report in the Fire Prevention Renovations project (7231030) at this time.

## Office of the Commissioner of Finance & City Treasurer

Corporate Asset Planning:

There are 31 active capital projects in this area that are being administered by the Asset Planning department. Four projects are reporting a combined surplus of \$24,155 and is detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Enhanced Interim Financing Fund (7145005)	\$24,578	This project is ongoing and was designed to fund any temporary financing costs for those enhanced capital projects approved by Council which could not be absorbed within the allotted budget. Project can be CLOSED once construction of impacted projects is complete.

DEER Program Design (7224001)	\$5,273	The Deep Energy Efficiency Retrofit Program Design project has received funding from the Federation of Canadian Municipalities (FCM 17571) to support the program design. Administration recommends redirecting funds initially allocated to this project to fund the deficit in Corp & Comm Climate Chng Mitig project (7159001).
Audit & Accountability- DC Review (7211014)	(\$423)	This project is complete and can be CLOSED. The review was 100% grant funded and resulted in a slight deficit due to the timing of when grant funds were received. Administration recommends this be funded by a transfer from the Pay-As-You-Go reserve, Fund 169.
Corp & Comm Climate Chng Mitig (7159001)	(\$5,273)	This project is complete and can be CLOSED. Funds were used to support an FCM application for the development of the Deep Energy Efficiency Retrofit Program Design and resulted in a small deficit. Administration recommends funding this with surplus amounts available in the DEER Program Design project (7224001).

*Financial Accounting:*

There are two active capital projects in this area that are being administered by the Financial Accounting department. No project variance is anticipated as all of these projects are currently expected to come in on budget.

*Financial Planning:*

There are six active capital projects in this area that are being administered by the Financial Planning division. No project variance is anticipated as all of these projects are currently expected to come in on budget.

*Taxation and Financial Projects:*

There are five active capital projects in this area that are being administered by the Taxation and Financial Projects department. One project, Meadowbrook Housing (7192001), is reporting a deficit of (\$37).

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Meadowbrook Housing Project (7192001)	(\$37)	This project is complete and can be CLOSED. The small deficit is due to temporary financing costs as a result of a shortfall in funding. Administration is recommending this be funded by a transfer from the Pay-As-You-Go reserve, Fund 169.

## Office of the Commissioner of Human & Health Services

### Huron Lodge:

There are 11 active capital projects being administered by Huron Lodge. No project variance is anticipated as all of these projects are currently expected to come in on budget.

### Employment & Social Services

There is one active capital project being administered by Employment & Social Services. No project variance is currently anticipated.

### Housing and Children's Services:

There are two active capital projects being administered by Housing and Children's Services. No project variance is anticipated as both of these projects are currently expected to come in on budget.

## Office of the Commissioner of Community Services

### Fire and Rescue:

There are 14 active capital projects in this area that are being administered by the Fire and Rescue department. One project, the Fire Forcible Entry Props project (7232005), is projecting a surplus of \$829 and is detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Fire Forcible Entry Props (7232005)	\$829	Equipment was delivered and paid October 2023 while accessory tools are still being procured. This project can be CLOSED once 2024 funding is received. Surplus funding can be returned to its' original funding source, the Service Sustainability reserve, Fund 221.

### Cultural Affairs:

There are six active capital projects in this area that are being administered by the Recreation and Culture department. No project variance is anticipated as all of these projects are currently expected to come in on budget.

### Recreation Facilities:

There are 12 active capital projects in this area that are being administered by the Recreation & Culture department. Six projects are projecting a combined surplus of \$461,473 and is detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Facilities Repurposing- DRL (7159002)	\$375,310	This project is complete and can be CLOSED. Council approved this project as

		part of the 2015 Debt Reduction Levy allotment for the repurposing of facilities following the business case for the construction of the new Windsor International Aquatic Training Facility. Administration recommends returning this surplus to the Pay-As-You-Go reserve, Fund 169.
WFCU Centre (7064900)	\$46,063	Project is complete and can be CLOSED. The naming right revenues were realized in this project and costs have been fully recovered. Administration is recommending this surplus to be transferred to the WFCU Centre Capital Improvement reserve, Fund 206, for future capital needs
Water World Improvements Study (7221034)	\$40,000	Administration anticipates a surplus of \$40,000 in this project and recommends that these funds be transferred to the WFCU Centre Capital Improvements project (7161046) to fund exterior building wrap on mechanical units at the facility.
Oakwood CC SWRC Small Reno (7211056)	\$10,447	Project is complete and can be CLOSED. Work on CO2, humidity and temperature sensors, interior sliding door replacement and lobby painting has finished. Administration is recommending to transfer this surplus to the Municipal Arena Refurbishments project (7069036) to mitigate the shortfall in current funding levels.
East Windsor Community Pool (7142009)	\$100	The WFCU Centre Community Pool project was completed in June 2016 with minimal activity since and can be CLOSED. Administration recommends the surplus be transferred to the WFCU Centre Capital Improvement reserve, Fund 206, for future capital needs.
Municipal Arena Refurbishment (7069036)	(\$10,447)	Project is ongoing as funds are needed for unexpected and emergency repairs. Administration recommends funding the anticipated deficit with from Oakwood CC SWRC Small Reno project (7211056) to help sustain funding levels for future needs in this area.

Forestry:

There are three active capital projects in this area that are being administered by the Forestry division. No surpluses or deficits are projected at this time.

Horticulture:

There is one active capital project in this area, however, no variance is currently anticipated.

Parks Operations:

There are seven active capital projects in this area that are being administered by the Parks Operations division. One project, Park Drainage Improvements (7219013), is reporting a surplus of \$49,452.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Park Drainage Improvements (7219013)	\$49,452	This project is ongoing for improvements at parks with drainage issues to mitigate flooding that occurs during periods of heavy rainfall. Administration is recommending this surplus be used to fund drain improvements in the McKee Park project (7221003).

Parks Design & Development:

There are 44 active capital projects in this area administered by the Parks Design & Development division. Six projects are reporting a combined deficit of (\$49,452) and is detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Malden Park- Parking Lot (7234000)	\$40,637	This project is ongoing and anticipates being in a surplus position. Administration recommends utilizing \$40,637 to fund deficits in the Forest Glade Tennis/Pickleball project (7212007) and the Fontainebleau Splash Pad project (7214001), with the remaining surplus allocated to partially fund the Wigle Park – Phase 2 project (7186000) deficit.
Kennedy Park Improvements (7201021)	\$40,106	This project is ongoing with work on improvements to the parkland, tree planting and bench installations. Administration recommends this anticipated surplus be used to mitigate remaining deficits in Wigle Park- Phase 2 (7186000) and McKee Park (7221003).

Fontainebleau Splash Pad (7214001)	(\$10,794)	This project is complete and can be CLOSED once committed funding from 2024 are transferred into the project. Administration recommends funding shortfall with the surplus in the Malden Park- Parking Lot project (7234000).
Forest Glade Tennis/ Pickleball (7212007)	(\$19,268)	This project is ongoing. Current deficit is a result of required enhancements for fencing. Administration recommends funding this with surplus amounts in the Malden Park- Parking Lot project (7234000).
Wigle Park- Phase 2 (7186000)	(\$39,364)	This project is ongoing with additional improvements being addressed as needed. Administration is recommending surplus funding in the Malden Park- Parking Lot project (7234000) of \$10,575 and Kennedy Park Improvements project (7201021) for \$28,789 to fund the anticipated deficit in this project.
McKee Park (7221003)	(\$60,769)	This project is complete and can be CLOSED. Additional expenditures were incurred to install heritage benches and other requirements that were in excess of budgeted funding allocations. Administration is recommending this deficit be funded by surplus funding in the Kennedy Park Improvements project (7201021) for \$11,317 and \$49,452 from the Parks Drainage Improvements project (7219013).

Facilities Operations:

There are 11 active capital projects in this area administered by the Facilities Operations department. Eight variances projected by the area, totaling \$335,707, are detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Roof Replacement Program (7085008)	\$335,707	This project is ongoing and funds repairs to existing roofs that need replacement at various facilities. Administration previously identified a need to redirect \$335,707 for roof replacement at Roseland Golf & Curling Club to the Roseland/Little River Golf Asset

		Replacement / Improvements project (7184003) to address funding needs of the new clubhouse facility.
Health and Safety (7086007)	\$259,621	This project is ongoing and is used to address health and safety recommendations at City facilities. Administration is recommending to combine Designated Substance Remediation (7001225) with this project after funding the deficit of \$73,089. A transfer to fund the deficit in the TWEPI Relocation project (7221067) for \$186,532 is also being requested to address Health and Safety needs.
Water Back Flow Prevention Dev (7031134)	\$256,717	This project is ongoing with various backflow prevention devices needing replacement and upgrades due to Health and Safety requirements. Administration is recommending using surplus funding to facilitate restoration work at the Sandwich Fountain in the Fountain Restoration & Repairs project (7209008).
Huron Lodge- Equip. Replacement (7152003)	\$237,181	This project is complete and can be CLOSED. Work on equipment replacement at Huron Lodge has finished under budget and resulted in a surplus position. Administration is recommending these funds be used to fund ongoing equipment replacement at City facilities in the Facilities Equipment Replace project (7221038).
Designated Substance Remediatn (7001225)	(\$73,089)	This project is complete and can be CLOSED. Hazardous or designated substances encountered through maintenance or construction activities are required to be properly managed in municipal buildings. Administration is recommending to mitigate this deficit by combining the projects ongoing needs with the Health and Safety project (7086007).
TWEPI Relocation (7221067)	(\$186,532)	This project is complete and can be CLOSED. The current deficit is a result of unexpected health and safety work that occurred outside of the original



		scope of the project. Administration recommends funding this shortfall with surplus funds in the Health and Safety project (7086007).
Facilities Equipment Replace (7221038)	(\$237,181)	This project is ongoing as it provides preventative maintenance and replacement on Facilities equipment to prevent failures and extend their useful life. Administration recommends funding these needs with the surplus available in the Huron Lodge- Equip. Replacement project (7152003).
Fountain Restoration & Repairs (7209008)	(\$256,717)	This project is ongoing with current restoration and repair efforts at the Sandwich Fountain repairs that were planned for 2023. Administration recommends funding the anticipated deficit with a transfer from the Water Back Flow Prevention Dev project (7031134).

Windsor Public Library:

There are nine active capital projects in this area that are being administered by the Windsor Public Library and Corporate Projects. Three projects are reporting a combined surplus of \$180,000 and is detailed below.

Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
WPL-Material Auto System Upgrd (7191020)	\$180,000	This project was initially established to provide funding for a new Integrated Library System; however, a full review of the upgrade system currently in place determined it to be more than adequate. Administration identified a need for \$100,000 of the current surplus to be transferred to a new project for the WPL- Central Branch Relocation and \$80,000 transferred to a new project for the WPL- Archives Project. The remaining surplus will be assessed based on additional expenses still to be charged to this project and will be recommended to be reallocated in the future.
WPL- Optimist Library (7159012)	\$43,041	This project is complete and can be CLOSED. Administration is recommending surplus funds from work

		done at Optimist Library be used to fund the anticipated deficit in the WPL - Sandwich Library project (7159013) as additional funding is needed for the remaining deficiency repairs at the facility.
WPL - Sandwich Library (7159013)	(\$43,041)	This project is ongoing and anticipates a deficit that resulted from deficiency repairs in the exterior stucco which are planned to be completed in 2024. Administration recommends funding this with a transfer in surplus funds from the WPL- Optimist Library project (7159012).

## Agencies and Boards

### Windsor Police Services (WPS):

There are 16 active capital projects in this area that are being administered by various WPS divisions. No project variance is anticipated as all of these projects are currently expected to come in on budget.

### Roseland Golf and Curling Club:

There are three active capital projects in this area that are being administered by the General Manager at Roseland. One project, Roseland / Little River Golf Asset Replacement / Improvement (7184003), is reporting a deficit of (\$335,707).

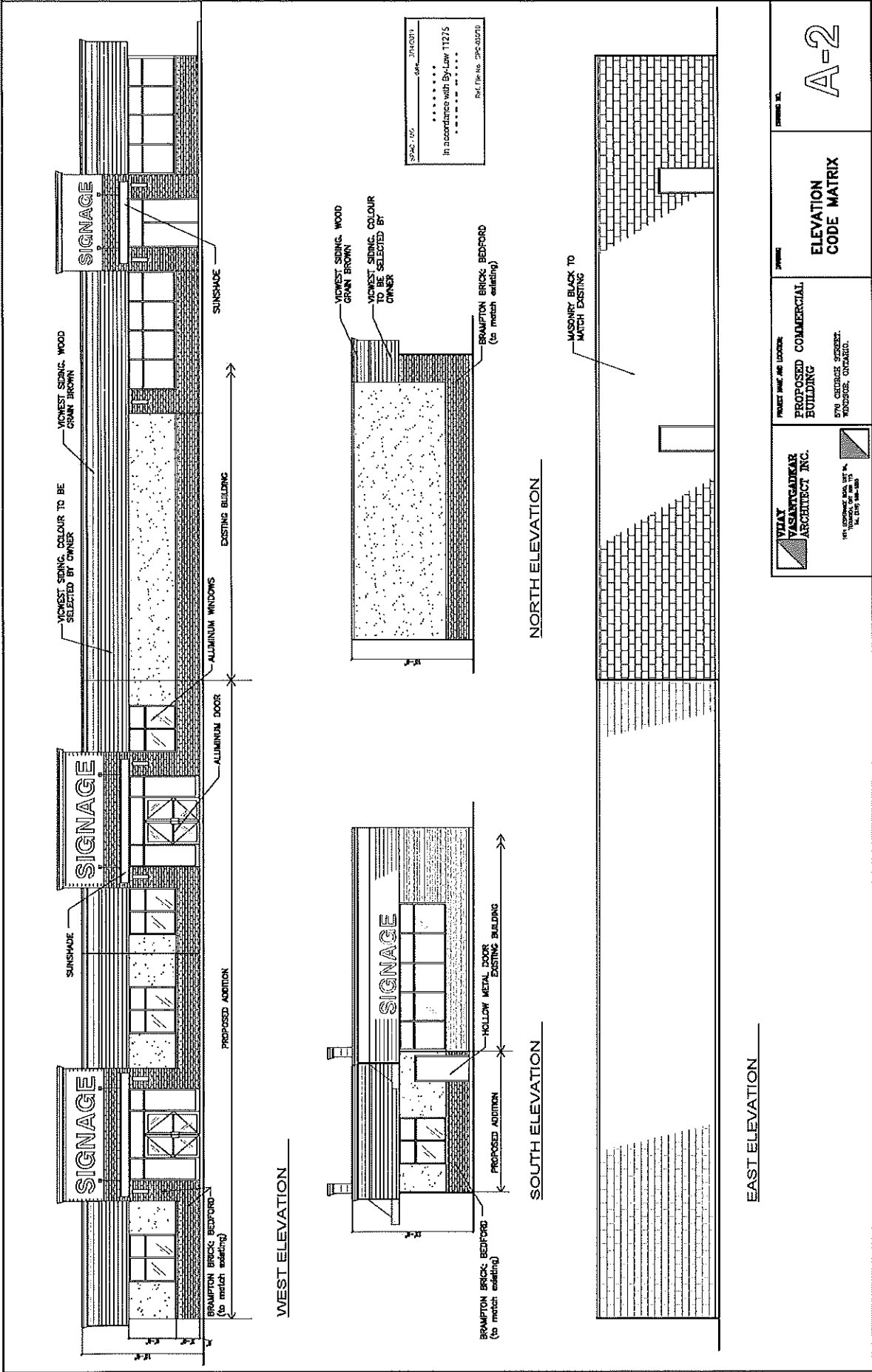
Projects with Projected Deficit/Surplus	(Deficit)/Surplus Amount	Brief Explanation
Roseland / Little River Golf Asset Replacement / Improvement (7184003)	(\$335,707)	In 2020, \$405,800 worth of funds was allocated to the Roof Replacement Program project (7085008), specifically to repair the roof at the existing clubhouse. Some of these funds were used, however, the remaining \$335,707 is required for the new clubhouse facility. Administration recommends that these funds be transferred from 7085008 to the Roseland / Little River Golf Asset Replacement / Improvement project (7184003).

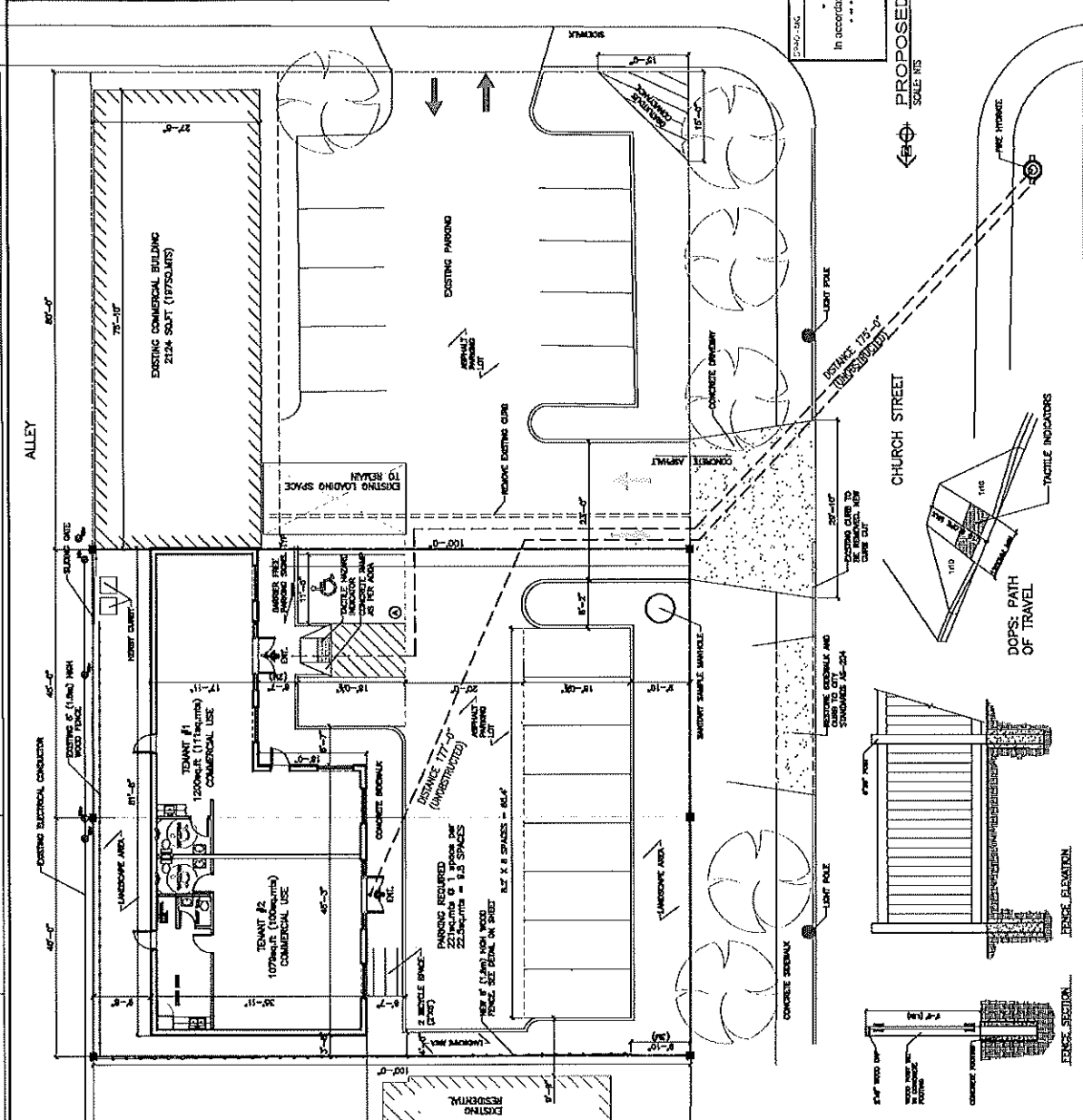
### Windsor Airport:

There are six active capital projects in this area that are being administered by the Corporate Projects division. No project variances are anticipated at this time.

### Handi-Transit:

There is only one active capital project active in this area that is being administered by Handi-Transit/Transit Windsor. The Handi-Transit Bus Acquisitions project (7191019) is expected to come in on budget.





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Item	Project Description	San Juan Metrics	City Reference
1	Proposed 1000 Use Building		
2	2nd	City of San Juan	City of San Juan
3	3rd	City of San Juan	City of San Juan
4	4th	City of San Juan	City of San Juan
5	5th	City of San Juan	City of San Juan
6	6th	City of San Juan	City of San Juan
7	7th	City of San Juan	City of San Juan
8	8th	City of San Juan	City of San Juan
9	9th	City of San Juan	City of San Juan
10	10th	City of San Juan	City of San Juan

World archaeological digs are to be found during construction activities, all work in the area must stop immediately and the City's Manager of Cultural Affairs and the Ontario Ministry of Tourism, Culture and Sport must be notified, and clearance given by the Ministry.

the event that human remains are encountered during construction, all work in this area must be stopped immediately and the site secured. The local police or coroner must be contacted to determine whether or not the remains are human, and whether the remains constitute a part of a crime scene. The Secretary of the Ministry of Tourism, Culture and Sport and the Registrar of the Companies Registration Unit of the Ministry of Consumer Services must then be notified, and clearance be given by the Ministry of Tourism, Culture and Sport.