

Primary Owner:	Commissioner Finance and City Treasurer	Policy No.:	
Secondary Owner:	Financial Accounting and Corporate Controls	Approval Date:	
		Approved By:	
Subject:	Corporate-Wide Cash Receipts Control Policy	Effective Date:	Immediate
		Procedure Ref.:	Various - Departmental
Review Date:	January 2024	<i>Pages: 7</i>	Date:
Prepared By:	Faye Dunn		Replaces: CS.A7.07 February 26, 2018

1. POLICY

- 1.1 The City will exercise due diligence to safeguard cash receipts from theft and misappropriation.
- 1.2 All receipts, including cash, cheques and other financial instruments will be deposited promptly.
- 1.3 The recording system will supply all information necessary to comply with applicable laws and regulations.

2. PURPOSE

- 2.1 To prevent, deter and detect errors, fraud or theft.
- 2.2 To promote the safeguarding of cash receipts under secure conditions, accurate recording and prompt deposit to the City’s bank account.
- 2.3 To outline best practices for all aspects of cash receipts handling.
- 2.4 To provide a comprehensive guideline for the development of departmental cash receipts control procedures.
- 2.5 To emphasize segregation of duties and/or independent verification as a prime feature of departmental procedures for cash receipts handling.
- 2.6 To facilitate timely and accurate recording and reporting of cash receipts in the financial system.

3. SCOPE

- 3.1 This policy applies to all City of Windsor departments, agencies, boards, commissions and committees (ABCs) funded by the City of Windsor, in whole or in part, or whose governing body contains City of Windsor representation and whose financial transactions are accounted for within the City of Windsor’s financial systems.
- 3.2 Exclusions from this policy include:
 - 3.2.1 ABCs that process financial information within their own financial system, AND/OR have submitted, to the City’s Finance Department, alternative, board approved cash control policies or procedures.

4. RESPONSIBILITY

4.1 The **Commissioner of Finance & City Treasurer (CFCT)**, or designate, is responsible to:

4.1.1 Review and make recommending improvements for departmental and ABC procedures.

4.1.2 Fulfill all responsibilities specific to cash receipts and deposits as detailed in Section 5.1.

4.1.3 Direct the review of this policy at a minimum every five years and recommend updates as required.

4.2 The **Manager of Financial Accounting**, or designate, is responsible to:

4.2.1 Communicate and provide ongoing support on the use of this Policy.

4.2.2 In coordination with the Corporate Controls Coordinator develop and maintain a cash control review and monitoring program.

(a) In circumstances of high risk and recurring policy violations, escalate to appropriate senior management levels.

4.2.3 Investigate cash shortages and/or overages in excess of \$100.

(a) Provide guidance and/or mitigating strategies in an effort to eliminate such occurrences.

4.2.4 Review FINTRAC disclosures as detailed in Section 6.1.3. Research and comply with current guidelines.

4.2.5 In the event of suspected cash misappropriation, liaise, as required, between Finance, the affected department and the City's internal auditor and in compliance with the Fraud and Misuse of Assets Policy.

4.3 The **Executive Directors, in conjunction with Managers of Administration and Heads of ABC's**, or designates, are responsible to:

4.3.1 Facilitate compliance with this Policy and ensure that cash receipts handling procedures are established, communicated, monitored and updated as required.

4.3.2 Establish and forward departmental cash receipts handling procedures, to the **CFCT**, for review as per Sec. 4.1.1.

4.3.3 Establish and maintain a program of unannounced float/cash counts.

4.3.4 Report, to the Manager of Financial Accounting, cash shortages/overages greater than \$100.

4.3.5 Report, to the **CFCT**, any and all suspected misappropriation of cash.

4.4 The **Corporate Controls Coordinator** is responsible to:

4.4.1 Under the direction of the Manager of Financial Accounting, develop and maintain a cash control review and monitoring program.

(a) Report immediately, to the Manager of Financial Accounting, any alleged or identified cash misappropriation or high-risk cash control practices.

4.4.2 Provide, corporate-wide, ongoing support on the interpretation and use of this policy.

4.4.3 Review new payment and receipt methods, as they develop to ensure they align with this policy.

4.4.4 Provide guidance on the development of departmental procedures.

4.5 **Employees** handling cash receipts are responsible to:

4.5.1 Become familiar with and comply with this Policy and cash receipt handling procedures developed for and implemented in their respective service areas.

4.5.2 Report to management, immediately, all cash shortage/overages.

4.5.3 Report to management any and all suspected misappropriation of cash.

5. **GOVERNING RULES AND REGULATIONS**

5.1 The **Commissioner of Finance & City Treasurer** has responsibilities under the **Ontario Municipal Act, 2001**, section 286 (1), for:

(a) collecting money payable to the municipality and issuing receipts for those payments;

(b) depositing all money received on behalf of the municipality in a financial institution designated by the municipality;

(c) maintaining accurate records and accounts of the affairs of the municipality...

5.2 For the purpose of this Policy, the term “**Cash**” generally includes payment by bank notes, coin, cheques, money orders, debit and credit card transactions, electronic payments such as fund transfer (EFT), WIRE, PAP etc.

- Although the following are not considered as ‘cash’ for the purpose of this policy, they should nevertheless be secured as if they are cash: tokens, gift certificates, gift cards, passes and permits.

5.3 The acceptance of bank notes/coin personal or business cheques is optional. There is no legal mandate obligating the acceptance of these or any other for of payment.

5.4 All new payment and receipt methods, prior to implementation, must be communicated to the Corporate Controls Coordinator for review, to ensure compliance with policy.

5.5 Departmental cash receipts control procedures will be established with due consideration to the guidelines outlined in this policy.

6. **CASH HANDLING BEST PRACTICES AND GUIDELINES**

6.1 **Receiving Cash**

6.1.1 All cash must be immediately recorded upon receipt.

(a) Preferred recording methods include point-of-sale (POS) systems (e.g. AMANDA) or programmable cash register. In absence, unique - pre-numbered, controlled receipts must be used (e.g. TR Receipts)

(b) Customers will be provided a receipt where appropriate. Receipts should include the following:

- Purchase price (broken down by line item/services rendered)
- Sub-total
- HST amount (where applicable)
- Grand total
- Method of payment (e.g. Cash, Visa/MC/Debit, cheque).
- Change due (where applicable)
- Cheque number (where applicable)
- Unique Receipt/transaction number,

- Transaction date/time
- Name of department receiving cash
- Identification of cashier
- Name of customer (where applicable)

(c) A receipt may not be provided for payment by electronic methods (EFT, WIRE, PAP etc.) or cheques received by mail. Departments should consider advising customers to maintain their own payment records.

6.1.2 All cheques must be made payable to The City of Windsor or ABC's as applicable and be endorsed "Deposit to the credit of The City of Windsor (or ABC)," AND clearly identify the receiving department.

(a) Third-party cheques are NOT acceptable.

(b) Please refer to the Corporate Cheque Acceptance Policy for additional best practices.

6.1.3 The Financial Transactions and Reports Analysis Centre of Canada (FINTRAC) is Canada's financial intelligence unit and anti-money laundering and anti-terrorist financing centre.

(a) All bank note/coin receipts that total \$10,000 or more within a consecutive 24-hour window are to be reported to the Manager of Financial Accounting. This includes, as an example, when two or more cash transactions that total \$10,000, or more, are conducted by the same person, on behalf of the same person, or for the same beneficiary within a 24-hour period. The Manager of Financial Accounting will review and assist in compliance with current FINTRAC guidelines.

6.1.4 When cash receipts are transferred between individuals, cash must be recounted and the gross dollar amount signed off by both parties.

6.2 Safeguarding of Cash

6.2.1 Cash must be kept secure at all times – lockable cash register, safe, floor safe, locked storage, etc.

(a) Safeguarding should take into account the amount of cash on hand during various periods.

(b) Active cashiering or cash counting stations are not to be left unattended, at any time, without being properly secured.

6.2.2 Physical access to cash will be restricted to authorized personnel.

6.2.3 Cash must not be sent through inter-office mail.

6.2.4 Cash should be counted in a non-public, secure area, out of sight.

6.2.5 Cash receipts should be deposited in the bank or secured on-site vault, weekly at a minimum, and daily if gross sales exceed \$500 (any combination of cash or cheques).

6.2.6 Surprise counts of cash floats and petty cash should be performed and documented.

6.2.7 Under no circumstances can disbursements be made from cash receipts.

6.3 Security

6.3.1 Security assessments should be performed, by management, at a minimum annually or upon material changes within the cash receipts process. Assessment should include:

- (a) A review of approvals/authorizations required and in place for the handling of cash receipts.
- (b) Who has access to cash and why?
- (c) Where is cash located, stored? What other activities surround cash storage locations?

6.3.2 Best practices in the consideration of security include:

- (a) The use of security cameras.
- (b) Documentation of custodian and other transfers.
- (c) Not sharing passwords, keys or safe combinations.
- (d) Maintaining a log of current employees with keys, combinations and access.
- (e) Regular revision of passwords and combinations.
- (f) Safe combination is changed when turnover occurs among staff who know the combination.
- (g) Using separate, lockable, cash drawers for each cashier.

6.4 Cash over and short

6.4.1 Must be reported immediately to management on duty upon discovery.

6.4.2 Individual shortage/overage in excess of \$100 must be reported immediately to the **Manager of Financial Accounting**.

6.4.3 Shortages, when discovered, are to be replenished as soon as possible and coordinated with Finance.

6.5 Refunds and Voids

6.5.1 In Ontario, suppliers are not legally required to offer refunds or exchanges.

6.5.2 Departmental policy may dictate whether or not:

- (a) A refund is offered
- (b) A refund is full or partial
- (c) The good or service is exchangeable
- (d) Credit is applied towards a future purchase.

6.5.3 All refunds and voided transactions must be approved by a manager/supervisor and should be supported by:

- (a) Documentation stating the reason.
- (b) The name & signature of the person recording the refund or void.
- (c) Name and signature of manager/supervisor responsible for reviewing/approving the refund or void.
- (d) The name & signature of the person receiving the refund.

6.5.4 Where refunds are offered, they should:

- (a) Be made in the original method of payment.
- (b) Be made to the original purchaser and include the original proof of purchase.
- (c) When a personal or business cheque is accepted, as the method of payment, confirmation must be obtained that the cheque has cleared the City's banking system. Upon confirmation a City cheque is the only acceptable form of refund.

6.6 Segregation of Duties

6.6.1 Where practical, no individual will have responsibility for both the receipt of cash and:

- (a) Opening mail
- (b) Deposit of cash
- (c) Bank reconciliation
- (d) Issuance of invoices
- (e) Applying payment in an accounts receivable system.

6.6.2 Where segregation is not practical, additional management review and supervision is necessary and mitigating practices must be considered to reduce risk of loss.

6.6.3 Establish a backup protocol to cover employee absences.

6.6.4 Ensure that all staff handling cash spends at least one consecutive week per year where they are not completing cash handling duties (through vacation, job rotation, or other means).

6.7 Preparation & Recording of Bank Deposits

6.7.1 Cash receipts must be counted and balanced daily.

6.7.2 Where a POS system or cash register is not in place, daily cash receipts must be recorded in a manual receipts summary or log as support for deposits. The log should include at a minimum:

- (a) Details regarding amount of bank notes/coin (e.g. number of \$5, \$10s, Loonies, etc.)
- (b) Cheque details including date, amount, name on cheque.
- (c) Visa, MasterCard and debit amounts.
- (d) Grand total of receipts for the day.
- (e) Where possible a *dual control* should be utilized whereby two employees count and verify the daily receipts together and sign the receipts log.

6.7.3 Where possible the daily receipt summary (POS, cash register or manual) and cash receipts should be submitted to a separate individual responsible to complete the deposit. Where segregation is not possible supervisory oversight and verification (name/signature) should be performed.

6.7.4 Total cash receipts must be verified and the deposit slip completed in entirety.

- (a) Deposit slips must be used in sequential order.
- (b) Clearly include name of preparer and associated department.
- (c) Copy of deposit slips to be retained for audit purposes.
- (d) Ensure US deposit slip is used for USD cash/cheques.

- 6.7.5 Where AMANDA is not used as a POS system all cash receipts should be entered into the AMANDA cashiering system for recording and reconciling purposes.
- 6.7.6 Where regular cash deposits exceed \$1,000 consideration should be given to using armed guard services. The buddy system (two or more employees) must be used for all employee deposit deliveries.
- 6.7.7 Electronic payments including EFT, WIRE, PAP, etc. must be recorded in the period they are received.

6.8 General Controls

6.8.1 Consideration must be given to the following where applicable:

- (a) Petty Cash Procedure CS.B8.03
- (b) All bank accounts must be requested to the Commissioner of Finance & City Treasurer.
- (c) Bank reconciliations should be performed monthly, completed by the end date of the following month, reviewed and signed by authorized individual.
- (d) HST to be recorded/remitted in accordance with CRA regulations.
- (e) All cash receipt related support must be filed and maintained in accordance with the City's Record Retention By-law.

7. **RELATED POLICIES AND PROCEDURES**

- 7.1 CS.B8.03 Petty Cash Procedure
- 7.2 Corporate Cheque Acceptance Policy
- 7.3 Fraud & Misuse of Assets Policy
- 7.4 CS.A1.09 Investment Policy
- 7.5 CS.A3.05 Trade Receivables Collection Policy
- 7.6 City of Windsor Record Retention By-law

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THE CORPORATION OF THE CITY OF WINDSOR POLICY

Primary Owner:	Commissioner Finance and City Treasurer	Policy No.:	
		Approval Date:	
Secondary Owner:	Accounting Services	Approved By:	
Subject:	Corporate Billing and Accounts Receivable Policy	Effective Date:	
		Procedure Ref.:	
Review Date:	January 2024	Pages: 7	Date: May 4, 2020
Prepared By:	Faye Dunn	Replaces:	Corporate Accounts Receivable Policy Nov 19, 2012

1. POLICY

- 1.1. The Corporate Billing and Accounts Receivable Policy outlines the procedures and guidelines related to customer management, billing customers and managing accounts receivable. The policy serves as a framework to maintain consistency, accuracy, and efficiency in the City of Windsor's billing and receivables processing.
- 1.2. It is the City's preference to receive payment by cash, debit, credit card or other immediate payment methods where available at point of sale, delivery or completion of service.

2. PURPOSE

- 2.1. **Timely and Accurate Transactions:** To establish clear guidelines for the timely and accurate creation of invoices, management of customer accounts and application of payments and adjustments.
- 2.2. **Employee Responsibilities:** To outline the responsibilities of employees involved in billing and accounts receivable activities.

3. SCOPE

- 3.1. **Entity Applicability:** This policy is applicable to all entities funded, wholly or partially, by the City of Windsor, including departments, agencies, boards, commissions, and committees (ABC's). It extends to organizations where the City of Windsor holds a representation in their governing body, and their financial transactions are managed within the City's financial systems.
- 3.2. **Invoice Applicability:** Except for taxation, this policy applies to all invoices deemed collectible by the City. Accounts receivable cover all charges billed by the City for goods, services and other financial obligations where payment cannot be collected at the point of sale. This policy is all-encompassing, extending to invoices, regardless of their origin. Whether generated through PeopleSoft, Amanda, ACTIVE-Net, Med-e-Care or other system reviewed by Deputy Treasurer Financial Accounting and Corporate Controls or designate, adherence to these guidelines is required.
- 3.3. **Credit Assessment Clarification:** This policy does not constitute an assessment of creditworthiness. The City of Windsor does not offer credit services. Transactions are conducted based on the payment methods and terms outlined within this policy.

4. RESPONSIBILITY

4.1. The **Commissioner, Finance/City Treasurer** or designate, is responsible for:

- 4.1.1. **Oversight of Financial Services Procedures:** Approve Financial Services procedures to ensure alignment with this policy and that reasonable controls are in place.
- 4.1.2. **Addressing Policy Non-Compliance:** Investigate and review alleged policy non-compliance and authorize action, including escalation or dispute resolution where applicable.
- 4.1.3. **Periodic Policy Review:** Direct the review of this policy, at a minimum every five (5) years to ensure it remains relevant and adaptable to changing business needs and promotes continuous improvement initiatives.

4.2. **Deputy Treasurer Financial Accounting and Corporate Controls** or designate is responsible to:

- 4.2.1. Review new billing processes and formats to ensure compliance with this policy.
- 4.2.2. Review any new or alternative payment methods proposed by operating departments.

4.3. **Executive Directors** (or ABC equivalents), or designates, are responsible for:

- 4.2.1. **Corporate Customer and Billing System:** Departments are encouraged to utilize the customer and billing system managed by Accounting Services to facilitate account management and collections in the corporate accounting system.
- 4.2.2. **Billing and Compliance Procedures:** Develop and follow department specific accounts receivable procedures when using systems not managed by Accounting Services which align with the included Billing and Customer Checklists and ensure adherence to this policy.
- 4.2.3. **Customer Records Oversight:** When using systems other than the Corporate Billing and Customer Management system, facilitate timely and accurate application of payments and reconciliation of customer accounts to ensure reasonable records of customer activity and balances. Records of transactions should be maintained.
- 4.2.4. **Policy Communication and Training:** Communicate this policy and related procedures, ensuring training for individuals involved in accounts receivable functions. Department procedures should support effective customer management, timely and accurate billing, and proper payment handling.
- 4.2.5. **Authorization Management:** Provide the names and limits of authorized personnel within their department for AR adjustments and/or cancellations to the Manager of Accounting Services. Any changes must be promptly communicated.
- 4.2.6. **Record Maintenance:** Maintain receivables records for their respective areas, including back up for invoices managed by Accounting Services. All records should adhere to the City's Schedule of Retention Periods for Records By-Law. Support for AR will be submitted to the Manager of Accounting Services upon request.
- 4.2.7. **Dispute Resolution:** Resolve and/or escalate customer billing disputes as appropriate.
- 4.2.8. **Customer Management:** Initiate the creation of new customer accounts or updates for existing customers by the Accounting Services team. For customers existing in the other approved billing systems, establish department-specific customer management procedures. Note that the City of Windsor does not extend or assess credit. It is department management's responsibility to evaluate known risks through past experience prior to delivering goods or services.

4.4. The **Manager of Accounting Services** or designate, is responsible for:

- 4.3.1 **Customer Records Oversight:** Review and manage requests for new customers and updates to existing customers in the Corporate Billing and Customer Management system to ensure accurate and timely customer records.
- 4.3.2 **Billing Management:** Review and manage billing requests submitted to Accounting Services for invoicing and ensure compliance with the Billing Checklist and any other related procedures.
- 4.3.3 **Accounts Receivable Management:** For receivables managed by Accounting Services, review all AR adjustment, cancellation and refund requests to ensure appropriate approval. Facilitate accurate and timely entry and updates to and reconciliation of customer accounts.
- 4.3.4 **Approval Authority Maintenance:** Maintain a listing of individuals and their limits, as designated by Executive Directors, to approve and request invoices, adjustments, cancelations or refunds.

5. GOVERNING RULES AND REGULATIONS

5.1. GENERAL

5.1.1. Relevant Terms and Definitions:

Accounts Receivable: the outstanding invoices owing to the City of Windsor by clients or customers for goods or services delivered. AR represents cash owed to the City that has been earned but not yet collected.

Customer: an individual or organization that purchases or uses goods or services from the City of Windsor.

Billing: the process of creating and sending invoices to customers for products or services provided by the City. It records the sale, calculates amount due and generates an invoice to notify the customer of the payment required.

Invoice: a document issued by the City indicating the products, quantities and agreed prices for products or services. It is a request for payment and includes the payment terms.

Payment Terms: terms that specify the conditions of the transaction such as payment date, discounts or penalties for late payment. The standard payment terms for the City are net 30 days. Other Accounts Receivable, where terms are longer than 30 days but less than one year, and Long-Term Receivables where terms include payments terms greater than one year should be considered exceptions and must be supported by Contracts, Resolutions or other agreements.

Interest: The additional amount charged by the City when payments are not made within the agreed upon terms. Departments should retain any documentation related to facilitating interest collection. Unless expressly exempted by agreement and directed by the Manager of Accounting Services, all City invoices are interest bearing. Interest rates charged will be in accordance with the City's User Fee Schedule unless established by the direction of the Manager of Accounting Services.

Adjustments: Adjustments is the term loosely applied to changes required after an invoice has been sent to a customer. To this end, adjustments can refer to cancellation request, interest adjustments on a customer account, balance adjustments, payment refunds or write offs. At the City of Windsor, changes cannot be made directly to any posted invoice. Invoices may be cancelled, cancelled and rebilled or written off as uncollectible.

- 5.1.2. Authority:** Section 391 of the Municipal Act, 2001 allows a municipality to pass by-laws imposing fees or charges on any class of persons for services or activities or for the use of its properties. As such, all corporate accounts receivable that are allowable charges under the “Act, Part XII, Fees and Charges”, must also mirror the fees as scheduled within the most current City Council approved, “City of Windsor User Fee Schedule”.
- 5.1.3. Credit Evaluation Exclusion:** This policy does not establish lending criteria and the City does not offer credit services. However, departments must assess risks based on past experiences or financial dealings before providing goods or services.
- 5.1.4. Delinquent Accounts:** When departments have been advised of an account that has become seriously delinquent, the respective Executive Director should consider discontinuation of services. Where service has been discontinued, prior to re-instating, departments should contact Finance Collections staff to verify the customer’s payment status.
- 5.1.5. Inter-Departmental Billings:** The Corporate AR system is not intended for inter-departmental billings. Practical alternatives must be used such as journal entry or work authorization.
- 5.1.6. Disputed Invoices:** Disputed AR invoices lacking departmental support may be reversed by the Finance Department.
- 5.1.7. Due Diligence:** Failure to follow policy guidelines or perform due diligence resulting in a receivable becoming uncollectible may result in invoice reversal by the Finance Department.
- 5.1.8. Invoice Format:** Except where exceptional circumstances arise, invoices should not be created using Microsoft Office, pre-made templates or self-designed formats. All other invoices must be in compliance with applicable Council resolutions, agreements, or contracts.
- 5.1.9. New Billing Process:** Any new billing processes outside of corporate accounting system must be sent to the Deputy Treasurer – Financial Accounting and Corporate Controls for review. Billing processes must include, at a minimum, the ability to track invoices by number and audit cancelations and/or adjustments.
- 5.1.10. Foreign Currency Invoices:** Any accounts receivable that is to be billed in a foreign currency must be forwarded to the Manager of Accounting Services for review and Processing.
- 5.1.11. Insurable Claims:** Costs related to damage to City property due to accidents or insurable claims are not to be invoiced but forwarded to Risk Management for claims processing.

5.2. CUSTOMER MAINTENANCE:

- 5.2.1. Customers Managed by Accounting Services:** Staff are encouraged to use the Corporate Billing and Customer system managed by Accounting Services. Timely, accurate and regular requests for updates to customer information including contact details, billing addresses, and other relevant data should be made prior to initiating the billing process. Use the “Customer Checklist” included in this policy.
- 5.2.2. Customers Not Managed by Accounting Services:** Develop and follow department specific procedures to keep customer information current. The “Customer Checklist” included in this policy is available as a guide.
- 5.2.3. Privacy Statement:** Information from customers is collected under the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)* and will be used solely for the purposes of applying the governing rules and regulations as laid out in this policy. The City will ensure all customer information (financial and otherwise), records and

anything else collected in accordance with this policy is processed fairly, kept safe and secure and retained for no longer than is necessary. Any requests for customer information from parties external to the City will be handled in accordance with *MFIPPA*.

5.3. BILLING:

- 5.3.1. Minimum Charges:** The minimum amount to be invoiced for products and services is \$100.00, before tax. Whenever possible, amounts under \$100.00 should be paid in advance or collected at the point of service or delivery of product.
- 5.3.2. Timely Billing for Goods or Services:** Whenever possible, invoices are to be issued immediately upon good or service delivery. Invoices may be billed monthly or per agreed upon schedule only when authorized by an agreement or established practice. Invoices should be sent to customers immediately upon issuance to avoid unnecessary interest charges.
- 5.3.3. Clear and Transparent Communication:** Invoices should contain a detailed breakdown of charges and include supporting documentation when applicable.
- 5.3.4. Payment Terms:** The standard payment terms for City invoices is Net 30 Days. Unless specific contractual arrangements have been authorized and made for alternate terms, all invoices should be clearly marked as Net 30 Days.
- 5.3.5. Interest on Late Payments:** Except by contract or other authorized agreement, invoices issued by the City are interest bearing. Interest will be added to accounts outstanding more than 30 days at a rate defined in the City's User Fee Schedule. Where payment terms are greater than 30 days or where specially contracted interest rates apply, assistance and direction will be required from the Manager of Accounting Services.
- 5.3.6. Payment Options:** Payment methods available may vary by payment location.
- Acceptance of Debit, Credit, or Cash is dependent on the payment location and must comply with the Corporate Wide Cash Receipts Policy.
 - Acceptance of Cheques must comply with the City's Cheque Acceptance Policy
 - Electronic Funds Transfer and e-transfer may be arranged via the Deputy Treasurer of Financial Accounting and Corporate Controls or designate.
 - New or alternative payment methods must be reviewed by the Deputy Treasurer of Financial Accounting and Corporate Controls or designate.
- 5.3.7. Invoice Cancellations:** All invoice cancellations must be properly authorized in accordance with the Accounts Receivable Adjustment Procedure.
- 5.3.8. Customer Selection:** Charges are to be billed to the customer who has the legal obligation to pay the full amount. Utilize the customer checklist as a guide prior to initiating the billing process.
- 5.3.9. Invoices not managed by Accounting Services:** Invoices created outside of the Corporate Billing and Customer Management system using an acceptable billing practice must include the following elements:
- Customer Legal Name and complete billing address
 - Invoice Number
 - Invoice Date
 - Payment terms and due date
 - Remittance address for payments and methods accepted

- Description of goods or services provided including the date or period that goods or services were rendered; attachments or additional details as required
- Price, rate and quantities as dictated by the nature of the good/service
- Applicable taxes
- Include the City's HST number
- Total amount due
- Specified consequences of late payments (interest)
- Contact Information for department person responsible for billing inquiries

5.3.10. Application of Payments:

- Payments from customers should be applied to account as promptly as possible to avoid unnecessary interest charges and adjustments.
- Where a payment is received specifying an invoice, the payment should be applied to that invoice regardless of whether it is for the same amount.
- Where no specific information is provided with a payment, apply to the oldest amounts first inclusive of interest.
- Communicate with customers, when possible, to reduce potential for errors.
- Payments managed by Accounting Services will abide by the AR Payment Application Procedure.

6. REFERENCES AND RELATED DOCUMENTS

- 6.1.** Customer Checklist - APPENDIX A
- 6.2.** Billing Checklist – APPENDIX B
- 6.3.** Corporate Cheque Acceptance Policy
- 6.4.** Corporate-Wide Cash Receipts Control Policy
- 6.5.** Accounts Receivable Collections Policy
- 6.6.** Accounts Receivable Adjustment Procedure
- 6.7.** Accounts Receivable Payment Application Procedure
- 6.8.** Accounts Receivable Customer Set-Up and Maintenance Procedure
- 6.9.** Returned Cheques Procedure ** To be Reviewed
- 6.10.** AR Billing Request Form
- 6.11.** AR Customer Creation / Change Form

Appendix A - Customer Checklist

Prior to initiating the Billing process, check and acknowledge the following:

- ✓ **New Customer and Existing Customer Updates:** Complete the AR Customer Creation/Change Form or follow department procedures for customer updates or approval
- ✓ **Required Customer Information:**
 - The customer's legal name is correct
 - The address is current and complete
 - Contact information is current and complete including email address
- ✓ **Updates Complete:** All required updates have been completed prior to billing

Appendix B - Billing Checklist

Prior to finalizing an invoice, check and acknowledge the following:

- ✓ **Correct Customer Identified:** The customer selected has the legal obligation to pay for the goods or services being billed.
- ✓ **Appropriate Interest Option:** Interest bearing unless specifically agreed otherwise
- ✓ **Invoice Contents:**
 - Customer Legal Name and complete billing address
 - Invoice Number
 - Invoice Date
 - Payment terms and due date (Net 30 unless otherwise specified)
 - Remittance address for payments
 - Description of goods or services provided including the date or period that goods or services were rendered; attachments or additional details as required
 - Price, rate and quantities as dictated by the nature of the good/service
 - Applicable taxes
 - The City's HST Number
 - Total amount due
 - Contact Information for department person responsible for billing inquiries
 - Specified consequences of late payments (interest)
- ✓ **Payment Methods:** Acceptable payment methods have been communicated to customer

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

Primary Owner:	Commissioner Finance/ City Treasurer	Policy No.:	
Secondary Owner:	Finance - Accounting Services	Approval Date:	
Subject:	Accounts Receivable Collections Policy	Approved By:	
Review Date:	January 2025	Effective Date:	Immediate
Prepared By:	Faye Dunn	Procedure Ref.:	
		Pages: 6	Replaces: CS.A4.07
			May 4 2020

1. POLICY

1.1. The Accounts Receivable (AR) Collections Policy provides a comprehensive framework for managing receivables, mitigating risks, and ensuring financial integrity. This policy is also a guideline for departments whose receivables are outside of the corporate financial system.

2. PURPOSE

2.1. To define the roles and responsibilities of City of Windsor personnel involved with the receivables and collections cycle and establish a reporting structure governing collection activities. The regulations and guidelines that follow are designed to enhance the integrity of the collection process, mitigate risk to corporate assets and maintain positive customer relations through clarity and transparency.

2.2. Establish guidelines and control requirements for:

2.2.1. Consumer and commercial reporting parameters governing usage and observance of the Ontario Consumer Reporting Act.

2.2.2. Collection agency assignment.

2.2.3. Returned cheques / items.

2.2.4. Write-off approvals.

2.2.5. AR adjustment approvals including the waiving of interest, late penalties, overdue charges, cancellations, and administrative fees.

2.2.6. Refunds to customers.

2.2.7. Legal assignment for both small and large claims.

2.3. To ensure the regular review and follow up of all outstanding accounts receivable.

2.4. To establish procedures for the benchmarking and monitoring of the collection process as a measurement of performance.

3. SCOPE

3.1. This policy applies to all City of Windsor Departments, or employees engaged in the collection of accounts receivable or other unsecured debt as assigned. This policy holds regardless of the system utilized in generating the receivable obligation.

3.2. Municipal Property Taxes and the collection thereof are governed by the Municipal Act 2001 and City Council's Guiding Principals. Municipal Property Taxes are therefore excluded from this policy.

4. **RESPONSIBILITY**

4.1. **City Council** is responsible for:

- 4.1.1. **Uncollectable Accounts:** Review and approve all uncollectable accounts receivable write-offs over \$150,000 plus any related interest or penalties on a per account basis.
- 4.1.2. **Legal Proceedings:** Approve the initiation of legal proceedings for the purposes of collecting accounts receivable over \$150,000, where considered appropriate.
- 4.1.3. **Customer Balance and Invoice Adjustments:** Review and approve customer account balance adjustments of amounts in excess of \$150,000 per invoice except where the invoice has been cancelled or a payment has been made in error.

4.2. The **Chief Administrative Officer (CAO), or designate** is responsible to:

- 4.2.1. **Uncollectable Accounts:** Review and approve all uncollectable accounts receivable write-offs in excess of \$50,000 up to \$150,000 plus any related interest or penalties on a per account basis.
- 4.2.2. **Legal Proceedings:** Approve the initiation of legal proceedings for the purposes of collection for accounts receivable in excess of \$50,000 up to \$150,000, where considered appropriate.
- 4.2.3. **Customer Balance and Invoice Adjustments:** Review and approve customer account balance adjustments of amounts in excess of \$50,000 up to \$150,000 per invoice except where the invoice has been cancelled or a payment has been made in error.

4.3. The **Commissioner of Finance/City Treasurer** or designate is responsible to:

- 4.3.1. **Uncollectable Accounts:** Review and approve all uncollectable accounts receivable write-offs up to \$50,000 plus any related interest or penalties on a per account basis.
- 4.3.2. **Customer Balance and Invoice Adjustments:** Approve customer account balance adjustments of amounts up to \$50,000 per invoice except where the invoice has been cancelled or a payment has been made in error.
- 4.3.3. **Request Write-off of Uncollectable Accounts:** Submit non-collectable accounts receivable write-off request report to Council or the CAO in accordance with the guidelines established herein.
- 4.3.4. **Policy Review:** Direct the review of this policy, at a minimum every five (5) years, or sooner if required and recommend updates as necessary.
- 4.3.5. **Collection Agency:** Review and recommend the selection of a registered collection agency as required.

4.4. The **Deputy Treasurer Financial Accounting and Corporate Controls** or designate is responsible for/to:

- 4.4.1. **Policy Management:** Overall policy management of the collections area.
- 4.4.2. **Review Uncollectible Accounts:** Review recommendations for uncollectible accounts.
- 4.4.3. **Request Write-off of Uncollectible Accounts:** Provide the Commissioner of Finance/City Treasurer with an annual uncollectable accounts receivable write-off request.

- 4.5. Executive Directors**, or designate are responsible for
- 4.5.1. Authorization Management:** Provide and update names and dollar limits of persons authorized to request invoice cancellations to the Manager of Accounting Services
 - 4.5.2. Invoice Cancellation Request:** Per the Accounts Receivable Adjustment Request Procedure, request and authorize invoice cancellations via the Accounting Services department.
 - 4.5.3. Record Maintenance:** Maintain back up information for requests to cancel invoices and, if requested, provide to Manager of Accounting Services.
 - 4.5.4. Policy Communication and Training:** Communicate this policy and related procedures, ensuring training for individuals involved in requesting cancellations.
- 4.6. The Manager of Accounting Services** or designate is responsible for/to:
- 4.6.1. Analyze Outstanding AR:** On an annual basis, prepare an analysis of outstanding accounts receivable and develop an appropriate estimate for the allowance for doubtful accounts.
 - 4.6.2. Identify and Recommend Uncollectible Accounts:** Identify and recommend to the Deputy Treasurer Financial Accounting and Corporate Controls those accounts to be written-off as uncollectible.
 - 4.6.3. Facilitate Reporting for Legal Proceedings:** Facilitate reports to City Council and/or the Chief Administrative Officer for all internal requests to begin legal action for the recovery of accounts receivable.
 - 4.6.4. Review and Approve Adjustment Requests:** Review and approve AR adjustments including, refunds, interest clearing, administrative balance adjustments, and cancelation/refund requests for payments made in error. Adjustments for invoice cancellation are authorized by the initiating department.
 - 4.6.5. Transfer AR Accounts to Third Party Collections:** Undertake the transfer of accounts receivable to third-party collection agencies, paralegal services, or other third-party services as they relate to the collection of the accounts receivable in accordance with the AR Transfer to Third Party Collections Procedure.

5. Governing Rules and Regulations

5.1. CONSUMER AND COMMERCIAL REPORTING AUTHORITY AND LEGAL COMPLIANCE:

5.1.1. Section 8 (1) (d) (i) of the Ontario Consumer Reporting Act states:

“No consumer reporting agency and no officer or employee thereof shall knowingly furnish any information from the files of the consumer reporting agency except, in a consumer report given to a person who it has reason to believe, intends to use the information in connection with the extension of credit to or the purchase or collection of a debt of the consumer to whom the information pertains.”

- 5.1.2.** City employees may order consumer and commercial credit reports only for the purpose of collecting a debt or other approved reason. Information from customers is collected under the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)* and will be used solely for the purposes of applying the governing rules and regulations as laid out in this policy. The City will ensure all customer information (financial and otherwise), records and anything else collected in accordance with this policy is processed fairly, kept safe and secure and retained for no longer than is necessary. Any

requests for customer information from parties external to the City will be handled in accordance with *MFIPPA*.

5.2. COLLECTION RULES

- 5.2.1.** City employees will perform collection activities in a non-discriminatory and professional manner.
- 5.2.2.** City employees may not discuss a debt with anyone other than the debtor unless required by applicable law.
- 5.2.3.** City employees will conduct collection activities in accordance with the Finance AR Collections Procedure.

5.3. USE OF COLLECTION AGENCY

- 5.3.1.** Section 304 of the Municipal Act authorizes the use of a registered collection agency for the recovery of a debt, including taxes, payable to the Municipality. The AR Transfer to Third Party Collections Procedure defines the conditions and regulations for use of an outside agency.

5.4. DEBT WRITE-OFF

- 5.4.1.** Write-offs against the Allowance for Doubtful Accounts may be executed on an ongoing basis, subject to authorized approval for accounts identified as uncollectable. The write-off of a customer account should only be considered after all reasonable means of collection have been exhausted. The conditions and governing rules that guide the write-off process are detailed in the Uncollectible Account Write-off Procedure.

5.5. ACCOUNTS RECEIVABLE ADJUSTMENTS

- 5.5.1.** Adjustments include cancelation requests, interest adjustments on a customer account, balance adjustments, payment refunds or write-offs. Accounts receivable adjustments may be required due billing errors, customer errors, and/or delayed payment processing resulting in interest. Changes cannot be made directly to any posted invoice. Invoices may be cancelled, cancelled and rebilled, or written off as uncollectible. Adjustments are governed by the Accounts Receivable Adjustment Procedure.
- 5.5.2.** AR adjustments are not to be used to correct an amount that has been invoiced and requires correction.
- 5.5.3.** Where appropriate, the City may remove interest or penalty charges when a payment is late but, ultimately paid in a reasonable amount of time and the customer has a history of timely payments.
- 5.5.4.** As a regular and ongoing housekeeping function, adjustments may be requested for the removal of nuisance balances from customer accounts. Such balances may arise due to timing of payment application or other minor errors.

5.6. REFUNDS

- 5.6.1.** Payments received in error or paid in excess of the AR invoice or customer's total balance by more than \$5.00 will be refunded to the payer. Balances under \$5.00 will remain on the customer's account.
- 5.6.2.** Cash refunds are not permitted in the Corporate Billing and Receivables system. Refunds through Accounts Receivable are payable by cheque only.

5.6.3. Refund requests must be approved by authorized individuals within their limits as managed by the Manager of Accounting Services.

5.7. BAD DEBT EXPENSE

5.7.1. The determination of an allowance for doubtful accounts and any subsequent write-off will be formulated after careful examination of pre-identified non-collectable accounts.

5.8. ADDING DEBTS TO TAXES

5.8.1. Where standard collection procedures are unsuccessful, balances owed to the City may be added to tax roll of the property owner if authorized by applicable legislation.

5.8.2. Where an account is to be added to taxes, all related documentation and support must be provided to the Manager of Revenue and Collections.

5.8.3. Upon confirmation of the amount being added to taxes, the account will be written-off.

5.9. NETTING

5.9.1. Payables can only be netted to outstanding receivables in instances where the payables relate specifically to the outstanding debt. The entity that is being netted must also be the same legal entity that originated the debt.

5.10. LEGAL CLAIMS

5.10.1. All claims over the Small Claims Court limit must be forwarded to the City Solicitor to commence legal action.

6. REPORTING

6.1. WRITE-OFF REPORTING

As required, but at a minimum once per year, the Deputy Treasurer Financial Accounting and Corporate Controls shall provide the Commissioner of Finance/City Treasurer and/or CAO with a recommended list of write-offs. The Commissioner of Finance/City Treasurer shall report to City Council to request approval for all non-collectable accounts receivable write-offs over \$150,000.

6.2. DELINQUENCY REPORTING

Once per month a delinquency analysis is performed by the Corporate Collections Analyst or designate and provided to the Manager of Accounting Services outlining details of the aged trial balance position.

7. RECORDS

7.1. All accounts receivable collection records, reports, manual and electronic files must be retained and filed in accordance with the City's "Schedule of Retention Periods for Records By-Law".

8. REFERENCES AND RELATED DOCUMENTS

- 8.1.** Corporate Billing and Accounts Receivable Policy
- 8.2.** Corporate Cheque Acceptance Policy
- 8.3.** Corporate-Wide Cash Receipts Control Policy
- 8.4.** Accounts Receivable Returned Cheques Procedure
- 8.5.** Accounts Receivable Adjustment Request Procedure
- 8.6.** Finance Cheque Log Procedure (TBD)
- 8.7.** AR Transfer to Third Party Collections Procedure (TBD)
- 8.8.** Uncollectible Account Write Off Procedure (TBD)
- 8.9.** Registered collection agencies or collection agencies included in the “consumer beware list (CBL)” are available at www.ontario.ca.

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

Primary Owner:	Commissioner Finance/City Treasurer	Policy No.:	
Secondary Owner:		Approval Date:	
		Approved By:	
Subject:	CORPORATE CHEQUE ACCEPTANCE POLICY	Effective Date:	Immediate
		Procedure Ref.:	*
Review Date:	November 23, 2023		
Prepared By:	Faye Dunn	Pages:5	Replaces: February 26, 2018 CR99-2018

1. POLICY

- 1.1. This policy is designed to manage and control the acceptance of cheques as a method of payment. To mitigate the risk of fraud or financial loss, the City of Windsor will accept cheques only under the conditions outlined in this policy and in adherence to the governing rules and regulations.
- 1.2. It is the City's preference to receive payment by cash, debit or credit card, where available, at the point of sale.

2. PURPOSE

- 2.1. To establish guidelines and best practices for accepting cheques as a method of payment.
- 2.2. To mitigate risk by clearly defining the conditions under which cheques will be accepted.
- 2.3. To serve as a tool to standardize and communicate the City's approach to accepting cheques. Standardization ensures consistency and promotes fairness in the treatment of customers or clients.

3. SCOPE

- 3.1. This policy applies to all City of Windsor departments, agencies, boards, commissions and committees (ABCs) funded by the City of Windsor, in whole or in part, or whose governing body contains City of Windsor representation and whose financial transactions are accounted for within the City of Windsor financial systems.
- 3.2. **Exclusions:**
 - 3.2.1. Property taxes or related charges, or application to any receivable where the City is fully secured through title registration, offsetting earnings deductions (i.e. social service cheques) or via appropriate legislation.
 - 3.2.2. Certified cheques, bank drafts, or money orders.

4. RESPONSIBILITY

4.1. The Commissioner Finance /City Treasurer, or designate, is responsible to:

- 4.1.1. Review documented departmental procedures and checklists to ensure alignment with this policy, emphasizing the establishment of reasonable controls.
- 4.1.2. Review of this policy, at a minimum every five years and recommend updates as necessary to reflect evolving requirements and best practices.
- 4.1.3. Communicate this policy to all stakeholders as needed, to ensure clear understanding and promote adherence.

4.2. The Executive Directors (or ABC Equivalents), in conjunction with Managers of Administration or designates are responsible to:

- 4.2.1. Develop department specific procedures or utilize the recommended 'Cheque Acceptance Checklist' to facilitate compliance with this policy.
- 4.2.2. Communicate this policy and train those employees accepting cheques.
- 4.2.3. Provide support information for collection purposes to the Manager of Accounting Services or designate upon request.
- 4.2.4. Resolve disputes with customers relative to cheques received including stop payment or service-related issues.

4.3. The Manager of Accounting Services, or designate, is responsible to:

- 4.3.1. Provide continuous support for the implementation, maintenance and improvement of this policy.
- 4.3.2. Develop, maintain, and communicate procedures relating to proper accounting and collections regarding cheques returned by the bank.
- 4.3.3. Investigate and address violations of this policy.

5. GOVERNING RULES AND REGULATIONS

5.1. Requirement to Accept: Departmental procedures and assessment will determine if and where cheques will be accepted. Departments are not required to accept cheques.

5.2. Acceptance Rules: All departments that accept payment by cheque at the point of sale or over the counter are expected to exercise due diligence. These rules form the basis of the Cheque Acceptance Checklist in Appendix A.

The following rules apply when accepting cheques:

- 5.2.1. Must be made payable to "The City of Windsor".
- 5.2.2. One **valid** government photo identification (ID) must be produced, i.e., Driver's license, Certificate of Citizenship, passport.
- 5.2.3. Identification number, from above, must be written on the back of the cheque.
- 5.2.4. Cheque must have current date unless complying with a post-dated cheque agreement. Cheques older than six months are considered stale dated.
- 5.2.5. Preprinted name and address must be verified.
- 5.2.6. Amount of payment in words and numbers must agree.

- 5.2.7. Financial Institution or bank name and address preprinted on the cheque.
- 5.2.8. Cheque number (top-right / bottom-left in the MICR) must have a direct match.
- 5.2.9. The MICR line encoded on the bottom of the cheque is present and clear.
- 5.2.10. The person signing the cheque must be the person detailed on the cheque.
- 5.2.11. The person signing the cheque must initial any corrections.
- 5.2.12. Look for back of cheque security features:
- “Teller Stamp Here” box,
 - Verification Phrase (e.g., “Back” or other verification term)
 - Endorsement Area
- 5.2.13. Non-pre-printed cheques, without specific details, are to be completed in full.
If any of the information in section 5.2 is incorrect or unavailable, a cheque should not be accepted.

5.3. Cheques Received by Mail or Dropbox:

- 5.3.1. Cheques will be reviewed for Cheque Details, Preprinted Front of Cheque Features, and Back of Cheque Features per the attached Cheque Acceptance Checklist.
- 5.3.2. Where cheques do not meet requirements, customer contact should be initiated.

5.4. Not Accepted: Employees are not to accept.

- Altered Cheques- where the cheque form has been altered.
- Traveler’s Cheques – pre-printed, fixed amount cheques that are used by travelers as a form of currency.
- Third Party Cheques – payable to another entity but endorsed on the back.

5.5. Corrections and Omissions: Employees of the City are not permitted to make corrections or complete omissions on a cheque on the customer’s behalf.

5.6. Rejection Rights: The City and employees reserve the right to reject any cheque.

5.7. Donation Cheques: Cheques for donations are generally accepted and are governed by the *Acceptance of Cash or Cash Equivalent Procedure* and the *Donations Policy*.

5.8. Post-Acceptance/Verification Obligations:

- 5.8.1. **Safeguarding of Cheques:** Cheques must be stored securely in a locked cash drawer, safe or box. Access should be restricted to authorized personnel. Undeposited cheques must be stored in a locked box or fireproof vault at the end of each day.
- 5.8.2. **Endorsement:** The back of the cheque must be endorsed by the department accepting it with a stamp impression. The stamp impression must contain
- “Deposit to the credit of the Corporation of the City of Windsor” or similar statement
 - The department, division and/or facility name must be included on the stamp to facilitate tracking.

- If an invoice or file reference is available, this may be included in writing.

5.8.3. Deposit and Record: Cheques should be deposited, and payments recorded on a timely basis. Deposits and recording must be in accordance with the Corporate-Wide Cash Receipts Control Policy.

- All deposit, recording records and support for these transactions must be filed and maintained in accordance with the City's Record Retention By-Law.

5.9. Non-Sufficient Funds (NSF) Cheques:

5.9.1. NSF Fee Notification: Cashiering stations accepting cheques, should prominently display the approved NSF administration fee as sanctioned by City Council.

5.9.2. NSF Charge Application: Should a cheque be returned by the bank, departments will be notified and may be requested to provide a chartfield. The administration of NSF fees is managed by the Finance department in accordance with the Returned Cheques Procedure.

5.9.3. NSF History: In cases where there is a chronic history of NSF cheques, a department's Executive Director or designate has the authority to assess the cessation of cheque acceptance privileges. Before reinstating such privileges, departments must consult the City's Finance Collections Staff.

6. REFERENCES AND RELATED DOCUMENTS

6.1. Cheque Acceptance Checklist – APPENDIX A

6.2. Corporate-Wide Cash Receipts Control Policy.

6.3. Donation Policy

6.4. Acceptance of Donations – Cash or Cash Equivalent

6.5. Returned Cheques Procedure

APPENDIX A

Recommended Cheque Acceptance Checklist

The following checklist is provided to guide your decision to accept or decline a customer cheque as a method of payment. Detailed regulations are provided within the Cheque Acceptance Policy.

Cheque Details:

- **Payee:** Payable to “The City of Windsor”
- **Amount:** Payment amount in words and numbers agree
- **Date:** Current date unless by pre-existing agreement; more than 6 months old is stale dated.
- **Name and Address:** Name and address on cheque are complete and match the identification or the business name and address
- **Signature:** The person signing the cheque must be the person detailed on the cheque
- **Corrections:** Any corrections are initialed

Identification Verification:

- One valid government, photo identification must be produced. i.e. Driver’s license, Certificate of Citizenship, passport.
- Write the ID number on the back of the cheque

Preprinted Front of Cheque Features:

- Bank name and address are present in preprinted form
- MICR line encoded on the bottom is present and clear
- Cheque Number on top right and bottom left (in the MICR) match

Back of Cheque Features:

- “Teller Stamp Here” box or similar
- Verification Phrase such as “Back” or other verification term
- Endorsement Area

Note 1: Third party cheques, travelers’ cheques, altered cheques are NOT accepted.

**CORPORATION OF THE CITY OF WINDSOR
POLICY**

Primary Owner:	Commissioner Finance and City Treasurer	Policy No.:	TBD
		Approval Date:	
Secondary Owner:	Council Services	Approved By:	
		Effective Date:	Immediate
Subject:	Ward Fund Policy	Procedure Ref:	N/A
Review Date:	November 2023	<i>Pages: 2</i>	Date: January 15, 2018
Prepared By:	Faye Dunn		Replaces: CS.A10.07

1. POLICY

1.1. Each Ward will be provided with a specified monetary amount, subject to annual approval by Council through regular budget deliberations, for the purposes of small financial requests for projects of a capital nature.

2. PURPOSE

2.1. To reduce administrative time and expense in the approval process of small capital projects. To better meet specific community needs at the Ward level.

3. SCOPE

3.1. Applies to all Wards in the City of Windsor.

4. RESPONSIBILITY

4.1. Ward Councilors' are responsible for:

4.1.1. Ensuring that all proposals are in compliance with this policy.

4.1.2. Initiating the process by bringing forward proposals to the Council Assistants.

4.1.3. Reviewing semi-annual report by Ward.

4.2. Commissioner of Finance/City Treasurer, or designate:

4.2.1. Direct the review of this policy at a minimum of every five years.

4.2.2. Review and sign Letters of Understanding for community-based Ward Fund requests.

4.3. Executive Director of relevant operating department, or designate, is responsible to initiate work requested in the signed Ward Fund Disbursement Form.

4.4. Council Assistants are responsible for:

4.4.1. Confirming concurrence with this Policy.

4.4.2. Completing the Ward Fund Disbursement Form and forwarding to:

- Financial Planning Administrator – City Council
- Executive Director of the relevant operating department

4.4.3. Ward Fund requests for community-based programs:

- Prepare letter of understanding and circulate to Commissioner of Finance/ City Treasurer and the community organization for signatures.
- Retain original signed LOUs and Ward Fund Disbursement Forms for records.

4.5. Financial Planning Administrator – City Council is responsible for:

4.5.1. Processing and recording requests in accordance with normal accounting procedures of the Corporation.

4.5.2. Maintaining a record of available ward funds.

4.5.3. Prepare semi-annual report by Ward and submit to Council for review.

5. GOVERNING RULES AND REGULATIONS

5.1. Ward Funds (The Fund) Usage:

5.1.1. **Capital Asset Enhancement:** The Fund may be use used for the improvement and maintenance of capital assets owned by the City of Windsor. This includes repairs extending the lifespan of capital assets and enhancements for the betterment of these assets.

5.1.2. **Community-Based Initiatives:** The Fund is available for providing financial assistance to Community-Based Groups. Eligible projects must focus on building neighborhood connections, addressing community needs, or physically enhancing spaces within the neighborhood.

5.1.3. **Salary and Wage Recovery:** Costs of staff who are assigned to participate in projects as part of their normal range of duties and who are not specifically seconded and backfilled cannot be recovered from Ward funds. City Employee Wages may be recovered by Ward Funds for work completed on capital projects only if external funding of the project allows for their recovery and/or recovering for the position does not put the department into a surplus.

5.2. Expenditure Limitations: The Fund is designed to exclude expenses typically borne by private individuals or groups, with the exception of Community-Based Groups as outlined in section 5.1.2.

5.3. These groups may qualify for a one-time matching grant, covering 0% of eligible costs, with a maximum of \$1,000 per project. The support is specifically intended for projects that strengthen community bonds and contribute to tangible improvements in the neighborhood.

5.4. Policy Compliance: The Fund must not be used in such a way that conflicts with any existing Council-established policies. With the exception of grants to Community-Based Groups (as per section 5.2), expenditures must comply with the City of Windsor Purchasing By-Law.

5.5. Budget Priority: If funds have been approved and allocated for a particular project, under the operating or capital budgets, the budgeted funds must be used first.

5.6. Project Priority: The Fund may be used when the City of Windsor share of a project is not available, or the project is a lower priority within existing allocations.

5.7. Project Expenditure Limit: Subject to limitations stated in section 5.2, there will be no monetary limit on other project expenditures that meet the criteria of the Fund. Wards may collaborate for funding when a project directly impacts multiple Wards or has broader City implications.

5.8. Fund Carryforward: Unused Ward Funds will be carried forward to the next fiscal period.

5.9. Reporting Accountability: A semi-annual report, by Ward, will be prepared by the FPA and submitted to Council for review and accountability.

5.10. Election Period Restrictions: Use of Ward Funds for a project must not be committed, and the project must not be publicly announced, in the six-month period immediately prior to a municipal election. This prohibition includes public announcements, press releases or communication with the public about the project in any form. The official commitment date shall be deemed to be the date on which the City Treasurer or designate receives the official Ward Funds use request form duly authorized by signature or attached e-mail request by the requesting councilor. It is understood that the work may be undertaken within the six-month period due to administration's work priorities or climate requirements.

5.11. Record Retention: Forms and files created as a result of funding under this program must be retained and filed in accordance with the City's Schedule of Retention Periods for Records By-Law.

6. REFERENCES AND RELATED DOCUMENTS

6.1. Ward Fund Disbursement Form

6.2. Ward Fund Letter of Understanding via Council Services

THE CORPORATION OF THE CITY OF WINDSOR

INVESTMENT POLICY

Service Area:	Office of the Chief Financial Officer & City Treasurer	Policy No.:	CS.A1.09
		Approval Date:	
Department:	Taxation & Financial Projects	Approved By:	
Division:	n/a	Effective Date:	
Subject:	Investment Policy	Procedure Ref.:	n/a
Review Date:	November 2024	Pages: 18	Replaces:
Prepared By:			Date:

1. PURPOSE

- 1.1 To ensure integrity and transparency of the investment management process when investing public funds;
- 1.2 To establish a structure to govern the investment activities for the City of Windsor.
- 1.3 The investment portfolio is comprised of:
 - I. Excess operating and capital cash flow
 - II. Reserve Accounts and Reserve Funds
 - III. Trust Funds
 - IV. Sinking Funds

1.4 Investment Policy Objectives

The primary objectives of the investment policy, in priority order, are as follows:

- Legality of investments;
- Preservation of capital;
- Maintenance of liquidity; and
- Competitive rate of return.

1.4.1 Legality of Investments - Adherence to Statutory Requirements

All investment activities shall be governed by the *Ontario Municipal Act, 2001* as amended. Investments, unless limited further by Council, will be those deemed eligible under Ontario Regulation 438/97 or as authorized by subsequent provincial regulations.

1.4.2 Preservation of Capital (Minimization of Credit Risk, Market Value Risk & Interest Rate Risk)

All investment decisions will be based upon the preservation of the value of the invested principal. This is accomplished by limiting the types of investments to a maximum percentage of the total portfolio, and by limiting the amount invested within individual institutions to a maximum percentage of the total portfolio.

Staff shall endeavor to mitigate credit, market value and interest rate risk as follows:

Credit Risk:

- Limiting investments to safer types of securities based on credit ratings;
- Vetting investment alternatives offered by the financial institutions, broker/dealers, intermediaries, and advisers against the stated credit limits;
- Setting dollar limits on the size of portfolio investments in asset sectors (fixed income and equities) and in individual credit names in accordance and as restricted by the Municipal Act.

Market Value Risk:

- Limiting investments, which are subject to market value fluctuations, to funds which are not required on a short-term basis (i.e. over 10 years)
- Diversifying the investment portfolio so that potential losses (if any) on individual securities will be minimized

Interest Rate Risk:

- Structuring the investment portfolio so that securities mature to meet ongoing cash flow requirements, thereby reducing the need to sell securities on the open market prior to maturity;
- Investing operating funds primarily in shorter-term securities or approved liquid investment pools;
- Use and diversification of longer-term holdings to mitigate effects of interest rate volatility;
- Investing in shares or equities of Canadian corporations through a legislatively approved government investment pool, in accordance and as restricted by the Municipal Act.

1.4.3 Maintenance of Liquidity

The term liquidity implies a high degree of marketability and a high level of price stability.

The portfolio shall be structured to maintain a proportionate ratio of short, medium and long-term maturities to meet the funding requirements of the Corporation. The investment portfolio shall remain sufficiently liquid to meet all operating or cash flow requirements and limit temporary borrowing requirements. This shall be done where possible by structuring the portfolio such that securities mature concurrent with anticipated cash demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio shall consist largely of securities with active secondary or resale markets. A portion of the portfolio may be placed in local government investment pools which offer liquidity for short-term funds.

Therefore, important liquidity considerations include a reliable cash flow forecast outlining timing requirements of funds, a contingency to cover the possibility of unplanned requirement of funds, and an expectation of reliable

secondary marketability of investments prior to maturity. If cash flows are unpredictable, liquidity should be kept high in order to cope with unplanned events.

1.4.4 Competitive Rate of Return (Overall Yield)

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

2. SCOPE

- 2.1** It is understood that the policy and procedures herein shall govern the investment activities of the Corporation's Operating, Capital and Reserve Funds as well as Trust and Sinking Funds. This investment policy applies to all investments made by the City on its own behalf and, where appropriate or as deemed required, on behalf of and its agencies, boards, commissions, and wholly owned subsidiaries including any new funds created by the City unless specifically directed otherwise by City Council.
- 2.2** Agencies, boards, commissions, and wholly owned corporations incorporated by the City under Section 203 of the Municipal Act 2001, may only invest in instruments prescribed by Section 418 of the Ontario Municipal Act, 2001 as amended and by Ontario Regulation 438/97 or as authorized by subsequent provincial regulation. Therefore, consideration of this policy is recommended in the establishment of their respective policies.

3. RESPONSIBILITY

- 3.1 Chief Administrative Officer (CAO) & City Clerk or others as directed by City Council** are authorized to:
 - 3.1.2** Execute and sign agreements on behalf of the Corporation.
- 3.2 Chief Financial Officer (CFO) and City Treasurer or designate** is:
 - 3.2.1** Responsible for providing to City Council, each year or more frequently as specified by the City Council, an investment report;
 - 3.2.2** As restricted in Section 4.8 of this policy, authorized to enter into arrangements with banks, investment dealers and brokers, and other financial institutions for the purchase, sale, redemption, issuance, transfer and safekeeping of securities, all in the name of the Corporation or in the name of a Trust or Sinking fund as approved by City Council.

- 3.2.3 Authorized to execute and sign administrative and trading investment agreements on behalf of the Corporation.
- 3.2.4 Responsible for ensuring that any investment that is not consistent with this Policy will be disposed of within prescribed timelines.
- 3.2.5 Responsible for ensuring that credit rating of any securities held in the investment portfolio are being monitored regularly by appropriate investment officers or employees and any material negative changes are communicated in a timely manner as may be appropriate.
- 3.2.6 Responsible for ensuring that all Reporting Requirements identified within this Policy are met.
- 3.2.7 Authorized to invest above the Policy's recommended maximum thresholds (both portfolio sector and individual institutional limit) by 5% if required in order to achieve a greater rate of return. This is allowed where the excess percentage relates to investments with terms of 6-months or less. And further, that in cases where a financial institution may be able to offer a third party guarantee of the full capital invested (such guarantee to be to the satisfaction of the City Treasurer), is authorized to invest above the Policy's recommended maximum thresholds (both portfolio sector and individual institutional limit) by 10% (without restriction on the length of the term) if required in order to achieve a greater rate of return.

3.3 The Deputy Treasurer - Taxation and Financial Projects:

- 3.3.1 Prepares and provides annual reports to the CFO & City Treasurer including an investment report prepared in accordance with the Municipal Act;
- 3.3.2. Develops and maintains all necessary operating procedures for effective control and management of the investment function and reasonable assurance that the Corporation's investments are properly managed and adequately protected.
- 3.3.3 Ensures that a Cash Management and Investment Procedure manual, remains up to date and accessible to all investment officers and employees.
- 3.3.4 As restricted in Section 4.8 of this policy, authorized to enter into arrangements with banks, investment dealers and brokers, and other financial institutions for the purchase, sale, redemption, issuance, transfer and safekeeping of securities, all in the name of the Corporation or in the name of a Trust/Sinking fund as approved by City Council and as delegated by the CFO & City Treasurer.

3.4 The Manager of Treasury & Cash Management and staff are responsible for the daily management of the Investment portfolio including:

- 3.4.1 Selection of investments in accordance with this policy and the Municipal Act;
- 3.4.2 All reporting requirements to the CFO & City Treasurer and Deputy Treasurer – Taxation & Financial Projects.

- 3.4.3 Maintenance and storage of all investment records in accordance with the City's Records and Retention By-law;
- 3.4.4 Preparation of year end and audit files;
- 3.4.5 The review and update of this policy at a minimum every five years as per Sec. 4.1.

GOVERNING RULES AND REGULATIONS

4.1 Legislative Authority

Legislative authority for the investment guidelines of municipal funds is Section 418 of the Municipal Act 2001, as amended from time to time. Investments, unless otherwise limited by City Council, will be those deemed eligible under Ontario Regulation 438/97, or as amended by subsequent provincial regulations.

A review of this policy for adherence to legislative requirements should be undertaken at a minimum every five years or earlier as amendments are made to the regulations.

The parameters for investments as established under the Municipal Act are fairly broad allowing municipalities the ability to select from within a variety of investment instruments. As such, this policy serves to provide further limitations as to which investment options should, as a matter of due course, be utilized to achieve the City's investment objectives as laid out under Section 1.3. Should other investments as allowed by the Municipal Act 2001, other than those listed below be considered, Council direction and approval should be obtained. Should there be a perceived conflict between the details listed within this policy and legislative requirements, legislative requirements prevail.

A summary of eligible investment instruments, as they apply to the City of Windsor's investment portfolio, includes (further restrictions as to investment grades and portfolio limitations are outlined in sections 4.2 and 4.3 respectively):

- 4.1.1 Bonds, debentures, promissory notes or other evidences of indebtedness of issued or guaranteed by Canada or a province or territory of Canada, an agency of Canada or a province or territory of Canada, a country other than Canada;
- 4.1.2 Bonds, debentures, promissory notes or other evidences of indebtedness issued or guaranteed by a municipality in Canada including the municipality making the investment, a school board in Canada, a board of a public hospital, a local board as defined in the Municipal Affairs Act, a designated Ontario University or College, a non-profit housing corporation or local housing corporation;
- 4.1.3 Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments, bonds, debentures or evidence of long-term indebtedness issued or guaranteed, by a bank (as listed in Schedule I or II to the Bank Act), a loan corporation or trust corporation (that is registered under the Loan and Trust Corporations Act), a credit union to which the Credit Union and Caisses Populaires Act, 1994 applies;

- 4.1.4 Asset-backed securities are considered an allowable investment however use of this investment instrument is limited through investments held by way of the ONE Fund, which is subject to the full range of their normal due diligence measures.
- 4.1.5 Forward rate agreements are considered an allowable investment with consideration made to restrictions as provided under Ontario Regulation 438/97.

4.2 **Eligible Investments, Grades & Limitations**

Appendix A sets out a summary of the maximum recommended allowable exposure for each classification of security as a percentage of the total portfolio as well as the maximum recommended allowable exposure for each specific issuer in a security class as a percentage of the total portfolio. Notwithstanding the provisions of the Act, eligible investment institutions as well as minimum credit ratings are limited to those stated to provide minimum risk.

- 4.2.1 Investments issued or guaranteed by the Government of Canada, province or territory of Canada, including an agency of Canada or a province or territory of Canada;
- 4.2.2 Investments issued or guaranteed by a municipality in Canada, including the municipality making the investment, subject to a minimum DBRS rating of “AA low”, Moody’s Investor Services of “Aa3” or Standard and Poor’s of “AA-“;
- 4.2.3 Investments issued or guaranteed by a school board in Canada, a board of a public hospital, a local board as defined in the Municipal Affairs Act, a designated Ontario University or College, a non-profit housing corporation or local housing corporation subject to a minimum DBRS rating of “AA low”, Moody’s Investor Services of “Aa3” or Standard and Poor’s of “AA-“;
- 4.2.4 Investments issued or guaranteed by a bank (as listed in Schedule I or II of the Bank Act), by a loan or trust corporation (which is registered under the Loan and Trust Corporations Act), subject to a minimum DBRS rating of “AA low”, Moody’s Investor Services of “Aa3” or Standard and Poor’s of “AA-“;
- 4.2.5 Investments issued or guaranteed by a credit union to which the Credit Union and Caisses Populaires Act, 1994 applies, subject to receipt of within 30 days before the investment is made and annually thereafter:
 - 4.2.5.1 Receipt of audited financial statements for the most recent completed fiscal year and;
 - 4.2.5.2 Certification in writing that all of the financial indicators as prescribed by Ontario Regulation 438/97 have been met
- 4.2.6 A review of the credit rating for all bonds, debentures, promissory notes and other evidence of indebtedness of a corporation is to take place within 30

days of each calendar quarter. That is for the 3 months ending March 31st by no later than April 30th, June 30th by no later than July 31st, September 30th by no later than October 31st and December 31st by no later than January 31st of the following year. This review is to ensure that all investments held meet the standards outlined and established within the Municipal Act.

4.2.7 Where it has been identified that an investment that has fallen below the stated standard, a plan to dispose of the investment will be developed and the investment sold in accordance with the plan.

4.2.8 All investments must be stated and held in Canadian currency. Investments in certain US funds are allowed and should only be utilized to facilitate the purchase of goods and services from US vendors.

4.3 Investment Portfolio Diversification

4.3.1 To balance the investment risk/liquidity profile of the portfolio, the investments are spread over a time horizon of short (less than 1 year), and long-term (greater than 1 year). In addition, the investments are spread over a number of eligible institutions subject to the following maximum percentages, (generally, more specifically as noted in Appendix A):

4.3.1.1 Limited to a percentage of Portfolio as follows:

- a) Government of Canada - 100%;
- b) Province or Territory of Canada - 80%, limited to no more than 25% in any single Province or Territory;
- c) City of Windsor Debentures - 50%; 25% max for sinking funds
- d) City of Windsor internally financed capital projects – 100% at the discretion of the CFO & City Treasurer
- e) Other Canadian municipalities – 25%, limited to no more than 10% in any single municipality;
- f) Applied Arts, Housing Corp, Education & Hospitals – 25%, limited to no more than 5% in any single entity;
- g) Schedule I bank debt – 90%, limited to 30% in any single bank;
- h) Schedule II banks debt – 10%, limited to 5 % in any single bank;
- i) One Fund Money Market Fund – 50%;
- j) One Fund Bond Fund – 25%;
- k) One Fund Equity Fund – 5%;
- l) Loan or trust corporation, credit union – 25% limited to 15% in any single entity;

4.3.1.2 Term limitations of Portfolio:

- a) Less than 90 days – minimum 10% to a maximum of 100%;
- b) Less than 1 year – minimum 10% to a maximum of 100%;
- c) From 1 year up to 2 years – maximum 75%;
- d) From 2 years up to 5 years – maximum 30%;
- e) From 5 years up to 30 years – maximum 20%.

The portfolio percentage restrictions apply at the time an investment is made and exclude sinking or trust fund investments requirements. At specific times thereafter, the portfolio limitations may be exceeded for a short time as a result of the timing of maturities or as may be required, and as authorized by S.3.2.7, in order to maximize investment returns. However, from time to time, due to cash flow fluctuations, longer-term discrepancies may be noted. Prior to the disposal of those investments, the CFO & City Treasurer will make a determination giving consideration to the stated investment objectives and any penalties that may be incurred as a result of disposition. Based upon the business case, the CFO & City Treasurer may retain, at his discretion, the investment(s) that exceed portfolio limitations provided that such action is not contrary to the Municipal Act.

Any investments that are may have exceeded the portfolio limitations with this policy at the time of adoption, will be re-invested at the time of maturity to comply.

Sinking and trust fund portfolio limitations are subject to the terms and conditions of the agreement to which the fund applies. Failing specific wording, compliance with the stated portfolio limitations is required.

4.4 Investment Strategy

4.4.1 Cash flow will be managed on an ongoing basis and will include all investment, borrowing, operations, and capital activity affecting the cash balance of the Corporation.

4.4.2 The General fund borrows from the reserve funds to provide cash for operations and to finance capital work. For the most part the interest charged is going 'from one City fund to another', however given that some reserve funds are non-rate funded, there is a requirement to pay a fair rate to the reserve funds for 'investing' in the General fund. At a minimum, a rate will be applied based on the interest rate paid on funds in the City's consolidated bank account. This rate may be adjusted at the discretion of the CFO & City Treasurer based upon an annual average of GIC investment rates, Bank of Canada benchmark bond yields, and the Bank of Canada 6-month T-Bill rate. This methodology may be changed from time to time by the CFO & City Treasurer as appropriate.

To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements to maximize the advantage of longer investment terms, while preserving cash sufficient for internal financing purposes, except where the projected period of external borrowing is very brief. Key requirements and limitations of this strategy are:

- development and maintenance of a solid cash flow forecast
- use of One Funds in order to benefit from the usually enhanced returns associated with actively managed investment portfolios
- working capital to be invested in bank account balances, One Funds Money Market Fund and/or short-term investments of 30 to 90 days
- periodic review (no less than annually) of the City's investment strategy based on analysis of prior period returns

- 4.4.3 Sinking Fund investment strategy is fundamentally a passive buy and hold strategy with respect to assets (securities and/or other investments) required to redeem specific debt securities at maturity. The investment portfolio shall be designed to obtain as a minimum, the rate of return specified in the sinking fund by-law. The maturity of such investments shall be made to coincide, as nearly as practical, with the expected use of funds.
- 4.4.4 Trust funds by nature must be maintained in a separate account and invested separately. The investment strategy will be primarily dictated by the terms of the trust agreement. In the absence of specific direction, the strategy must be in compliance with this policy. The maturity of such investments shall be made to coincide, as nearly as practical, with the expected use of funds.
- 4.4.5 To the extent that certain funds may be invested for longer periods of time in order to maximize investment yields, there is an acknowledgment that those investment yields may be subject to short-term market value fluctuations. Notwithstanding any short-term fluctuations, those investments should continue to be held with a long range view. Market value gains should be realized at maturity. Where there is no defined maturity (i.e. investments held in an equity fund) and there is an identified use for the investment yield consideration should be given to realizing the market value gain where such realization is possible and practical. Where there is a prolonged period of market value declines, a plan should be developed to mitigate further loss in value of the investment including a plan for the disposition of the investment.

4.5 Investment Income

- 4.5.1 For investment purposes funds to include money held in a general fund, a capital fund and a reserve fund. The allocation of earnings from combined investments shall be credited to each separate fund in proportion to the amount invested from it.

4.6 Investment Reporting

Each quarter a report of the “Portfolio Yield” and the “Portfolio Compliance with the Investment Policy” is completed for the CFO & City Treasurer’s review.

The CFO & City Treasurer shall provide City Council each year an investment report that shall contain:

- 4.6.1 A statement about the performance of the portfolio of investments of the municipality during the period covered by the report;
- 4.6.2 A description of the estimated proportion of the total investments of a municipality that are invested in its own long-term and short-term securities to the total investment of the municipality and a description of the change, if any, in that estimated proportion since the previous year’s report;
- 4.6.3 A statement by the CFO & City Treasurer as to whether or not, in his or her opinion, all investments were made in accordance with the investment policies and goals adopted by the municipality;
- 4.6.4 A record of the date of each transaction in or disposal of its own securities, including a statement of the purchase and sale price of each security; and

- 4.6.5 Such other information that City Council may require or that, in the opinion of the Treasurer, should be included.
- 4.6.6 A statement by the CFO & City Treasurer as to whether or not, in his or her opinion, all investments are in compliance with the minimum credit rating standards as outlined in this policy.
- 4.6.7 In cases where the authority delegated by section 3.2.7 of the Policy is exercised, it shall be reported to City Council, inclusive of the rationale for such decisions, as part of the annual investment report.

4.7 Performance Standards

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs of the Municipality.

The performances of investments are measured using multiple benchmarks and performance indicators.

Short-term funds will be compared to the return on the three-month Government of Canada Treasury Bills and the One Fund's Money Market Fund. Long-term funds will be compared to the Bank of Canada one-year Treasury Bill rate. Furthermore, prime interest rates and other applicable market rates (i.e. Banker's Acceptance) could be utilized to provide a useful benchmark for investment performance with consideration to limitations due to the Municipal Act.

Such quantifiable baseline expectations are determined at the beginning of each fiscal year and could be reviewed and adjusted quarterly with consideration to current market conditions.

4.8 Investment Transactions, Accounts, and Safekeeping

The CFO & City Treasurer together with any one of the three Deputy Treasurers shall be authorized to enter into arrangements with banks, investment dealers and brokers, and other financial institutions for the purchase, sale, redemption, issuance, transfer and safekeeping of securities and perform other related acts in the day to day operation of the investment program for all investment transactions on behalf of the City of Windsor.

The CAO and the City Clerk shall be authorized to sign the necessary documentation associated with the establishment and maintenance of approved investment accounts, subject to approval in form by the City Solicitor and in financial and technical content by the CFO & City Treasurer.

Investment records are issued for each investment held in City specific accounts through various investment dealers. Each investment transaction generates a settlement ticket, which is received and recorded by treasury staff. Monthly or Quarterly statements are generated for each City specific account, indicating all investment activity, including income earned by the investments.

4.9 Standard of Care

4.9.1. Prudence

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

4.9.2. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Officers and employees shall not undertake personal investment transactions with the same individual with whom business is conducted on behalf of the Corporation.

Conflicts shall be disclosed immediately to the employee's direct supervisor who in turn shall notify the CFO & City Treasurer. Any conflicts noted by the CFO & City Treasurer as to his or her personal business activity shall be disclosed to the CAO.

4.9.3 Delegation of Authority

The CFO & City Treasurer will have overall responsibility for the prudent investment of the Corporation's portfolio. However, the Deputy Treasurer – Taxation & Financial Projects will be responsible and have the authority for the implementation of the investment program and the establishment of investment procedures consistent with this Policy. Such procedures shall include the explicit delegation of the authority needed by the Manager of Treasury & Cash Management and other staff in order to complete investment transactions. No person may engage in an investment transaction except as provided under the terms of this Policy. The Deputy Treasurer - Taxation & Financial Projects shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of employees and shall exercise control over them. The Deputy Treasurer - Taxation & Financial Projects may delegate responsibility for the day-to-day management of the portfolio to subordinate investment officers within established guidelines.

4.9.4 Competitive Selection of Investment Instruments

The purchase and sale of securities shall be transacted through a competitive process with financial institutions approved by the CFO & City Treasurer. The Corporation will accept the offer, which (a) optimizes the investment objectives of the overall portfolio; and (b) has the highest rate of return within the maturity required. When selling a security, the Corporation will select the bid that generates the highest sale price or the transaction that will yield the best return for the portfolio. If there is a tie bid between one or more brokers, the Corporation will award the winning bid to the brokers on a rotating basis. A minimum of three quotations shall be obtained for each short-term transaction prior to placement and a reasonable number of quotations

for each long-term transaction, considering the existing market conditions at the time of placement.

It will be the responsibility of authorized investment officers and employees involved with each purchase/sale to produce and retain written records of each transaction including the name of the financial institutions solicited (at least 2 brokers), rate quoted or interpolated, description of the security, investment selected, and any special considerations that had an impact on the decision. If the lowest priced security (highest yield) was not selected for purchase, an explanation describing the rationale shall be included in this record.

5. **RECORDS**

Records and manual files will be kept according to the existing municipal Records and Retention By-law.

6. **GLOSSARY OF TERMS**

Asset Backed Securities: fixed income securities (other than a government security) issued by a Special Purpose Entity, substantially all of the assets of which consist of Qualifying Assets.

CHUMS Financing Corporation (CHUMS): A subsidiary of the Municipal Finance Officers Association of Ontario (MFOA) which in conjunction with the Local Authority Services Limited operates the ONE Fund.

Corporation: The Corporation of the City of Windsor, its Boards and Subsidiaries.

Credit Risk: the risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

Diversification: a process of investing assets among a range of security types by class, sector, maturity, and quality rating.

Duration: a measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

Forward Rate Agreement (FRA): a contract with a qualified financial institution (eg. bank) that allows an investor to fix a rate of interest to be received on an investment for a specified term beginning at a specified future date.

Interest Rate Risk: the risk associated with declines or rises in interest rates that cause an investment in a fixed-income security to increase or decrease in value.

Investment-grade Obligations: an investment instrument suitable for purchase by institutional investors under the prudent person rule. Investment-grade is restricted to those obligations rated BBB or higher by a rating agency.

Liquidity: a measure of an asset's convertibility to cash.

Local Authorities Service Limited (LAS): a subsidiary of the Association of Municipalities of Ontario ('AMO') which in conjunction with CHUMS operates the ONE Fund, the Public Sector Group of funds, an investment pool in which local governments can invest.

Market Risk: the risk that the value of a security will rise or decline as a result of changes in market conditions.

Market Value: current market price of a security.

Maturity: the date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder. See "Weighted Average Maturity".

ONE - the Public Sector Group of Funds (the "ONE Fund"): a professionally managed group of investment funds composed of pooled investments that meet eligibility criteria as defined by regulations under the Municipal Act.

Prudent Person Rule: an investment standard outlining the fiduciary responsibilities relating to the investment practices of public fund investors.

Qualifying Assets: financial assets, either fixed or revolving, that by their terms convert into cash within a finite time period, plus any rights or other assets designed to assure the servicing or timely distribution of proceeds to security holders.

Safekeeping: holding of securities by a qualified financial institution (e.g. bank) on behalf of the investor.

Schedule I banks: Schedule I banks are domestic banks and are authorized under the Bank Act to accept deposits, which may be eligible for deposit insurance provided by the Canadian Deposit Insurance Corporation.

Schedule II banks: Schedule II banks are foreign bank subsidiaries authorized under the *Bank Act* to accept deposits, which may be eligible for deposit insurance provided by the Canada Deposit and Insurance Corporation. Foreign bank subsidiaries are controlled by eligible foreign institutions.

Schedule III banks: Schedule III banks are foreign bank branches of foreign institutions that have been authorized under the *Bank Act* to do banking business in Canada. These branches have certain restrictions.

Sinking Fund: securities and/or deposits accumulated on a regular basis in a separate safekeeping and/or bank account that will be used to redeem debt securities at maturity.

Special Purpose Entity: a trust, corporation, partnership or other entity organized for the sole purpose of issuing securities that entitle the holders to receive payments that depend primarily on the cash flow from Qualifying Assets, but does not include a registered investment company.

Supranational: an agency sponsored by either a single or group of highly rated foreign banks or governments that will issue debt to fund loans in developing countries or large infrastructure projects. Supranational institutions may be owned or guaranteed by a consortium of national governments and their debt is typically rated “AA” or higher.

Weighted Average Maturity (WAM): the average maturity of all the securities that comprise a portfolio.

APPENDIX A – AUTHORIZED INVESTMENTS AND SECTOR LIMITATIONS

Sectors	Minimum Credit Rating ¹		Sector/Credit Exposure Limitation ² (maximum)		Sector Term Limitation (maximum)
	Long-term	Short-term	Portfolio Limit	Individual Limit	
(a)	(b)	(c)	(d)	(e)	(f)
Federal³					
Canada		N/A	100%	100%	1 year
Canada	N/A		75%	75%(>1year)	30 years
Overall Category Limit			100%		
Provincial³		R1 mid	80%	25%	1 year
		R1 low	10%	5%	1 year
	AA		75%	25%	30 years
	A		25%	15%	15 years
	BBB		10%	5%	5 years
Overall Category Limit			80%		
Municipal Sector					
City of Windsor Debenture	N/A		50% (25% sinking funds)	50% (25% sinking funds)	None
City of Windsor internally financed capital projects	N/A		100%	100%	None
Other Municipalities ⁴	AAA		25%	10%	20 years
	AA(low)		25%	5%	10 years
Applied Arts, Housing Corp, Education, Hospitals and Other ⁵	AA(low)		25%	5%	10 years
Overall Category Limit⁶			50%		

¹ credit ratings indicated are minimum ratings as per DBRS that must be demonstrated as of date of investment. Reference should be made to the equivalency matrix provided in Appendix B

² exposure % limitations to be applied to the par value of the total portfolio

³ includes guarantees

⁴ includes advances to area municipalities

⁵ includes Ontario Infrastructure Projects Corporation (OIPC formerly OSIFA), School Boards, Local Boards & Conservation Authorities

⁶ Except for City of Windsor internally financed capital projects – the limit is 100% as per Sec. 4.3.1.1 (d) of this policy.

Sectors	Minimum Credit Rating ¹		Sector/Credit Exposure Limitation ² (maximum)		Sector Term Limitation (maximum)
	Long-term	Short-term	Portfolio Limit	Individual Limit	
(a)	(b)	(c)	(d)	(e)	(f)
Banks-Debt					
Schedule I Banks		R1 mid	90%	30%	1 year
		R1 low	20%	5%	6 months
	AA(low)		30%	15%	10 years
Schedule II Banks		R1 mid	10%	5%	1 year
	AA(low)		10%	5%	10 years
Overall Category Limit			90%		
ONE Fund					
Money Market Fund	N/A		50%	N/A	None (pooled funds)
Bond Fund	N/A		25%	N/A	None (pooled funds)
Equity Fund	N/A		5%	N/A	None (pooled funds)
Overall Category Limit			50%		
Other					
Loan or trust corporation	AA(low)		10%	10%	10 years
Credit Union	See below		10%	10%	10 years
Loan or trust corporation		N/A	15%	15%	1 year
Credit Union	See below		15%	15%	1 year
Overall Category Limit			25%		

CRITERIA FOR INVESTMENTS WITH CREDIT UNION

The following information shall be obtained at a minimum 30 days prior to the placement of funds and maintained on an annual basis thereafter where there is the decision to place funds in securities to be held by a credit union and where such fund value is \$250,000 or more:

- a) Audited financial statements for the most recent fiscal year.
- b) Attestation in writing that all of the required financial indicators as prescribed under Ontario Regulation 438/97 are met

Prescribed financial indicators to be identified are as follows:

1. Positive retained earnings in its audited financial statement for its most recently completed fiscal year
2. Regulatory capital of at least the prescribed percentage of its total assets as the date of the most recently completed fiscal year
3. Regulatory capital of at least the prescribed percentage of total risk weighted assets as of the date of the most recently completed fiscal year
4. Positive net income in audited financial statements for three of the five most completed fiscal years.

PORTFOLIO TERM LIMITATIONS (excluding Sinking and Trust Funds)

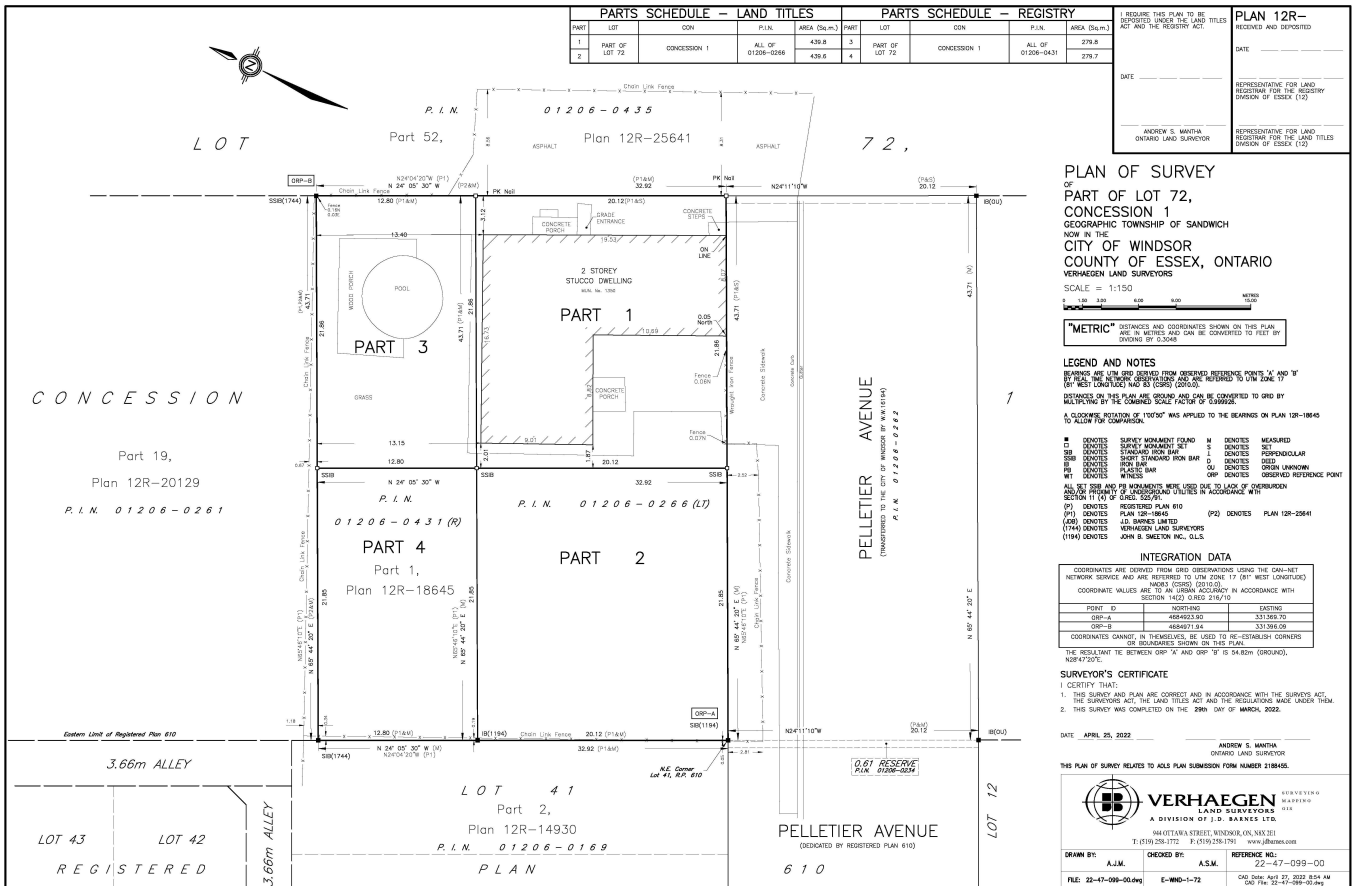
Term Limitation	Minimum Percentage	Maximum Percentage
Less than 90 days	10%	100%
Less than 1 year	10%	100%
From 1 year up to 2 years	---	75%
From 2 years up to 5 years	---	30%
From 5 years up to 30 years	---	20%

Minimum and Maximum limitations for sinking and trust funds are to be determined by the specific requirements of the agreement to which the fund relates. Barring specific terminology, stated portfolio limitations will apply.

APPENDIX B – INVESTMENT GRADE EQUIVALENCY MATRIX

Investment Grade	Moody's		S&P		Fitch		DBRS			
	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term		
Prime	Aaa	P1	AAA	A-1+	AAA	A1+	AAA	R-1H	R-1M	R-1L
High Grade	Aa1		AA+		AA+		AAHigh			
	Aa2		AA		AA		AALow			
	Aa3		AA-		AA-					
Upper Medium Grade	A1		A+	A-1	A+	A1	AHigh			
	A2		A		A		A			
	A3	P2	A-	A-2	A-	A2	ALow			

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City of Windsor's ROSE: Report On the State of our Environment



2023

Executive Summary



As part of the City of Windsor’s Environmental Master Plan (EMP) Implementation, a number of environmental indicators are tracked over time. These indicators are categorized according to the 5 Goals stated in the 2017 Environmental Master Plan:

Goal A	Improve Our Air Quality
Goal B	Improve Our Water Quality
Goal C	Responsible Land Use
Goal D	Increase Resource Efficiency
Goal E	Promote Awareness

A Report on the State of our Environment (ROSE) was recommended to be completed every four to five years in the EMP to report on environmental indicators. In this report, a trend analysis of each indicator has been completed; along with a list of key City of Windsor projects that support improvement of environmental indicators; and recommendations of initiatives and next steps to further implementation of the EMP and achieve the City’s five goals.

A summary of the trends for each indicator can be found in Table 1. To simplify the information, a green checkmark was used if the trend of the indicator aligned with the goal, a yellow triangle was used if the trend remained unchanged, and a red “X” was used if the trend of the indicator was counter to that of the goal (also see “How to Interpret the Graphs” section of this report).

Executive Summary

Table 1 – Summary of the goal, trend and result for each environmental indicator monitored.

	Goal	Trend	Result	Flagged
Goal A – Improve Our Air Quality				
Good Air Quality Days	↗	→	▲	🚩
Smog Days	↘	→	▲	
Ground Level Ozone	↘	↘	✓	
Commuting	↘	→	▲	
Community Fuel Sales	↘	→	▲	
Trails	↗	↗	✓	
Transit	↗	↗	✓	🚩
Goal B – Improve Our Water Quality				
Lou Romano Reclamation Plant	↗	→	▲	
Little River Pollution Control Plant	↗	→	▲	
Detroit River Quality	↗	↗	✓	🚩
Pesticide Use	↘	→	▲	🚩
Tributary Surface Water (Phosphorous Concentration)	↘	→	▲	
Amount of Wastewater Treated	↘	→	▲	
Wastewater Treatment Plant Bypass	↘	→	▲	
Water Consumption	↘	↘	✓	
Goal C – Responsible Land Use				
Natural Heritage	↗	→	▲	
City Owned Trees Planted and Removed	↗	→	▲	
Amount of Maintained and Natural Parkland	↗	→	▲	
Brownfield Conversion	↗	↗	✓	
Community Gardens	↗	↗	✓	
Population Density	↗	↗	✓	
Sustainable Construction	↗	↗	✓	
Goal D - Increase Resource Efficiency				
Energy Consumption				
Buildings – Electricity	↘	↘	✓	🚩
Buildings – Natural Gas	↘	↗	✗	🚩
District Energy	↘	→	▲	
Sewage Treatment – Electricity	↘	→	▲	
Sewage Treatment – Natural Gas	↘	↗	✗	
Streetlights & Traffic Signals	↘	↘	✓	
Solid Waste Management				
Total Waste Sent to Landfill	↘	→	▲	
Diversion Rate	↗	→	▲	
Fuel Use				
Corporate Fuel Consumption	↘	→	▲	
Greenhouse Gas Emissions				
Corporate	↘	↗	✗	
Community	↘	↘	✓	
Goal E - Promote Awareness				
Web-based Outreach	↗	→	▲	
Attitudes Toward the Environment		Subjective		
Awareness of Environmentally Related Programs	↗	→	▲	

Executive Summary

The City of Windsor is moving forward on many plans, programs and initiatives that involve protecting and enhancing our environment. Many of the indicators tracked in the 2023 ROSE are moving in the right direction or staying neutral.

The COVID Pandemic was very disruptive for many City services including community tree plantings, public transportation, and data collection. However, recent data from 2022 and 2023 shows that some of these services have rebounded.

Only a few trends are moving away from the goal. These include corporate natural gas generated energy consumption and sewage treatment plant natural gas consumption and corporate emissions.

According to the 2021 Census, Windsor had a population of 229,660 and a population percent change of 5.7% from 2016 to 2021. The current population increase has not been seen for decades. With a growing population there are opportunities for sustainable development but also many challenges. The number of brownfield redevelopments have increased sharply, indicating that the City is in-filling and prioritising the development of these lands over greenspace, although there have been minor decreases in the amount of Maintained Natural Parkland and Natural Heritage. With intelligent development it is possible to accommodate a growing population while maintaining, and even improving the quality of our environment.

Increased development could show an increase in waste generation, energy and water consumption, and place strain on current services. However, the data shows that many trends are continuing to improve or are staying stable, signaling that resources are being used more efficiently. These include: water consumption, community greenhouse gas emissions, and total waste sent to landfill.

Included in the ROSE are the results from the Environmental Attitudes Survey. This survey has been conducted in 2005, 2011, 2017 and 2023 to help the City better understand and assess residents' current attitudes and opinions about Windsor's environment. In the 2023 results, 317 people responded to the survey, of which, 80% rated Windsor's overall quality of the environment as fair or poor. Only 5 respondents answered that it was excellent.

More needs to be done to convey our successes to Windsor residents and across the country. The City of Windsor is already being acknowledged for their leadership on climate change issues through the Carbon Disclosure Project reporting as part of the Global Covenant of Mayors for Climate and Energy. Health Canada and the Institute for Catastrophic Loss Reduction (ICLR) have published a number of case studies highlighting work on extreme heat and the urban heat island undertaken by the City of Windsor. The City of Windsor has also received accolades for the innovative Retention Treatment Basin that reduces combined sewer overflows into the Detroit River.

There are dozens of commendable plans, initiatives, studies and events mentioned in this report such as the adoption of an electric bike and scooter sharing program, major active transportation upgrades, disaster and flood mitigation programs, and many renewable energy projects.

Executive Summary

Each section of the report also includes a list of areas to move forward.

Environment, Sustainability & Climate Change staff continue to work with various City of Windsor departments to implement our Environmental Master Plan as well as our Climate Change Adaptation Plan and Community Energy Plan/Corporate Climate Mitigation Plan.



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Introduction

Background

Windsor’s first Report on the State of our Environment (ROSE) was completed in 2008 and approved by City Council in 2009. This report was identified in Windsor’s Environmental Master Plan (EMP) as a way to monitor the Plan’s ongoing implementation and progress. A second ROSE was developed and approved by Council in 2013, and a third in 2017. These documents provide data which can now be built upon. The ROSE is a way to track specific environmental indicators over time. It is our hope that these indicators will improve as a result of changes to corporate policy and operations, as well as community action.

As described in the original ROSE, the indicators chosen to be monitored over time were discussed with a group of City staff and community partners. In most cases, the indicators were chosen because they were relatively easy to track and provided insight into the state of the environment. This is not an exhaustive list of environmental indicators, and there may be various factors influencing them. For example, the weather plays a role in many of the water quality indicators.

This 2023 ROSE report reflects the realignment of goals set out in the 2017 Environmental Master Plan, which separated Air and Water Quality into two separate goals to allow a specific focus on each element. This report provides trends in data collected from 2007 through 2022 and will continue to be updated approximately every four years.




The indicators included in the ROSE have been grouped and presented in alignment with the updated five goals in the 2017 EMP:

Goal A	Improve Our Air Quality
Goal B	Improve Our Water Quality
Goal C	Responsible Land Use
Goal D	Increase Resource Efficiency
Goal E	Promote Awareness

The indicators chosen focus on the priorities set by Council in the EMP, namely, to focus on the actions of the Corporation and items that the City can control, in the context of larger environmental change. The focus was also kept as “local” as possible: the Working Group focused on indicators that reflect the health of Windsor’s environment. Therefore, there are linkages from local actions and conditions to national priorities and issues, such as climate change.

How to Interpret the Graphs

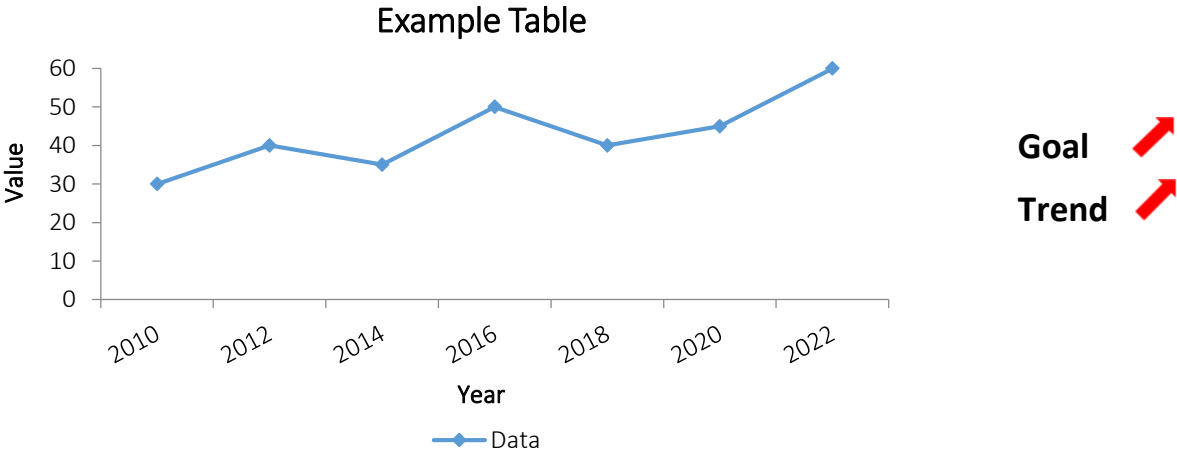
Legend

-  An upward goal or trend
-  A downward goal or trend
-  A trend that is unchanged

To determine if the indicator, or the gauge of the situation, is improving or declining over time, two trend arrows will be included with most figures. The first arrow indicates the goal (either up or down), and the second arrow indicates the trend (either up, down, or flat line).

Some indicators are measured more qualitatively than quantitatively. These indicators will be rated as having an upward or downward trend on a case-by-case basis.

In the graph below the slope is measurably moving in an upward direction other the timeframe. In this case the goal and the trend arrows point in the same direction, therefore, it is a positive outcome.



Green and Orange Flags – several of the charts in this report have been marked with flags



Green flags are used to signify that recent data are trending strongly in the right direction.



Orange flags signify that recent data are trending away from the goal. They are a warning that without action, it is likely that the indicator will be performing worse in coming years.

Plans and Policies

A few of the most significant events to share in the 2023 ROSE Report include new plans, updated plans, and the declaration of a Climate Change emergency. These actions impact all goals set out in the Environmental Master plan and aim to address and tackle environmental sustainability and climate change, and help make progress toward a healthy, sustainable future for Windsor.

Community Energy Plan

The Community Energy Plan was approved by City Council in 2017. This plan will result in actions to improve energy efficiency; modify land use planning; reduce energy consumption and greenhouse gas emissions; and foster green energy solutions throughout Windsor while supporting local economic development. Following extensive analysis of energy use in the city, community consultation and engagement, the City of Windsor's CEP outlines strategies to reduce greenhouse gas emissions, reduce energy use and create economic advantage.

Environmental Master Plan Update

The 2017 Environmental Master Plan (EMP) reflects the City's commitment to enhancing environmental performance and facilitating social well-being and economic prosperity. The updated EMP further considers the impacts of climate change and the health of the Windsor community.

Climate Change Emergency Declaration

On Monday, November 18, 2019, City Council unanimously agreed to join over 400 communities across Canada in declaring a climate change emergency in Windsor. City administration was directed to prepare reports containing recommendations for priority action items, implementation measures and cost requirements to accelerate and urgently work toward the reduction of emissions and preparing for our climate future, this report titled "Acceleration of Climate Change Actions in response to the Climate Change Emergency Declaration" was presented and approved by City Council in 2020.



Plans and Policies

Active Transportation Master Plan

The Active Transportation Master Plan (Walk Wheel Windsor) was completed in 2019 and partially funded by FCM's Municipalities for Climate Innovation Program. The plan was informed through four discussion papers, three engagement summaries and the Windsor Bike Share Report, as well as thousands of comments and suggestions received from Windsor residents. The plan is committed to improving walking, biking, transit and other mobility options and developing well-connected, attractive active transportation networks that are safe, convenient and user-friendly for all modes of transportation, as well as help decrease GHG emissions and improve public health.

2020 Climate Change Adaptation Plan Update

The update to the Climate Change Adaptation Plan was completed to identify actions to reduce the impacts of climate change both for the Corporation as well as the Community. Vulnerabilities and risks were identified and adaptation actions were developed. The final actions presented in the plan were proposed by both City of Windsor administration and the community.

More Than Transit

After a lengthy public consultation period Council approved the Transit Windsor Master Plan in 2020. The updated plan replaces the previous version published more than 10 years ago in 2006 and contains short-to-long-term actions and recommendations for Transit Windsor over the following decade. The Plan contains both the service's directions going forward and an implementation plan and schedule setting more ambitious targets which can be reached with today's technology and evidence-backed best practices.



Goal A: Improve Our Air Quality

Indicators

Air Quality Health Index

The Air Quality Health Index (AQHI) replaced the Air Quality Index (AQI) in 2015. The AQHI is a scale designed to help understand what the air quality around us means to our health. The AQHI differs from the traditional AQI as it reports on the health risk posed by a mixture of pollutants including ground-level ozone, particulate matter and nitrogen dioxide as opposed to the air quality of the single worst pollutant.

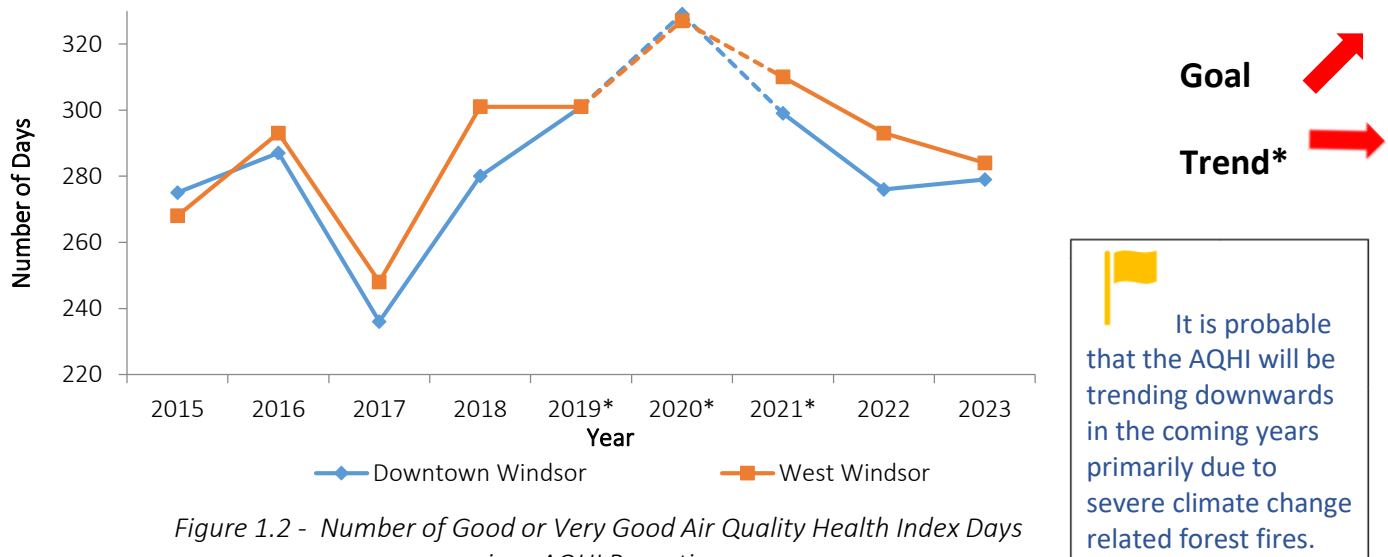


Figure 1.2 - Number of Good or Very Good Air Quality Health Index Days since AQHI Reporting

*The COVID pandemic dramatically altered driving habits in the years 2019, 2020 and 2021. If the influence of the pandemic is taken out of consideration the trend would be flatline.

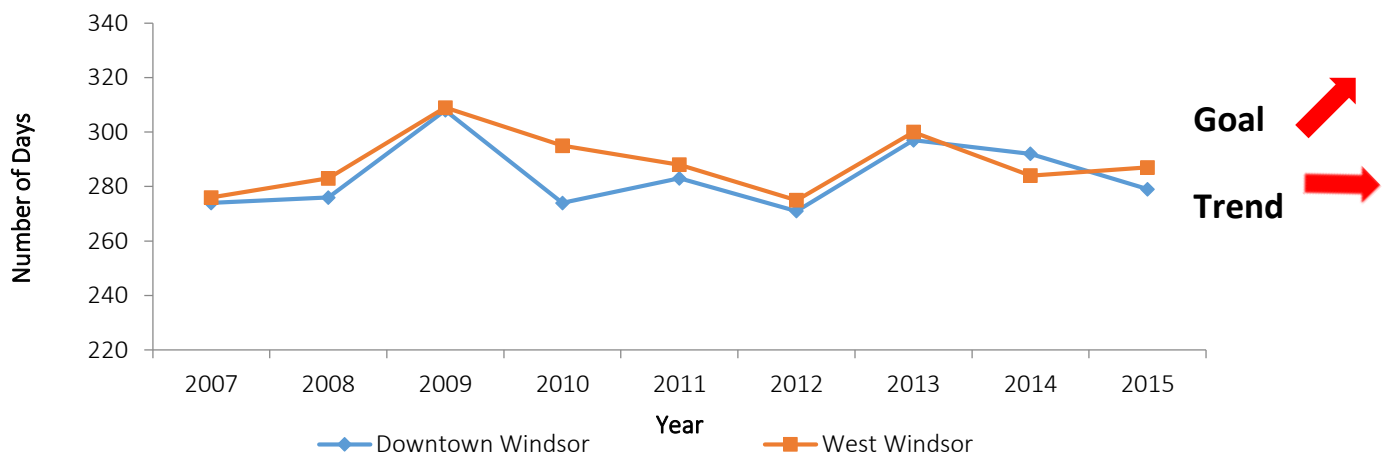


Figure 1.2 - Number of Good or Very Good Air Quality Index Days prior to AQHI Reporting

Goal A: Improve Our Air Quality

Smog Days

Replacing the AQI with the AQHI also impacted Smog Advisories. A new alert system was put in place in 2015 based on the Air Quality Health Index. If a high-risk AQHI value is forecast to last for 1 to 2 hours, a Special Air Quality Statement (SAQS) will be issued. If the high risk AQHI is forecast to be persistent, a duration of a least 3 hours, then a Smog and Air Health Advisory (SAHA) will be issued.

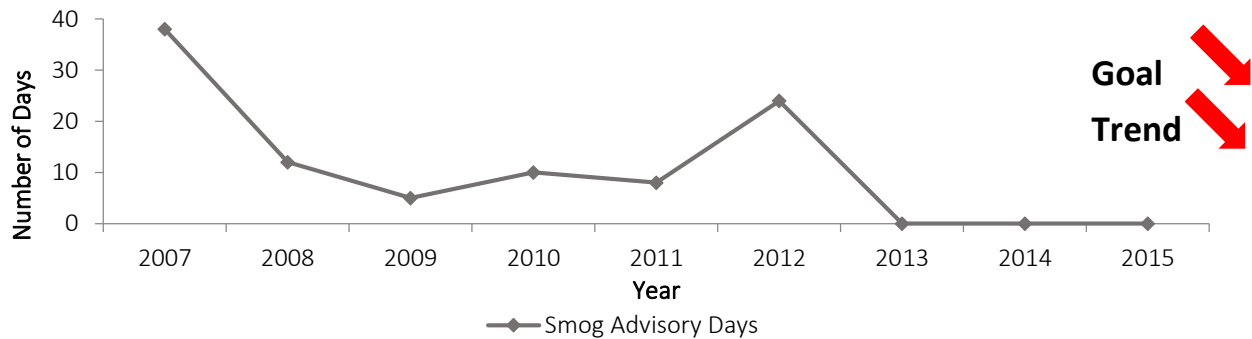


Figure 1.3 - Number of Smog Advisory Days prior to AQHI Reporting

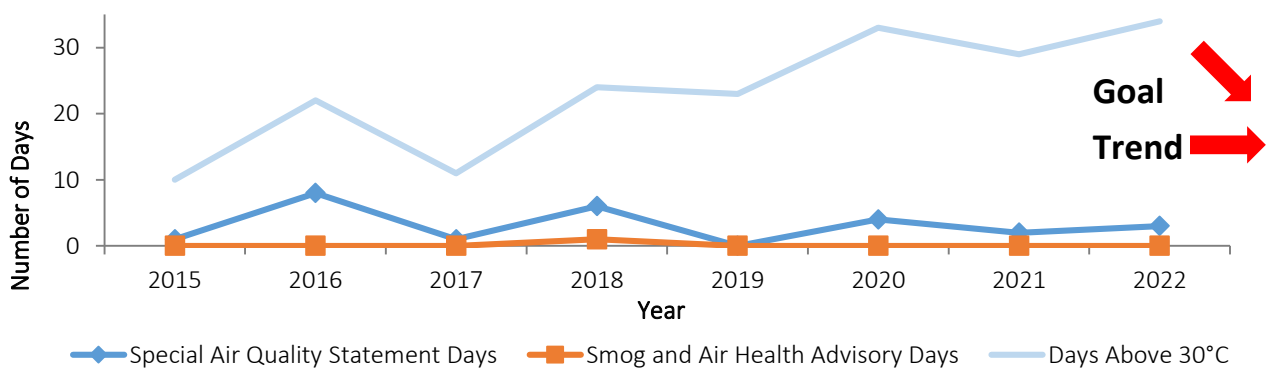


Figure 1.4 - Number of Special Air Quality Statement Days and Smog and Air Health Advisory Days since AQHI

* Peak years coincide with hotter summers and increased days above 30°C.

Ground Level Ozone

Ground level ozone is produced in emissions from burning fossil fuels, coal plants, factories, evaporated gas, paints, and solvent fumes. Ground level ozone is the primary air pollutant responsible for smog. Ozone irritates the lungs and can cause significant health problems for people at risk.

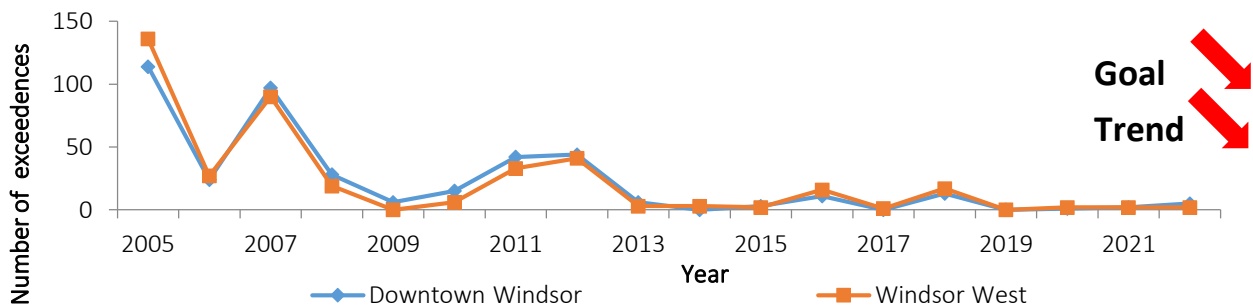


Figure 1.5 - Number of One-hour Exceedances of acceptable Ground Level Ozone Concentrations (as set by the MECP)

Goal A: Improve Our Air Quality

Commuting

Commuting rates are determined by the number of kilometres driven, in total, by Windsorites. The greater the number of kilometres driven, the higher the impact will be on air quality and congestion. This impacts the health of residents and the environment.

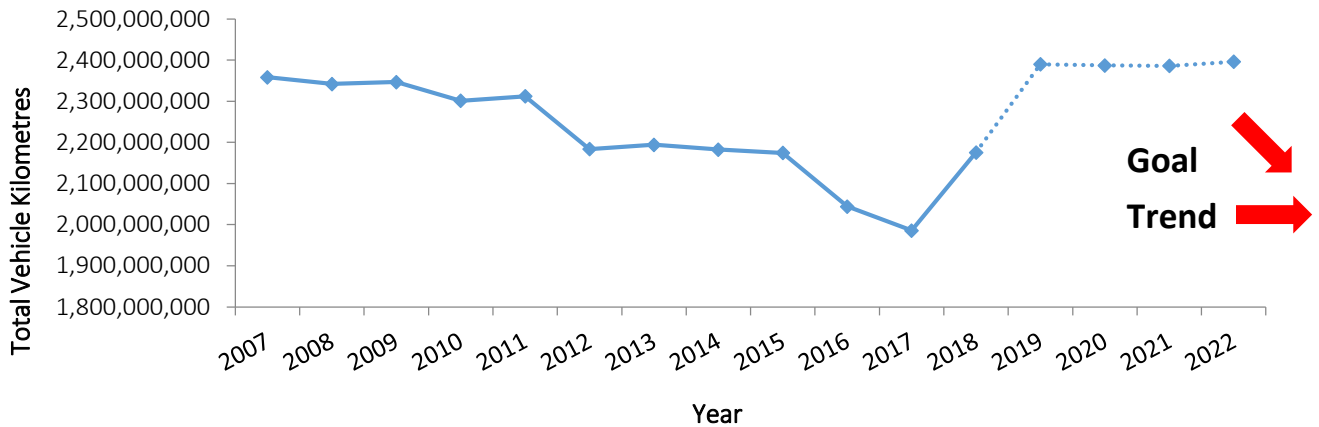


Figure 1.6 - Total Vehicle Kilometres Travelled*

*NOTE: 2019-2022 data may not accurately reflect actual vehicle kilometers travelled. The Traffic Division did not complete the majority of Traffic counts during this time due to the pandemic and as a result the annual traffic count reports were not issued. Technical Support-IMS updates the Hansen database based on the annual report and only street segments that change from the annual report. With few counts being completed during this timeframe, previous counts remain in the database which could affect results.

Moving forward - measuring the impact of combustion engines on air pollution

As the number of electric vehicles on the road increases, the association with commuting and air pollution decreases. To better capture the impact of combustion engines on air pollution, a new indicator is being tracked – Community Fuel Sales.

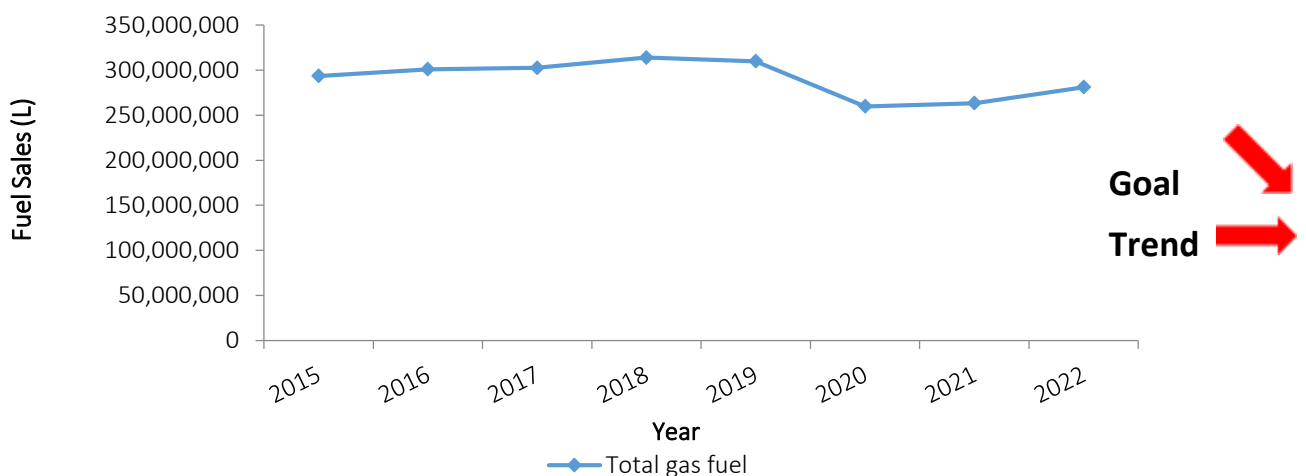


Figure 1.7 - Community Fuel Sales (E10, Pure Gas, Diesel)

Goal A: Improve Our Air Quality

Trails

Populations that walk, bike, and participate in outdoor sports have a more active lifestyle than those that do not. Cities with active, engaged citizens are healthier, more vibrant, and economically competitive places. Multi-use trails are dedicated trails located both off-road and within the public right of way that may be used for mixed uses, including mobility devices, walking, running, or bicycling. Bike facilities include sharrows (road markings indicating that cyclists and motorists share the lane), signed bicycle routes and bicycle lanes. Biking and walking are emissions free options for mobility.

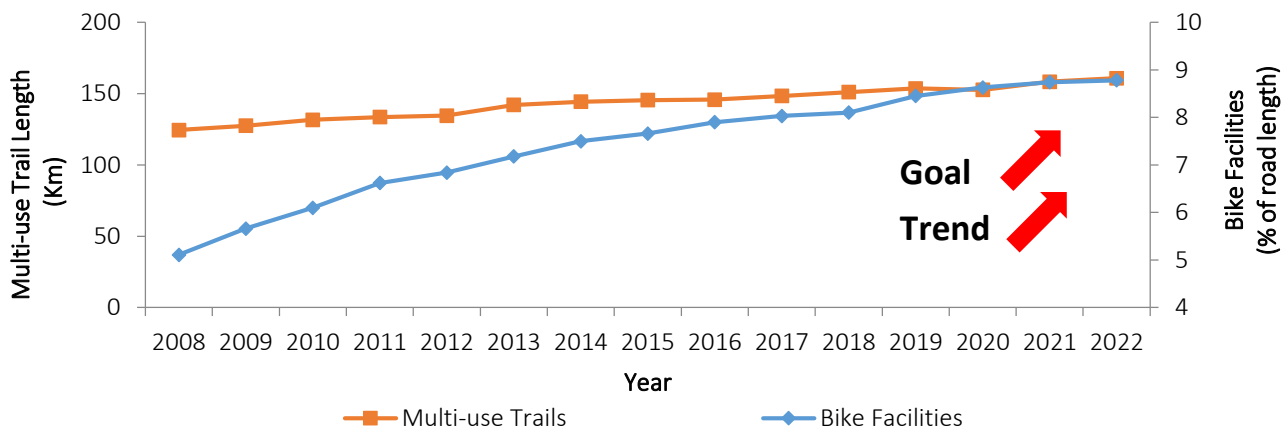


Figure 1.8 - Amount of Bicycling Facilities and Multi-Use Trails

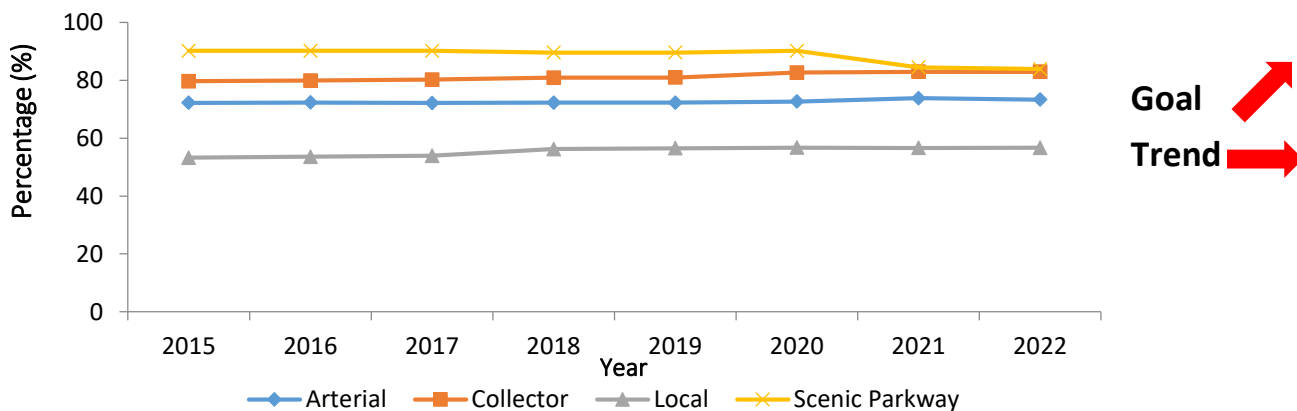


Figure 1.9 - Percentage of roads with one or more sidewalk

*17 completed sidewalk projects (2.7 km) in 2020 as per MappMyCity.

Goal A: Improve Our Air Quality

Transit Windsor Ridership

Ridership showed a steady incline before the COVID-19 pandemic impacted services. During the pandemic, Transit Windsor continuously reviewed and adapted service delivery in response to safety regulations and operational demands to continue to provide safe and reliable service to the community. Recent data shows that ridership is returning to levels seen before the pandemic.

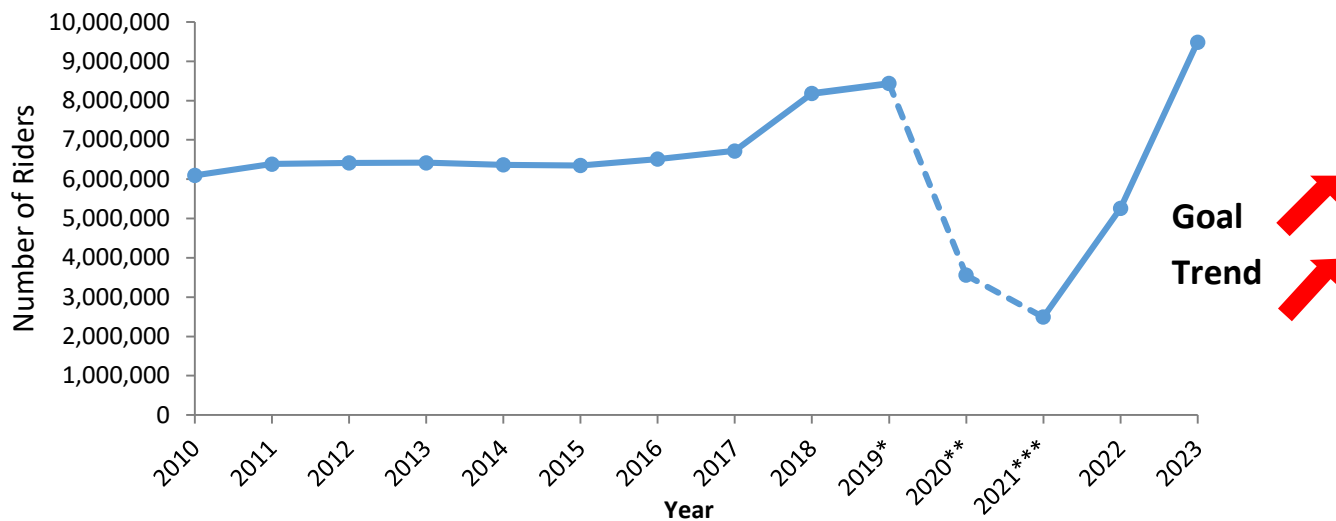


Figure 1.10 Transit Windsor Ridership

* NOTE: 2020 drop a direct result of reduced service, suspended service, and capacity limitations during the COVID-19 pandemic.

** There was no transit service from March 30 to May 4, 2020. An enhanced Sunday schedule was implemented until September of 2020, with some routes not running.

*** Enhanced Saturday schedule from September 2020 until September 7, 2021. Regular service resumed on September 7, 2021, until November 22 2021 when the enhanced Saturday schedule started again due to staffing shortages.

**** 2020/2021 data not reflective of ridership trends.

Although the COVID-19 Pandemic majorly impacted ridership, 2023 data shows that dependence on public transit is increasing. Population growth and densification are further intensifying this trend.



Goal A: Improve Our Air Quality

City of Windsor Initiatives

Idle-Free Campaign

Following the 2016 update to the Anti-Idling by-law that limited idling time to 3 minutes, the City of Windsor with support from the Clean Air Partnership (CAP) conducted outreach to school boards, individual students, staff, and parents to develop and implement a targeted enforcement plan at idling hotspots. CAP's Idle-Free Campaign Kit included a sample letter to parents as well as the bus company, student observer's instructions for baseline data collection, a bus idling observation form, a general idling observation form, sample dialogues with drivers, and commitment to reduce vehicle idling.



The Greater Essex County District School Board in partnership with the City has installed no-idling signs at all public schools. Large vinyl no-idling banners can be borrowed by schools to further draw attention to limit idling.

Vision Zero

City Council approved the Vision Zero Policy, which endorses the goal of zero fatal and serious injury collisions. To achieve this goal, an action plan is currently being developed in collaboration with a Vision Zero Task Force, which is made up of staff across City departments and emergency services, and a Vision Zero Stakeholder Group consisting of community stakeholders and members of the public. Using a data-driven, equity-focused approach, the Vision Zero Action Plan will identify strategic priorities, recommended initiatives, and interim goals. Progress reports will be presented to the Environment, Transportation and Public Safety Standing Committee as the Vision Zero Action Plan is developed.

Streetscaping

The City of Windsor has initiated a study to review the existing roadway elements along the University Avenue and Victoria Street corridors and consider opportunities within the right-of-way to achieve safe, efficient, comfortable, and convenient travel for roadway users of all ages, abilities, and modes over a 20-year study horizon.

The City also initiated a Municipal Class Environmental Assessment to evaluate the extension of Wyandotte Street East to Jarvis Avenue to serve neighbourhood transportation and infrastructure needs over a 20-year period. The study will consider the Wyandotte Street East extension for vehicular, pedestrian, transit, and bikeway connections; traffic calming; drainage; and sanitary and storm water sewage.

Cycling Network

In 2023, a total of 192.49 kilometers of Bike facilities were reported, which includes Bike lanes, Buffered Lanes, Sharrows, and Signed Routes. Over 60 percent of roads have one or more sidewalks to accommodate accessible alternative transit modes, help reduce emissions, and promote healthy lifestyle options.

Over 1.213 km were designated as "Cycle Tracks" and are for cyclists only.

Goal A: Improve Our Air Quality

Traffic Calming Studies

Traffic calming is intended to improve safety, enjoyment, and pedestrian use by reducing traffic speed and volume on a group of streets within a specific geographical area and by implementing proven methods to reduce identified problems. Six Traffic Calming Studies are currently in progress, with 16 more studies upcoming.



Open Streets

Open Streets was designed to help reduce emissions by promoting alternative methods of transportation while connecting people and communities. Since 2016, thousands have attended this free event, which encompasses an eight-kilometre route spanning numerous neighbourhoods from the west end of the city to the east. During the event, streets are temporarily closed to cars, providing a unique opportunity to connect our diverse neighbourhoods, local businesses and people while encouraging healthy and active lifestyles. In light of the Covid-19 pandemic the event was canceled in 2020, but city staff and community partners worked hard to design a route and event that was safe, accessible and memorable for all who participated when Open Streets returned in 2021.

Dougall Avenue Pedestrian Underpass and Multi-Use Trail

2020 saw the opening of the Dougall Avenue pedestrian underpass. This 32-metre passage allows non-vehicle traffic to pass under the CN Railway tracks and connects the multi-use trails south of the CN Railway along South Cameron Boulevard and the multi-use trail to the north along Dougall Avenue, as part of the City's intersection, roadway, and multi-use trail improvement project. This project transformed a once dangerous section of roadway into a safe pathway for active transportation users.

Active Transportation

2021 saw the completion of a \$2-million project to rebuild a section of Matchett Road using a cost-effective and environmentally-friendly engineering process called full-depth reclamation, and adding a new multi-use trail and pedestrian crossover. The trail links with Transit Windsor's South Windsor 7 route and was funded in part by the Public Transit Infrastructure stream of the Investing in Canada infrastructure plan to stretch the multi-use trail on Matchett Road from the E.C. Row Expressway to Broadway Street. By 2024, this trail is expected to provide a vital link for cyclists and pedestrians connecting from the new Gordie Howe International Bridge to the Herb Gray Parkway. This latest addition of a multi-use trail on Matchett Road will provide a vital link to the Ojibway Prairie Complex from Malden and Mic Mac parks.

Bike and Scooter Sharing Pilot

In 2021, the micromobility share program was implemented to align with the goals of Windsor Works to improve urban mobility and Walk Wheel Windsor to investigate bike share and new technologies. The pilot program, started in 2021 and extended into 2022, had more than 29,000 total rides by roughly 8,000 unique riders. After City Council reviewed the pilot results it was decided to extend the program for another three years, with the service area expanded to the City limits.

Goal A: Improve Our Air Quality

Active and Safe Routes to School Developments

The City supports the Windsor-Essex County Health Unit and local school boards to map out safe routes to school in order to promote and support the use of active transportation modes like walking or cycling. A grant from the Ontario Active School Travel Fund was secured to help support active school travel from January 2021 until June 2022. Six pilot schools across the region will receive a variety of supports to develop and promote school travel plans. Students are encouraged to take active transportation to school using the MappMySchoolNeighbourhood app.

EV Charging Stations

The Corporation has installed 11 electric vehicle charging stations for public use at municipal properties throughout the City. These dual-connector stations provide designated charging spaces for 22 vehicles at various parks, community centres, and business districts, making it more convenient for drivers of electric and hybrid vehicles to charge up. Charging was made available to the public free of charge during the first year of service, allowing administration to collect data and determine the future needs of Windsor's electric vehicle charging infrastructure.

Transit Improvements and Fare Restructuring

In addition to updating the fleet, service improvements include extra amenities and new technology which will provide better service to the community, as well as aid in reducing emissions and Transit Windsor's carbon footprint. Some of these enhancements include:

- In 2022, the initiative to install 180 new bus shelters at stops around the City was completed
- 147 new concrete pads for greater accessibility
- The Transit App to reduce the amount of rider guides and provide up to date information and directions
- Reloadable Smart Ride cards to eliminate the need for paper tickets
- Real time data with Intelligent Transportation Systems (ITS) and the Prediction Portal
- New wayfinding signs at the west end terminal
- 418X route offers expedited service along the Tecumseh-College-Sandwich corridor
- The LTW route between St. Clair College and the Leamington Kinsmen Recreation Complex
- The new 518X route to St. Clair College via Devonshire Mall to reduce travel times by over an hour
- A partnership with the University and St. Clair College to implement U-Pass to promote ridership among students
- A re-alignment of Route 1C on Tecumseh Road East to improve service and eliminate duplication
- Children 12 years of age and under are free with a full paying passenger.



Goal A: Improve Our Air Quality

Transit Replacement Schedule

In 2021 Council approved a resolution to procure 24 new buses as part of addressing the ongoing need to reduce the overall age of city buses, help improve efficiency and air quality, and reduce emissions. According to a report by Transit Windsor, the accepted public transportation industry standard for heavy-duty buses is a useful lifespan of 12 years. Currently 43 Transit Windsor buses, more than a third of the fleet, are older than 12 years, with many approaching 20 years of use. Transit Windsor expects the latest round of bus funding will cover fleet replacement needs until 2024.



Green the Fleet Update

The City continues to electrify our fleet and now owns 7 full EVs and 7 plug in hybrids.

Facilitating the Transition to Electric Vehicles

A City Council report *Facilitating the Transition to Electric Vehicles* was accepted in January, 2021. Windsor's efforts along with stakeholders and partners will strengthen the local automotive industry and help transition toward becoming Canada's Automotive Capital while working to meet Greenhouse Gas Reduction targets.

First Large-Scale Electric Vehicle Battery Plant in Canada

Windsor was proud to welcome dignitaries from the federal and provincial governments along with industry leaders from Stellantis and LG Energy Solution (LGES) to share news that the first large-scale electric vehicle (EV) battery manufacturing facility in Canada will be built right here in Windsor.

Further to this announcement, automaker Stellantis announced in early 2022 that it will spend \$3.6 billion to update its Brampton and Windsor plants with the aid of provincial and federal funding. These improvements will help expand and build new research and development centres with a focus on electric vehicles and battery technology, and create a new, flexible, vehicle assembly line at the Windsor plant.

Goal A: Improve Our Air Quality

Areas to Move Forward

- Update the City's Greening the City Fleet Manual;
- Research opportunities to electrify City fuel-burning equipment including fleet, off-road vehicles, small equipment;
- Develop an electrification strategy for municipal fleet vehicles;
- Continue to participate in Open Streets Windsor to promote alternative methods of transportation;
- Develop a Complete Streets Policy;
- Identify priority areas for connectivity among the City's walking facilities;
- Develop an electrification strategy for Transit Windsor Fleet;
- Design commercial and residential land use to maximize access to public transit;
- Develop a bike parking policy;
- Public engagement to encourage the transition to electric vehicles and small equipment (e.g. lawnmowers);
- Work towards achieving a modal split of 25% by 2041

Goal B: Improve Our Water Quality

Indicators

Quality of Wastewater

Treating wastewater is vital for maintaining water quality. Wastewater treatment removes particulate matter/sediments, and both organic and inorganic pollutants before the water is discharged into the Detroit River. Treatment plants strive for a high percentage of removal for biological oxygen demand, suspended solids and total phosphorous to protect the health of the river ecosystem. Total ammonia removed has been tracked since 2008 and was newly added in this report.

Note that while amount of contaminant removal fluctuates, the effluent objectives set by the province have been achieved in every year and for every pollutant.

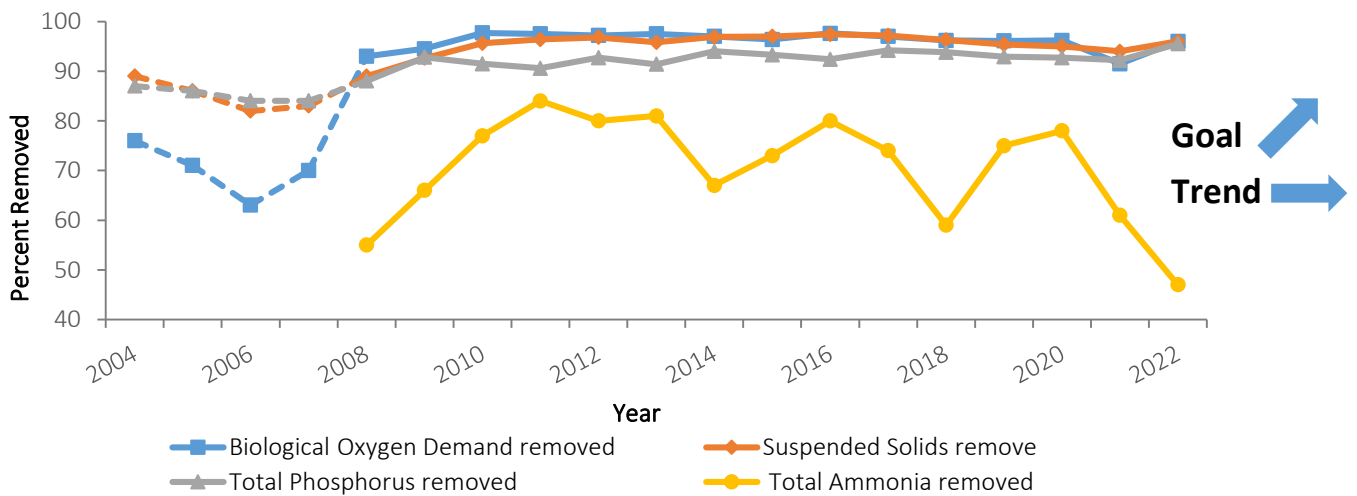


Figure 2.1.a - Contaminant removal at Lou Romano Water Reclamation Plant

* In 2007 the Lou Romano plant began measuring Carbonaceous Biological Oxygen Demand (BOD) in its effluent in place of Total BOD. This does not allow for a completely direct comparison.

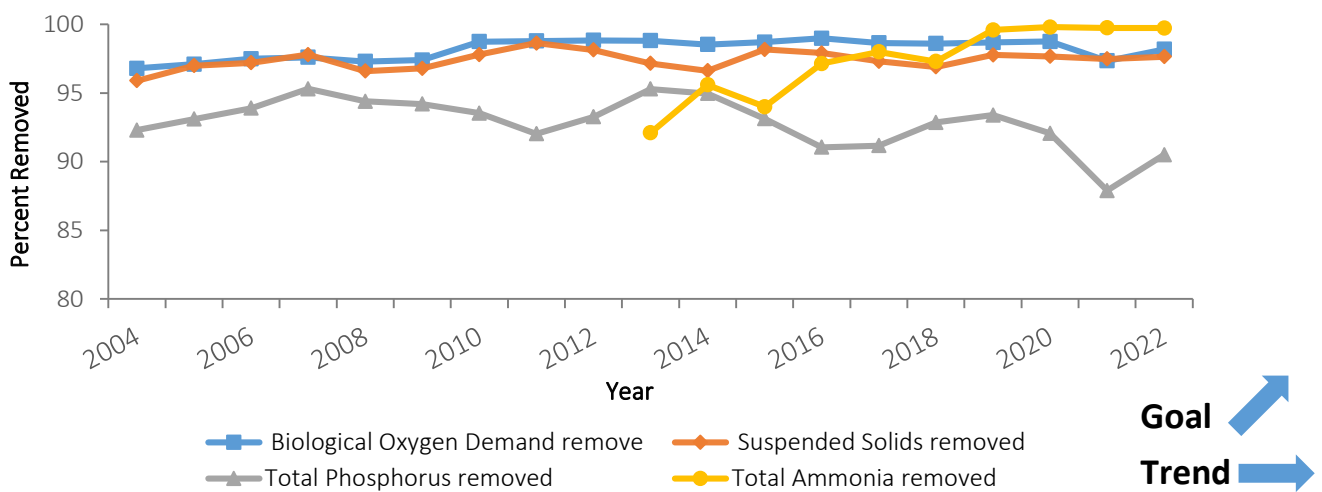


Figure 2.1.b - Contaminant removal at Little River Pollution Control Plant

Goal B: Improve Our Water Quality

Detroit River Quality

The Detroit River was listed as a Great Lakes' Area of Concern in the 1980s. The Detroit River Canadian Cleanup (DRCC) is a community-based partnership between industry, government (including the City of Windsor), academics, environmental organizations and citizens that work together to improve the health of the Detroit River ecosystem. The DRCC initiative, implemented as part of the Canada-U.S. Great Lakes Water Quality Agreement, tracks the status of 14 potential beneficial use impairments (BUIs) that indicate the health of different parts of the ecosystem. Progress is being made through restoration and monitoring.

In 2013 there were eight impaired BUIs, in 2022 there are four remaining.

Table 2.2 – The Status of Detroit River Beneficial Use Impairments.

	Beneficial Use Impairment	2013 ROSE	2016 Status	2018 Status	2019 Status	2020 Status	2021 Status	2022 Status
1	Restrictions on fish and wildlife consumption	Impaired (fish)	Impaired (fish)	Impaired (fish)	Impaired (fish)	Impaired (fish)	Impaired (fish)	Impaired (fish)
2	Tainting of fish and wildlife flavour	Proposed Not Impaired	Not Impaired	Not Impaired	Not impaired	Not impaired	Not Impaired	Not Impaired
3	Degradation of fish and wildlife populations	Impaired	Impaired	Impaired	Impaired	Impaired	Impaired	Impaired
4	Fish tumours or other deformities	Impaired	Impaired	Impaired	Proposed not impaired	Not impaired	Not Impaired	Not Impaired
5	Bird or animal deformities or reproductive problems	Impaired	Impaired	Impaired	Impaired	Impaired	Impaired	Impaired
6	Degradation of benthos	Impaired	Impaired	Impaired	Proposed not impaired	Not impaired	Not Impaired	Not Impaired
7	Restrictions on dredging activities	Impaired	Impaired	Impaired	Not impaired	Not impaired	Not Impaired	Not Impaired
8	Eutrophication or undesirable algae	Not impaired	Not impaired	Not impaired	Not impaired	Not impaired	Not Impaired	Not Impaired
9	Restrictions on drinking water consumption, or taste and odour problems	Not impaired	Not impaired	Not impaired	Not impaired	Not impaired	Not Impaired	Not Impaired
10	Beach closings	Proposed Not Impaired	Not Impaired	Not Impaired	Not impaired	Not impaired	Not Impaired	Not Impaired
11	Degradation of aesthetics	Impaired	Not Impaired	Not Impaired	Not impaired	Not impaired	Not Impaired	Not Impaired

Goal B: Improve Our Water Quality

12	Added costs to agriculture or industry	Not impaired	Not impaired	Not impaired	Not impaired	Not impaired	Not Impaired	Not Impaired
13	Degradation of phytoplankton and zooplankton populations	Proposed Not Impaired	Requires further assessment	Requires further assessment	Requires further assessment	Requires further assessment	Not Impaired	Not Impaired
14	Loss of fish and wildlife habitat	Impaired	Impaired	Impaired	Impaired	Impaired	Impaired	Impaired

Pesticide Use

Pesticides can be harmful to the environment and to human health if not used in a responsible manner. The City continues to maintain Integrated Pest Management (IPM) Certified applicators and follow best practices to mitigate pesticide use. In 2009 the Province of Ontario imposed a cosmetic pesticide ban limiting the list of allowable pesticide use. The City of Windsor uses pesticides to maintain infrastructure such as Roadways, sidewalks, and golf courses etc., that follow all regulations of the Ontario Pesticide Act and are approved by the Ministry of Environment. Where possible, the City uses less toxic pesticides (similar to Horticulture Vinegar) to maintain garden and landscape areas.

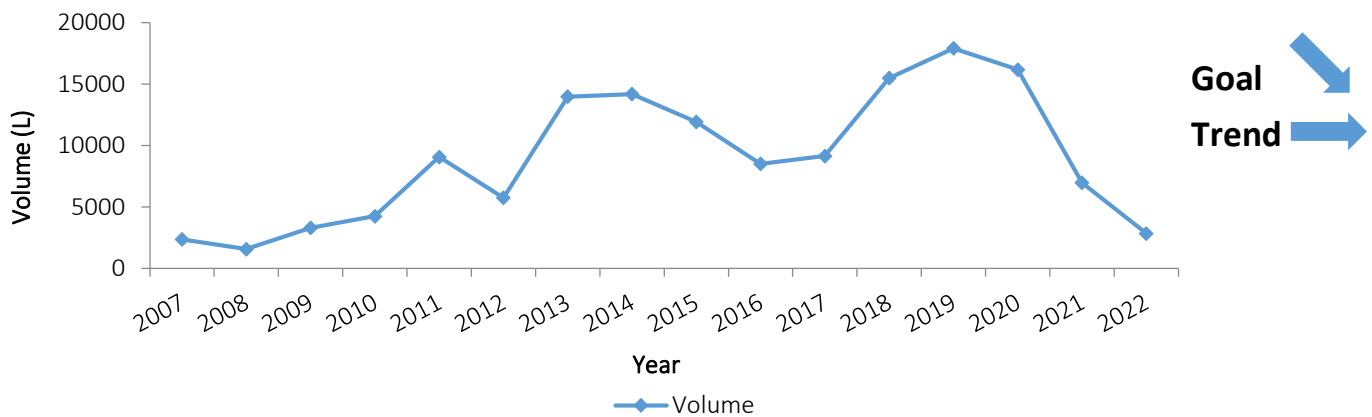



Figure 2.3 - Amount of Pesticide Used

- * Pesticide volumes increasing because Parks are also spraying with their own trucks and sprayers, and forestry is now utilizing pesticides within their nursery operation.
- * Significant decrease in pesticide use after switching products to AXXE Broad Spectrum Herbicide as a replacement for Horticulture Vinegar in 2020.
- * Reporting uses total Liters of pesticide used (active ingredient only usually as a concentrate) as different seasons, applications types, and targeted pests make use of different mixture rates.



Pesticides are used as a means of chemical control for certain invasive plant species. As the number and variety of invasive species increases in the region, pesticide use may increase.

Goal B: Improve Our Water Quality

Tributary Surface Water

Turkey Creek (Grand Marais Drain) and Little River are two major tributaries of the Detroit River. Phosphorus is a nutrient that can become elevated due to urban and rural land uses associated with fertilizer use, pet and wildlife droppings and faulty septic systems. Excess phosphorus in freshwater promotes the growth of algae. When the algae dies, dissolved oxygen in the water is consumed to biodegrade the algae. This process is called eutrophication. When the level of oxygen is reduced due to eutrophication the fragile ecosystem becomes strained and can lead to fish and wildlife deaths and poor water quality.

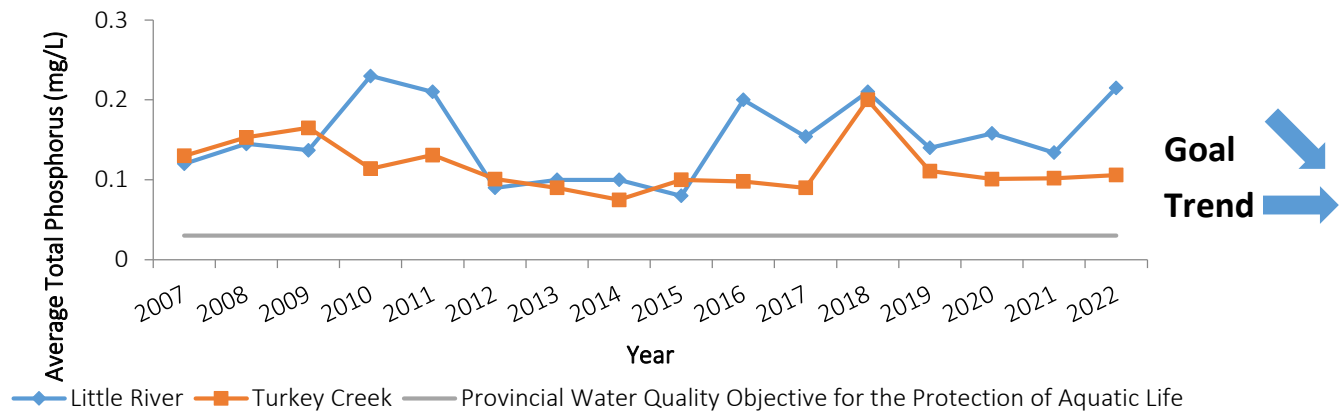


Figure 2.4 - Total Phosphorus in Windsor Tributaries

Water Quantity Control

Limiting the amount of stormwater runoff entering the City's sewer system can significantly decrease the risk of basement and surface flooding, especially in areas prone to flooding. Implementing innovative stormwater management strategies to store, infiltrate, and/or reuse storm runoff directly at the source can be effective in reducing stormwater from entering sanitary and combined sewer systems in areas prone to inflow and infiltration. This, in turn, will lessen the burden on the City's wastewater treatment plants during wet weather conditions and reduce wastewater treatment plant bypass and sewer overflows to the Detroit River.

Amount of Wastewater Treated

The amount of wastewater being treated indicates the amount of water each household is using, in addition to the amount of stormwater that is sent to the treatment plants. A lower amount can indicate better water conservation on the part of the community. Additionally, this number is impacted by the stormwater collected by combined sewers that is sent to the wastewater treatment plants.

Goal B: Improve Our Water Quality

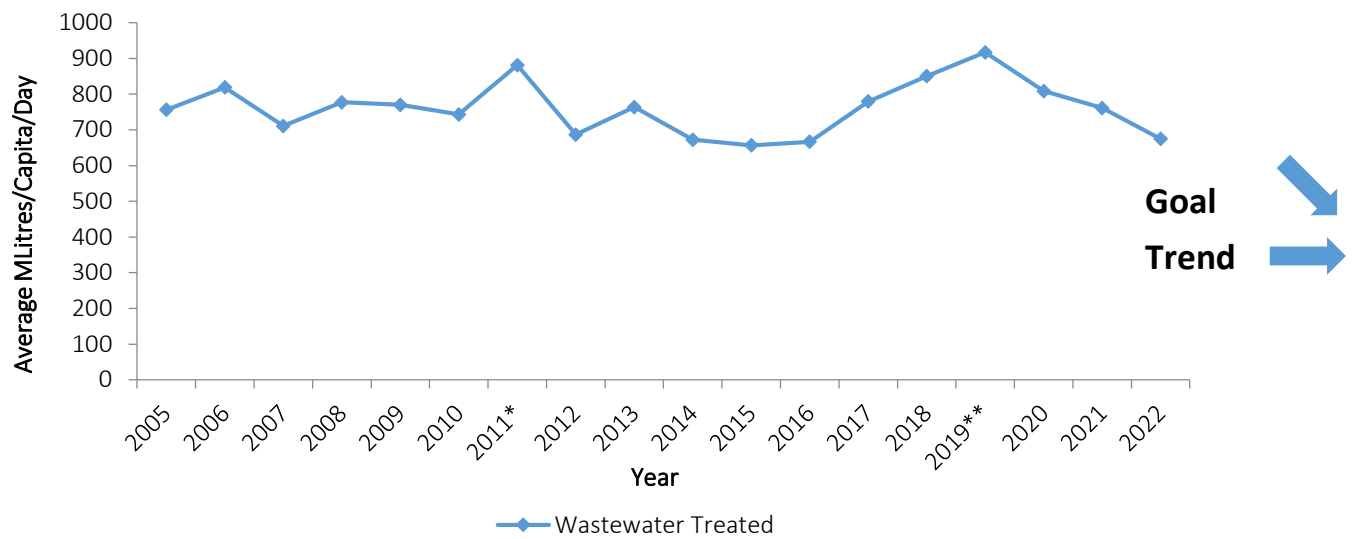


Figure 2.5 - Total Amount of Wastewater Treated

* In 2011, total rainfall in Windsor measured 1,568.2mm compared to the average total rainfall of 805mm. This well-above-average rainfall contributed significantly to the large amount of wastewater treated at each plant in 2011.

** 2019 rise in total amount of wastewater treated coincides with historically high water levels causing inflow into the system.



Goal B: Improve Our Water Quality

Wastewater Treatment Plant Bypass

A wastewater treatment plant bypass occurs when wastewater reaching a wastewater treatment plant exceeds the plant’s design capacity, often due to a rain event. This data is tracked at both of Windsor’s wastewater treatment plants. All bypass events at Windsor’s treatment plants receive some level of treatment before discharge.

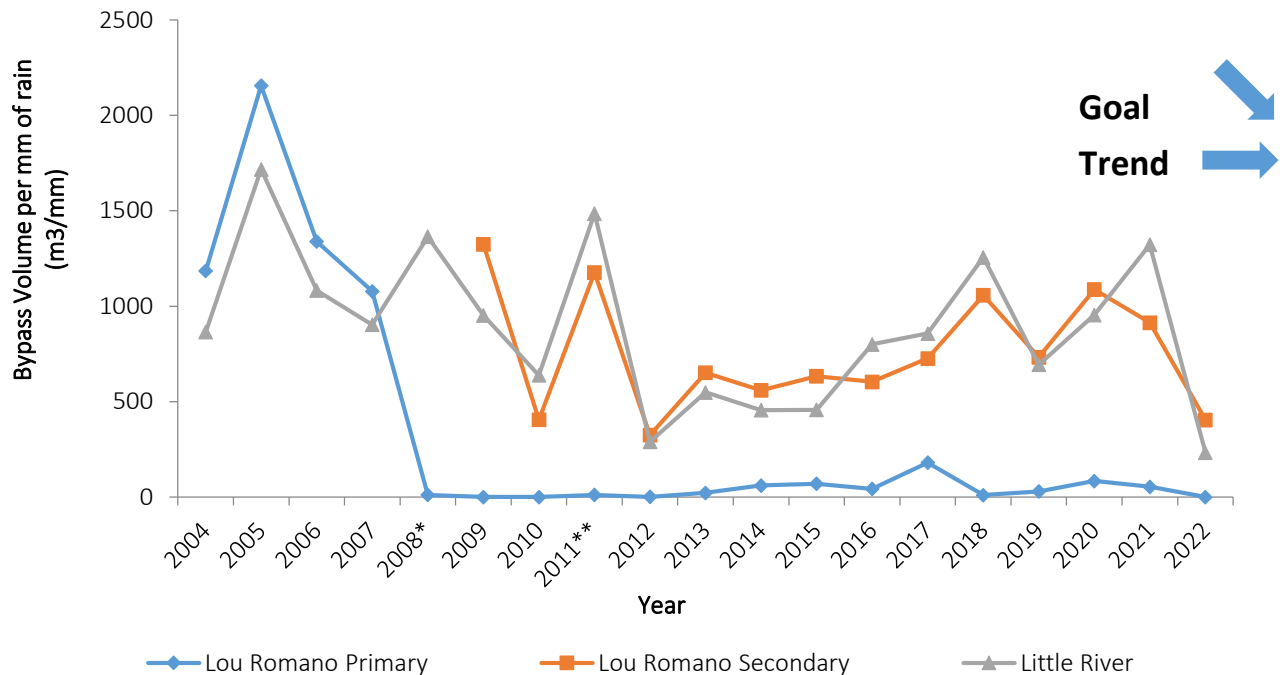


Figure 2.6 - Wastewater Treatment Plant Bypass Volumes Normalised for Amount of Rainfall

* The number previously reported for 2008 Lou Romano Secondary Bypass has been removed as it was deemed to be an outlier. In 2008, the Lou Romano Water Reclamation Plant was undergoing an expansion of its primary treatment processes from 165 Megalitres to 275 Megalitres and upgrading the facility to include 220 Megalitres of secondary treatment. The secondary treatment process experienced some difficulties during the initial operation phase resulting in a greater amount of secondary treatment bypass.

** In 2011, total rainfall in Windsor measured 1,568.2mm compared to the average total rainfall of 805mm. This is well-above-average rainfall contributed significantly to the bypass amounts at each plant in 2011.

*** Rise in total amount of wastewater treatment plant bypass volumes post-2017 coincides with historically high great lakes and ground water levels which may have contributed to inflow into system.

Goal B: Improve Our Water Quality

Water Consumption

A lower amount of water consumption may indicate better water conservation on the part of the community as a whole.

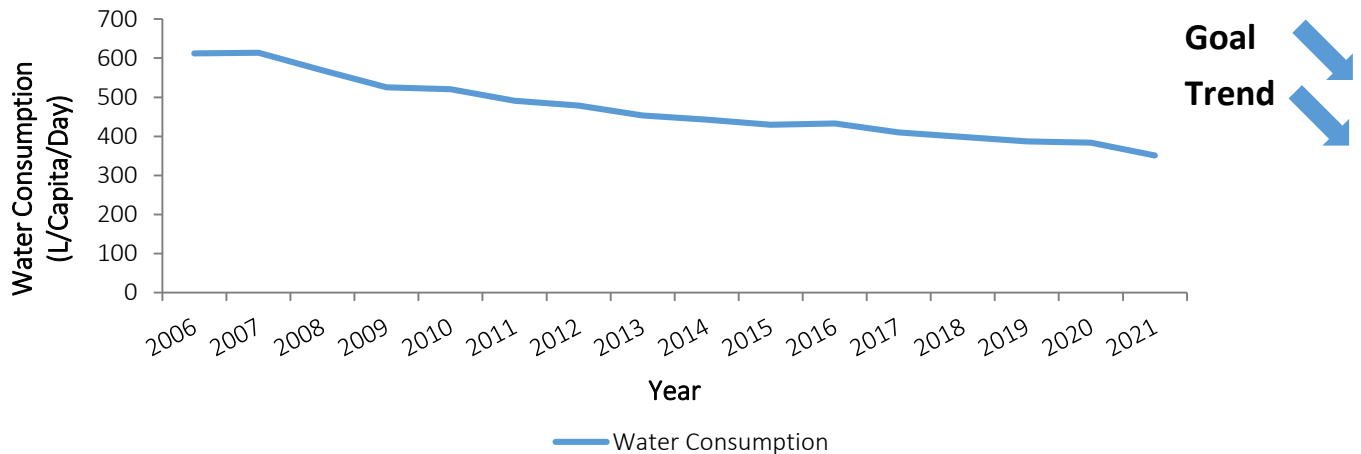


Figure 2.7 - Water Consumption in Litres per Capita per Day

City of Windsor Initiatives

Updated Intensity Duration Frequency Curves

On behalf of the City of Windsor and the municipalities of Essex County the Essex Region Conservation Authority worked with researchers to model and predict a range of future IDF curves under a variety of climate change scenarios. These updated curves were considered in the recently approved Windsor/Essex Region Stormwater Management Standards Manual and the Sewer and Coastal Flood Protection Master Plan.

Windsor/Essex Region Stormwater Management Standards Manual

In 2018, Windsor collaborated with ERCA and rural municipalities to create the Stormwater Management Standards Manual. It outlines standards for the Windsor/Essex Region and presents best practices based on current science. It is to be viewed as a living document, and reviewed, updated, as needed. An amendment to the Manual is currently underway and anticipated to be completed in 2024.

Partners for Action Flood Awareness Survey

In 2018, the City of Windsor collaborated with Partners for Action with support from the Canadian Red Cross to gain a better understanding of flood risk perception and preparation among Windsor residents. Understanding the risk of flooding in a community is the first step to being prepared for future flood events. The information from the survey and the follow-up focus group meetings were used to inform various City of Windsor initiatives, including the update to the Climate Change Adaptation Plan, completion of the Sewer Master Plan, and to support community engagement. In addition, the results

Goal B: Improve Our Water Quality

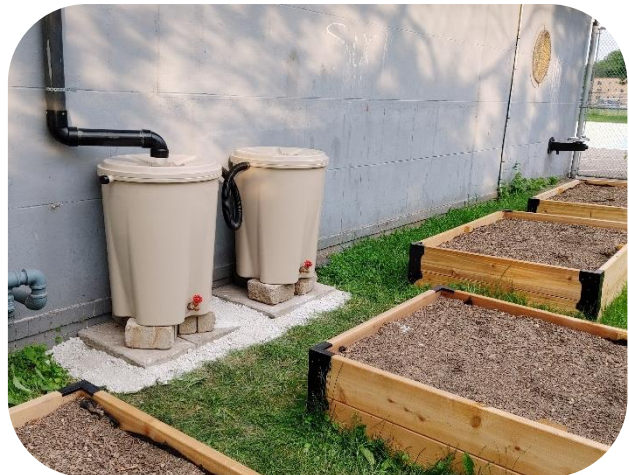
from the survey and the focus group meetings contributed to the development of a national FloodSmart Canada campaign to increase risk awareness and flood mitigation action for homeowners.

Windsor Riverfront West Combined Sewer Overflow Control Environmental Study

The City of Windsor, with funding assistance from the Ministry of the Environment, Conservation and Parks and the federal Great Lakes Sustainability Fund, has carried out a Class Environmental Assessment (E.A.) as the next step in implementing the last remaining initiative recommended in the 1999 Pollution Control Planning Study. The PCP study identified combined sewer overflows to the Detroit River as being a significant source of pollution and presented alternative control strategies while establishing the preferred pollution control plan and recommended initiatives. The Environmental Study Report documents the planning and decision-making process through to selection of the preferred design concept.

Rain Barrel Water Collection Program

The City continues to encourage the use of rainbarrels and currently sells rainbarrels at the Ojibway Nature Centre. In 2022 rainbarrels were installed at 2 new Community Gardens.



Stormwater Management

Hydraulic modelling, flow monitoring and video inspection programs using Zoom Camera and CCTV technology continue to improve the inventory of the mainline sewer ratings and help gather more information about the state of the City's sewer system.

Disaster Mitigation & Adaption Fund Projects

The City of Windsor has been hit hard by flooding in recent years, and in 2019 obtained funding from the Disaster Mitigation and Adaptation Fund (DMAF) to implement flood mitigation measures involving building and expanding roadways, sewers, pump stations and other storm water infrastructure to reduce the impacts of flooding on Windsor residents and the local economy. Some of the innovative DMAF projects are detailed below.

Tranby Park LID Innovation

The Tranby Park project marked the first low-impact development (LID) implemented by the City of Windsor in a City Park. Tranby Park has reopened after a renovation to add a number of features intended to mitigate flooding. This \$4.75 million project was partially funded by the federal government, and is among the first of many that will incrementally reduce the risk of basement flooding across the city. LID projects store rainwater by allowing it to percolate into the ground rather than rush into the stormwater system. Drainage Improvements to Tranby Park include new stormwater detention features such as a dry pond, permeable parking lot, and bioswales. LID practices such as this one, build

Goal B: Improve Our Water Quality

community resiliency in order to reduce the economic impacts from increased precipitation trends, as well as help prepare for a changing climate.

Eastlawn Flood Mitigation

Another Low Impact Development project was included in the \$4-million reconstruction of Eastlawn Avenue, which is part of the \$1.6 billion the City will spend over 10 years to upgrade vital infrastructure like roads and sewers. The Eastlawn reconstruction will be one of a number of test sites for innovative flood mitigation strategies.

Collaborative Low-impact Development (LID) Research Study

In collaboration with the University of Windsor, the City will be initiating an LID research study to investigate areas in which future implementation of LID flood solutions may be feasible to reduce inflow into the existing sewer system. The outcome of this study is to include the following:

- Identify a range of permeability rates through the region's underlying clay soils.
- Assess the effectiveness of implementing LID measures within clay soil along roadways in older developed areas.
- Identify feasible LID measures for future development areas that can be used as a source of water quantity and quality control.
- Distinguish the restrictions of implementing LID's related to clay soil's capacity to absorb rainfall.
- Pinpoint potential advantages and localized hindrances associated with employing LID measures as a mean of stormwater management control.

This research study is anticipated to begin in 2024.

Climate Resilient Home

The City of Windsor retrofitted a City-owned home built in the City's core in the 1920s with the goal of reducing the risk of basement flooding. A series of changes were implemented to the inside and outside of the home to make it more climate resilient. This home was used to demonstrate the Basement Flooding Subsidy Program along with residential scale Low Impact Development opportunities. Videos documenting the implementation of the flood protection measures are up on the City's Youtube channel for educational purposes.

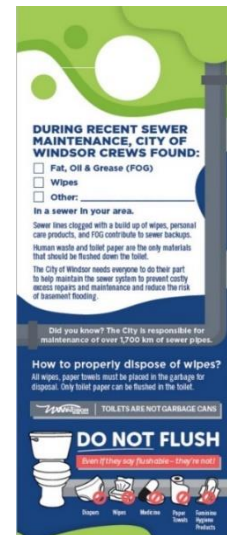
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Public Education to Preserve Water Quality

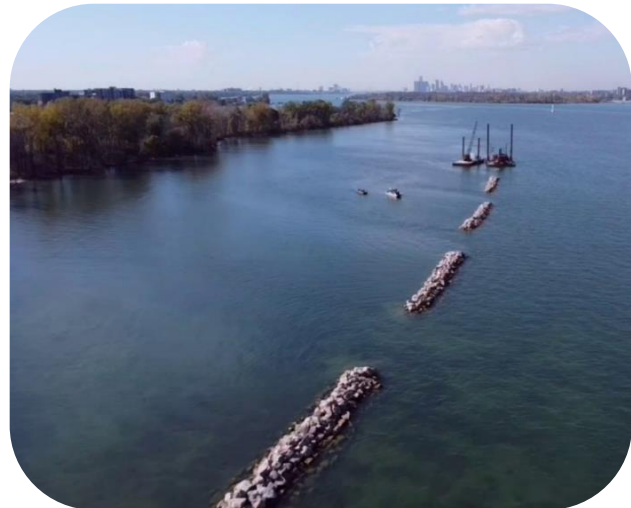
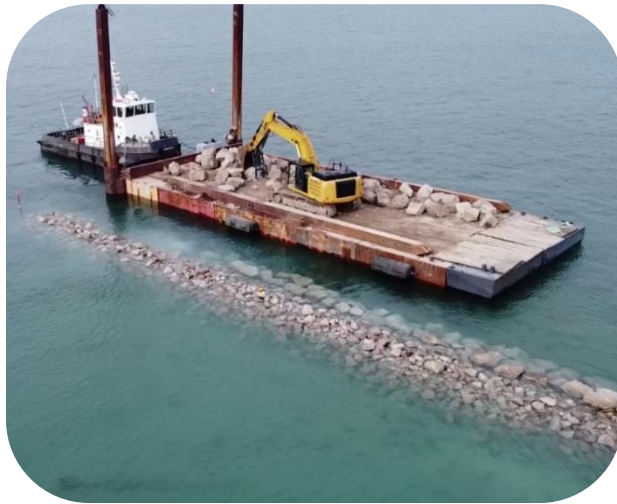
To remind residents of individual impacts to the sanitary and storm sewers, various tools have been developed including:

- Activity Guide advertisements for proper disposal of “flushables”
- Door Hangers to acknowledge how homeowners can protect the City’s Low Impact Development Features
- Door Hangers that can be dispatched into areas that have been identified as having issues with either “flushables” or Fats, Oils and Greases (FOG).

FOG cups are available to residents at community centres and libraries.



Peche Island Fish Habitat and Erosion Mitigation Project



In 2020 the City of Windsor began work on the Peche Island Fish Habitat and Erosion Mitigation Project in partnership with the Essex Region Conservation Authority; Detroit River Canadian Cleanup; Swim Drink Fish; Environment and Climate Change Canada, the Ontario Ministry of Natural Resources and the City’s Forestry department to create a series of offshore breakwaters in the Detroit River along the island’s north shore. By 2022, 9 sheltering islands had been constructed at the north end of the island. These long narrow islands protrude above the water and protect Peche Island from further erosion. The islands also act as a fish refuge and allow for an aquatic vegetation community to establish. Along the northeast shore, a 600-metre-long revetment wall was constructed to further provide erosion control.

Stormwater Financing Study

The City of Windsor possesses nearly \$2 billion worth of stormwater sewer system assets, where funding for the management of these assets is currently done through a sewer surcharge which is based on user water consumption rates and does not differentiate between sanitary or stormwater sewer systems. In 2020, The City undertook a Stormwater Financing Study to assess the current stormwater management program and explore alternative funding models that more appropriately charges property

Goal B: Improve Our Water Quality

owners based on the amount of impervious surface area, which does not allow water to infiltrate into the ground, on their property and will be shown as a separate charge to the sanitary sewer charge on their water bill.

An Implementation Plan was developed in 2021 to identify the tasks, resources, timeline, and duration necessary to develop and implement a new stormwater financing model. The City is currently underway with executing this Implementation Plan, which allows for the transition to a user-fee based funding model that more appropriately and fairly charges property owners based on the amount of impervious surfaces they have on their property.

East Riverside Flood Risk Study

This study was funded through the Federation of Canadian Municipalities' (FCM) Municipalities for Climate Innovation Program (MCIP) and covered the area from St. Rose Beach to the municipal boundary with the Town of Tecumseh. The project was designed to look at current and future vulnerability with rising water levels and the existing barrier land form system. Future climate change projections for increasing Great Lakes levels (i.e. Lake St. Clair) were completed as part of the project. The findings of this study have been incorporated into the Sewer and Coastal Flood Protection Master Plan.

Sewer and Coastal Flood Protection Master Plan

Windsor has completed the Sewer and Coastal Flood Protection Master Plan to better understand flooding issues in the City. The plan sets standards for successful operation and maintenance of the city's storm and sanitary sewer systems, as well as identifies and prioritizes future upgrades and expansion requirements for long-term maintenance using a system-wide approach to identifying specific improvement projects that can be undertaken to improve efficiency and reduce the risk of flooding caused by wet weather. The development of the Master Plan included modeling of the sewer network and overland flow routes. A climate change stress test design storm events was used in the model to help understand the potential impacts of increased rain events. The final plan was approved in 2020 and includes a high level list of recommendations including:

- Mandatory Use of Sewage Ejector Pumps for New Residential Development
- Mandatory Downspout Disconnection for New Development
- Stormwater Surcharges and Green Infrastructure Credits
- Sanitary Rain Catchers and Manhole Sealing
- Enhanced Infrastructure Maintenance and Assessment
- Updated Sewer and Stormwater Management Standards
- Sewer Backflow Prevention Devices for High Water Levels and Select Sewer System Interconnections
- Mandatory Downspout Disconnection – Pilot Study
- Mandatory Foundation Drain Disconnection – Pilot Study
- Improved Lot Grading
- Green Infrastructure/Low Impact Development (LID) Measures
- Subsidies to support Basement Flooding Protection, Downspout and Foundation Drain Disconnection

Goal B: Improve Our Water Quality

- Resident Education Programs for Flood Risk Awareness and Mitigation
-

West Windsor Flood Risk Assessment

The City of Windsor undertook a flood risk assessment study to develop a flood risk profile for the West Windsor area under extreme Detroit River water levels and to identify recommended flood protection solutions. The Final Report was completed in January 2023. The study area is generally bounded by the Detroit River to the west, Huron Church Road and Ambassador Bridge to the north, the Essex Terminal Railway and College Street to the east, and the Town of LaSalle municipal boundary to the south.

Goal B: Improve Our Water Quality

Areas to Move Forward

- Continue downspout disconnection monitoring, assessment and reporting;
- Create and implement education and outreach initiatives related to Sewer and Coastal Flooding Master Plan in order to encourage awareness and participation in flood risk reduction and stormwater quality improvement initiatives;
- Continue to advance Lauzon Parkway Sewer and Road Rehabilitation project;
- Advance St. Rose Stormwater Pumping Station project;
- Construction of a retention treatment basin (RTB) on the west side of Windsor;
- Further delisting of Detroit River Beneficial Use Impairments including BUI #1 Restrictions on Fish and Wildlife Consumption, and BUI #5 Bird or Animal Deformities or Other Reproductive Problems;
- Continue with shoreline protection and erosion mitigation projects on Peche Island;
- Continue to research economical ways to introduce LID's throughout the municipality as a source of water quality and quantity control, and further develop pilot projects for future monitoring;
- Continue with executing the Stormwater Financing Implementation Plan;
- Development of a sanitary sewer inflow and infiltration work plan to improve water quality and reduce basement flooding risks;
- Promote green infrastructure for private property.

Goal C: Responsible Land Use

Indicators

Urban Tree Canopy Cover

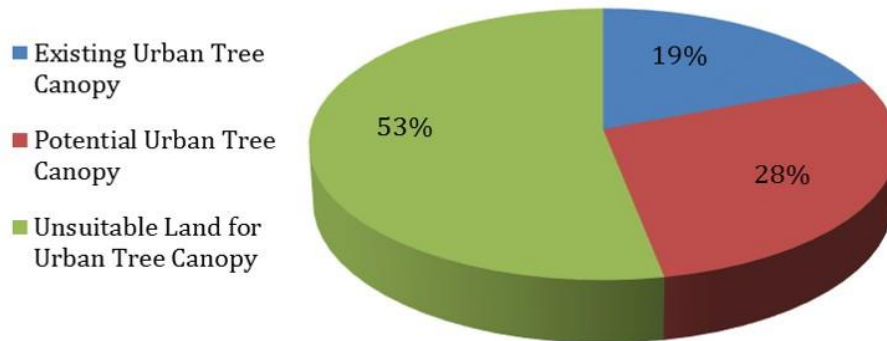
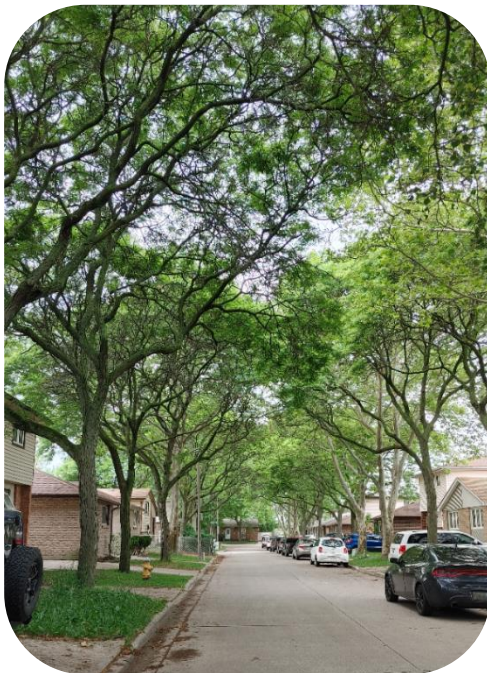


Figure 3.1b - Windsor's 2019 Urban Tree Canopy Assessment

Data collected during the City's first comprehensive canopy cover study, which used Lidar laser-scanning technology and aerial photography to determine definitively the percentage of tree canopy in the City. Results showed Windsor's canopy cover to be about 19 percent, which is the same as Mississauga's (2014) but less than Toronto's 28 percent (2018). Windsor's Urban Canopy has increased by 7 percent since 2002. For more information review the Urban Tree Canopy Study at <https://www.citywindsor.ca/residents/parksandforestry/Urban-Forest/Documents/Windsor-ON-Tree-Canopy-Assessment-Report-2020.pdf>



Goal C: Responsible Land Use

Natural Heritage

Natural Heritage lands provide for the protection and conservation of Windsor’s most environmentally significant and sensitive natural areas, including provincially designated areas of natural and scientific interest (ANSI) and wetlands. Natural Heritage Lands are designated as such in the City of Windsor’s Official Plan.

In 2022, Natural Heritage represents just over 4.88% of the total land area of Windsor, which is 14691 hectares.

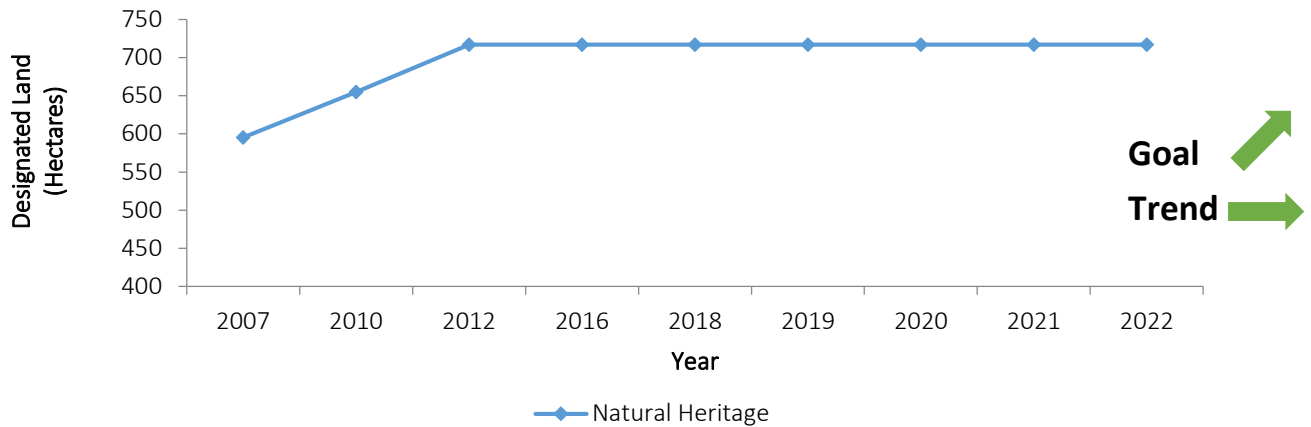


Figure 3.2 - Amount of Land Designated as Natural Heritage in Windsor's Official Plan

City Owned Trees Planted and Removed

Trees play an important role in the health of our city. Trees filter air and water pollution and help prevent severe flooding. The more trees there are, the healthier the social and natural environment will be for us and future generations.

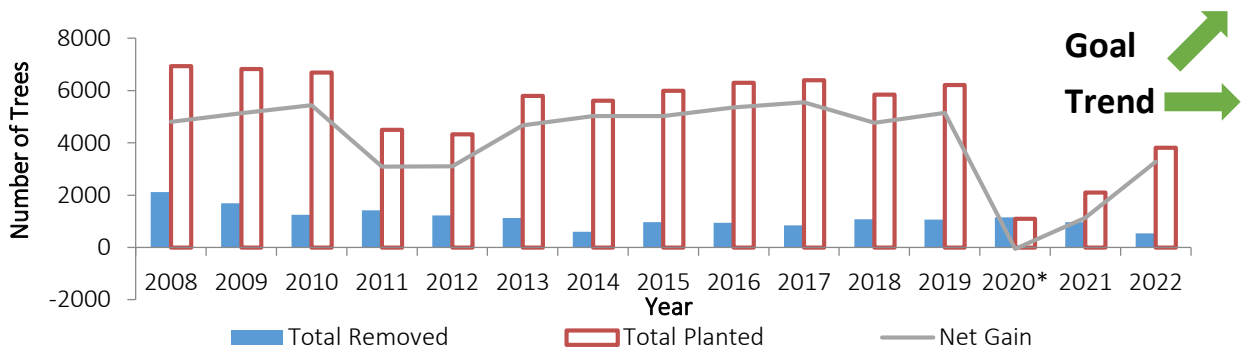


Figure 3.3 - Number of City-owned Street Trees Planted and Removed (by City and Community)

*Due to COVID there was no spring 2020 planting season. These City plantings or community planting events would have accounted for another 5,000 trees planted.

Note that the City’s current strategy is to plant larger size trees that have a higher survival rate. Community plantings typically install smaller trees.

Goal C: Responsible Land Use

Amount of Maintained and Naturalized Parkland

The higher the amount of natural parkland available to the public, the greater the opportunity for exposure and interaction between the public and nature. Other benefits include opportunities for people to enjoy outdoor activities and recreation.

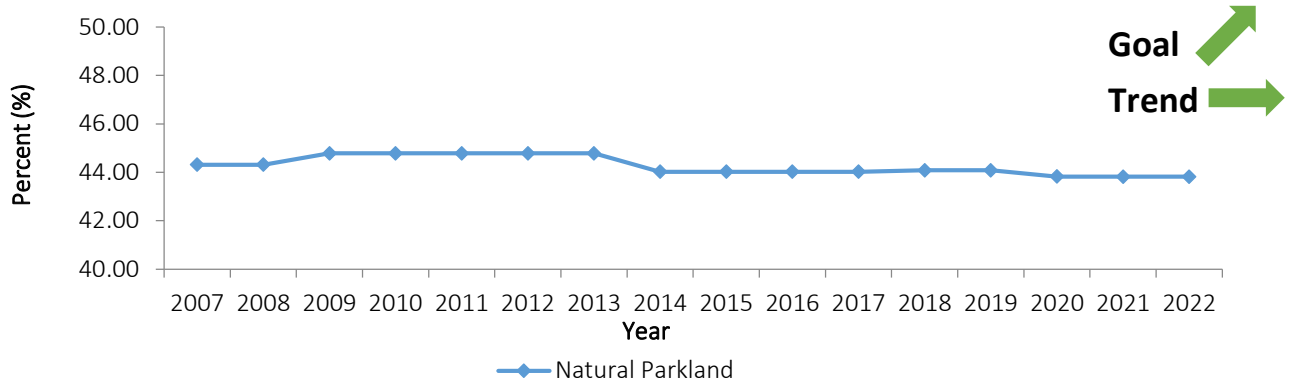


Figure 3.4 - Amount of Natural Parkland as a Percentage of Total Parkland

*2019: Decline due to high waters and subsequent erosion of Peche Island.

Brownfield Conversion

Brownfields are abandoned, idled, or underused properties where expansion or redevelopment is complicated by a real or perceived environmental contamination as a result of historical industrial or commercial land use practices. Records of site condition (RSC) are filed with the Ministry of the Environment any time a property moves to a more sensitive land use. The number of RSC's filed annually is a general indication of how many brownfields are being repurposed.

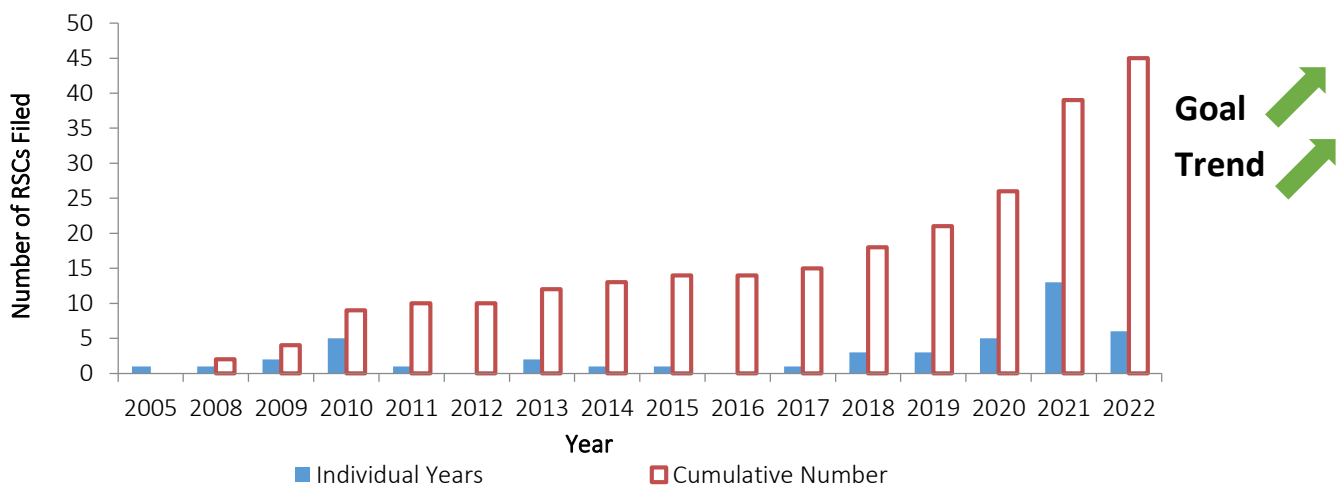


Figure 3.5 - Number of Records of Site Condition (RSCs) filed

* In 2009 the Planning Department identified 137 brownfield properties (226 hectares or 559 acres) that are candidates for redevelopment. Inventory does not include gas stations. To date Council has approved forty-two (42) grant applications under the Brownfield Redevelopment CIP.

Goal C: Responsible Land Use

Community Gardens

Community gardens growing vegetables and flowering plants promote biodiversity and limit the use of pesticides and manufactured fertilizer, thereby providing access to a source of healthy, fresh food for the community. They also foster community spirit and can turn a vacant piece of property or underutilized part of a City park into a thriving neighbourhood gathering place.

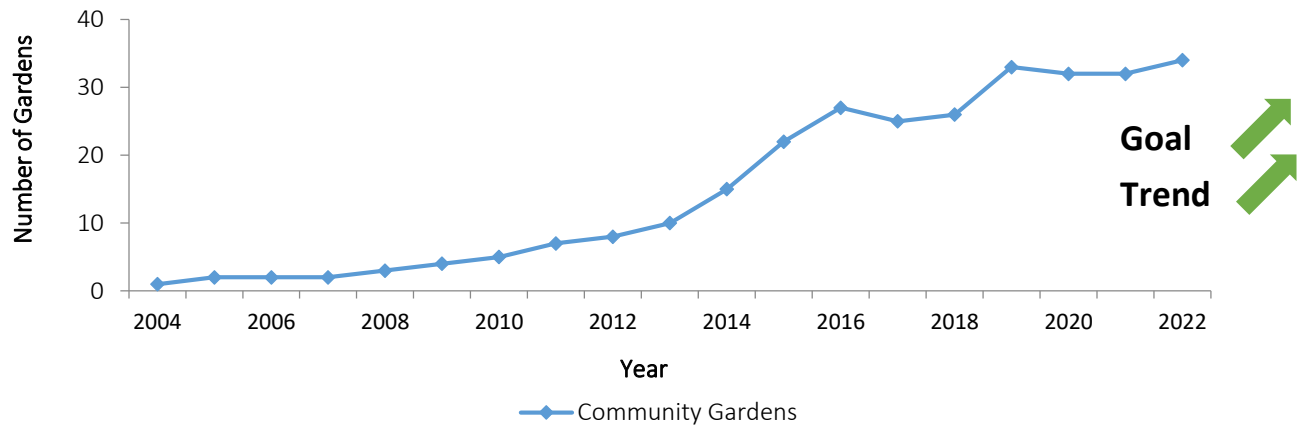


Figure 3.6 - Number of Community Gardens in Windsor

Population Density

Increasing population density creates opportunities to provide more sustainably funded services, as well as foster economic innovation, productivity, and growth as well as diverse cultural and artistic opportunities.

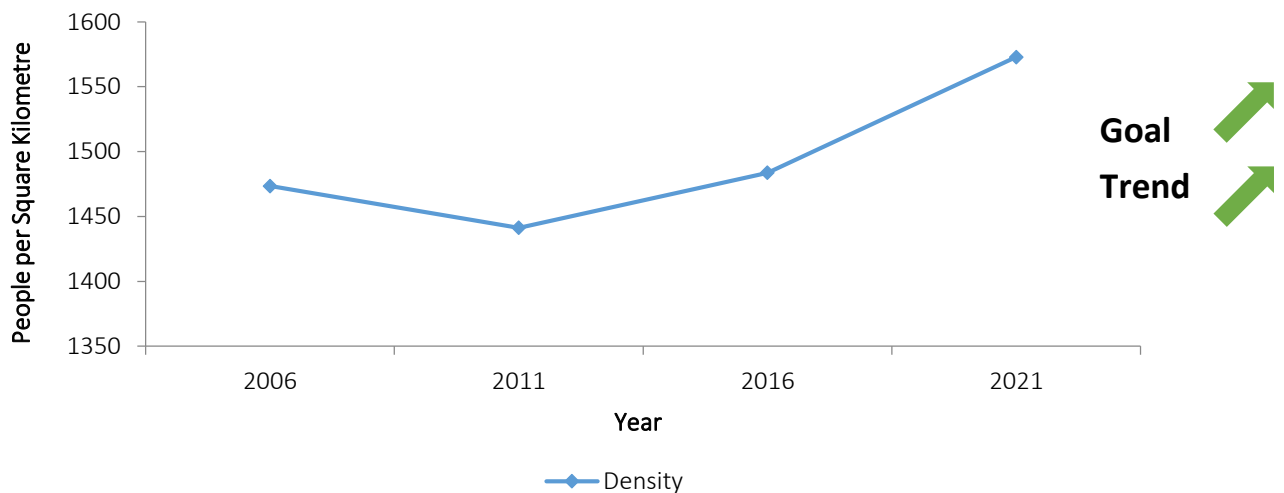


Figure 3.7 - Windsor's Population Density

* In 2021, Windsor's population was 229,660, which represents a change of 5.7% from 2016.

Goal C: Responsible Land Use

Sustainable Construction

Green buildings and design, which includes LEED and other rating systems, are fundamental to energy efficient, environmentally sustainable development in Windsor. Sustainable construction practices help save water, reduce greenhouse gas (GHG) emissions, and contribute to the health and quality of life of communities. Projects registered since the last ROSE report are listed in red.

Building	Registration Date	Certification Date	Certification Level
Toldo Medical Education Building	11/2/2006	2/18/2014	Silver
Ecole Secondaire de Windsor	3/26/2007	5/2/2013	Gold
Dr. David Suzuki Public School	6/4/2007	11/9/2011	Platinum
Union Gas Windsor District Office	1/3/2008	4/7/2011	Gold
Confidential Project	5/29/2009	8/25/2015	Silver
Ojibway Nature Centre	12/14/2009	10/11/2012	Silver
City of Windsor Fire Hall No. 7	1/4/2010	8/10/2013	Silver
Confidential Project	4/8/2010	7/27/2016	Gold
La Bella Strada	9/5/2011		
Confidential Project	2/11/2013	5/13/2013	Certified LEED Retail
University of Windsor (441 Univ Ave)	9/16/2016	10/26/2021	Gold
Devonshire Mall Common Area	10/27/2016	6/23/2022	Gold
Gordie Howe International Bridge - CAN POE	8/23/2018		
Rosewater Estates Building B	3/9/2021		
Rosewater Estates Building C	3/10/2021		
Rosewater Estates Building D	3/10/2021		
477 Pelissier	7/19/2021		



Goal C: Responsible Land Use

City of Windsor Initiatives

Community Food System Assessment

In the fall of 2018, the Windsor-Essex Food Policy Council and the Windsor-Essex County Health Unit, with support from the WindsorEssex Community Foundation, initiated a Comprehensive Food System Assessment for Windsor and Essex County. This project represents the culmination of many years of work and focus by a wide variety of individuals passionate about food in Windsor and Essex County. The purpose of the assessment was to build a foundation for sustained, ongoing, food system work to come over the next many years in this region. As a comprehensive assessment, it considered all aspects of the food system contained in the current food system framework – production, processing, distribution, access, consumption, and waste management. The time is right for food system work with recent Federal and Provincial food policy initiatives, as well as poverty reduction initiatives supporting food security.

Prescribed Burns

Prescribed burning is necessary to maintain healthy and diverse ecosystems within the Ojibway Prairie Complex, which contains one of the largest stands of original tallgrass prairie remaining in Ontario. Prescribed burns are part of a comprehensive restoration plan for this sensitive and endangered area.



Natural Areas

Natural areas such as the Ojibway Prairie Complex are managed to protect and preserve the incredible biodiversity found within these areas. Consideration for local Species at Risk, and projects to improve their status are undertaken on a citywide basis. Endangered habitats of tallgrass prairie and oak savannah are managed by controlling invasive species, woody species and undertaking prescribed burns. In 2020 Ojibway Nature Centre received a Champion for Education award from the Greater Essex County District School Board.

Goal C: Responsible Land Use

Invasive Species

Invasive Phragmites Control Centre was contracted to prepare a Phragmites Control Strategy for the City of Windsor. The Natural Areas program has ongoing efforts to control invasive species in natural areas including phragmites, garlic mustard, autumn olive, dog-strangling vine, Japanese knotweed, and others. The Invasive Species Centre was contracted to prepare the Invasive Species Strategy for the Ojibway Prairie Complex.

Ojibway Parkway Wildlife Crossing

In 2020, the City of Windsor has initiated a Municipal Class Environmental Assessment (Class EA) study for a Wildlife Crossing at Ojibway Parkway south of Broadway Boulevard. The purpose of this study is to identify opportunities to provide safe passage for area wildlife and species at risk and create landscape connectivity in the Ojibway Prairie Complex. After the public information session in 2021, a preferred design was identified that would cross Ojibway Parkway and Essex Terminal Railway (ETR) and would connect Ojibway Park with the natural areas associated with Black Oak Heritage Park. Public Information Centre #3 was conducted in early 2024.

Urban Tree Inventory

Council invested \$3.8 million toward efforts to expand, protect and manage the urban tree canopy, which contributed to the City reaching a number of positive milestones in 2020-2021, including:

- Doubling the number of trees planted annually in the public right-of-way to 2,000 per year.
- Establishing a digital inventory of all 86,723 trees planted along streets and in public parks. This searchable database includes detailed information on each tree's GPS location, species, size, health, risk rating and management recommendations.
- Launching a new, seven-year tree-trimming program to prune about 10,000 street trees annually to help maintain the health and safety of the trees and surrounding environment, including local homes and businesses.

Windsor's urban forest represents millions of dollars saved in avoided infrastructure costs, pollution reduction, and stored carbon. Trees produce oxygen, lower air temperatures, and improve public health by reducing air pollutants. Trees and forests mitigate stormwater runoff which minimizes flood risk, stabilizes soil, reduces sedimentation in streams and riparian land, and absorbs pollutants to help improve water quality and habitats.

Community Gardens

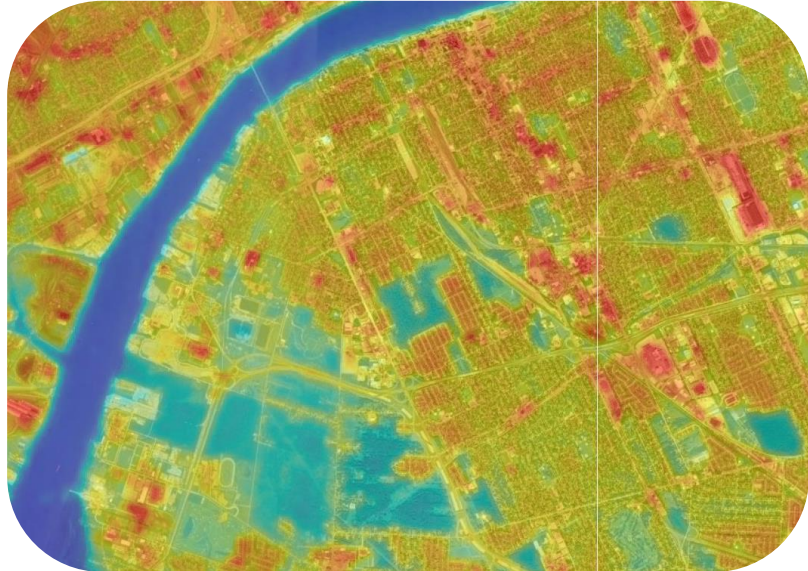
Community Gardens are an important tool for the development of healthy communities and improve quality of life for residents by encouraging people to grow healthy and nutritious food while having a positive impact on the environment. In 2019 Council approved the relocation of the Bruce Park Community Garden to Caron Avenue Park to accommodate expansion and permit more growers to use the site. In 2021 City Council revised the Community Gardens Policy to enhance access to gardens, as well as encourage the establishment of native plants at the garden sites to promote pollinator habitat. In addition to the six community gardens that Windsor supports, two more were added in 2022 at Ernest Atkinson and Bridgeview Parks and in 2023, another garden was added at Lens ave. A pollinator garden was installed at Stodgell Park in 2023.

Goal C: Responsible Land Use

Urban Heat Island

The urban heat island effect results from temperature differences between urban and surrounding rural areas. This variance occurs as a result of differing land use surfaces that reflect and absorb solar radiation at different rates.

This is demonstrated in an image generated using ERCA's Interactive mapping tool to explore surface temperatures in Windsor. Urban areas are often warmer due to increased impervious areas (e.g. roof tops, pavements, and loss of vegetation, etc), properties of urban materials, and anthropogenic causes (e.g. vehicles, heating, ventilation, etc.). Areas of high urban temperatures are reflected gradation of yellow to red, with red indicating the areas of highest temperatures. By contrast, less developed and natural areas are often cooler and are displayed in green and blue.



National Urban Park at Ojibway Prairie Complex

In 2021, the Government of Canada announced a new program to create a network of national urban parks across Canada, with Windsor being shortlisted as one of six candidate sites. Urban parks play an important role in providing citizens quick access to nature, protect biodiversity, contribute to conservation goals, support climate mitigation, promote diversity and inclusion, and support health and mental wellbeing. In the summer of 2021, the City and federal government through Parks Canada Agency announced a collaboration to work towards designating the Ojibway Prairie Complex as a National Urban Park. The City is working closely with Parks Canada to define the study area, review environmental and natural research studies, review natural area connectivity and accessibility and develop operational planning. Consultations with community members, conservationists, institutions, indigenous groups, and all levels of government were undertaken in 2022 and 2023 and will help inform future planning of the park and establish a pathway towards national urban park designation.

Thermal Comfort Features

The City of Windsor has implemented shade structures at various parks, most recently at Rotary Centennial Plaza Riverfront Park, Bruce Avenue Park, South Windsor Recreation Complex, George Avenue Park, Remington Booster Park, and Garry Dugal Park. New shaded seating was installed at Miracle Park, and Mic Mac Park, a new Splash pad and water bottle fill station at Forest Glade Optimist Park, and drinking fountain/water fill/dog bowl station at Jackson Park. Trees have also been strategically planted at all 27 new playgrounds to provide future shade. Two water bottle fill stations have been installed along the Riverfront.

Goal C: Responsible Land Use

New Splash Pads

New splash pads have been installed at Jackson Park, Realtor Park, Garry Dugal Park, and Fontainebleau Park. These provide means of cooling during periods of extreme heat.

Brownfields

Brownfield properties are vacant or underutilized locations where past industrial or commercial activities may have left contamination behind. A clean-up is planned for a property at 1370 Argyle Road which is listed on the Municipal Heritage Register. This redevelopment will reuse the facade of the former building. In 2021 Council approved 11 applications under the Brownfield Redevelopment CIP, which includes:

- Redevelopment of 7.18 hectares (17.7 acres) of land that is located within the built up area of the City where infrastructure already exists
 - 657 new residential units (if all projects are constructed as proposed)
 - \$640,178 in grant payments over the lifecycle of the grant programs
 - Approximately \$22M in private sector investment
-

Tranby Park

The Tranby Park Project was designed to improve community acceptance of naturalization programs as well as use the park for short-term rainwater storage. Features include pathways, landscaping, tree planting native planting area, as well as a new wetland-themed play structure that reflects the goal of integrating nature, infrastructure, and human use.

Tree Planting Events

- Earth Day Community Tree Plantings in 2017, 2018, 2019, and 2023
 - Tree Planting at Tranby Park with ERCA, Little River Enhancement Group and Forest Ontario
 - Native garden planting at Queen's Dock Park with the Windsor Port Authority, ERCA and DRCC, 2017
 - Bush Park Planting in celebration of Canada150 with ERCA, DRCC, Little River Enhancement Group and Ahmadiyya Muslim Group, 2017
 - TD Tree Day with ERCA, DRCC and Little River Enhancement Group, 2018
 - Maryvale tree planting with ERCA, DRCC and IKEA, 2019
 - College Avenue Bikeway Park community tree planting with Windsor Detroit Bridge Authority and ERCA, 2021
-

Cleanup Efforts

Between 2017 and 2021 the City worked with the following partners on three cleanup efforts, removing at total of 8.2 tonnes of trash from our natural areas.

The City worked on Little River Cleanups with Caesars Windsor CodeGreen, ERCA, DRCC and the Little River Enhancement Group in 2018 and 2019.

Sandwich Litter Cleanup with DRCC, ERCA, Windsor Detroit Bridge Authority in 2021 (2 occasions)

Goal C: Responsible Land Use

Stewardship

Riparian Rangers Tree Health Citizen Scientists Program training session with ERCA and the DRCC, 2018 and 2019. The City's Natural Areas' Team is increasing presence in natural areas in the City to remove litter, conduct ecological monitoring, and identify stewardship actions that will benefit the ecological condition of natural areas.

Bird Friendly City

In June of 2022, Windsor was designated the 16th Bird Friendly City in Canada. This designation was developed by Nature Canada to ensure that urban environments are safe havens for birds rather than a source of threats. Windsor received the intermediate certification level, which reflects efforts to reduce threats, protect habitat, address climate change and attempt to reduce the population declines that have been happening in cities all over the world.

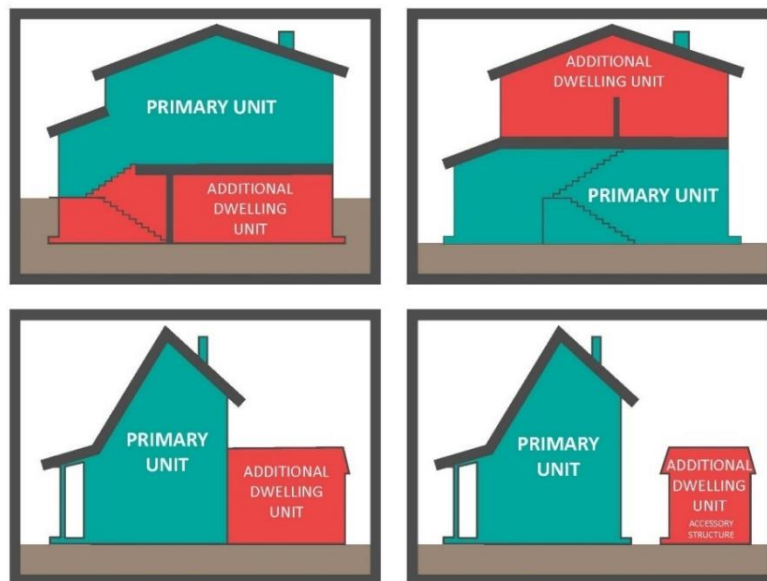


Sustainable Neighbourhood Action Plan (SNAP) Sandwich South

In 2022 the City received grant funding to develop a Sustainable Neighbourhood Action Plan for the Sandwich South area. The project is currently under development.

Alternative Housing Units

In 2023, the Planning Department updated the land use policies for Additional Dwelling Units (ADUs) with a goal to increase population density and provide affordable housing options for residents. These Additional Dwelling Units (ADUs), are defined as self-contained residential units with kitchen and bathroom facilities within dwellings or accessory structures. Alternative housing options have been gaining support in recent decades and may present a sustainable approach to help tackle some of the pressing housing issues facing municipalities such as affordable housing and environmental concerns.



Goal C: Responsible Land Use

Areas to Move Forward

- Develop stronger protections for trees and natural areas in locations that are part of new developments;
- Increase the number of community gardens and pollinator gardens on City property;
- Continue to work with the Windsor Essex County Health Unit on the Food Strategy;
- Support native plant/pollinator and community gardens through community partnerships;
- Complete a Natural Asset Management Plan including an inventory and valuation of the City's natural assets;
- Naturalize underutilized lands to the extent possible and continue to explore native plant/pollinator gardens in city parks;
- Complete Phase 3 of the Ojibway Parkway Wildlife Crossing Municipal Class EA to develop and evaluate alternative concepts and identify preferred design;
- Complete the Urban Forest Management Plan;
- Continue to double the number of trees planted annually in the public right-of-way;
- Incorporate climate change and land use considerations into the City's Official Plan;
- Incorporate levels of service and infrastructure/asset cost land use implications into the City's Official Plan;
- Complete Landscape Manual;
- Update Brownfield Redevelopment Community Improvement Plan;
- Develop a coordinated approach to invasive species management, specifically phragmites;
- Conduct an assessment of the current state of Windsor's Greenway System Linkages by performing a Landscape Analysis;
- Set acquisition targets for the Greenway system;

Goal C: Responsible Land Use

- Prepare Management Plans for Greenway System components and individual sites;
- Complete Sustainable Neighbourhood Action Plan (SNAP) for Sandwich South area.



Goal D: Increase Resource Efficiency

Indicators

In 2014, the Windsor community spent over \$842 million dollars on energy. Buildings use about half of the total energy in Windsor. Windsor’s energy use per household was 35% higher than the Ontario average, with home heating and cooling being one of the largest sources of energy consumption. Using energy efficient appliances and light bulbs, as well as practicing conservation helps to reduce energy use.

Energy Consumption - Corporate

Corporately, city buildings also use about half of the corporation’s energy use, with heating and cooling requirements representing the largest sources of energy consumption. The figures below represent Corporate, City of Windsor energy consumption.

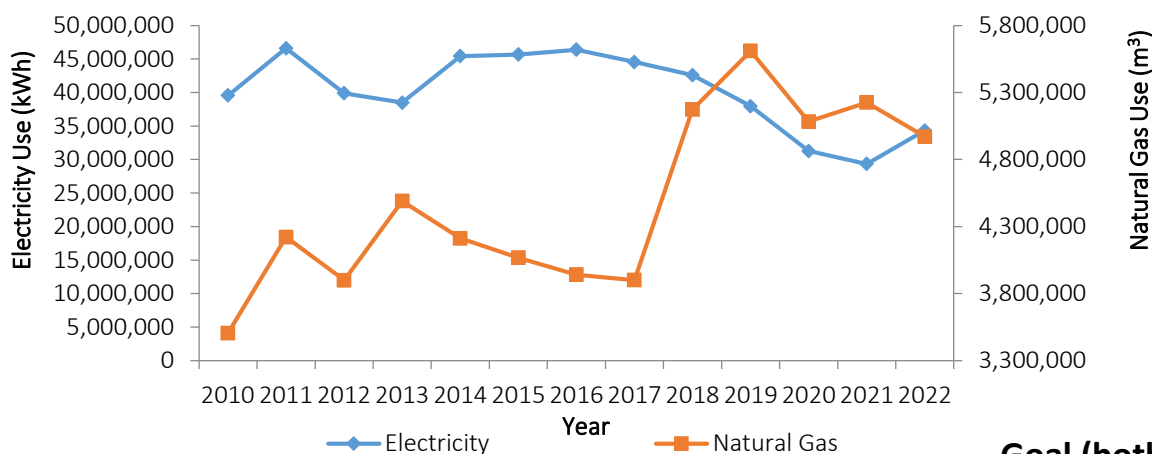


Figure 4.1a - Corporate Energy Consumed by Buildings - Electricity and Natural Gas

Note: Significant increase in natural gas consumption between 2017 and 2019 correlates to the Implementation of Combined Heat and Power (CHP) units at WFCU, Huron Lodge, and Aquatic Centre facilities, which resulted in decreases electricity consumption, while increasing natural gas consumption. When implemented, the provincial government provided incentives to support installation.

Note: 2020 Aquatic Centre and Chimczuk museum closed due to COVID-19 pandemic.

Chimczuk Museum, the Aquatic Centre, the Joint Justice Facility, 350 and 400 City Hall are connected to a District Energy System. Modern District Energy systems use a network of insulated pipes to deliver heating and cooling efficiently and reliably from the place where the heating or cooling is generated to homes, buildings and industrial facilities. District Energy systems are a pathway to weather resilient, low carbon cities. The goal is to expand the district energy system to additional buildings as applicable.

Goal (both)

Electricity Trend

Natural Gas Trend

While corporate electricity use is declining, natural gas use is increasing, primarily due to the acquisition of new assets. This trend is strongly tied to corporate emissions.

Goal D: Increase Resource Efficiency

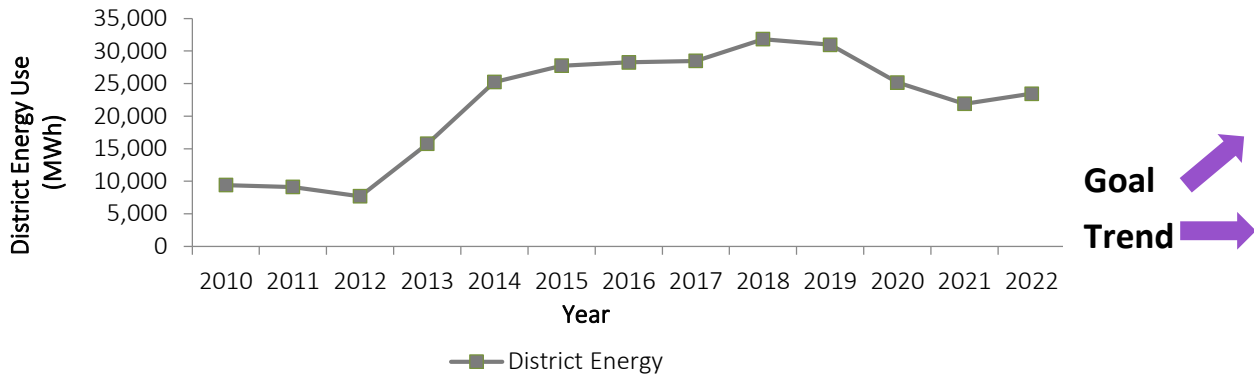


Figure 4.1b - Corporate Energy Consumed by Buildings - District Energy

Note: 2020 Aquatic Centre and Chimczuk museum closed due to COVID-19 pandemic.

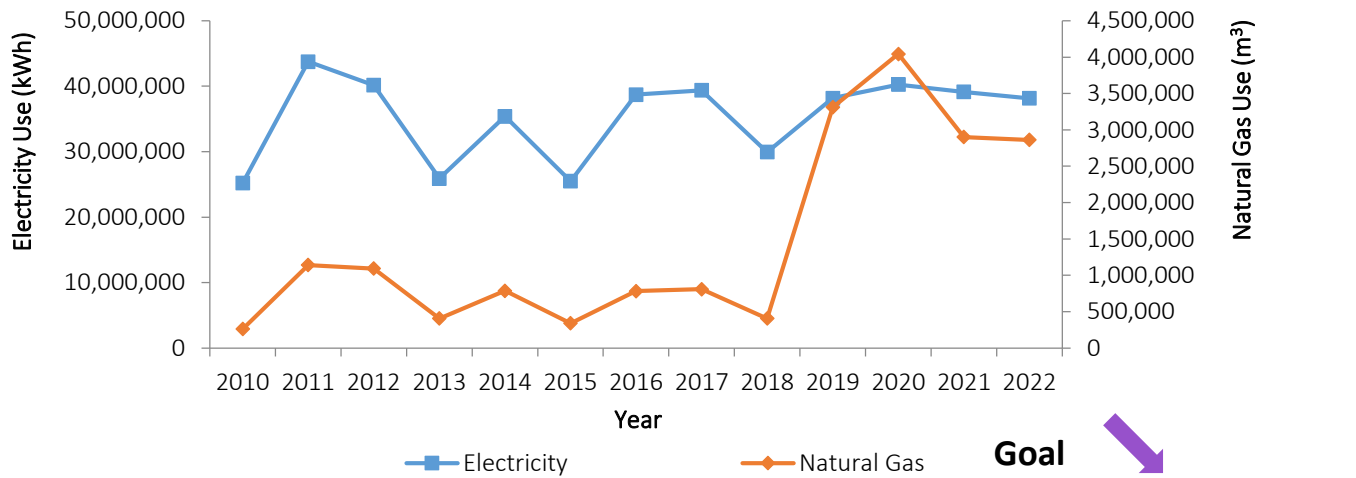


Figure 4.2 - Corporate Energy Consumed by Sewage Treatment

Note: In 2019 the City acquired a biosolids pelletizing facility, resulting in higher corporate natural gas consumption for drying processes. Also, in 2019 and 2020 high water levels in the great lakes resulted in higher amounts of wastewater due to high ground water levels and system infiltration.

Goal D: Increase Resource Efficiency

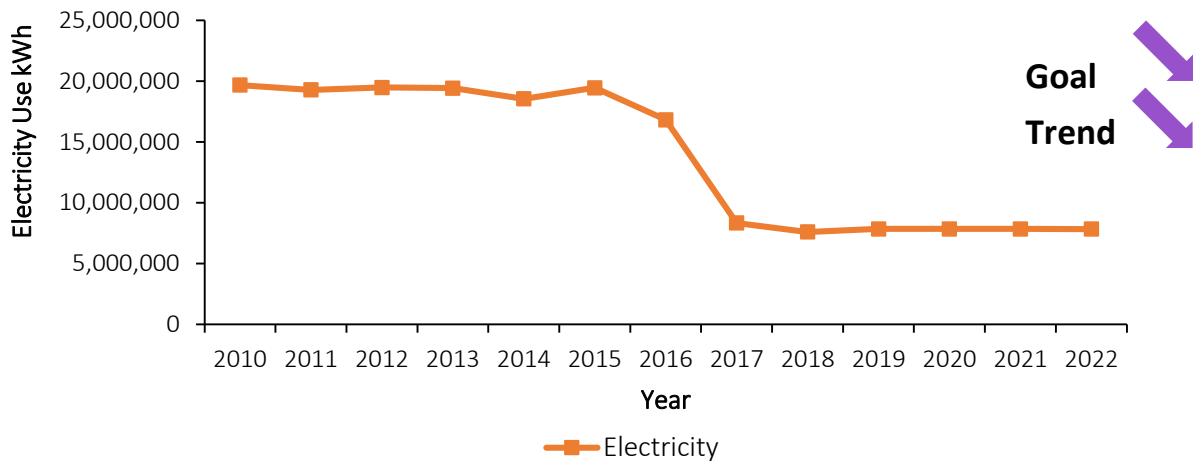


Figure 4.3 - Corporate Energy Consumed by Streetlights & Traffic Signals

Solid Waste Management

A decrease in the amount of total refuse sent to landfill may reflect an increase in backyard composting or product re-use, such as re-usable water bottles. The diversion rate considers the percentage of recyclable products (plastic, paper, paint, batteries etc.) and yard waste being collected. The higher the waste diversion rate, the more waste that is diverted from landfill. Preventing waste from reaching landfill through waste diversion benefits our health and the environment through reduction of greenhouse gas emissions, protection of water quality, and extends the life of the landfill.

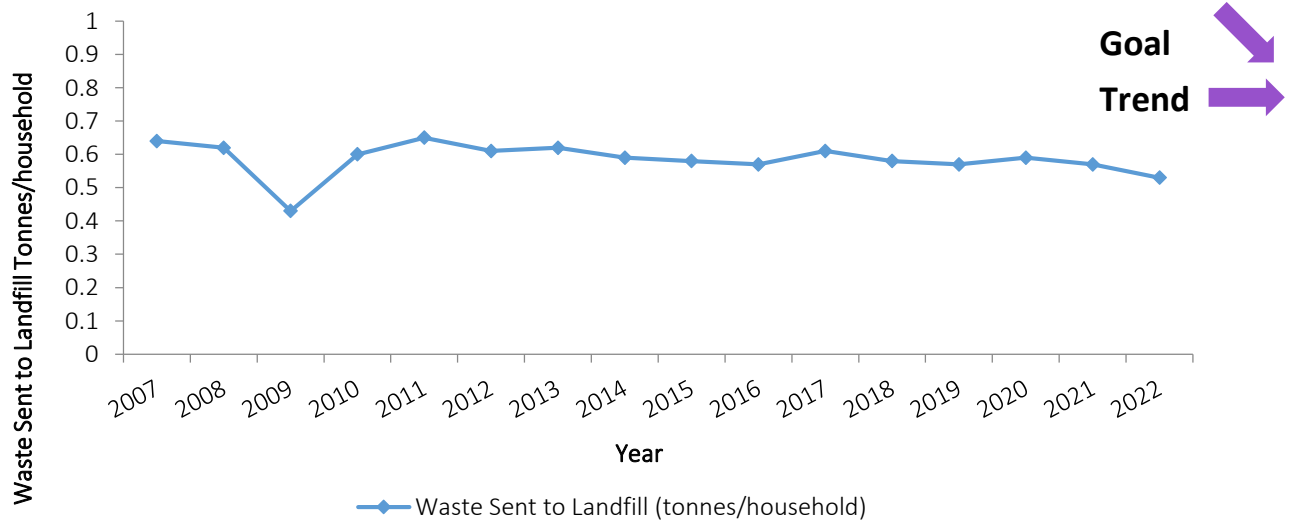


Figure 4.4 - Amount of Waste Sent to Landfill

Goal D: Increase Resource Efficiency

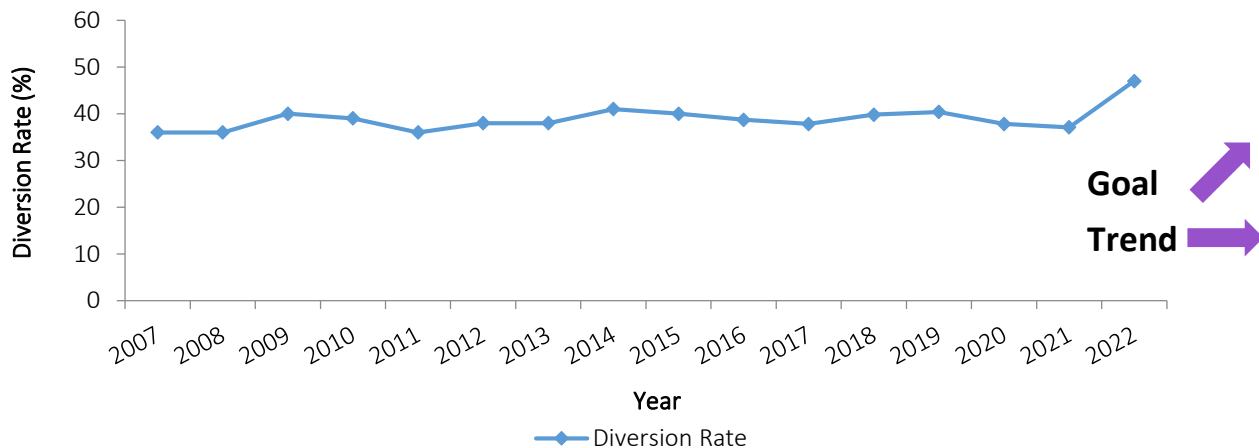


Figure 4.5 - Percentage of Solid Waste Diverted from Landfill

* In 2009 a unionized worker strike occurred and garbage pickup stopped for several months which had an impact on the amount of waste sent to landfill and subsequently the diversion rate.

** 2011 was the first year that the City of Windsor contracted out garbage to a private company.

Corporate Fuel Use

Fuel use causes negative effects on air quality and human health. As vehicles are replaced by the City of Windsor, consideration is given to fuel-efficient vehicles and the right size of vehicles. Proper maintenance of vehicles and driving habits will also impact total fuel usage. This indicator includes fuel use from all City of Windsor vehicles, local vehicles used by staff for work purposes, parks equipment, Fire & Rescue Services and Transit Windsor.

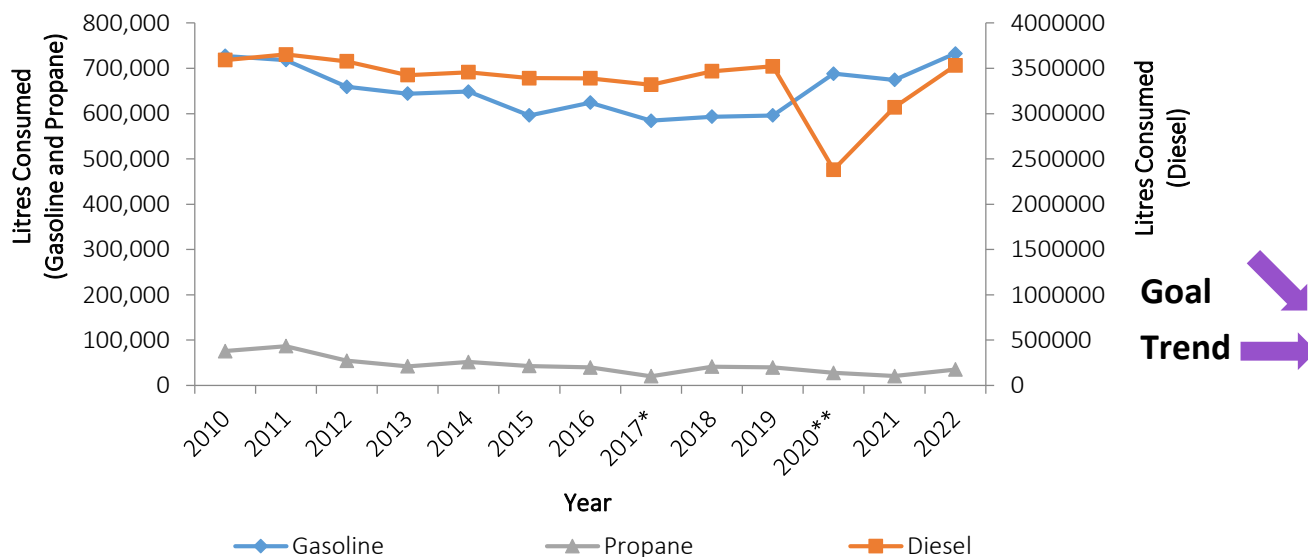


Figure 4.6 - Corporate Fuel Consumption by Type

No longer track long distance vehicle use.

* 2017: The City reduced the number of garbage packers due to contracting of garbage operations.

** 2020: buses at reduced service due to COVID-19 measures.

Goal D: Increase Resource Efficiency

Corporate Greenhouse Gas Emissions

Greenhouse gas emissions (including carbon dioxide, nitrous oxide, and methane) are linked to increases in human influenced climate change. High levels of greenhouse gases also contribute to poor air quality. The greenhouse gas inventory includes electricity, district energy, natural gas consumption, fuels required for vehicles and waste disposal. Greenhouse gas emissions are inventoried for both the City of Windsor and the community at large. The City of Windsor does not measure corporate waste separately so this has been omitted from the corporate inventory.

Greenhouse gas emissions reporting for the ROSE is not as in depth as the reporting done for the Community Energy Plan so there are some minor discrepancies in the data reported.

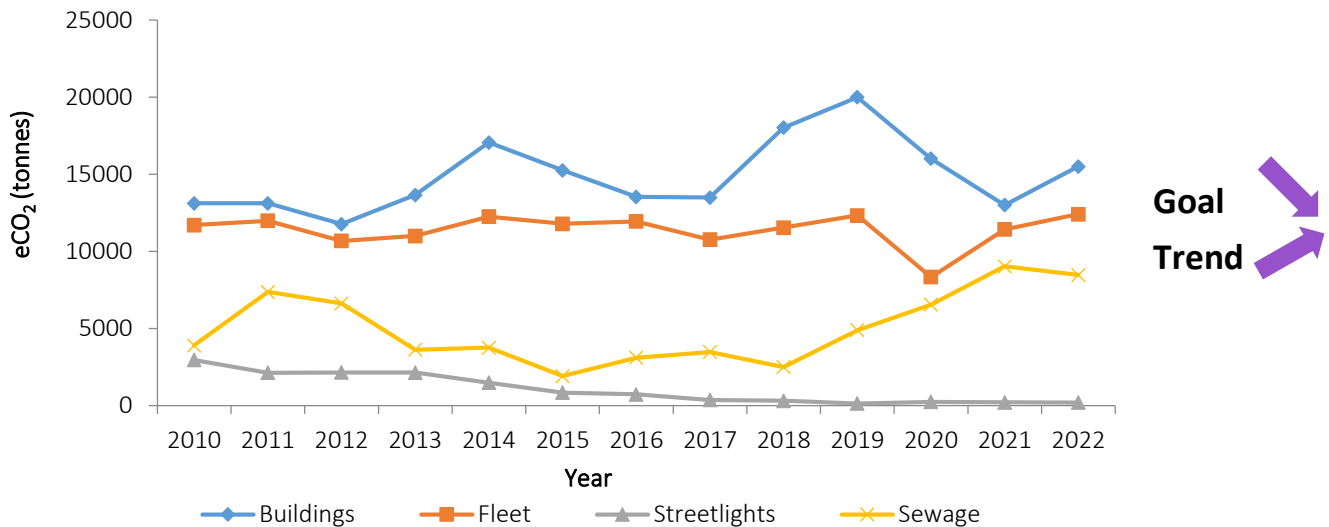


Figure 4.7a - Corporate Greenhouse Gas Emissions

* 2019-2020 values due to decreased activity during COVID-19 pandemic.

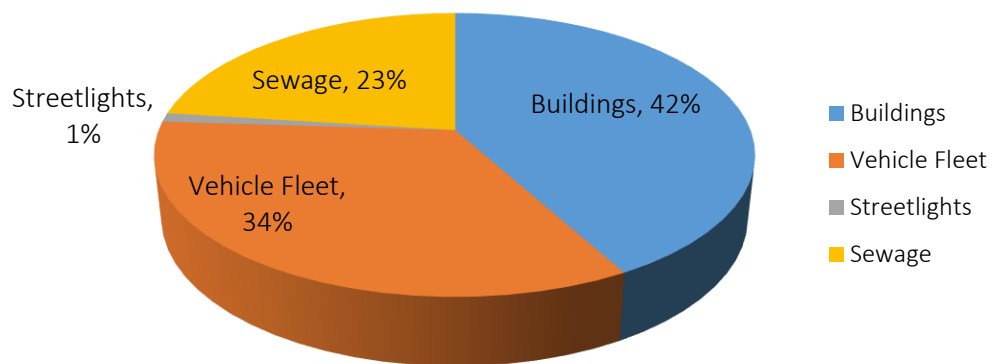


Figure 4.7b - 2022 Corporate Greenhouse Gas Emissions by Sector

Goal D: Increase Resource Efficiency

Community Greenhouse Gas Emissions

The City of Windsor’s Community Energy Plan will help guide further energy initiatives across the community. Greenhouse gas emissions reporting for the ROSE is not as in depth as the reporting done for the Community Energy Plan so there are some minor discrepancies in the data reported. In addition, it was realized that a substantial portion of the industrial natural gas use is for electricity-generating purposes which is then fed into the grid and is therefore included as a grid asset rather than a source of emissions.

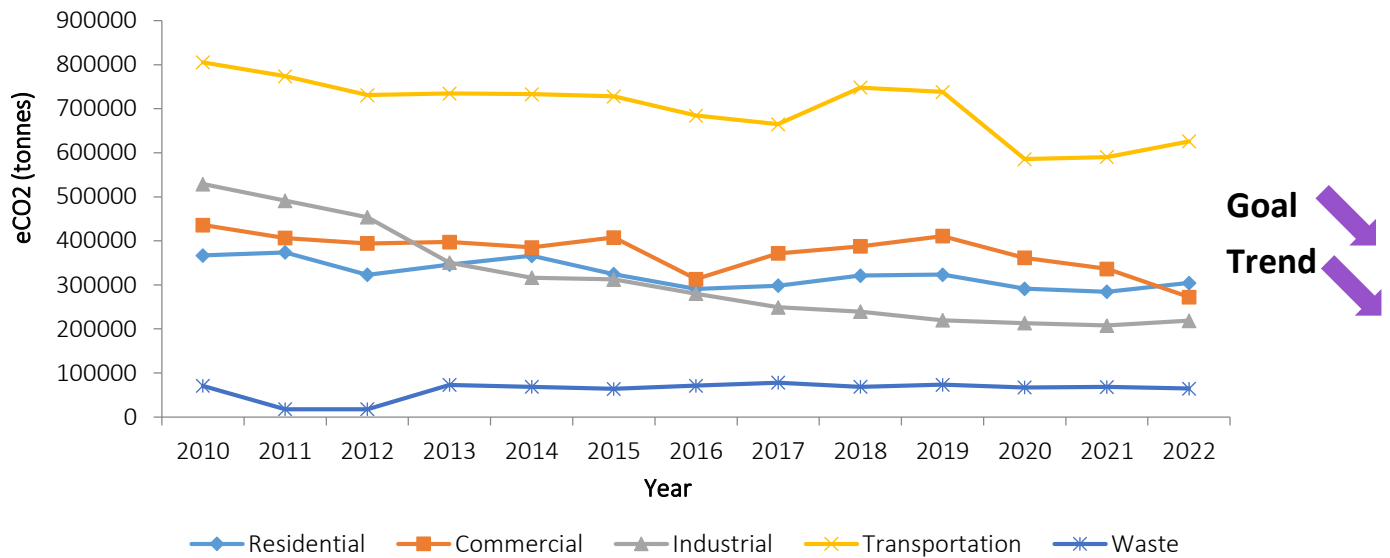


Figure 4.8a - Community Greenhouse Gas Emissions

* 2020: The industrial sector value was adjusted manually.

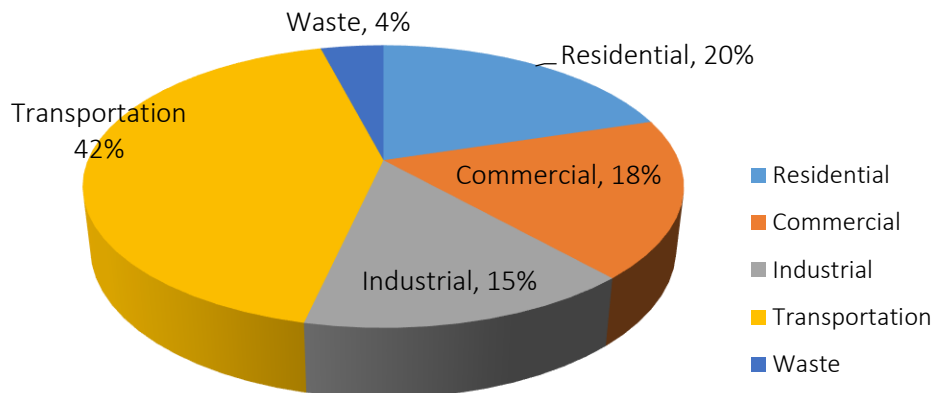


Figure 4.7b - 2022 Community Greenhouse Gas Emissions by Sector

Goal D: Increase Resource Efficiency

City of Windsor Initiatives

LED Building Conversion

City of Windsor is implementing an LED conversion project in 32 of its largest buildings. The implementation started in 2018 and is scheduled to be completed by early 2025. The project will reduce energy (electricity) consumption by approximately 3.8 million kWh resulting in operational saving of approximately \$550,000/year, at an expected capital cost of \$3.6 million.

WFCU Center Upgrades

The WFCU Center implemented a number of significant upgrades between 2015 – 2018, including: automated ice plant controls, LED lighting conversions in the main spectator bowl and community arenas, a new dehumidification system, and the installation of an 800 kW combined heat-and-power system (CHP). These projects reduced electricity consumption by approximately 5.1 million kWh at a net capital cost of \$3.2 million, resulting in operational savings of over \$510,000 per year.

In addition, a 500 kW PV solar array was installed in 2016. Annual revenues from the generation of renewable electricity amounts to approximately \$240,000.

Asset Management

In 2017 the City of Windsor updated the City's Asset Management Policy and Framework to include climate change considerations. The 2019 Asset Management Plan notes that efforts are continually being made to include the information and recommendations of the Community Energy Plan, Corporate Climate Action Plan and Climate Change Adaptation Plan in the City's various asset management practices and strategies.

Integrated Site Energy Plan for Wastewater Facilities

The City received funding through the FCM Municipalities for Climate Innovation program to complete a feasibility study into carbon-neutral operation of Windsor's two wastewater treatment plants. Investigation focused on the use of wastewater sludge with an anaerobic digester for the generation of renewable natural gas.

Deep Energy Efficiency Retrofit Business Case

A detailed feasibility study has been completed to determine a strategy to proceed with a Deep Energy Retrofit Program for 80% of Windsor homes by 2041. This voluntary program was proposed to offer homeowners standardized home retrofit packages to address areas of high energy consumption in homes (water heaters, heating, insulation, windows, etc.) to achieve energy cost savings and fundamentally enhance building value. In 2021, the Deep Energy Retrofit Program (DEER) received Community Efficiency Financing funding to undertake a detailed program design, and progress is underway.

Recycling Building Materials

The demolition of City Hall in 2019 provided an opportunity to divert construction waste from landfill to be repurposed for other uses. The process was developed with an overall goal to divert no less than 85%

Goal D: Increase Resource Efficiency

of the solid demolition materials from the landfill. Overall, approximately 97% of non-hazardous solid waste was diverted by means of reuse and recycling initiatives. This high diversion rate is directly related to the use of high weight concrete as fill material on site, as well as the recycling of brick, asphalt, steel and miscellaneous metals. The percentages and total weights of the nonhazardous solid waste reused, recycled, and landfilled for the project are as follows:

- 62.6% reused (5,100 tonnes)
- 34.5% recycled (2,814.19 tonnes)
- 2.9% landfill disposal (234.32 tonnes)

The shade structure at Jackson Park West provided another opportunity to reuse building materials. The City demolished the existing washroom but kept its steel structure, then hired a civil engineer to modify the footing to give the shelter more height before a design team created new facades and added paint. The roofing material was also reused from the old restroom.

Other smaller examples include the use of electrical panels or swipe card activators, which were removed and repurposed at other municipal locations. Some of the swipe card activators from the old City Hall are now installed at Willistead manor.

Using Solar PV to Power Windsor's Bus Stops

New Transit Windsor bus shelters have integrated solar PV panels for generation of energy required to provide lighting. The City currently has 196 shelters with solar power.

Climate Lens

In response to the Climate Change Emergency Declaration, administration was asked to identify actions to embed climate change into everyday decision making. One of the early wins was to add a climate lens section on City Council reports. This simple action allows administration to consider climate change risk and opportunity early in the project development process. City Council and the public are kept informed of climate risks and opportunities as projects are implemented.

Net Metering Photovoltaic Rooftop Project

In 2021 City Council approved the installation of net-metered Photovoltaic Rooftop Systems at 11 municipal facilities. Net-metered PV systems utilize electricity onsite and send surplus generation to the electrical grid to earn credit towards electricity costs at the same facility. The cost savings over the life of the project are estimated at \$4.44 million, while contributing to the reduction of GHG emissions and helping the City of Windsor reach its emission targets.

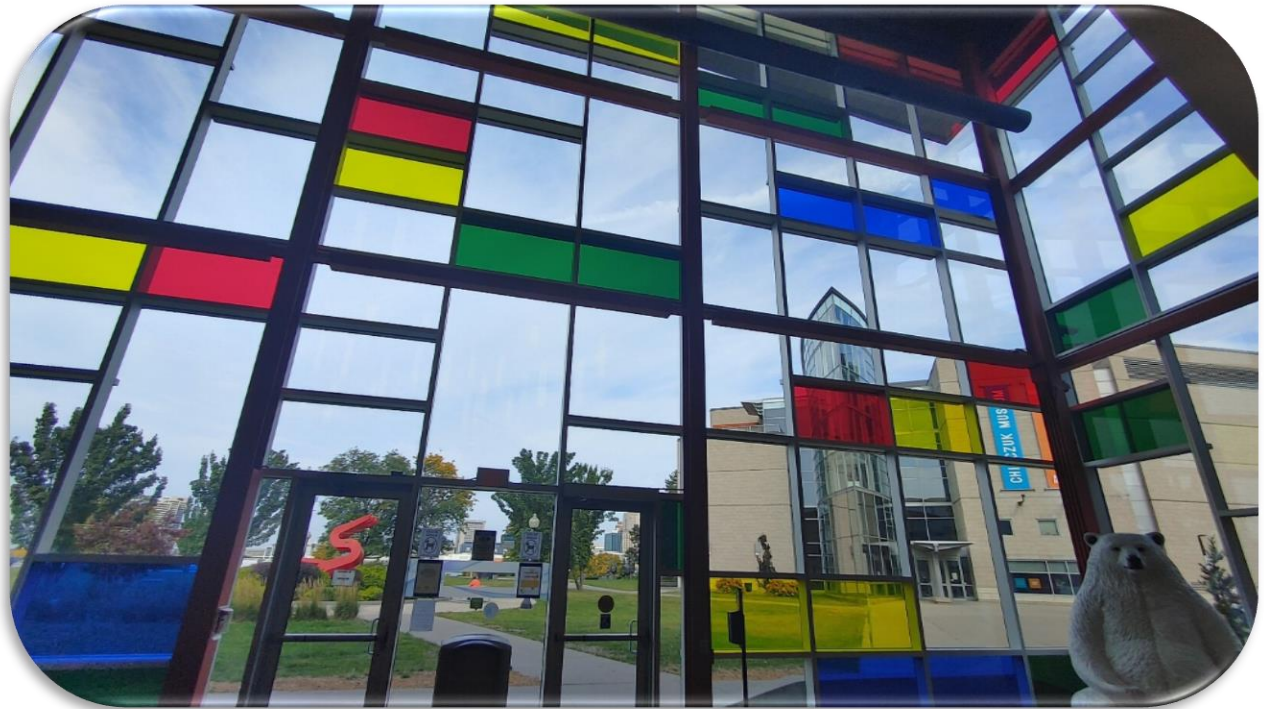
Large-scale Battery Storage

The City has recently completed a Battery Storage Feasibility Study to evaluate the potential for electricity savings and enhanced reliability at the Lou Romano Water Reclamation Plant and Little River Pollution Control Plant. 1 megawatt and 0.5 megawatt systems have been characterized to lower peak electricity demand, reduce electricity commodity charges, and participate in provincial programs for electricity demand response. Administration is currently evaluating technologies and vendors for these possible battery storage projects.

Goal D: Increase Resource Efficiency

Updated Sustainable Procurement Guide

The updated Sustainable Procurement Guide will be made available on the City website in 2024. This guide can be used by employees of the City and by the general public. Corporate Purchasing Bylaw Training will touch upon sustainable purchasing and copies of the guidebook will be distributed during the program. The guide aims to increase awareness of the costs and environmental consequences of various products throughout their lifecycle.



Goal D: Increase Resource Efficiency

Areas to Move Forward

- Implement the Community Energy Plan to reduce community energy and emissions;
- Implement the Corporate Energy Management Plan and Corporate Climate Action Plan to reduce corporate energy and emissions;
- Develop a municipal re-use policy to reuse existing buildings and materials in core areas;
- Develop green building standards for new development;
- Continue to develop the organics collection program for 2025 and advocate for a long-term organics management strategy such as anaerobic digestion, which can generate renewable natural gas;
- Continue to educate residents and business owners on best waste management practices (littering, recycling and composting);
- Investigate a corporate standard for recycling receptacles and education throughout the corporation as well as at public facilities;
- Update the Community Energy Plan to reflect new science-based targets and a net-zero 2050;
- Implement Economic Development opportunities to encourage Green Job creation and retention;
- Enhance Climate Lens guidance to better support departmental decisions;
- Include climate lens screening as part of the capital budget process;
- Further develop opportunities for Life-Cycle Costing analysis to include consideration of operational energy and carbon costs;
- Create opportunities to support the Low Carbon Economy transition;
- Institute a centralized recycling program for pens and batteries in City buildings.

Goal E: Promote Awareness

Indicators

Web-Based Outreach

The number of people who visit the Environmental Master Plan section of the City of Windsor website is one indicator of the level of public interest in our programs and projects. It can also indicate how aware people are of the City's programs/initiatives.

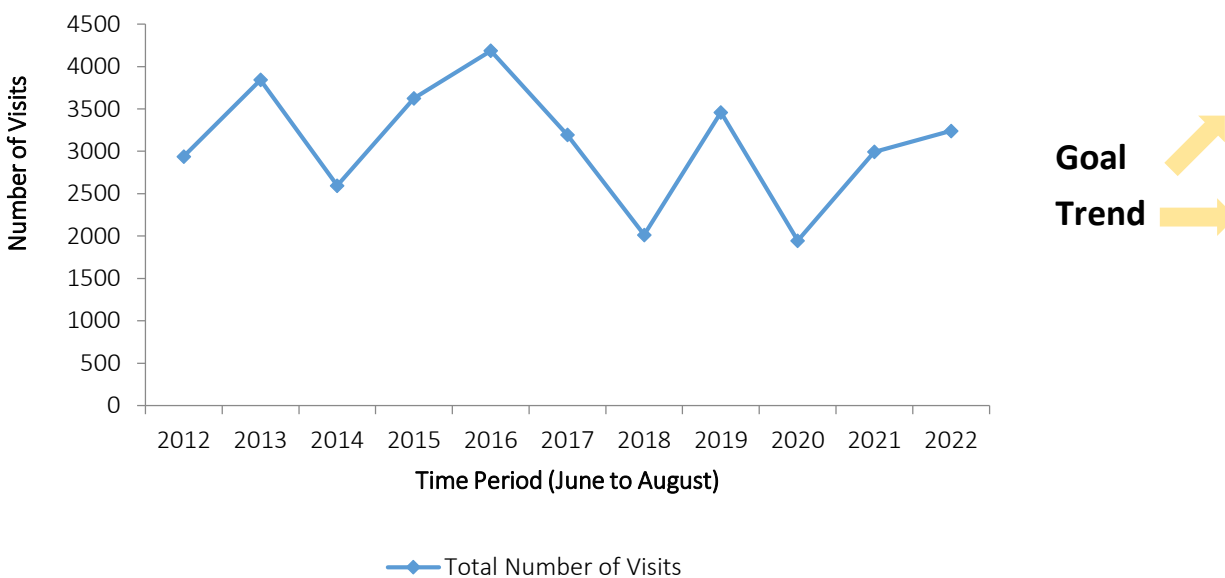


Figure 5.1 - Number of Visits to the Environmental Master Plan Website (Environment (citywindsor.ca))

Attitudes toward the Environment

A key component of the Environmental Master Plan is the accompanying public survey. The responses gathered help gauge the public's opinion on environmental issues, City initiatives, and the popularity of certain strategies among other things. Since 2005, the Environmental Attitudes Survey has helped the City better understand and assess residents' current attitudes and opinions about Windsor's environment.

Since participation is optional, the residents who choose to take part in the survey do not represent a truly random sample. To help understand potential biases, some of the survey questions ask about respondents' educational backgrounds, household incomes, ethnic background, and number of people in the household. The demographics of the survey participants can be summarized as follows:

- Over 80% of respondents do not identify as a member of a visible minority group.
- 55% of respondents only have 1 or 2 people in their household.
- 67% do not have any children under the age of 18 living in their household.
- Over 46% of respondents were a college or university graduate and 29% had a graduate degree. Together that totaled over three quarters of respondents.

Goal E: Promote Awareness

- Almost 60% of respondents that answered had a gross annual household income of at least \$75,000.
- Participation from each ward was achieved, with the lowest participation from Ward 8 (2.8% of respondents), while the highest participation was from Ward 4 (24.3%). 10.7% of the respondents were unsure as to which Ward they live in.

To encourage participation in the survey, Administration attended a number of venues and events, including: Earth Day, the Windsor Home Show, Devonshire and Tecumseh Malls, community centres and libraries.

A summary of the results can be found in the following table.

Table 5.2 – Top Three Environmental Concerns Voices by Windsor Residents

	Top 3 concerns (2005)	Top 3 concerns (2011)	Top 3 concerns (2017)	Top 3 concerns (2023)
1.	Air Quality	Air pollution/quality	Air Quality	Air Quality
2.	Water Quality	Pollution	Pollution	Land Use Planning
3.	Road Congestion	Water pollution/quality/water supply	Ojibway Nature Complex	Natural Areas

How high of a priority should environmental protection be?

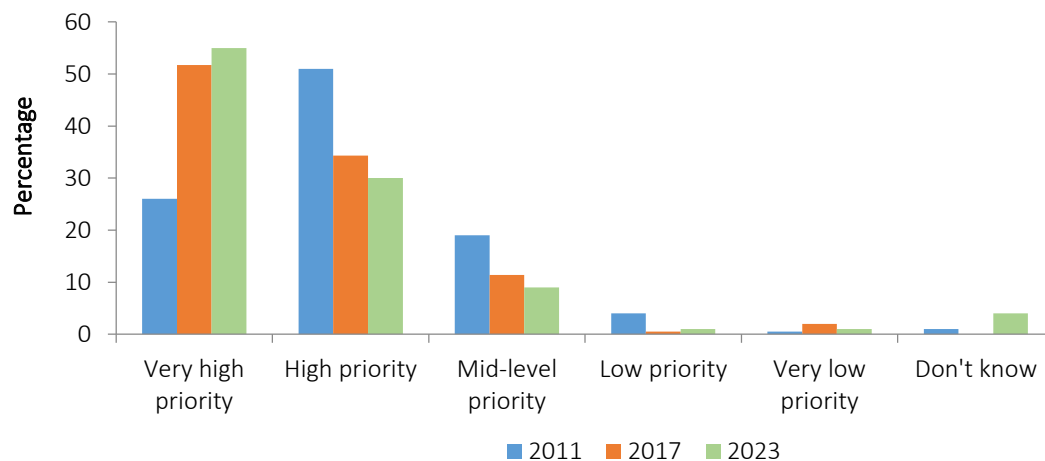


Figure 5.3 - Compared to all of the issues facing the City of Windsor today, how high a priority do you think local leaders should place on preserving and protecting the local environment?

85% of those surveyed answered that they think local leaders should place a high or very high priority on preserving and protecting the local environment.

Goal E: Promote Awareness

Overall perception of environmental quality

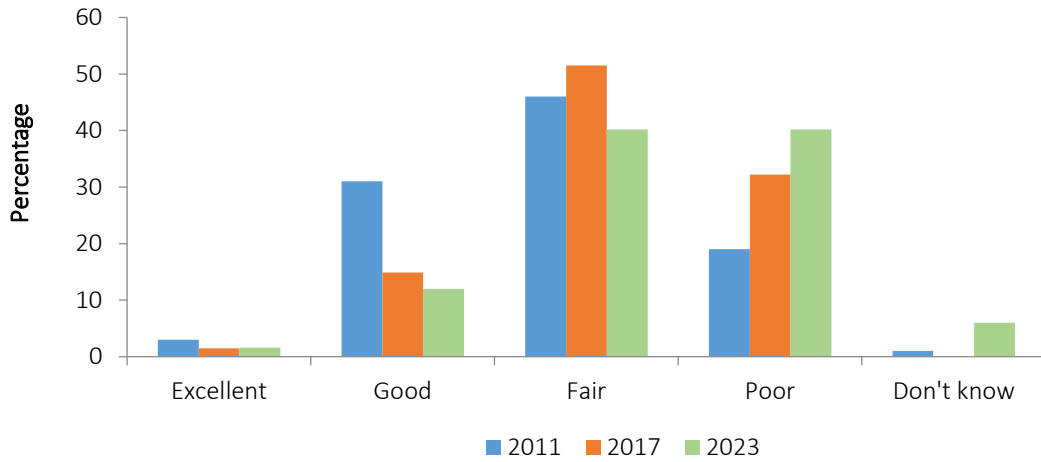
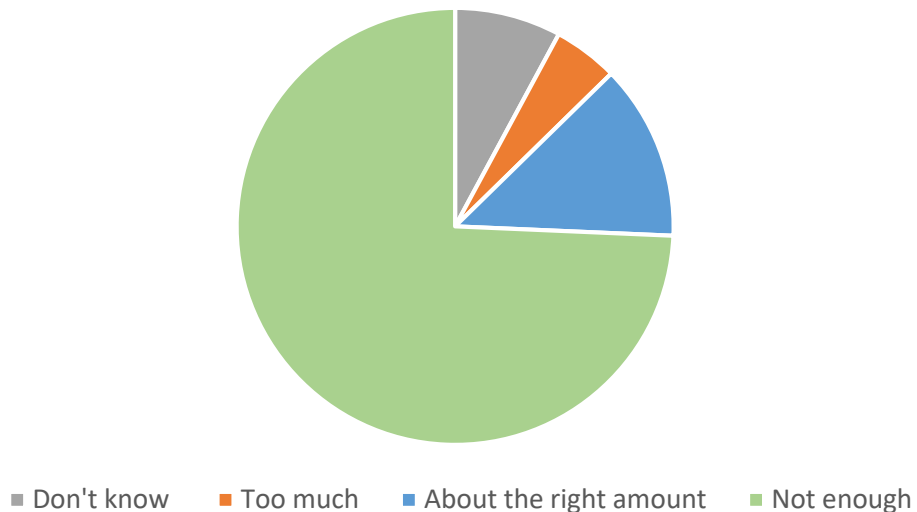


Figure 5.4 - How would you rate the overall quality of the environment in the City of Windsor today?

80% rated Windsor’s overall quality of the environment as fair or poor. Only 5 respondents answered that was excellent.

Perception of the City of Windsor’s allocation of resources for environmental preservation and protection

Figure 5.5 - How do you feel about the amount of time and resources the City of Windsor spends on activities related to preserving and protecting the local environment? Would you say they are doing:



Goal E: Promote Awareness

Open-ended Question:

What environmental changes or improvements would you like to see the City of Windsor focus on in the future?

Many respondents answered that they would like to see improvements in the public transportation system, with extra bus routes, more multi-use trails, and an emphasis on car-pooling. Bike lane buffers and wider sidewalks were also suggested.

Another popular answer was for the creation of an organic waste management system that would include a comprehensive composting program.

Air Quality is a growing concern for residents. Many request stronger regulations on industrial emissions and increased monitoring of pollution.

In summary, the citizens of Windsor envision a future where commuting is sustainable and efficient, public transit is accessible and well-developed, organic waste is properly managed through composting, traffic flow is reduced, renewable energy is embraced, land use is optimized, and green spaces are expanded. These collective aspirations reflect the community's commitment to building a greener and more livable city for the future.

Awareness of Environmentally Related Programs

As part of the Environmental Attitudes Survey, questions were included to gauge participants' knowledge of existing environmental plans and programs. The success of any environmental initiative is dependent on the knowledge and understanding of it by the community.

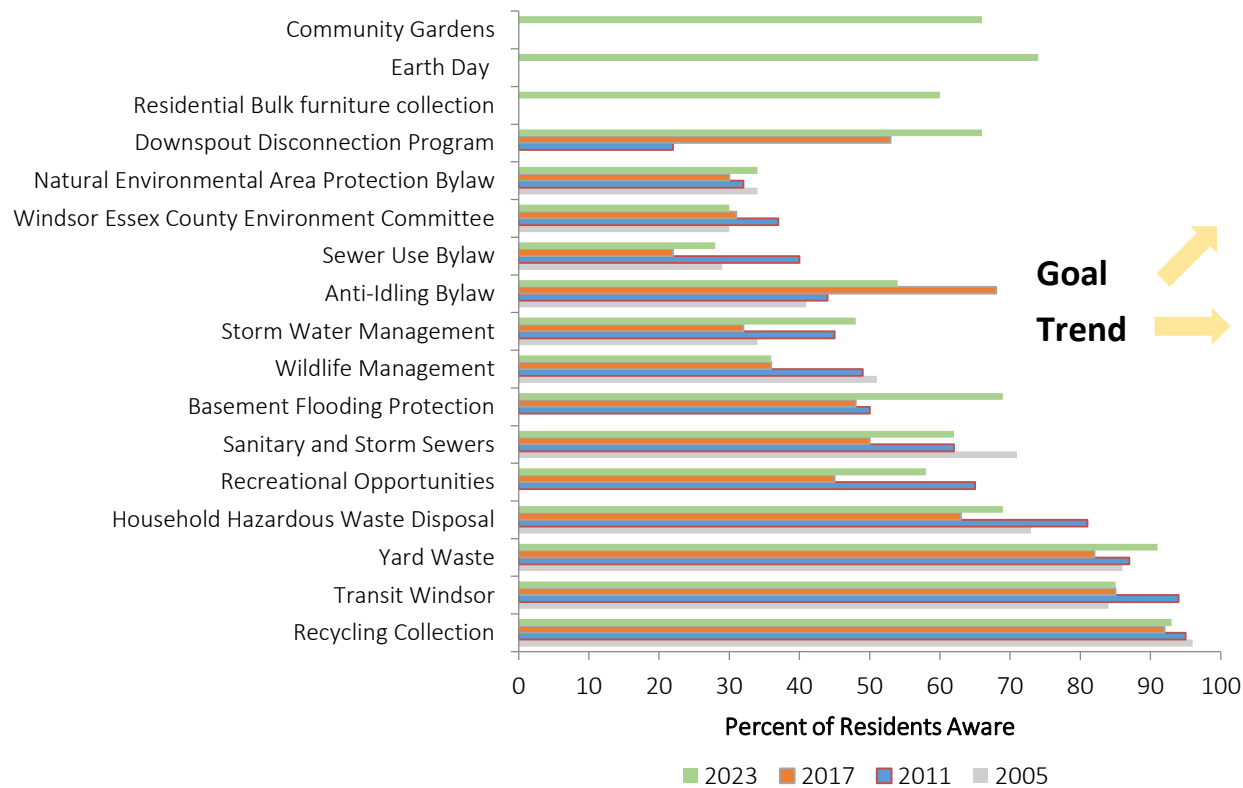


Figure 5.6 - Windsor Resident's Awareness of Environmental Programs

Goal E: Promote Awareness

Most respondents were aware of the City’s Recycling collection, Yard Waste collection and Transit Windsor. The lowest levels of awareness were for the Windsor Essex County Environment Committee, the Sewer use bylaw, and the Natural environment protection bylaws.

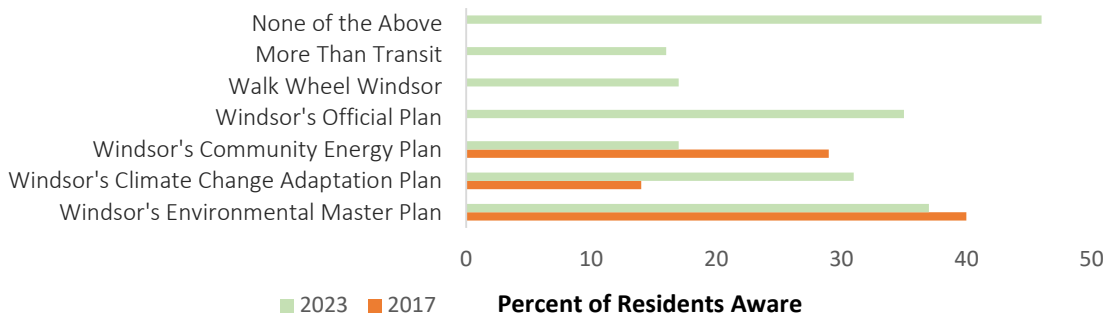


Figure 5.7 - Windsor Residents' Awareness of City's Plans

46% of respondents were not aware of any of the City Plans related to environmental protection.

Bird Friendly City Initiatives

In 2022, the City of Windsor became a Bird-Friendly City. The environmental attitude survey provided a good opportunity to determine resident’s priority strategies as a Bird-Friendly City.

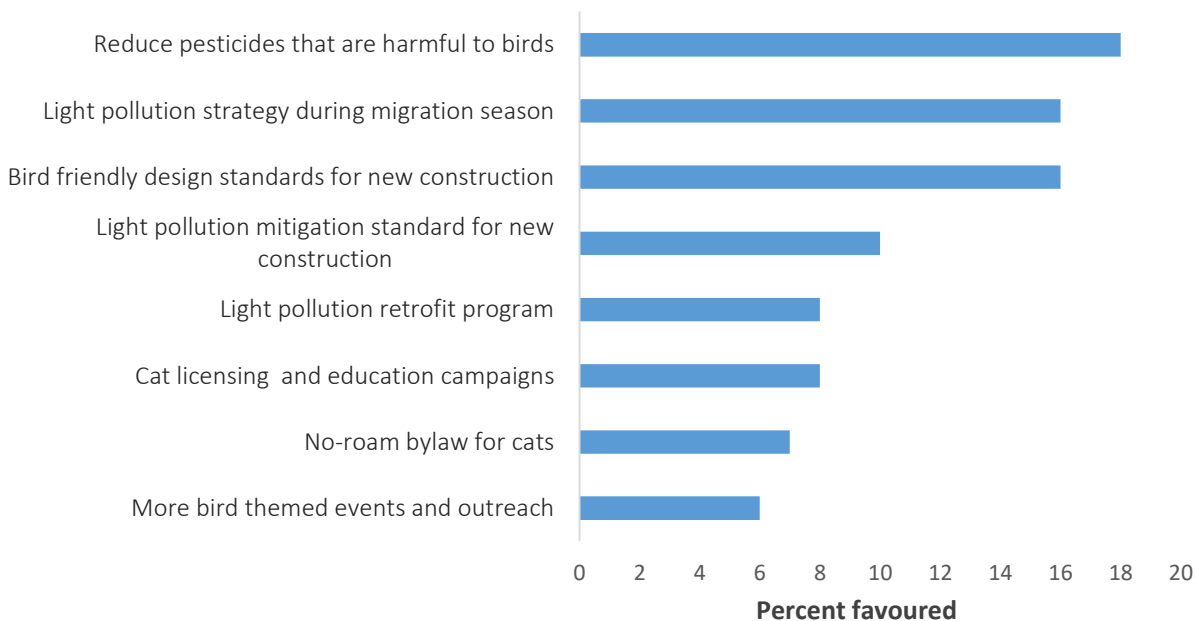


Figure 5.8 Windsor Resident's Prioritization of Bird Friendly City Strategies

The most popular bird-friendly criteria that respondents would like to see the City focus on is bylaws that reduce or eliminate non-essential pesticide use that directly or indirectly harms birds.

Goal E: Promote Awareness

Climate Change planning strategies

When asked if the City of Windsor should make climate change planning a priority 76% of respondents believed that it should. The following identifies the strategies that residents feel should be prioritized when addressing climate change mitigation.

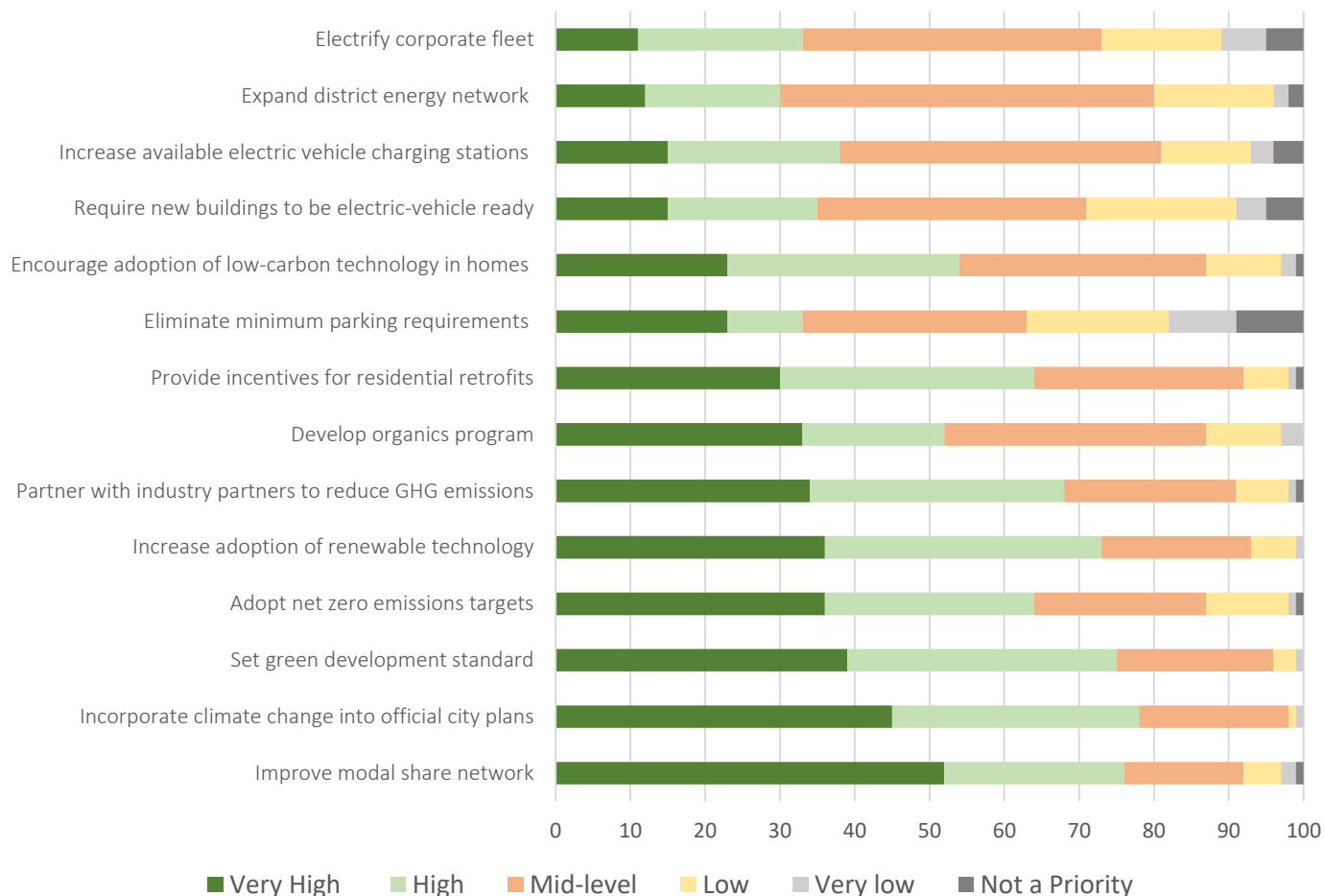


Figure 5.9 - Windsor Resident's Prioritization of Climate Change Planning Strategies

The most popular Climate Change Planning strategy was improving the model share network (i.e. transit, cycling, walking).

Goal E: Promote Awareness

Open-ended Question:

Are there any other comments or concerns you would like to share?

Here Windsor residents shared their concerns regarding the City's environmental plans. The lack of awareness of the City's efforts to combat climate change has many residents feeling disconnected. This has fostered frustration about the contradiction of striving to reduce emissions while investing in automobile infrastructure. Many residents strongly support a shift to more sustainable modes of transportation.

Many concerns centered on the lack of greenery. Additionally, many residents vocalized their apprehension and discontent with construction on floodplain land. A push for decreasing urban sprawl by establishing high density areas surrounding critical infrastructure, such as hospitals were among other concerns. Windsorites have expressed their disillusionment in City leadership due to the lack of tangible progress despite the existence of plans and initiatives. Protecting the land and improving air and water quality are common sentiments residents feel are impossible without an increase in staff and resources that rival other Ontario municipalities. The public would like to see improved community involvement and engagement initiatives that prioritize interaction with nature and build an emotional connection to environmental preservation.

Additional suggested strategies include maximizing the use of pollution-remediating plant life, bird friendly initiatives, park maintenance, sidewalk refurbishment, biweekly garbage collection, weekly recycling and compost pickup and ticketing idling vehicles. The concerns raised by Windsor residents highlight the importance of educational public outreach in a city where locals are enthusiastic about the shift to sustainable living.

The following word cloud illustrates the themes expressed by the respondents. The larger the word, the more often it was included in the responses.



Goal E: Promote Awareness

City of Windsor Initiatives

Global Covenant of Mayors Canada Showcase Cities

Windsor was one of Twenty-five Canadian municipalities selected to join the first Showcase Cities cohort led by the Global Covenant of Mayors for Climate and Energy Canada. Over the next year, these municipalities will receive intensive support to help reduce their greenhouse gas emissions and adapt to climate change. Municipalities are on the front lines of climate change, and through this pilot project which includes technical support, training, exclusive networking opportunities and access to tools and resources, each municipality will advance their ambitious climate action objectives.

Earth Day Events

First celebrated in the US in 1970. Earth Day now focuses on a different annual theme, and includes events in more than 193 countries. Since 1989, Windsor Essex has hosted an exciting Earth Day event full of activities for residents of all ages and interests. The following themes since 2018 include:

- **2018 End Plastic Pollution**

In addition to on-site displays and activities, the City held a “this” instead of “that” contest that asked participants to send a photo and short paragraph describing how they reduce single-use plastic waste for a chance to win a prize bundle consisting of reusable produce bags, reusable straws and beeswax wrap.

- **30 Year Celebration**

In 2019, the 30th anniversary of Windsor’s Earth Day Event was celebrated. The theme was Species at Risk and our dependence on healthy ecosystems.

- **2020 Climate Action (cancelled due to COVID-19)**

In 2020, the annual Earth Day celebration at Malden Park had to be cancelled due to Covid-19 safety restrictions.

- **2021 Restore Our Earth (Virtual)**

This year, celebrations were hosted as a digital event due to current COVID-19 restrictions. A Virtual Earth Day Scavenger Hunt was offered in partnership with the Essex-Windsor Solid Waste Authority (EWSWA) and the Essex Region Conservation Authority (ERCA). The City teamed up with the GooseChase App to combine a scavenger hunt and the latest in smartphone technology to discover local actions that contribute to a healthy, sustainable Windsor-Essex all from the safety of your home, backyard, or neighbourhood. Participants learned through fun “missions” on environmental themes including waste diversion, biodiversity, climate change, active transportation, wastewater, and the Detroit River, to name a few.

- **2023 Protect Our Species**

Earth Day 2023 was held at Malden Park with over 1000 attendees able to visit and learn from more than 40 environmental exhibits on display. To celebrate the theme this year, Scienstational SSSnakes was on site to help bring attention to local at risk species, such as the Butler’s Gartersnake, the Eastern Foxsnake, and the Massasauga Rattlesnake. This provided a wonderful opportunity for kids and adults

Goal E: Promote Awareness

alike to dispel myths, learn about the important role that these animals play in our ecosystem, and what Windsor is doing to protect them. This event was Zero Waste, and volunteers sorted and diverted waste from the landfill.

A Residential Guide to Flood Prevention and Recovery

In conjunction with Emergency Management Windsor, a guide outlining flood prevention and recovery strategies for Windsor residents was produced and distributed. The guide lists common sources of basement flooding, how to reduce your risk of basement and overland flooding, provides awareness of city programs as well as what to do during and after a flooding event. The guide is available for download on the City's website.

Little River Pollution Control Plant Open House

In 2019 visitors were invited to take part in a guided tour to see how the water treatment facility serves the community, with City staff on hand to provide updates on the Sewer Master Plan and Climate Change Adaptation Planning. This free event offered the City of Windsor Hydration Station on site, along with a CUPE barbeque to raise funds for a local charity.

Lou Romano Pollution Control Plant Open House

Plant tours are offered at both pollution control plants. Though tours were unavailable due to COVID-19 safety regulations, they will continue to be offered for educational purposes and to the public.

Environmental Champion Award

This new award was created to recognize an individual in the Corporation that shows environmental leadership outside of their normal duties. This could be an individual that undertakes initiatives to make their area more environmentally sustainable, provides environmental education to team members, is conscious about resource use, or identifies opportunities to reduce environmental impacts in providing City services.

EMP Update Consultation

The 2017 Environmental Master Plan (EMP) aims to make the City of Windsor cleaner, greener, healthier, and more sustainable. The EMP reflects the City's commitment to enhancing environmental performance and facilitating social well-being and economic prosperity. The updated EMP further considers the impacts of climate change and the health of the Windsor community. The plan has an integrated approach to recognizing the connections between the environment, economy, and society. The EMP is implemented with other City of Windsor plans including our Climate Change Adaptation Plan and Community Energy Plan with the purpose of setting out a series of potential actions for the municipality to take, over the short and long term, to improve the city's environment. The EMP was developed to focus on the City's operations so that the City of Windsor may lead by example for residents, industry, and stakeholders.

Goal E: Promote Awareness

Environmental Attitudes Surveys

The Environmental Master Plan was informed by the Environmental Attitudes Survey and other surveys completed by the public. The update to the EMP took feedback from the public before the draft of the plan was released in early 2017 to ensure that the concerns of residents were included. In the fall of 2017, the Draft EMP was released for an extended engagement period ending January 1, 2018. A total of 8 informational booths were set up throughout the City for the public to provide feedback, as well as the completion of a survey.

Essex Children's Water Festival

Prior to 2020 the City participated in the Children's Water Festival at the Canadian Transportation Museum and Heritage Village. This water festival invited grade 3 to 5 students from across Windsor-Essex to participate in a fun, day-long event to learn all about water. The City of Windsor ran an obstacle course that had students being treated by a perceived wastewater reclamation plant. ERCA and EWSWA ran numerous activities to help students understand the implications of water pollution. Other booths tackled climate change and plastic pollution in our lakes and rivers. The Festival was cancelled in 2020 and 2021 due to Covid-19 safety regulations and unfortunately, has not be reinstited.

Climate Lens Training

In response to the Climate Change Emergency Declaration, the City of Windsor investigated opportunities to embed climate change considerations into everyday decisions, which led to the adoption of a climate lens on City Council reports. This step allows us to consider climate considerations early on and keep City Council and the public informed of climate risk and opportunities. A guidance document and training opportunities have been developed to support report authors.

Paired City: Vitoria-Gasteiz, Spain

Windsor participated in the International Urban and Cooperation (IUC) Program and was paired with the city of Vitoria-Gasteiz, Spain to collaborate on themes including sustainable urban mobility and low-carbon transportation, including active transportation and public transit.

The exchange visits between Windsor and Vitoria-Gasteiz allowed delegates to discuss urban planning matters, exchange ideas and useful advice based on local context knowledge and individual past experience. Apart from a focus on the main objectives, the visits promoted knowledge sharing on aspects of sustainable urban development such as nature conservation strategy of both cities. Attending high-level conferences such as Ecocities was also paramount for getting to know other cities' successful experiences and developing new contacts.

Windsor Showcases Environmental Commitment by Hosting Sister City Mannheim, Germany

Building off the success of Windsor first pairing with Vitoria-Gasteiz, Spain, Windsor was subsequently partnered with sister city Mannheim, Germany to participate in the second International Urban and Regional Cooperation (IURC) North American City-to-City Partnership. This program, funded by the European Union was designed to facilitate and promote cooperation on sustainable urban development. Representatives from Windsor took part in learning exchanges and capacity building activities with Mannheim to develop actions that can produce transferable results on topics such as energy efficiency in buildings, nature-based solutions and sustainable agriculture.

Goal E: Promote Awareness

ICLEI Advancing Adaptation project

The Advancing Adaptation project was provided by ICLEI Canada with financial support from the Ontario Ministry of Environment, Conservation and Parks (MECP) and the Government of Canada through the Department of Environment and Climate Change Canada. This project saw the Environmental Sustainability and Climate Change team work closely with the City's Emergency Planning Officer to host an Emergency Preparedness Event called Ready, Set, Prepare. Through this funding, the City was able to put on a free event at the Children's Safety Village, including transportation costs for over 200 New Canadians. In addition, the funding supported the development of educational materials that highlight Emergency Preparedness in a Changing Climate that can be used for future events.

Outreach

- Education and outreach presented to local schools on climate change and wastewater
- City of Windsor Day Camp at Gino A. Marcus presentation on wastewater and the Detroit River (2017)
- EAU Canada National Anthem filmed at McKee Park, for Canada150 (2017)
- EAU Canada Paddling Event to Peche Island with ERCA, DRCC, Windsor Adventure Inc., as part of a national effort to recognize and celebrate Canada's Heritage River and celebrate Canada150 (2017)
- Peche Island Day in partnership with Citizens Environmental Alliance, ERCA and DRCC (2018)

Goal E: Promote Awareness

Areas to Move Forward

Due to the COVID-19 pandemic, safety guidelines allowed for limited community engagement. As opportunities return, the City plans to connect and educate residents through communication, outreach and events.

- Continue to report Environmental Master Plan implementation to Council every 2 years and to the community every 4-5 years through the Report on the State of the Environment;
- Continue to build upon environmental education resources for internal staff and the community;
- Continue to participate in annual Earth Day celebrations and create outreach opportunities to promote environmental and climate change initiatives;
- Continue to maintain an Environmental Master Plan website with access to data, information and resources;
- Continue to participate in emergency planning community engagement;
- Offer data sharing tools for climate projections to help businesses understand risk factors;
- Work to further administration's confidence and ability to complete climate lens assessments as part of Council Reports;
- Develop opportunities to engage with youth on climate action;
- Advance the Environment and Climate Change Advisory Committee along with its working groups.

Conclusion

It is important to track and monitor indicators as a means to identify how we as a City are impacting the local environment. Results assessed can inform policy or operational procedures, as well as contribute to the update of the Environmental Master Plan.

Many of the environmental indicators are moving towards their desired goal. Of the indicators that received a negative result, many were not moving away from their goal but were unchanged.

However, three indicators are trending in the opposite direction of our goals – corporate natural gas consumption and sewage treatment plant natural gas consumption, and corporate emissions. In order to align these trends to the goals, energy efficiency measures should be considered along with further expansion of renewable energy sources.

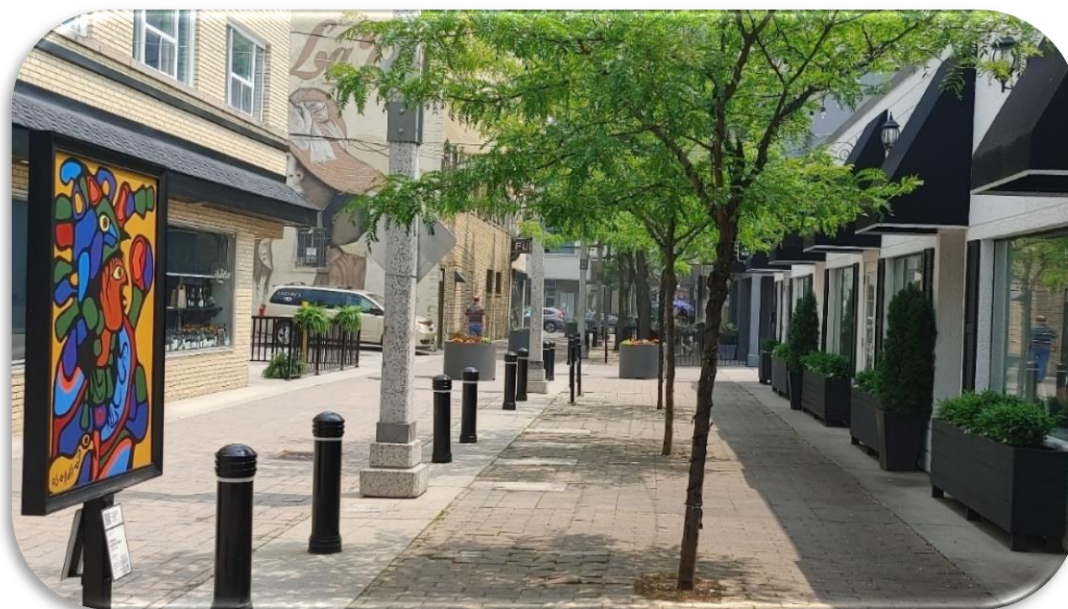
The results from our Report on the State of the Environment Survey indicate that more needs to be done to highlight the City's environmental programs and initiative to the public.

In addition, since the release of the 2017 Report on the State of Our Environment, the City's Environmental Sustainability & Climate Change staff have also produced the Environmental Master Plan (2017), the Community Energy Plan/Corporate Climate Action Plan (2017) the Climate Change Adaptation Plan (2020), which they also must work to implement. Administration is working together to collaborate and exchange knowledge about various environmental programs and initiatives. This demonstrates a commitment from Administration to improve the environment in Windsor through changes and innovations in the way the City of Windsor operates.

Moving forward, the City of Windsor will continue to implement the Environmental Master Plan. There is still much work to be done to continue improving our environment. This includes monitoring these environmental indicators and reporting their results in further Reports On the State of our Environment. Tracking of indicators as well as other environmental information can be found on the City of Windsor website at

www.windsorenvironmentalmasterplan.ca.

Photo credits: Cultural Affairs Windsor, Jennifer Nantais, and Barbara Lamoure



APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
SECTION 2.0 - DEFINITIONS AND INTERPRETATION			
1		2.47 <u>OPERATIONAL APPROVAL</u> means confirmation by the AUTHORITY HAVING JURISDICTION that all required inspections relating to a SIGN PERMIT in accordance with Section 4.8 herein have been satisfied.	Definition added for clarity
2		2.56 <u>SENSITIVE USE</u> means a USE of a LOT that is zoned as either Residential or Institutional land under the ZONING BY-LAW, which USE may include the presence of a building or structure on such LOT being used as a dwelling, school, long-term care facility, hospital, day nursery, crisis residence, group home or group residence.	Definition added for clarity
3		2.57.4 <u>FIRST PARTY ADVERTISING SIGN</u> means a SIGN which identifies or directs attention to a business, profession, commodity, service, event or other activity being conducted, sold or offered on the property on which the sign is located.	Definition added for clarity
4		2.57.8 <u>THIRD PARTY ADVERTISING SIGN</u> means a SIGN which identifies or directs attention to a business, profession, commodity, service, event or other activity not being conducted, sold or offered on the property on which the sign is located.	Definition added for clarity

APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
5	<p>2.58.10 SIGN FACE means that portion of the SIGN, excluding the supporting STRUCTURE, borders and frames, upon which, against, or through which COPY is DISPLAYED or is capable of being DISPLAYED. Further:</p> <p>(a) SINGLE SIGN FACE: means a SIGN having only one face plane.</p> <p>(b) DOUBLE SIGN FACE: means a SIGN having two sign face planes with each SIGN FACE being of equal area and identical length and width, and with two parallel opposing (back-to-back) faces.</p> <p>(c) MULTIPLE SIGN FACE: means a SIGN having more than two SIGN FACES.</p>	<p>2.58.10 SIGN FACE means that portion of the SIGN, excluding the supporting STRUCTURE, borders and frames, upon which, against, or through which COPY is DISPLAYED or is capable of being DISPLAYED. Further:</p> <p>(a) SINGLE SIGN FACE: means a SIGN having only one face plane.</p> <p>(b) DOUBLE SIGN FACE: means a SIGN having two sign face planes with each SIGN FACE being of equal area and identical length and width, and,</p> <p style="padding-left: 20px;">i. with two parallel opposing (back-to-back) faces, or</p> <p style="padding-left: 20px;">ii. creating a “V-shape” with an interior angle of less than or equal to 90 degrees.</p> <p>(c) MULTIPLE SIGN FACE: means a SIGN having more than two SIGN FACES, or a BILLBOARD SIGN with two SIGN FACES creating a “V-shape” with an interior angle greater than 90 degrees.</p>	<p>Language revised under subsections 2.58.10 (b) and (c) to include industry standards and reduce the need for Minor Variances</p>
6	<p>2.62.7 BILLBOARD SIGN means a GROUND or WALL SIGN, which has COPY fastened in such a manner so as to permit its periodic replacement, which is owned and maintained by a PERSON engaged in the rental or leasing of the SIGN FACE AREA for advertising goods, products, services or facilities that are not present or sold on the PROPERTY on which the SIGN is located.</p>	<p>2.62.7 BILLBOARD SIGN means a THIRD PARTY ADVERTISING SIGN that is either a GROUND SIGN or a WALL SIGN, which has COPY fastened in such a manner so as to permit its periodic replacement, which for greater certainty does not include a FIRST PARTY ADVERTISING SIGN .</p>	<p>Language added for clarity</p>
7		<p>2.62.13 DIGITAL SIGN means an electronically and/or computer controlled SIGN, or a part thereof, which does not contain ILLUMINATED copy whose content can be changed.</p>	<p>Definition added for clarity</p>

APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
8	<p>2.62.26 <u>MOBILE SIGN</u> means a SIGN designed to be readily moved from one location to another and which does not rely on a BUILDING or fixed foundation for its structural support. This definition shall include a MANUAL CHANGING COPY SIGN in which the letters or numerals conveying the message can be manually rearranged or changed. This definition includes a T-frame SIGN, but does not include an A-FRAME SIGN.</p>	<p>2.62.26 <u>MOBILE SIGN</u> means a SIGN designed to be readily moved from one location to another and which does not rely on a BUILDING or fixed foundation for its structural support. This definition shall include a MANUAL CHANGING COPY SIGN but shall not include an ELECTRONIC CHANGING COPY SIGN mounted to a vehicle. This shall include a T-frame SIGN, but shall not include an A-FRAME SIGN.</p>	<p>Revised definition to exclude Electronic Change Copy Signs mounted to a vehicle</p>
9		<p>2.62.31 <u>POSTER BILLBOARD SIGN</u> means a BILLBOARD SIGN comprised of paper panels affixed by adhesive means, that is neither a DIGITAL SIGN nor an ELECTRONIC CHANGING COPY SIGN.</p>	<p>Definition added for clarity between Billboard Sign types</p>
10		<p>2.62.42 <u>WALL SIGN</u> means a SIGN that is supported by, erected on or attached to an exterior wall of any BUILDING or other STRUCTURE .</p>	<p>Definition added for clarity</p>
SECTION 3.0 - GENERAL REGULATIONS			
11	<p>3.3.3 Notwithstanding section 3.3.2, BILLBOARD GROUND and BILLBOARD WALL SIGNS may have changing COPY that occurs at intervals of not less than 10 seconds.</p>	<p>3.3.3 Notwithstanding section 3.3.2, BILLBOARD GROUND and BILLBOARD WALL SIGNS may have changing COPY that occurs at intervals of not less than 8 seconds.</p>	<p>Decreased timing intervals to align with industry standards</p>

APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
SECTION 4.0 – SIGN PERMITS AND INSPECTIONS			
12		<p>4.2.6</p> <p>(e) Preapproval from the Windsor Airport Authority for any ELECTRONIC CHANGE COPY SIGN situated within 300m of the airport property lands.</p> <p>(f) Preapproval from the Ministry of Transportation of Ontario for any ELECTRONIC CHANGE COPY SIGN situated within 300m of any street or route under the Ministry’s JURISDICTION.</p>	<p>New requirements added as s. 4.2.6(e) and (f) for Billboard Sign Permit added to assist in enforcement related to health and safety concerns.</p>
13		<p>4.3.3 Where a SIGN PERMIT for a BILLBOARD SIGN has been transferred by the previous OWNER of the SIGN to a new OWNER of the SIGN, the new OWNER of the SIGN shall provide written notification of the transfer to the AUTHORITY HAVING JURISDICTION in a form and manner satisfactory to the Chief Building Official, and shall pay the fee prescribed in accordance with the City of Windsor’s current Schedule of Fees and Service Charges</p>	<p>New clarification added for the transfer of a sign permit to a new owner</p>
14		<p>4.5.4 A SIGN PERMIT to modify or restore a BILLBOARD SIGN expires in the same period of time for expiration of a SIGN PERMIT for the erection or display of the SIGN in accordance with Sections 4.5.1 – 4.5.3 herein.</p> <p>4.5.5 Where a SIGN PERMIT has expired, the OWNER of the SIGN shall immediately remove the SIGN, and in the case of a BILLBOARD SIGN, the OWNER of such SIGN shall also remove the identifier required by Section 6.3 herein.</p>	<p>New s. 4.5.4 and s. 4.5.5 added to assist in enforcement related to health and safety concerns</p>
15		<p>4.6.1 (e) The OWNER of the SIGN has submitted a written request to revoke the SIGN PERMIT.</p>	<p>New requirement added as s. 4.6.1(e) to allow owner ability</p>

APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
			to discontinue use of a Sign prior to Building Permits being revoked by the City
16		<p>4.9 Renewal Applications</p> <p>4.9.1. OPERATIONAL APPROVAL of a BILLBOARD SIGN shall expire five (5) years from the issuance of such OPERATION APPROVAL.</p> <p>4.9.2 The OPERATIONAL APPROVAL of a BILLBOARD SIGN will automatically expire upon removal of the BILLBOARD SIGN, as of the date such SIGN is removed.</p> <p>4.9.3. Prior to the expiry of an OPERATIONAL APPROVAL, provided no modifications or restorations are proposed to the SIGN, the OWNER of a BILLBOARD SIGN may submit, in a form and manner satisfactory to the Chief Building Official, a renewal application for a further five (5) year OPERATIONAL APPROVAL period.</p> <p>4.9.4 The OWNER of a BILLBOARD SIGN applying for renewal of the OPERATIONAL APPROVAL shall file with the AUTHORITY HAVING JURISDICTION all information and documents required, in a form and manner satisfactory to the Chief Building Official, and shall pay the fee prescribed in accordance with the City of Windsor's current Schedule of Fees and Service Charges.</p> <p>4.9.5 Where a modification or restoration to a BILLBOARD SIGN is proposed, a renewal of the OPERATIONAL APPROVAL cannot be granted, and the OWNER will be required to</p>	<p>New Regulation added to assist in enforcement related to health and safety concerns by providing appropriate contact and insurance information.</p> <p>These regulations will assist in reducing sign clutter and blight created by abandoned billboards as well as those in disrepair.</p>

APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
		<p>submit an application to the Chief Building Official for a new SIGN PERMIT.</p> <p>4.9.6 Notwithstanding Subsection 4.9.4, where an existing BILLBOARD SIGN with a unexpired OPERATIONAL APPROVAL no longer complies with this Bylaw due to a variance or by-law amendment being granted by the AUTHORITY HAVING JURISDICTION permitting the erection of another BILLBOARD SIGN, the OWNER of such BILLBOARD sign may submit a renewal application rather than an application for a new SIGN PERMIT.</p>	
SECTION 5.0 - SIGNS NOT REQUIRING A SIGN PERMIT			
17		<p>5.1.4 A SIGN PERMIT is not required for changes to a POSTER BILLBOARD SIGN or an ELECTRONIC CHANGING COPY SIGN, provided the existing shape and dimensions of such BILLBOARD SIGN are not altered or modified in any way.</p>	<p>New s. 5.1.4 to clarify when new sign permits are not required.</p>
SECTION 6.0 - REGULATIONS FOR PERMANENT SIGNS ON PRIVATE PROPERTY			
18	<p align="center">Table 6.3.1</p> <p>Permitted Locations for BILLBOARD GROUND and WALL SIGNS</p> <p>Unless specifically provided in this By-law, a BILLBOARD GROUND or WALL SIGN shall be permitted <u>only</u> on a LOT within a Manufacturing District or a Commercial District, provided that such LOT abuts one of the following STREETS and is not within a SPECIAL DISTRICT:</p> <ul style="list-style-type: none"> i. Central Avenue, south of Tecumseh Road; ii. Crawford Avenue, between Wyandotte Street West and Tecumseh Road West; iii. Division Road; 	<p>6.3.2 Permitted Locations</p> <p>Unless specifically provided in this By-law, a BILLBOARD GROUND or WALL SIGN shall be permitted only on a lot within a Manufacturing District or a Commercial District, provided that such lot abuts one of the following STREETS and the proposed Billboard Sign is oriented to be primarily visible from traffic on that street:</p> <ul style="list-style-type: none"> i. Central Avenue, south of Tecumseh Road; ii. Crawford Avenue, between Wyandotte Street West and Tecumseh Road West; iii. Division Road; iv. Dougall Avenue, south of the Essex Terminal Railway and north of Liberty 	<p>Moved table to body of the chart to provide clarity for applicants.</p> <p>Permitted locations changed to remove those streets where residential intensification will make it impossible to erect billboards and open new streets where possibilities are</p>

APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
	<ul style="list-style-type: none"> iv. Dougall Avenue, south of Eugenie Street West and north of West Grand Boulevard; v. Eugenie Street, between Howard Avenue and Dougall Road vi. Howard Avenue, between Tecumseh Road East and Talbot Road; vii. Huron Church Road, between Tecumseh Road West and Cabana Road; viii. Jefferson Boulevard, south of Tecumseh Road; ix. Provincial Road; x. Tecumseh Road East and West; xi. Wyandotte Street East and West. 	<ul style="list-style-type: none"> v. Street; Eugenie Street, between Howard Avenue and Dougall Road vi. Howard Avenue, between the Canadian Pacific Railway Underpass and Cabana Road East; vii. Huron Church Road, between Tecumseh Road West and E.C. Row Expressway; viii. Jefferson Boulevard, south of Tecumseh Road; ix. Provincial Road; x. Tecumseh Road East, between Lauzon Parkway and the eastern City Boundary; xi. Tecumseh Road West, between McKay Avenue and Janette Avenue; xii. Walker Road South of E.C. Row; xiii. Ojibway Parkway. 	<p>evident and were not previous allowed.</p>
19	<p>6.3.3 SIGN Classifications ADVERTISING or INFORMATION SIGNS</p>	<p>6.3.3 SIGN Classifications THIRD PARTY ADVERTISING SIGN or INFORMATION SIGNS</p>	<p>To provide clarity that Billboards are related only to Third Party Advertising.</p>

APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
20	<p>6.3.4 Maximum Number of SIGNS One (1) BILLBOARD GROUND SIGN per LOT or One (1) BILLBOARD WALL SIGN per LOT.</p>	<p>6.3.4 Maximum Number of SIGNS One (1) BILLBOARD SIGN of any type per lot where: i) a) No FIRST PARTY ADVERTISING SIGN, including GROUND SIGNS and WALL SIGNS, currently exists, or a) If two (2) or more FIRST PARTY ADVERTISING SIGNS that are GROUND SIGNS have been authorized for the lot in accordance with this Bylaw, then one (1) of the existing FIRST PARTY ADVERTISING SIGNS may be replaced by a maximum of one (1) BILLBOARD SIGN; ii) The allowed cumulative total sign face area of all FIRST PARTY ADVERTISING SIGNS will not be exceed the Maximum Total Sign Face Area through the introduction of a BILLBOARD SIGN; and, iii) There are no variances on the property to exceed the maximum allowable number of SIGNS or the MAXIMUM SIGN FACE AREA on the property.</p>	<p>Revised language to reduce sign clutter on properties.</p>
21	<p>6.3.5 Number of SIGN FACES (for BILLBOARD GROUND SIGN) SINGLE and/or DOUBLE SIGN FACES</p>	<p>6.3.5 Number of SIGN FACES (for BILLBOARD GROUND SIGN) i) One (1) Single and/or double sign faces or ii) One (1) 'V'-shaped Sign with an interior angle of less than or equal to 90 degrees.</p>	<p>Second clause added to align with industry standards</p>
22	<p>6.3.7 MAXIMUM TOTAL SIGN FACE AREA 20.0 m² per SIGN FACE</p>	<p>6.3.7 MAXIMUM TOTAL SIGN FACE AREA 22.0 m² per SIGN FACE</p>	<p>Increased to align with industry standards.</p>
23	<p>6.3.8 MAXIMUM CHANGING COPY AREA ROTATING and ELECTRONIC CHANGING COPY permitted. (added B/L 84-2019, June 17, 2019)</p>	<p>6.3.8 MAXIMUM CHANGING COPY AREA Not Permitted on POSTER BILLBOARD SIGNS or,</p>	<p>Revised for clarity purposes between Poster and Electric</p>

APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
		100% required for ELECTRONIC CHANGING COPY SIGNS	Changing Copy Signs.
24	<p>6.3.9 SIGN FACE EXTENSIONS A maximum of five percent (5%) of the permitted TOTAL SIGN FACE AREA may extend beyond the main panel of the SIGN FACE AREA.</p>	<p>6.3.9 SIGN FACE EXTENSIONS A maximum of five percent (5%) of the permitted total SIGN FACE AREA may extend beyond the main panel of the SIGN FACE of a POSTER BILLBOARD SIGN or, Not Permitted on ELECTRONIC CHANGING COPY SIGNS</p>	Revised for clarity purposes between Poster and Electric Changing Copy Signs.
25	<p>6.3.10 ANIMATION Not Permitted</p> <p align="center">And</p> <p>6.3.12 ROTATION Not Permitted</p>	<p>6.3.10 ANIMATION OR ROTATION Not Permitted</p>	Combined as similar issues.
26	<p>6.3.11 ILLUMINATION NON-ILLUMINATED, EXTERNAL or INTERNAL ILLUMINATION</p>	<p>6.3.11 ILLUMINATION NON-ILLUMINATED, or EXTERNAL ILLUMINATION of a POSTER BILLBOARD SIGN or, INTERNAL or DIGITAL ILLUMINATION of an ELECTRONIC CHANGING COPY SIGN</p>	Revised for clarity purposes between Poster and Electric Changing Copy Signs.
278		<p>6.3.12 OPERATIONAL APPROVAL OPERATIONAL APPROVAL is required for each BILLBOARD GROUND and WALL SIGN, and may be renewed in accordance with Section 4.9 of this By-law.</p>	

APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
28	<p>6.3.14 SIGN Restrictions: No part of any BILLBOARD GROUND or WALL SIGN shall:</p> <ul style="list-style-type: none"> i. Be ERECTED within a 200.0 m radius of any BILLBOARD GROUND or WALL SIGN. ii. Be ERECTED within 6.0 m of the intersection of any PUBLIC ROAD ALLOWANCE; iii. Be ERECTED within 25.0 m of any Residential District; iv. Be ERECTED within 30.0 m of any GROUND SIGN ERECTED on the same LOT or on an abutting LOT. v. Be ERECTED within a prohibited location at a controlled intersection, pedestrian crossing or railway crossing as identified in Table 6.3.2 if the sign contains ELECTRONIC CHANGING COPY. xi. Be ERECTED within 150 meters of any Residential Zoning District if the SIGN utilizes ELECTRONIC CHANGING COPY and if the SIGN FACE will be directly visible from any point in the Residential Zoning District. 	<p>6.3.14 SIGN Restrictions: No part of any BILLBOARD GROUND or WALL SIGN shall:</p> <ul style="list-style-type: none"> i. Be ERECTED within 6.0 m of the intersection of a DRIVEWAY, ALLEY or ACCESS LANE with any PUBLIC ROAD ALLOWANCE; ii. Be ERECTED within 30.0 m of any FIRST PARTY ADVERTISING GROUND or WALL SIGN erected on the same LOT or on an abutting LOT; 	<p>Moved clauses from 6.3.14 related to billboard separation distances, residential Uses and traffic stopping distances to a new 6.3.16 & 6.3.17 Prohibitions due to health and safety concerns, as well as reduce potential for driver distraction, aligning with other municipalities' standards. Non-compliances to Prohibitions would require Sign Bylaw Amendments, whereas Non-compliances to Restrictions would be heard as minor variances.</p> <p>6.3.14 (i) & (ii) Provides better clarity for applicants,</p>
29	<p>6.3.14 SIGN Restrictions: (for BILLBOARD GROUND SIGNS) No part of any BILLBOARD GROUND SIGN shall:</p> <ul style="list-style-type: none"> iii. Be ERECTED on a LOT with a STREET FRONTAGE of less than 12.0m; iv. Be ERECTED within 4.0 m of the PUBLIC 	<p>6.3.14 SIGN Restrictions: (for BILLBOARD GROUND SIGNS) No part of any BILLBOARD GROUND SIGN shall:</p> <ul style="list-style-type: none"> iii. Be ERECTED on a LOT with a STREET FRONTAGE of less than 30.0 m; iv. Be ERECTED within 3.0 m of the PUBLIC 	<p>Distances changed to align with other municipalities' standards.</p> <p>Added restriction from daylight</p>

APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
	<p>ROAD ALLOWANCE;</p> <ul style="list-style-type: none"> v. Be ERECTED within 3.0 m of a side lot line; vi. Be ERECTED within 6.0 m of a rear lot line; vii. Be ERECTED less than 2.4 m above grade. 	<p>ROAD ALLOWANCE</p> <ul style="list-style-type: none"> v. Be ERECTED within 3.0 m of a side lot line; vi. Be ERECTED within 6.0 m of a rear lot line; vii. Be ERECTED less than 2.4 m above grade; viii. Be ERECTED within a DAYLIGHT CORNER. 	<p>corners to be consistent with other Ground Signs.</p>
<p align="center">30</p>		<p>6.3.15 SPECIAL PROVISIONS (FOR BILLBOARD GROUND SIGN)</p> <ul style="list-style-type: none"> ii. Notwithstanding the provisions of Section 6.3.2, no part of any BILLBOARD SIGN shall be erected closer than 300m of any Special Districts identified in Section 9 of the Sign Bylaw. 	<p>Added new s. 6.3.15 (ii) regarding separation from Special Districts to align with other municipalities</p>
<p align="center">31</p> <p align="center">32</p>		<p>6.3.16 PROHIBITIONS: No part of any POSTER BILLBOARD GROUND or WALL SIGN shall:</p> <ul style="list-style-type: none"> i. Be ERECTED within a 200.0 m radius of any type of BILLBOARD GROUND or WALL SIGN. ii. Be ERECTED within 60.0 m of any RESIDENTIAL or SENSITIVE USE, where the SIGN STRUCTURE or the SIGN FACE will be directly visible from any point of a RESIDENTIAL or SENSITIVE USE in any Building. <p>6.3.17 PROHIBITIONS: No part of any ELECTRONIC CHANGE COPY GROUND or WALL SIGN shall:</p> <ul style="list-style-type: none"> i. Be ERECTED within a 200.0 m radius of any Poster/Paper BILLBOARD GROUND or WALL SIGN, ii. Be ERECTED within a minimum distance of 500.0 m any other ELECTRONIC CHANGE COPY SIGN OR DIGITAL SIGN, and provided that the two ELECTRONIC 	<p>Moved clauses from 6.3.14 related to billboard separation distances, residential Uses and traffic stopping distances to a new 6.3.16 & 6.3.17 Prohibitions due to health and safety concerns, as well as reduce potential for driver distraction, aligning with other municipalities' standards.</p> <p>Non-compliances to Prohibitions would require Sign Bylaw Amendments, whereas Non-compliances to</p>

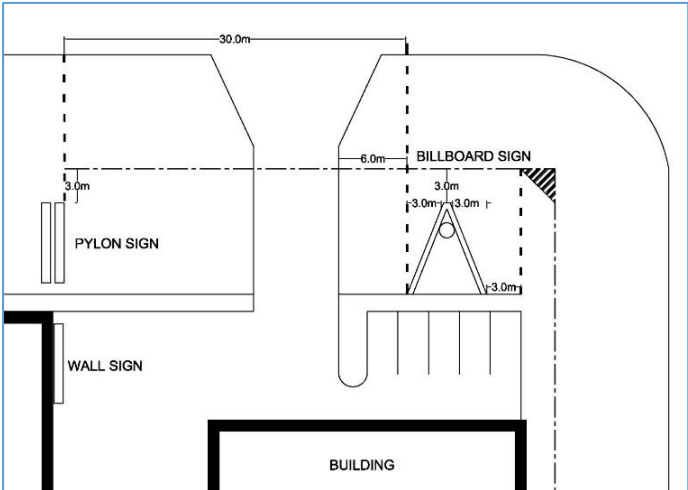
APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
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		<p>CHANGE COPY SIGN or DIGITAL SIGN cannot be seen simultaneously in the same direction of travel,</p> <p>iii. Be ERECTED within 300.0m of any residential use or SENSITIVE USE, where the SIGN STRUCTURE or the SIGN FACE will be directly visible from any point of a residential use or SENSITIVE USE in any Building, or</p> <p>iv. Be ERECTED within a prohibited location at a controlled intersection, pedestrian crossing or railway crossing as identified in Table 6.3.2 if an ELECTRONIC CHANGING COPY SIGN.</p>	<p>Restrictions would be heard as minor variances.</p>
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33	<p align="center">Table 6.3.2 Prohibited location for erecting ELECTRONIC CHANGING COPY BILLBOARDS</p> <table border="1" data-bbox="243 852 928 1079"> <thead> <tr> <th>subsection</th> <th>(a)</th> <th>(b)</th> <th>(c)</th> <th>(d)</th> </tr> </thead> <tbody> <tr> <td>Table 6.3.2</td> <td>Posted Speed Limit (km/hour)</td> <td>Distance before Stop Line (m)</td> <td>Distance after Stop Line (m)*</td> <td>Lateral Offset Prohibited Location on both sides of street (m)**</td> </tr> <tr> <td></td> <td>50 or less</td> <td>85</td> <td>150</td> <td>21</td> </tr> <tr> <td></td> <td>60</td> <td>105</td> <td>170</td> <td>24</td> </tr> <tr> <td></td> <td>70</td> <td>160</td> <td>200</td> <td>31</td> </tr> <tr> <td></td> <td>80 or more</td> <td>185</td> <td>215</td> <td>35</td> </tr> </tbody> </table>	subsection	(a)	(b)	(c)	(d)	Table 6.3.2	Posted Speed Limit (km/hour)	Distance before Stop Line (m)	Distance after Stop Line (m)*	Lateral Offset Prohibited Location on both sides of street (m)**		50 or less	85	150	21		60	105	170	24		70	160	200	31		80 or more	185	215	35	<p align="center">Table 6.3.1 Prohibited location for erecting ELECTRONIC CHANGING COPY BILLBOARDS</p> <table border="1" data-bbox="974 852 1663 1079"> <thead> <tr> <th>subsection</th> <th>(a)</th> <th>(b)</th> <th>(c)</th> <th>(d)</th> </tr> </thead> <tbody> <tr> <td>Table 6.3.1</td> <td>Posted Speed Limit (km/hour)</td> <td>Distance before Stop Line (m)</td> <td>Distance after Stop Line (m)*</td> <td>Lateral Offset Prohibited Location on both sides of street (m)**</td> </tr> <tr> <td></td> <td>50 or less</td> <td>65</td> <td>90</td> <td>16</td> </tr> <tr> <td></td> <td>60</td> <td>85</td> <td>110</td> <td>20</td> </tr> <tr> <td></td> <td>70</td> <td>110</td> <td>125</td> <td>23</td> </tr> <tr> <td></td> <td>80 or more</td> <td>140</td> <td>130</td> <td>26</td> </tr> </tbody> </table>	subsection	(a)	(b)	(c)	(d)	Table 6.3.1	Posted Speed Limit (km/hour)	Distance before Stop Line (m)	Distance after Stop Line (m)*	Lateral Offset Prohibited Location on both sides of street (m)**		50 or less	65	90	16		60	85	110	20		70	110	125	23		80 or more	140	130	26	<p>Renumbering to Table 6.3.1 due to consolidation of Permitted locations with subsection 6.3.2</p> <p>Distances revised to reflect TAC guidelines.</p>
subsection	(a)	(b)	(c)	(d)																																																											
Table 6.3.2	Posted Speed Limit (km/hour)	Distance before Stop Line (m)	Distance after Stop Line (m)*	Lateral Offset Prohibited Location on both sides of street (m)**																																																											
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APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
34		<p>Figure 6.3.2: BILLBOARD SIGN OFFSETS</p>  <p>The diagram illustrates the required setbacks for different types of signs. A building is shown at the bottom. A Pylon Sign is positioned to the left of the building, with a 3.0m setback from the building edge. A Wall Sign is attached to the building's side wall. A Billboard Sign is positioned to the right of the building, with a 6.0m setback from the building edge. The Billboard Sign itself has a 3.0m setback from the road edge. A 30.0m dimension is shown between the Pylon Sign and the Billboard Sign. The Billboard Sign is also shown with a 3.0m setback from the top and bottom edges of the sign structure.</p>	Added for clarity of regulations regarding distances.
SECTION 9.0 - REGULATIONS FOR SIGNS ON PRIVATE PROPERTY WITHIN SPECIAL DISTRICTS			
35	<p>9.6.1 The designated CONTROLLED ACCESS HIGHWAY is as follows (refer to Schedule "C" for CONTROLLED ACCESS HIGHWAY map): (a) The E C Row Expressway and Ojibway Parkway PUBLIC ROAD ALLOWANCE.</p>	<p>9.6.1 The following are each a designated CONTROLLED ACCESS HIGHWAY (refer to Schedule "C" for CONTROLLED ACCESS HIGHWAY map): (b) The E. C. Row Expressway PUBLIC ROAD ALLOWANCE; (c) The Ojibway Parkway PUBLIC ROAD ALLOWANCE; and (d) The Herb Gray Parkway PUBLIC ROAD ALLOWANCE.</p>	Added routes that are Provincial highways and where parts are under MTO jurisdiction
36		<p>9.6.3 All BILLBOARD SIGNS must be ERECTED or DISPLAYED at a minimum distance of a 400 metre setback: (a) from the PUBLIC ROAD ALLOWANCE of a CONTROLLED ACCESS HIGHWAY; or (b) of any on-off ramp of a CONTROLLED ACCESS HIGHWAY.</p>	Added new s. 9.6.3 that align with Provincial highway regulations for health and safety concerns related to distracted driving. Current Regulation of 9.6.2 only addresses First Party Signs

APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
37	<p>9.7.2 No PERSON shall ERECT, cause to ERECT, DISPLAY or cause to DISPLAY any of the following SIGNS within a NATURAL HERITAGE AREA:</p> <ul style="list-style-type: none"> (a) Any ILLUMINATED SIGN; (b) Any TEMPORARY SIGN; (c) Any BILLBOARD SIGN. 	<p>9.7.2 No PERSON shall ERECT, cause to ERECT, DISPLAY or cause to DISPLAY any of the following SIGNS within a NATURAL HERITAGE AREA:</p> <ul style="list-style-type: none"> (a) Any ILLUMINATED SIGN; (b) Any TEMPORARY SIGN; (c) Any BILLBOARD SIGN; OR (d) Any ELECTRONIC CHANGING COPY SIGN, <p>and further, no PERSON shall ERECT, cause to ERECT, DISPLAY or cause to DISPLAY any ELECTRONIC CHANGING COPY SIGN within 300 metres of a NATURAL HERITAGE AREA.</p>	<p>Amendment to include proper setback from Sensitive Use Area.</p>
38		<p>9.7.5 No PERSON shall ERECT, cause to ERECT, DISPLAY or cause to DISPLAY any ELECTRONIC CHANGING COPY SIGN within 300 metres of a HERITAGE AREA</p>	<p>Language added to include proper setback from Sensitive Use Area.</p>

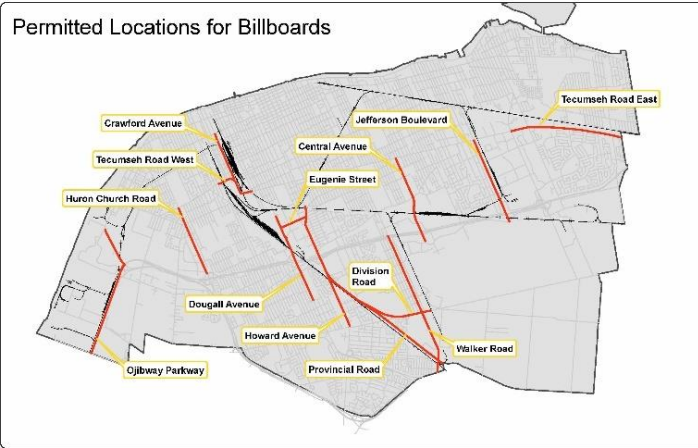
APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
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SECTION 10.0 - PROHIBITIONS AND RESTRICTIONS

39		10.1.1 (l) An ELECTRONIC CHANGING COPY SIGN mounted to a vehicle.	Subsection 10.1.1(l) added to prohibit signs within Sensitive Use Area.
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Schedule "B" PERMITTED LOCATIONS FOR BILLBOARDS

40	<p>SCHEDULE "B" FEES</p>	<p>SCHEDULE "B" PERMITTED LOCATIONS FOR BILLBOARDS</p>  <p>The map, titled "Permitted Locations for Billboards", shows a street grid with several roads highlighted in red. The highlighted roads are Crawford Avenue, Tecumseh Road West, Huron Church Road, Dougall Avenue, Howard Avenue, Ojibway Parkway, Jefferson Boulevard, Central Avenue, Eugenie Street, Division Road, Provincial Road, Walker Road, and Tecumseh Road East. The map also shows other streets like Tecumseh Road East and Division Road in black.</p>	<p>Fees removed to be reviewed and updated annually, and replaced with map for clarity for applicants</p>
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APPENDIX 'A' SIGN BY-LAW AMENDMENT - BILLBOARD SIGNS TABLE

Revision Number	Existing	Proposed	Rationale
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Schedule "C" SPECIAL DISTRICTS

<p align="center">41</p>	<p align="center">SCHEDULE 'C-2' SPECIAL DISTRICTS</p>  <p>SCHEDULE C: SPECIAL DISTRICTS</p> <ul style="list-style-type: none"> ● GATEWAY DISTRICTS — THEME STREET DISTRICTS — HERITAGE AREA DISTRICTS — NATURAL HERITAGE AREA DISTRICTS 	<p align="center">SCHEDULE C: SPECIAL DISTRICTS</p>  <p>SCHEDULE C: SPECIAL DISTRICTS</p> <ul style="list-style-type: none"> ● GATEWAY DISTRICTS — THEME STREET DISTRICTS — HERITAGE AREA DISTRICTS — NATURAL HERITAGE AREA DISTRICTS 	<p>Replace to Colour version to provide clarity for applicants</p>
<p align="center">42</p>	<p align="center">SCHEDULE 'C-3' SPECIAL DISTRICTS</p>  <p>SCHEDULE C: SPECIAL DISTRICTS</p> <ul style="list-style-type: none"> ● SCENIC DRIVE — CONTROLLED ACCESS HIGHWAY — AIRPORT DISTRICT 	<p align="center">SCHEDULE C: SPECIAL DISTRICTS</p>  <p>SCHEDULE C: SPECIAL DISTRICTS</p> <ul style="list-style-type: none"> ● SCENIC DRIVE — CONTROLLED ACCESS HIGHWAY — AIRPORT DISTRICT 	<p>Replace to Colour version to provide clarity for applicants</p>

Appendix 'A' – Location Map



LOCATION MAP: 3573 PETER STREET



SUBJECT



Appendix 'A' – Existing Condition (*Google Earth*)







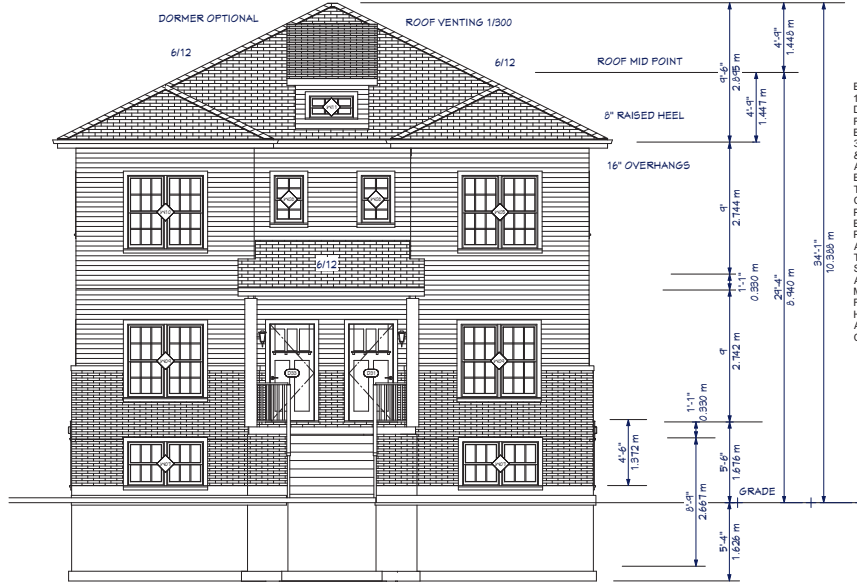
FRONT ELEVATION - 3D RENDERING



LEFT SIDE/FRONT ELEVATION - 3D RENDERING

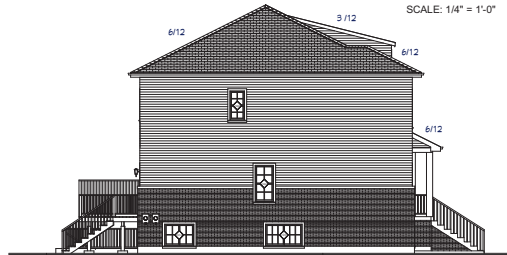


LEFT SIDE/REAR ELEVATION - 3D RENDERING



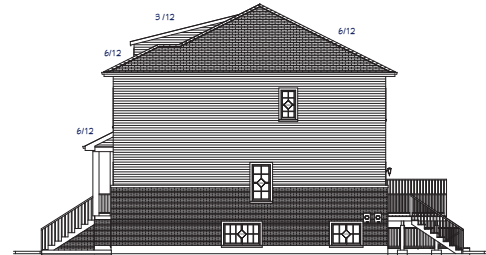
FRONT ELEVATION

SCALE: 1/4" = 1'-0"



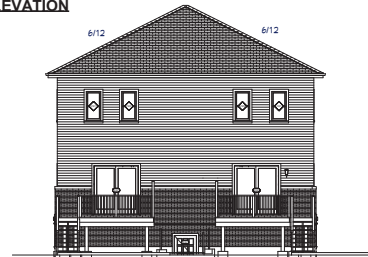
E-2 LEFT SIDE ELEVATION

SCALE: 1/8" = 1'-0"



E-4 RIGHT SIDE ELEVATION

SCALE: 1/8" = 1'-0"



E-3 REAR ELEVATION

SCALE: 1/8" = 1'-0"

ENGINEERED ROOF TRUSSES
 11 7/8" TJI FLOOR SYSTEM
 DESIGN BY TRUSS MFG.
 FIBERGLASS/ ASPHALT SHINGLES
 BOXED EAVES, VINYL WINDOWS, BLACK SASH
 3" BRICK VENEER WITH 4"x4" CONCRETE CAPS
 & LAP WOOD-COMPOSITE BOARD SIDING,
 ALUMINUM SOFFITS, FASCIA, GUTTERS,
 EXTEND KICK-OUTS TO 3' AWAY FROM WALLS
 TO OVER PLASTIC SPLASH TRAYS TO SOIL,
 CONCRETE FRONT PORCH & STEPS,
 P.T. REAR DECKS & STEPS,
 BASEMENT WALKOUT,
 POURED CONCRETE FOUNDATION,
 ALL EXPOSED WOOD NOT P.T.
 TO BE COVERED OR PAINTED OR STAINED,
 STEEL PANEL INSULATED ENTRY DOORS BLACK,
 APPROPRIATE LIGHTING,
 METAL FLASHING, CAULKING,
 FAN FURNACE HEATING FOR MAIN & 2ND FLOORS,
 HOT WATER RADIANT HEATED SLAB FOR BASEMENT,
 AIR CONDITIONING HEAT PUMP WALL UNIT DIFFUSERS,
 COLOURS & TEXTURES TO BE AS PER 3D RENDERINGS.

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 ADUS, CUSTOM ARCHITECTURAL DESIGN
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13	D	PROPERTY ZONING DESIGNATION & DESCRIPTION CHANGED TO MULTIPLE DWELLING HOUSE WITH 4 UNITS	23/11/17
13	D	DRIVEWAY ADDED TO SIDE YARD	23/11/03
12	D	STONE CHANGED TO BROWN BRICK	
11	D	HEIGHT OF BRICK CHANGED TO WHITE	
10	D	COLLIER OF BRICK CHANGED TO WHITE SIDING TO BE WOOD-COMPOSITE	
09	D	2ND FLOOR BATHROOM WINDOW CHANGED	
09	D	BUILDING HEIGHT TO MID POINT OF ROOF REDUCED TO 10M	23/09/21
07	D	FALSE CORNER ADDED FOR AESTHETICS ONLY	
06	C	BRICK CHANGED TO WOOD SIDING WITH STONE VENEER SKIRT	23/09/15
05	C	WINDOWS RETURNED TO 2ND BATHROOMS	
04	B	2ND FLOOR BATH WINDOW REMOVED	23/09/15
03	B	2ND FLOOR BATH WINDOW REMOVED	
02	B	2ND FLOOR BATH WINDOW REMOVED	23/10/01
01	A	PERMIT APPLICATION FILE	
NO.	LETTER	ISSUED FOR:	DATE YMD

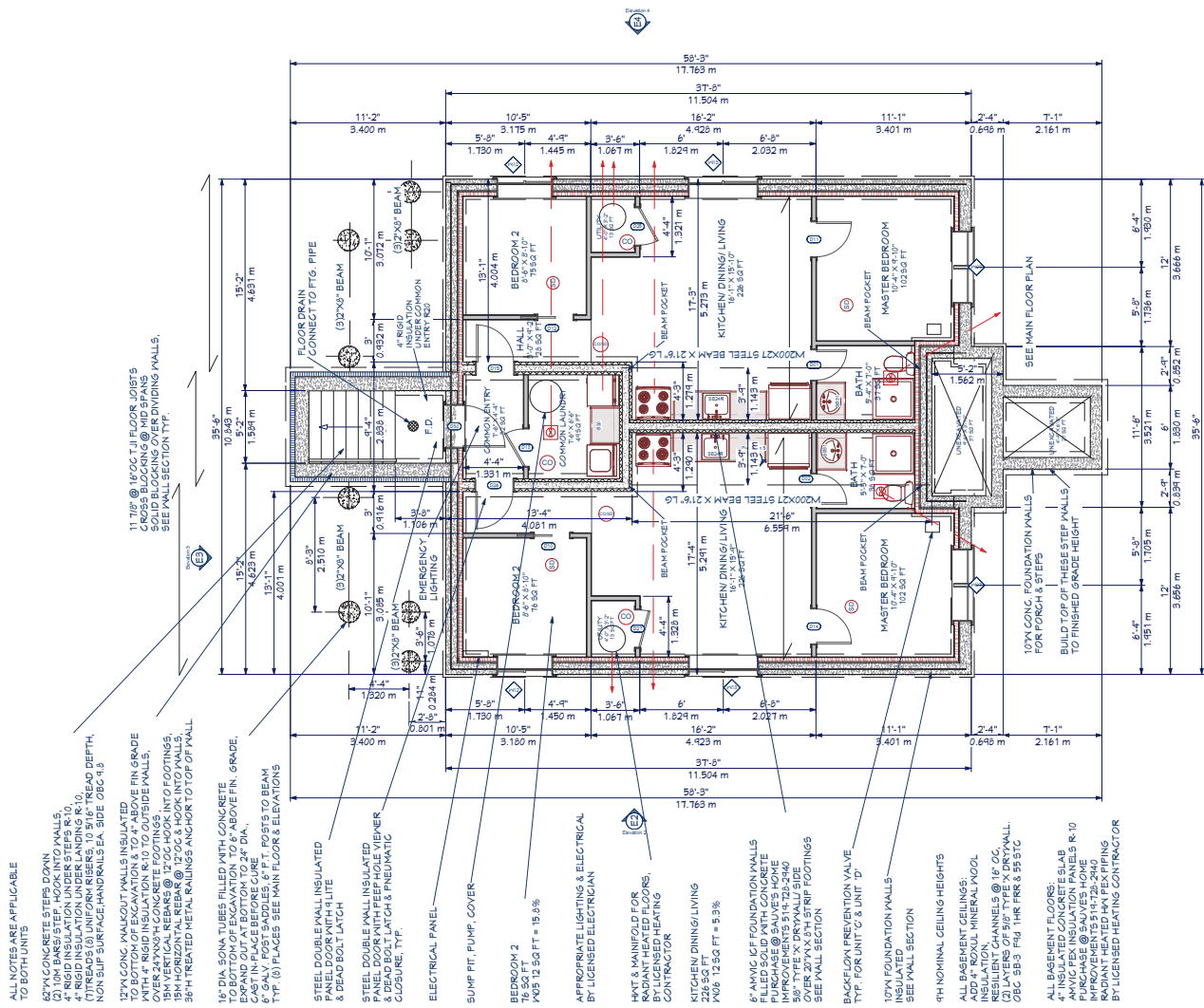
PROPERTY OWNER:
 SARIN TY
 63 LEWIS AVE.,
 BRANTFORD, ONTARIO L5Z 0X2
 TELEPHONE: 905-960-7278
 sarinty@hotmail.com

OWNER: SARIN TY
GENERAL CONTRACTOR: SARIN TY



PROJECT DESCRIPTION:
 MULTIPLE DWELLING WITH 4 UNITS
BUILDING SITE:
 3573 PETER ST.,
 WINDSOR, ONTARIO
 N9C 1J6
DRAWING TITLE:

ELEVATIONS	
NOTE: WE DO NOT GUARANTEE THE ACCURACY OF THE INFORMATION PROVIDED BY THE CLIENT. CONTRACTOR'S RESPONSIBILITY IS TO OBTAIN AND VERIFY ALL INFORMATION AS NECESSARY TO COMPLETE THE DESIGN AND TO ADVISE THE CLIENT OF ANY DISCREPANCIES OR OMISSIONS. CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS. CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS. CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS. CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS.	
DATE YMD	23/11/17
BUILDER	SARIN TY HOME OWNER
TABLER #	
DESIGNER	PAUL PETERSON BCIN DESIGNER
FRMA	PAUL PETERSON BCIN DESIGNER
JOB NUMBER	329
SCALE AS SHOWN ON SHEET	2 E
329	SHEET #
	REVISION

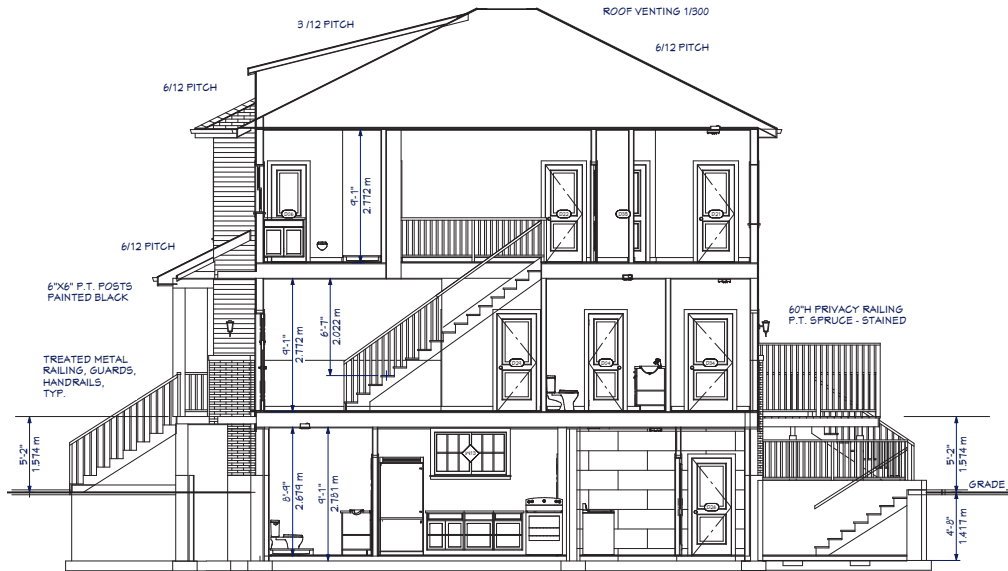
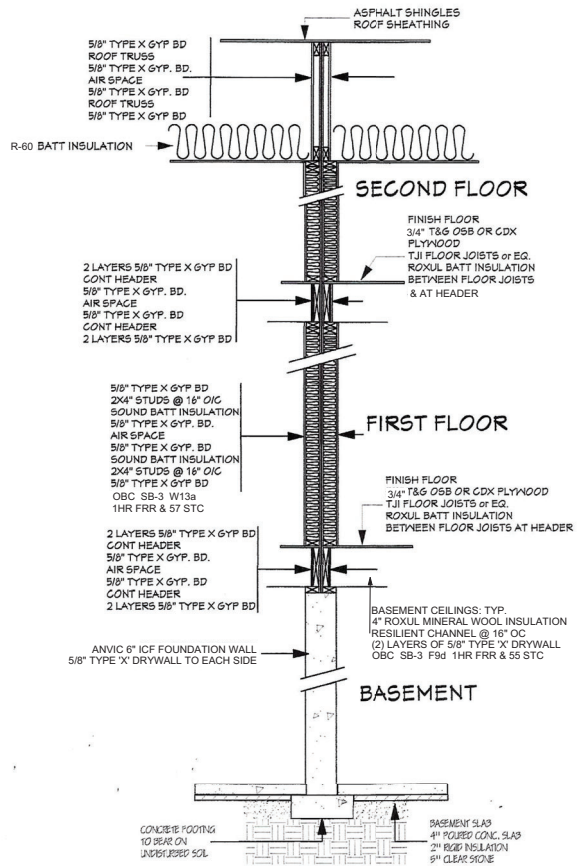
Appendix 'B' – Proposed Development



UNIT 'D'
LIVING AREA
EACH UNIT
866 SQ FT

 PAUL PETERSON BCIN DESIGNER 3777 Riverside Drive E., Windsor, Ontario N9Y 6W8 (226) 344-5772 www.BCINdesigner.com HOUSES, HOMES, GARAGES, ADDITIONS, ADU'S, CUSTOM ARCHITECTURAL DESIGN over 20 years experience!			
13	D	PROPERTY ZONING DESIGNATION & DESCRIPTION CHANGED TO MULTIPLE DWELLING HOUSE WITH 4 UNITS	23/11/17
13	D	DRIVEWAY ADDED TO SIDE YARD	
12	D	STONE CHANGED TO BROWN BRICK	
11	D	FOOT OF BRICK CHANGED TO WHITE	
10	D	COLOR OF BRICK CHANGED TO WHITE	23/11/03
09	D	SKYLIGHT CHANGED TO WINDOW	
09	D	SKYLIGHT HEIGHT TO MID POINT OF ROOF REDUCED TO SIM FALSE CORNER ADDED FOR AESTHETICS ONLY	
06	C	BRICK CHANGED TO WOOD SIDING	23/09/21
05	C	WITH STONE VENER SKIRT	
04	C	WINDOWS RETURNED TO 2ND BATHROOMS	
04	C	BRICK COLOR CHANGED	
03	C	2ND FLOOR BATH WINDOW REMOVED	23/09/15
02	C	2ND FLOOR BATH WINDOW REMOVED	
01	A	SITE PLAN SHOWING NEIGHBORHOOD	
01	A	PERMIT APPLICATION FILE	23/10/01
NO. LETTER ISSUED FOR DATE YMD			
PROPERTY OWNER: SARIN TY 63 LEWIS AVE. BRANTFORD, ONTARIO L5Z 0X2 TELEPHONE: 905-860-7278 sarinty@hotmail.com			
OWNER: SARIN TY			
GENERAL CONTRACTOR: SARIN TY			
PROJECT DESCRIPTION: MULTIPLE DWELLING WITH 4 UNITS			
BUILDING SITE: 3573 PETER ST., WINDSOR, ONTARIO N9C 1J6			
DRAWING TITLE: BASEMENT & FOUNDATION PLAN			
NOTE: ALL WORK IS SUBJECT TO THE EXISTING CONTRACTOR'S RESPONSIBILITY TO OBTAIN A PERMIT FROM THE LOCAL AUTHORITY AND TO COMPLY WITH ALL REGULATIONS AND CONDITIONS AND TO OBTAIN THE NECESSARY APPROVALS FROM THE LOCAL AUTHORITY. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY APPROVALS FROM THE LOCAL AUTHORITY. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY APPROVALS FROM THE LOCAL AUTHORITY. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY APPROVALS FROM THE LOCAL AUTHORITY.			
DATE YMD	23/11/17		
BUILDER	SARIN TY		
TASKS	HOME OWNER		
DESIGNER	PAUL PETERSON BCIN DESIGNER	A. DETAIL NO. B. LOCATION SHEET C. DETAILED ON	
FORMA	PAUL PETERSON BCIN DESIGNER		
JOB NUMBER	329	SCALE AS SHOWN ON SHEET SHEET: 5 DATE: 2023-11-17 PROJECT: 3573 PETER ST.	E REVISION

Appendix 'B' – Proposed Development



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 over 20 years experience!

13	D	PROPERTY ZONING DESIGNATION & DESCRIPTION CHANGED TO MULTIPLE DWELLING HOUSE WITH 4 UNITS	23/11/17
13	D	DRIVEWAY ADDED TO SIDE YARD	
12		STONE CHANGED TO BROWN BRICK	
11		HEIGHT OF BRICK CHANGED	
10	D	COLOR OF BRICK CHANGED TO WHITE	23/11/03
09	D	SKING TO BE WOOD COMPOSITE	
08		2ND FLOOR BATHROOM WINDOWS CHANGED	
09		BUILDING HEIGHT TO MID POINT OF ROOF REDUCED TO 3M	
07		FALSE CORNER ADDED FOR AESTHETICS ONLY	
06	C	BRICK CHANGED TO WOOD SIDING WITH STONE VENER SKIRT	23/09/21
05	C	BRICK COLOR CHANGED	
04	B	2ND FLOOR BATH WINDOW REMOVED	23/09/15
02	B	2ND FLOOR BATH WINDOW REMOVED	
01	A	PERMIT APPLICATION FILE	23/10/01

PROPERTY OWNER:
 SARIN TY
 63 LEWIS AVE.
 BRANTFORD, ONTARIO L2S 0X2

TELEPHONE: 905-960-7278
 sarin-ty@hotmail.com

OWNER: SARIN TY
GENERAL CONTRACTOR: SARIN TY

PROJECT DESCRIPTION:
 MULTIPLE DWELLING WITH 4 UNITS

BUILDING SITE:
 3573 PETER ST.,
 WINDSOR, ONTARIO
 N9C 1J6

DRAWING TITLE:

COMMON WALL DETAIL & CROSS SECTION THRU STAIRS

NOTE:
 WE HEREBY ADVISE YOU THAT THE DESIGN CONTRACTOR'S RESPONSIBILITY IS TO DESIGN & DRAW. WE DO NOT GUARANTEE THE ACCURACY OF THE INFORMATION PROVIDED TO US BY YOU OR OUR CONSULTANTS. WE ARE NOT RESPONSIBLE FOR THE DESIGN OR CONSTRUCTION OF ANY STRUCTURE OR SYSTEM THAT IS NOT SHOWN ON THESE DRAWINGS. YOU SHOULD CONSULT WITH YOUR ARCHITECT AND ENGINEER FOR ALL INFORMATION CONCERNING THE PROJECT. WE DO NOT ASSUME RESPONSIBILITY FOR THE DESIGN OR CONSTRUCTION OF ANY STRUCTURE OR SYSTEM THAT IS NOT SHOWN ON THESE DRAWINGS.

DATE: 23/11/17
BUILDER: SARIN TY
HOME OWNER:

DESIGNER: PAUL PETERSON BCIN DESIGNER
 3777 RIVERDALE DRIVE E. WINDSOR, ONTARIO N9B 4W8
 (226) 344-5772 WWW.BCINDESIGNER.COM

JOB NUMBER: 329
SCALE: AS SHOWN ON SHEET
DATE: 23/11/17

7 E
SHEET # **REVISION**

Department	Description	Total
Mayor's Office	Mayor's Office Year-End Balance (Community Relations)	\$145,366
Mayor's Office	Mayor's Office Year-End Balance (Economic Development)	\$382,701
Mayor's Office	Mayor's Office Year-End Balance (Departmental)	\$395,595
Mayor's Office	Mayor's Office Year-End Balance (Youth Advisory)	\$23,687
CAO's Office	Economic Development	\$60,000
CAO's Office	Consulting Costs for Various Projects	\$84,869
CAO's Office	Star Committee	\$932
CAO's Office	Keynote Speaker	\$5,000
Council Committees	Active Transportation Expert Panel	\$3,791
Council Committees	International Relations Committee	\$74,054
Council Committees	Windsor Essex Environmental Committee	\$7,975
Council Committees	Age Friendly Windsor Working Group	\$3,949
Asset Planning	One-Time Funding for Temp Energy Financial Analyst	\$84,656
Taxation & Financial Projects	Tax Consulting related to property tax & assessment policy	\$74,712
Taxation & Financial Projects	Customer Service Clerk position	\$55,926
Economic Development	Continued Establishment of the Economic Development Department	\$300,000
Communications	One-Time Funding for Project Manager Position	\$80,693
Communications	One-Time Funding for Two Customer Contact Representatives	\$102,397
Council Services	Upgrade of Freedom of Information Software	\$10,000
Corporate Security	Master Security Plan	\$179,000
Human Resources	Ministry of Labour directives	\$29,000
Human Resources	Mental Health	\$300,000
Human Resources	Audiograms	\$39,700
Human Resources	One Time Funding of Disability Management Specialist Position	\$98,600
Human Resources	Annual Keynote Speaker	\$3,800
Human Resources	Corporate Training	\$4,633
Human Resources	Cognitive Demands Analysis	\$30,000
Information Technology	Service Desk & System Review	\$120,000
Public Works	Diesel Exhaust Fluid Tanks	\$75,000
Public Works	Repairs to Fuel Sites	\$28,500
Public Works	Training for Fleet Analyst	\$8,000
Employment & Social Services	Physician Recruitment	\$48,445
Employment & Social Services	Integrated Employment Services - Affordable Pass Program	\$400,000
Housing & Children's Services	Windsor Essex Housing Benefit (WEHB) Program	\$313,031
Housing & Children's Services	Homelessness Initiatives	\$1,000,000
Windsor Police Services	Windsor Police Services Board - Legislative Changes	\$48,000
TOTAL BUDGET CARRY-FORWARDS		\$4,622,012



Section A: Projects Balanced & Closed via Transfer to Other Projects / Chartfield

Item	Project ID	Department / Program	Service Area	Project Name	Surplus / (Deficit)	Fund/Project	Project Variance Comments
1	7211046	Traffic	Infrastructure Services	2021 Traffical Signal Upgrades	\$ -	7209000	Project closed with \$0 balance. Funds combined to track under 7209000- Traffic Signal Upgrades & Replacement project.
2	7211047	Fire and Rescue	Legal and Legislative	WFRSHazmat-TruNarc FirstDefen	\$ -	-	Project closed with \$0 balance after Purchase Order was cleared in 2021.
3	7221068	Asset Planning	Corporate Services	Dtown Transit Terminal- Greyhound	\$ -	-	No activity in capital project. Land acquisition charged directly to F160.
4	7211058	Parks	Community Services	Bradley Park Upgrades	\$ -	-	No activity in capital project. Closed with a \$0 balance.
5	7221020	Engineering	Infrastructure Services	P&C In-Camera	\$ -	-	Project closed with expenses reallocated to salary and wage accrual (account 1009)
6	7211020	Public Works	Infrastructure Services	Expedited Temp Traffic Calming	\$ (34,669.62)	7069022	Project closed with deficit funded by 7069022- Traffic Calming Initiatives.
7	7131014	Police	Agencies & Boards	Police External Communications	\$ -	-	Project closed with \$0 balance funded by Operations
8	7144008	Transportation Planning	Infrastructure Services	University- Huron Church/McDougall	\$ 4,749,856.08	7221052	Project closed with surplus reallocated to 7221052- University- Crawford to Cameron as Transportation Planning EA was complete.
9	7204004	Planning & Building	Economic Development	CivicEsplanade/ City Hall Sq	\$ 2,239,653.00	7232004	Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID.
10	7152005	Corporate Projects	Infrastructure Services	CRIP- Festival Plaza	\$ 2,480,637.43	7232004	Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID.
11	7222000	Corporate Projects	Infrastructure Services	Central Riverfront Imprv. Plan	\$ 720,000.00	7232004	Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID.
12	7221063	Corporate Projects	Infrastructure Services	350CHS- Ice Rink	\$ 662,110.06	7232004	Project closed with budget/actuals reallocated to 7232004- CRIP/Civic Esplanade to combine and track funding under one project ID.
13	7115001	Corporate Projects	Infrastructure Services	New City Hall	\$ 1,547,327.67	7231033	Project closed with budget/actuals reallocated to 7231033- City Hall Sq E./Connect Canopy to complete final phases of work on the new City Hall building.
14	7211013	Transportation Planning	Infrastructure Services	ICIP COVID- Active Transportation	\$ -	-	Project closed with \$0 balance. Grant unsuccessful.
15	7141005	Corporate Projects	Infrastructure Services	Intercom Syst at 400 City Hall	\$ -	-	Project closed with a \$0 balance.
16	7211049	Windsor Airport	Agencies & Boards	Airport-Apron 1 Reconstruction	\$ -	-	Project closed with a \$0 balance.
17	7111012	Engineering	Infrastructure Services	Local Improv Prog-Road Rehab	\$ 135,354.00	7171002	Project closed with budget/actuals reallocated to 7171002-Local Improv Prob Infrastruct to combine and track funding under one project ID.
18	7159000	Engineering	Infrastructure Services	Local Improv Prog-Sanitary Sewer	\$ 2,773,890.00	7171002	Project closed with budget/actuals reallocated to 7171002-Local Improv Prob Infrastruct to combine and track funding under one project ID.
19	7191008	Engineering	Infrastructure Services	Local Improv Prog-Sidewalk	\$ 58,172.00	7171002	Project closed with budget/actuals reallocated to 7171002-Local Improv Prob Infrastruct to combine and track funding under one project ID.
20	7161015	Engineering	Infrastructure Services	Local Improv Prog-Street Light	\$ 67,922.00	7171002	Project closed with budget/actuals reallocated to 7171002-Local Improv Prob Infrastruct to combine and track funding under one project ID.
21	7221039	Engineering	Infrastructure Services	Clemenceau Rd Rehab-LIP	\$ 2,112,413.00	7171002	Project closed with budget/actuals reallocated to 7171002-Local Improv Prob Infrastruct to combine and track funding under one project ID.
22	7161008	Police	Agencies & Boards	WPS Indoor Training Range	\$ (15,633.70)	7197006	Project closed with deficit funded from 7197006- WPS Facility Projects.
23	7221015	Fire and Rescue	Legal Services	WFRS-Radio Service Monitor	\$ (18,299.96)	-	Project closed with deficit funded by Operating.
Total Fund 007:					17,478,731.96		

Section B: Projects Balanced & Closed via Transfer to/from Original Funding Source

Item	Project ID	Department / Program	Service Area	Project Name	Surplus / (Deficit)	Fund/Project	Project Variance Comments
1	7211037	Fire and Rescue	Legal Services	WFS-Fire Engine Portable Hoist	\$ 266.43	F169	Project closed with surplus returned to F169- PAYG.
Total to Various Reserves:					266.43		



Appendix E

2023 Development Charges Reserve Funds Income Statement (Year-Ending Dec. 31, 2023)

ACCT #	ACCOUNT DESCRIPTION	FUND 107 DEV. CHG - POLLUTION CONTROL	FUND 108 DEV. CHG - SSPD ROADS & RELATED	FUND 109 DEV. CHG - SSPD SANITARY SEWER	FUND 110 DEV. CHG - SSPD STORM SEWER & MUN DRAINS	FUND 111 DEV. CHG - SSPD WATER	FUND 112 DEV. CHG - CITY WIDE ENG STUDIES	FUND 113 DEV. CHG - WASTE DIVERSION	FUND 114 DEV. CHGS. - PARKING	FUND 115 DEV. CHGS. - ROADS & RELATED	FUND 116 DEV. CHGS. - SANITARY/ POLLUTION	FUND 117 DEV. CHGS. - STORM & DRAINS	FUND 118 DEV. CHGS. - WATER/ WUC
AVAILABLE AT BEGINNING OF YEAR SURPLUS (DEFICIT)		1,309,337	-	-	-	-	84,442	133,764	191,320	16,417,892	1,232,417	3,944,564	4,221,002
REVENUES:													
6540	Investment Income - Other	68,232	-	-	-	-	4,660	8,615	10,631	1,034,451	79,283	220,720	249,966
6660	Developer Contributions	-	-	-	-	-	4,926	31,044	7,988	3,391,105	269,864	221,091	556,785
7052	TRANSFER From Capital Projects	-	-	-	-	-	-	-	-	-	-	-	-
7055	TRANSFER From Current Funds	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE		68,232	-	-	-	-	9,586	39,659	18,619	4,425,556	349,147	441,811	806,752
EXPENSES:													
2950	Other Prof Services-External	-	-	-	-	-	-	-	-	-	-	-	2,181
2951	INTERNAL Service Salary Allocn	1,540	-	-	-	-	102	175	226	21,503	1,625	4,789	5,332
4240	TRANSFER to Current Fund	-	-	-	-	-	-	-	-	-	-	-	-
4245	TRANSFER to Capital Fund	-	-	-	-	-	-	-	-	70,000	-	-	-
4250	TRANSFER to Reserve Account	-	-	-	-	-	-	-	-	-	-	-	-
4255	TRANSFER to Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-
4540	Bank Charges	-	-	-	-	-	36	223	5	25,179	1,766	1,218	4,229
TOTAL EXPENSES		1,540	-	-	-	-	139	398	231	116,681	3,392	6,007	11,742
AVAILABLE AT YEAR END SURPLUS (DEFICIT)		1,376,029	-	-	-	-	93,890	173,024	209,707	20,726,767	1,578,172	4,380,368	5,016,011
A/C #4245	TRANSFER TO CAPITAL, BY PROJECT DETAIL:												
Project #	Project Description												
7045018	TW Customer Service Requiremts												
7171077	Banwell Road Improvements									70,000			
7231024	2023 Fleet Addn's and Upgrades												
TOTAL TRANSFER TO CAPITAL, BY PROJECT DETAIL		-	-	-	-	-	-	-	-	70,000	-	-	-

2023 Development Charges Reserve Funds Income Statement (Year-Ending Dec. 31, 2023)

ACCT #	ACCOUNT DESCRIPTION	FUND 121 DEV. CHGS. - GENERAL GOV'T	FUND 122 DEV. CHGS. - LIBRARY	FUND 123 DEV. CHGS. - FIRE	FUND 124 DEV. CHGS. - POLICE	FUND 125 DEV. CHGS. - INDOOR RECREATION	FUND 126 DEV. CHGS. - PARK DEVEL.	FUND 127 DEV. CHGS. - TRANSIT	FUND 128 DEV. CHGS. - PW/ BUILD/ EQUIP/ FLEET	TOTAL DEV CHARGE RESERVE FUNDS
AVAILABLE AT BEGINNING OF YEAR SURPLUS (DEFICIT)		8,892	30,464	425,640	312,451	71,202	391,281	309,737	146,876	29,231,280
REVENUES:										
6540	Investment Income - Other	704	3,683	27,782	19,257	6,082	21,609	18,517	8,317	1,782,507
6660	Developer Contributions	347	38,326	106,062	55,823	39,143	17,976	79,110	38,246	4,857,838
7052	TRANSFER From Capital Projects	-	-	-	-	-	-	-	-	-
7055	TRANSFER From Current Funds	-	-	-	-	-	-	-	-	-
TOTAL REVENUE		1,051	42,009	133,844	75,079	45,225	39,585	97,627	46,563	6,640,345
EXPENSES:										
2950	Other Prof Services-External	-	-	-	-	-	-	-	-	2,181
2951	INTERNAL Service Salary Allocn	11	58	568	403	228	1,009	354	140	38,063
4240	TRANSFER to Current Fund	-	-	-	-	-	-	-	-	-
4245	TRANSFER to Capital Fund	-	-	-	-	-	-	52,000	50,000	172,000
4250	TRANSFER to Reserve Account	-	-	-	-	-	-	-	-	-
4255	TRANSFER to Reserve Fund	-	-	-	-	-	-	-	-	-
4540	Bank Charges	-	278	797	425	269	116	600	287	35,428
TOTAL EXPENSES		11	335	1,365	829	496	1,125	52,954	50,427	247,672
AVAILABLE AT YEAR END SURPLUS (DEFICIT)		9,932	72,138	558,119	386,702	115,930	429,742	354,410	143,011	35,623,953
A/C #4245	TRANSFER TO CAPITAL, BY PROJECT DETAIL:									
Project #	Project Description									
7045018	TW Customer Service Requiremts							52,000		52,000
7171077	Banwell Road Improvements									70,000
7231024	2023 Fleet Addn's and Upgrades								50,000	50,000
TOTAL TRANSFER TO CAPITAL, BY PROJECT DETAIL		-	-	-	-	-	-	52,000	50,000	172,000



Appendix F
2023 Statement of Activity - Development Charge Credits

LISTING OF OUTSTANDING CREDITS					
CREDIT HOLDER	APPLICABLE DC RESERVE FUND	Credit Balance (as at January 1, 2022)	Additional Credits Granted During Year	Credits Used by Holder During Year	Credit Balance (as at December 31, 2022)
1223244 Ontario Limited	115 - Roads & Related	\$1,282,218.50	\$ -	\$ -	\$1,282,218.50
South Windsor Development Company	117 - Storm & Drains	\$360,827.50	\$ -	\$ -	\$360,827.50
TOTAL OUTSTANDING CREDITS:					<u><u>\$1,643,046.00</u></u>

March 4, 2024

REPORT NO. 51
of the
INTERNATIONAL RELATIONS COMMITTEE (IRC)
Meeting held January 17, 2024

Present: Councillor Angelo Marignani, Chair
Councillor Renaldo Agostino
Councillor Fred Francis
Councillor Ed Sleiman
Lubna Barakat
Saiful Bhuiyan
L.T. Zhao

Your Committee submits the following recommendation:

Moved by Councillor Fred Francis, seconded by Councillor Ed Sleiman,

That the Draft Twin City/Friendship City Policy for the City of Windsor,
attached as Appendix "A" **BE ADOPTED AS AMENDED.**
Carried.

Clerk's Note: The Report of the Council Assistant dated January 17, 2024
entitled "Establishment of a Friendship City Program/Draft Policy is **attached.**
Also **attached** is the Draft Twin City/Friendship City Policy.

NOTIFICATION		
International Relations Committee	On file	



Subject: Establishment of a Friendship City Program/Draft Policy

Reference:

Date to the International Relations Committee: January 17, 2024
Author: Sandra Gebauer, Council Assistant
519-255-6100 x 6331
sgebauer@citywindsor.ca

To: Members of the International Relations Committee

Recommendation:

This information is **BROUGHT FORWARD** to the International Relations Committee for Information and for direction.

Background:

At the July 31, 2023 meeting of the International Relations Committee, Councillor Francis asked that an informal report be brought back to the Committee regarding Friendship Cities and the following motion was made:

*Moved by Councillor Fred Francis, seconded by Councillor Renaldo Agostino,
That Administration **BE REQUESTED** to bring back a draft policy/framework for the establishment of a Friendship City Program.
Carried.*

Currently, the City of Windsor has 12 twin cities. However, some of these Twin city relationships have been inactive for some time. The Committee often receives requests from cities looking to establish twin city/sister city relationships.

The Current policy, established in 2007 and last updated in 2017, states the following:

5.1.1 Request for twinning's should be community driven, supported by a formal organized cultural/ethnic association and must demonstrate that a sustainable relationship can be maintained.

5.1.2 Legitimate and active organizational structure should exist in the related ethnic community to support twinning activities (i.e. hosting visiting delegations, providing translation services, conducting meetings/tours/receptions with their business community).

5.1.3 The proposed Twin City should demonstrate certain identifiable similarities or mutual interests with potential for reciprocal cultural, educational and economic benefits.

5.1.4 Details of a twinning proposal must be submitted in writing to the Mayor of Windsor, outlining a long-term plan and the community's responsibility for sustaining ongoing activities.

Discussion:

In 2023 alone, the International Relations Committee has received three requests for twinning from cities in Ukraine, the United States and Turkey and, based on the current Twin City policy, most requests would be quickly disregarded.

Current twin city relationships have been formed, in accordance with the current policy, with the effort and support of local communities and organizations and have been based on educational, cultural, social and economic based exchanges although over time, a number of these twin city relationships have become inactive. In the case of Saltillo Mexico however, a relationship that had been dormant for several years was suddenly revived when an invitation to participate in a Children's Art Exchange was accepted by Saltillo. This event once again opened the lines of communication and a visit by the Mayor of Saltillo and a delegation followed.

Friendship city programs were reviewed in several North American municipalities including: Toronto, Ontario; Vaughan, Ontario; Vancouver, British Columbia; Victoria, British Columbia; Burnaby, British Columbia; Irvine, California; San Antonio, Texas and Dallas, Texas. The objective of this report is to demonstrate the differences between "Friendship City Programs" and "Twin City Programs" by comparing various municipalities, in an effort to assist in preparing a draft policy as it relates to friendship cities. It is important to note that for the purpose of this report the terms sister city and twin city are interchangeable.

Cities in Canada

Toronto, Ontario

The City of Toronto currently has an "International Alliance Program", comprised of four Partnership Cities and six Friendship Cities. Toronto's "Partnership City Program" is similar to the Twin city or Sister city programs in other municipalities. Partner City activities are driven by city staff and focus heavily on economic development goals such as building business links, increasing Toronto's profile, cultural exchanges and promoting trade.

Friendship city activities are driven by the community with endorsement from the City through a Council representative. Official activities include preparing official letters of greeting and flag-raising ceremonies on dates of significance to the Friendship city.

The difference between Partner and Friendship was largely surrounding the nature of the engagement - Partnership Cities engagement was focused on economic development, whereas Friendship Cities engagement was led by the community with endorsement from a Councillor and were largely focused on cultural/community components.

The City of Toronto's International Alliance Program is currently being reviewed as part of a Council direction.

Vaughan, Ontario

The City of Vaughan currently has six Friendship Cities and one Twin City however in this municipality, the term friendship and twin is interchangeable. Vaughan's partnership agreements are either Cultural, which promote the ethnic, linguistic and cultural diversity of the city and generate tourism or Economic, which promote collaboration and the exchange of economic development best practices, facilitate business relationships, attract investment and promote export development. Both partnership agreements serve to increase the City's profile nationally and on the world stage.

The City of Vaughan also has Letters of Agreement/Memorandums of Understanding that are symbolic and ceremonial expressions of general interest between the City and an Organization. These agreements are non-binding and are related to a common economic or cultural goal and have a start and end date.

Vancouver, British Columbia

The City of Vancouver has five Sister Cities and are no longer entering into sister city agreements. The current sister city relationships are supported by staff of the Municipality as well as community groups that work together to share information and promote educational exchanges and economic development.

In July of 2022 Vancouver established their Friendship City Program, which is less formal than their Sister city Program and whose purpose is to facilitate city to city partnerships that strengthen cultural and business relationships internationally and are directed by a Memorandum of Understanding (MOU) with measurable objectives. The terms for the Friendship city MOUs are for five years with an option to renew for one additional five-year term. Friendship city relationships are initiated and operated by local non-profits representing a group of residents or business in Vancouver with an active relationship with a proposed friendship city. In addition, the local non-profit is responsible for all activities and costs associated with the friendship cities. At this time Vancouver does not have any friendship cities.

Victoria, British Columbia

Victoria, BC has four Twin Cities and two Friendship Cities. The relationships with both the Twin and Friendship Cities promote economic development and strengthen tourism, higher education and technology sectors and provide benefits for local businesses from the contacts and potential partnerships that the relationships provide. Friendship city relationships are less formal even though they do share a similar purpose. For the City of Victoria, the title recognizes friendships and exchanges between cities without official Twin City Agreements and is seen as the first step towards recognition as an official Twin City.

Burnaby, British Columbia

Burnaby, BC currently has four sister cities and eight Friendship city relationships. While both spread economic and cultural awareness, Burnaby's Sister city relationships were initiated by the Mayor of one of the cities due to similarities in size, structure and economic interests. Whereas Burnaby's Friendship city relationships were initiated under the Asia Pacific Initiative, funded by the Province of BC in an effort to help develop the strategies necessary to better integrate British Columbia with Asia Pacific, with a goal for BC to be recognized internationally as North America's capital for Asia Pacific commerce and culture.

Cities in the United States

"Sister cities international", the organization that helps to establish Sister city relationships between cities in the United States and cities worldwide and who is responsible for registering and coordinating these relationships, describes Friendship city relationships as less formal than sister cities and indicates that in some cities Friendship city is often used as a first stage in the relationship and after it is strengthened and the partners are sure they want a long-term relationship will become sister cities.

Irvine, California

Irvine California has four Sister Cities and one Friendship City. While the Sister city relationships are broad-based, long term partnerships approved by the top elected officials of the two communities and have the potential to generate cultural and educational exchanges, investment, trade and tourism, Friendship city relationships allow the City to initiate relationships on a less formal basis. The main goal of the Friendship city relationships is to establish communication between the municipal governments and to learn from one another. Friendship city agreements must be approved by City Council and consideration is given to cities comparable in size, culture and business.

San Antonio, Texas

In addition to their twelve sister cities, the City of San Antonio, Texas currently enjoys three Friendship city relationships and view these as unique opportunities to explore partnerships with residents in foreign communities, explore compatibility and the understanding and resources needed to maintain the relationship. Friendship city Agreements can be made between Mayors through a Memorandum of Understanding (MOU) that endorses the link between the municipalities. It is interesting to note that a fourth Friendship city relationship with Baguio, Philippines, which was established in 2022, just recently upgraded to a Sister city partnership following the signing of an agreement.

Dallas, Texas

The City of Dallas, Texas has seven sister cities and two Friendship cities. Proposals for new sister cities must have strong community support and must have strong economic and cultural ties. In addition to meeting the criteria, it is recommended that a Friendship agreement is signed by the Mayor or an elected official for a minimum of one year before entering into a full Sister city agreement, as a way of demonstrating the feasibility of a long term relationship.

Summary:

Based on the information above it is clear that although the purpose of both the twin city relationships and the friendship city relationships serve the same purpose, which includes enhancing a city's international image, promoting commercial, cultural and educational ties and fostering a greater cultural understanding, Friendship city relationships are less formal than Twin or Sister city relationships. In many instances these less formal relationships act as the first step in establishing a more formal, longer term association and are confirmed by an MOU rather than a full formal agreement. The City of Vancouver, does impose a five-year term limit, with an opportunity to extend the agreement for an additional five years.

Should the International Relations committee agree to establish a Friendship City Program, imposing a similar term limit would allow for Committee to evaluate the partnership and its value and recommend a full Twin city relationship or in the event that the Committee deems the relationship insignificant, it can simply allow it to end.

Financial Matters:

The International Relations Committee's yearly budget is \$15,000 and because of the nature of the Committee and the potential expenses incurred for both inbound and outbound delegations, in addition to any initiatives, gifts, etc., the Committee has in the past requested a carry forward of unused funds from previous years. The addition of a Friendship City Program could be established within the current budget.

Consultations:

In consultation with the City of Windsor's Corporate Policy Coordinator, a draft Twin City/Friendship City Policy was created that incorporates the current Twin City Policy, which is at this time scheduled to be reviewed and includes the proposed guidelines for the addition of Friendship cities.

Conclusion:

The City of Windsor currently has twelve twin cities, of which only six are somewhat active. The City is often contacted by other cities to form relationships however, based on the current Twin City Policy some of these possible partnerships do not seem feasible. There are cities that have a less formal Friendship city program which allows them to consider city to city relationships that are less formal, do not require a formal agreement and serve as a first step in establishing a formal twin city bond. The City of Vancouver's friendship city agreements expire at the end of five years with an option to renew and this is something that could be beneficial to Windsor as it serves as a mechanism for allowing relationships to have a natural conclusion if they are no longer active, or no longer share similar values.

Appendices:

Appendix A – Draft Twin City/Friendship City Policy

THE CORPORATION OF THE CITY OF WINDSOR POLICY

Service Area:		Policy No.:	
Department:		Approval Date:	
Division:		Approved By:	
		Effective Date:	
Subject:	Twin City/Friendship City Policy	Procedure Ref.:	
Review Date:		Pages:	Replaces:
Prepared By:			Date:

1. POLICY

1.1. A policy outlining the criteria necessary for entering into international friendship and twin city relationships with the City of Windsor.

2. PURPOSE

2.1. This Policy outlines the necessary steps and processes associated in the creation or establishment of entering into a new friendship and/or twin city agreement with another international municipality.

3. SCOPE

3.1. This policy will apply to all proposed friendship and twin city requests made from within the Windsor community or received by the Mayor of the City of Windsor from any international city, municipality or district.

4. DEFINITIONS

4.1. **Twin City** refers to a form of legal agreement between two geographically and politically distinct localities for the purpose of promoting cultural and commercial tie. For the purposes of this policy, Twin Cities are defined by a formal request brought to and approved by Council upon recommendation of the International Relations Committee.

4.2. **Friendship City** refers to a less formal agreement between localities. For the purposes of his report, Friendship Cities are characterized by the signing of a Memorandum of Understanding between Mayor's Offices. It is to be used as a first stage in the 'Twinning' relationship and if successful may lead to a formal Twin-City Agreement

5. RESPONSIBILITY

5.1. City Council will be responsible for:

- 5.1.1. Reviewing and approving new twin city agreements or partnerships.
- 5.2.** The Mayor's Office will be responsible for:
 - 5.2.1. Communicating City Council's resolution regarding a proposed new twin city relationship.
 - 5.2.2. Reviewing recommendations from the International Relations Committee regarding Friendship City requests and approving, if desired, the relationship through a Memorandum of Agreement.
- 5.3.** The Office of the City Clerk will be responsible for:
 - 5.3.1. The collection and cataloguing of official records, letters, agreements or charters when entering into a Friendship City or Twinning Agreement with the City of Windsor, including future correspondence between cities.
- 5.4.** The International Relations Committee (IRC) will be responsible for:
 - 5.4.1. Exploring and investigating new friendship and twin city relationships.
 - 5.4.2. Submitting a recommendation to the Mayor and Council regarding proposed friendship or twinning requests after a formal request has passed through the Mayor's Office and/or a formal investigation has been completed by the committee. Recommendations to City Council will follow normal protocols in the governance model process.
 - 5.4.3. Reviewing this policy and any associated procedures and forms every five years.

6. GOVERNING RULES AND REGULATIONS

- 6.1.** Request for Friendship City Relationships should be community driven, supported by a formal organized cultural/ethnic association and must demonstrate that a sustainable relationship can be maintained.
 - 6.1.1. Legitimate and active organizational structure should exist in the related ethnic community to support friendship- based activities (i.e. hosting visiting delegations, providing translation services, conducting meetings/tours/receptions with their business community).
 - 6.1.2. The proposed friendship city should demonstrate certain identifiable similarities or mutual interests with potential for reciprocal cultural, educational and economic benefits.
 - 6.1.3. Friendship City relationships should be maintained for a minimum 5-year term, with the option to extend for an additional 5-year term.
 - 6.1.4. Friendship City relationships should be evaluated at the end of each defined term to determine if the relationship has seen any benefit and/or measurable results that the City of Windsor and the partner organization expect as a result of the Partnership.
 - 6.1.5. If Friendship City partnerships receive a successful evaluation, the option to formalize the relationship into a twinning relationship may be exercised as per section 6.2 of this policy
- 6.2.** Request for twinning's should also be community driven, supported by a formal organized cultural/ethnic association and must demonstrate that a sustainable relationship can be maintained.

- 6.2.1. As with Friendship Cities, legitimate and active organizational structure should exist in the related ethnic community to support twinning activities and The proposed twin city should demonstrate certain identifiable similarities or mutual interests with potential for reciprocal cultural, educational and economic benefits.
- 6.2.2. Details of a twinning proposal must be submitted in writing to the Mayor of Windsor, outlining a long-term plan and the community's responsibility for sustaining ongoing activities.
- 6.2.3. If recommended by the IRC and approved by Council, a formal letter of interest is to be forwarded to the Mayor of the proposed twin city.
- 6.2.4. If the proposed twin city approves Windsor's proposal, a formal signing protocol will be arranged.
- 6.2.5. The twinning charter can be dissolved upon the mutual agreement between the twin cities.
- 6.2.6. If a twinning request is received from another city outside of the friendship city realm, the request will be reviewed by the IRC and one or more of the following actions may occur;
 - 6.2.6.1. Investigate and forward a recommendation to the Mayor's Office for decision on Twinning Agreement.
 - 6.2.6.2. Review the request and offer a recommendation to the Friendship City program.

7. RECORDS, FORMS AND ATTACHMENTS

- 7.1. Records are the responsibility of The Office of the City Clerk and will be kept in accordance with the Records Retention Bylaw #21-2013 as amended from time to time.

Appendix A
Aerial Image of Subject Parcel



APPENDIX "A"

LANDS PROPOSED TO BE EXPROPRIATED

Municipal Address & Interested Parties	Land to be Expropriated	Type of Acquisition
Russell Street Property Holdings Inc.	Part Water Lots in Front of Park Lot 'B', Registered Plan 40 and Part of Russell Street, Registered Plan 40, designated as Parts 7, 8, 10, 11, 12, 13, 14, 15, 18, 19, 20, 21, 22 & 31 on 12R-29642, being Part of PIN 01553-0455 (LT)	Permanent Sewer Easement
	Part Water Lots in Front of Park Lot 'B', Registered Plan 40, designated as Parts 9, 23, 24, 32, 33 & 34 on 12R-29642 being Part of PIN 01553-0455 (LT)	Fee Simple
3800 Russell Street, Windsor ON N9C 4H1	Part Water Lots in Front of Park Lot 'B', Registered Plan 40, Part of Grove Street, Registered Plan 40 and Part of Russell Street, Registered Plan 40, designated as Parts 2, 4, 5, 6, 16, 17, 25, 26, 27, 28, 29 & 30 on 12R-29642 being Part of PIN 01553-0455 (LT)	Temporary Working Easements commencing on registration of the plan of expropriation and expiring forty two (42) months after registration
	Part Water Lot in Front of Park Lot 'B', Registered Plan 40 and Part of Grove Street, Registered Plan 40, designated as Parts 1 & 3 on 12R-29642 being Part of PIN 01553-0455 (LT)	Temporary Access Easement commencing on registration of the plan of expropriation and expiring forty two

		(42) months after registration
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