CITY OF WINDSOR AGENDA 2/23/2022

Environment, Transportation & Public Safety Standing Committee Meeting

Date: Wednesday, February 23, 2022
Time: 4:30 o'clock p.m.

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

All members will be participating electronically and will be counted towards quorum in accordance with Procedure By-law 98-2011 as amended, which allows for electronic meetings during a declared emergency. The minutes will reflect this accordingly.

MEMBERS:
Ward 1 – Councillor Fred Francis

Ward 2 – Councillor Fabio Costante

Ward 4 – Councillor Chris Holt (Chairperson)

Ward 8 – Councillor Gary Kaschak

Ward 9 – Councillor Kieran McKenzie

ORDER OF BUSINESS

Item # Item Description

1. **CALL TO ORDER**

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

2. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

3. **ADOPTION OF THE MINUTES OF THE ETPS STANDING COMMITTEE**

3.1. Adoption of the Environment, Transportation & Public Safety Standing Committee minutes of its meeting held January 26, 2022 (**SCM 33/2022**)

4. **REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS**

5. **COMMUNICATIONS**

6. **PRESENTATIONS AND DELEGATIONS**

7. **COMMITTEE MATTERS**

7.1. Essex-Windsor Solid Waste Authority - Regular Board Meeting Minutes, November 2, 2021 (**SCM 17/2022**)

7.2. Minutes of the Windsor Bicycling Committee of its meeting held December 2, 2021 (**SCM 38/2022**)

8. **ADMINISTRATIVE ITEMS**

8.1. Kildare Road (Ottawa to Tecumseh) Traffic Calming & Bikeway - Ward 4 (**S 9/2022**)

9. **TRANSIT BOARD ITEMS**

9.1. West End Transit Terminal - Completion Report (Ward 2) (**S 8/2022**)

9.2. Transit Windsor Master Plan 2021 Update - Year 1 - City Wide (**S 10/2022**)

9.3. Transit Windsor 2021 Service Performance Update - City Wide (**S 12/2022**)

10. **ADOPTION OF TRANSIT BOARD MINUTES**

11. **QUESTION PERIOD**

12. **ADJOURNMENT**

Item No. 3.1

Committee Matters: SCM 33/2022

Subject: Adoption of the Environment, Transportation & Public Safety Standing Committee minutes of its meeting held January 26, 2022

CITY OF WINDSOR MINUTES 01/26/2022

Environment, Transportation & Public Safety Standing Committee Meeting

Date: Wednesday, January 26, 2022
Time: 4:30 o'clock p.m.

Members Present:

Councillors
Ward 1 - Councillor Francis
Ward 2 - Councillor Costante (Vice Chairperson)
Ward 8 - Councillor Kaschak
Ward 9 - Councillor McKenzie

Member Regrets
Ward 4 - Councillor Holt

Clerk's Note: Members participated via video conference, in accordance with Procedure By-law 98-2011 as amended, which allows for electronic participation during a declared emergency.

ALSO PARTICIPATING VIA VIDEO CONFERENCE ARE THE FOLLOWING FROM ADMINISTRATION:

Chris Nepszy, Commissioner of Infrastructure Services
Phong Nguy, Executive Director of Operations / Deputy City Engineer
Shawna Boakes, Senior Manager of Traffic Operations & Parking
Karina Richters, Supervisor of Environmental Sustainability & Climate Change
Patrick Winters, Development Engineer
Sandra Gebauer, Council Assistant
Anna Ciacelli, Deputy City Clerk / Supervisor of Council Services

1. CALL TO ORDER

The Chairperson calls the meeting of the Environment, Transportation & Public Safety Standing Committee to order at 4:31 o'clock p.m.

2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

3. ADOPTION OF THE MINUTES OF THE ETPS STANDING COMMITTEE

3.1. Adoption of the Environment, Transportation & Public Safety Standing Committee minutes of its meeting held November 24, 2021

Moved by: Councillor Francis
Seconded by: Councillor Kaschak

THAT the minutes of the Environment, Transportation & Public Safety Standing Committee meeting held November 24, 2021 **BE ADOPTED** as presented.
Carried.

Report Number: SCM 375/2021

4. REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS

None requested.

5. COMMUNICATIONS

None presented.

6. PRESENTATIONS AND DELEGATIONS

See Item 8.1.

7. COMMITTEE MATTERS

7.1. Minutes of the Windsor Essex County Environment Committee of its meeting held November 18, 2021

Moved by: Councillor Francis
Seconded by: Councillor McKenzie

Decision Number: **ETPS 876**
THAT the minutes of the Windsor Essex County Environment Committee of its meeting held November 18, 2021 **BE RECEIVED**.
Carried.

Report Number: SCM 400/2021
Clerk's File: MB2021

7.2. Minutes of the Transit Windsor Advisory Committee of its meeting held November 30, 2021

Moved by: Councillor Francis
Seconded by: Councillor McKenzie

Decision Number: **ETPS 877**
THAT the minutes of the Transit Windsor Advisory Committee of its meeting held November 30, 2021 **BE RECEIVED**.
Carried.

Report Number: SCM 2/2022
Clerk's File: MB2021

7.3. Essex Region Conservation Authority 2022 Fee Schedule

Moved by: Councillor Francis
Seconded by: Councillor McKenzie

Decision Number: **ETPS 878**
THAT the Essex Region Conservation Authority 2022 Fee Schedule **BE RECEIVED**.
Carried.

Report Number: SCM 12/2022
Clerk's File: GP2022

8. ADMINISTRATIVE ITEMS

8.1. Request for Funding | Sewer, Pavement, and Watermain Rehabilitation on Arthur Road from Ontario Street South to Via Rail Tracks

Mark McCloskey, Engineer for Dior Homes

Mark McCloskey, Engineer for Dior Homes, appears before the Environment, Transportation & Public Safety Standing Committee regarding the administrative report, “Request for Funding | Sewer, Pavement, and Watermain Rehabilitation on Arthur Road from Ontario Street South to Via Rail Tracks” and is available for questions.

Councillor Kaschak asks when the construction is anticipated to begin should Council provide approval. Mr. McCloskey indicates that they hope to have the drawings completed and tendered late April or early May and then construction to begin shortly thereafter with an anticipated completion date of late August.

Moved by: Councillor Kaschak
Seconded by: Councillor McKenzie

Decision Number: **ETPS 879**

1. THAT Council **APPROVE** a total project budget in the amount of $1,135,745, (including applicable taxes) and estimated recoveries of $341,620 for sewer, watermain, and pavement rehabilitation on Arthur Road, from Ontario Street South to the Via Rail Tracks; and,

2. THAT Council **APPROVE** the transfer of funds to a new project, required to fund the City share estimated at $794,125, as follows:

    a. $684,125 from Project 7035119 (New Infrastructure Development)

    b. $110,000 from Project 7143003 (Ouellette Avenue Streetscape Phase 6) and to close this project; and,

3. THAT subject to the results of the tender falling within the approved budget, the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign a contract with the low bidder satisfactory in form to the Commissioner of Legal & Legislative Services; in financial content to the Chief Financial Officer and City Treasurer; and in technical content to the Commissioner of Infrastructure; and,

4. THAT the CAO and City Clerk **BE AUTHORIZED** to execute a Servicing Agreement with 1318805 Ontario Limited for the proportionate share of infrastructure identified under Recommendation 1 needed to service MB #’s 909 to 957 Arthur Road, satisfactory in form to the Commissioner of Legal & Legislative Services and in content to the Commissioner of Infrastructure Services in accordance with the following terms:

a. The relevant general servicing requirements as detailed by CR233/98;

b. Cost Sharing – 1318805 Ontario Limited agrees to pay to the Corporation of the City of Windsor $187,020 (based on estimated construction costs, final payment to be based on actual progress certificate payments) representative of 1318805 Ontario Limited's share of sanitary sewer, storm sewer, and road rehabilitation costs on Arthur Road from Ontario Street South to the Via Rail Tracks (24% of mainline sanitary sewer, storm sewer, and road rehabilitation costs, and 100% of costs for individual sanitary laterals, storm laterals, and water services for MB #'s 909 to 957 Arthur Road). Timing for the payment to be as follows:
   i. 50% upon the closing of the tender identified under Recommendation 3;
   ii. Balance prior to the issuance of construction permits for 909, 915, 921, 927, 933, 939, 945, 951, and 957 Arthur Road.

Carried.

Report Number: S 159/2021
Clerk's File: SW2022

9. TRANSIT BOARD ITEMS

None presented.

10. ADOPTION OF TRANSIT BOARD MINUTES

None presented.

11. QUESTION PERIOD

None registered.

12. ADJOURNMENT

There being no further business, the Environment, Transportation & Public Safety Standing Committee is adjourned at 4:34 o'clock p.m. The next meeting of the Environment, Transportation & Public Safety Standing Committee will be held February 23, 2022.
Carried.

Ward 2 – Councillor Costante
(Vice Chairperson)

Deputy City Clerk /
Supervisor of Council Services

Item No. 7.1

Committee Matters: SCM 17/2022

Subject: Essex-Windsor Solid Waste Authority - Regular Board Meeting Minutes, November 2, 2021

Essex-Windsor Solid Waste Authority
Regular Board Meeting
MINUTES

Meeting Date: **Tuesday, November 2, 2021**

Time: **Regular Session – 4:00 PM**

Location: **Zoom Meeting**

Attendance

Board Members:

Aldo DiCarlo – Chair	County of Essex
Marc Bondy	County of Essex
Hilda MacDonald	County of Essex
Gary McNamara	County of Essex (Ex-Officio)
Leo Meloche	County of Essex
Gary Kaschak – Vice Chair	City of Windsor
Kieran McKenzie	City of Windsor
Jim Morrison	City of Windsor
Ed Sleiman	City of Windsor

EWSWA Staff:

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

City of Windsor Staff:

Anne Marie Albidone	Manager of Environmental Services
Tony Ardovini	Deputy Treasurer Financial Planning
Tracy Beadow	Project Administrator
Natasha Gabbana	Manager of Performance Measurement & Financial Administration

County of Essex Staff:

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

Absent:

Drew Dilkens	City of Windsor (Ex-Officio)
Cindy Becker	Financial Planning Administrator (City of Windsor)
Chris Nepszy	City Engineer/Commissioner of Infrastructure Services

Attendance

Others:

Wes Muir	Veolia
Rusty Thomson	Bell Media
Christina Nader	Bell Media
Kim Verbeek	Councillor, Town of Essex
Shawna Boakes	City of Windsor

1. Call to Order

The Chair called the meeting to order at 4:06 pm.

2. Roll Call of Board Members Present

Marc Bondy – Present
Aldo DiCarlo – Present
Gary Kaschak – Present
Hilda MacDonald – Present
Kieran McKenzie – Present (arrived 4:16 pm)
Gary McNamara – Present
Leo Meloche - Present
Jim Morrison – Present
Ed Sleiman – Present

3. Declaration of Pecuniary Interest

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

4. Approval of the Minutes

A. October 5, 2021 Regular Meeting Minutes

Moved by Ed Sleiman
Seconded by Marc Bondy
THAT the minutes from the Essex-Windsor Solid Waste Authority Regular Meeting, dated October 5, 2021, be approved and adopted.

87-2021
Carried

5. Business Arising from the Minutes

No items were raised for discussion.

6. Correspondence

A. Town of Essex
Resolution RE Alternative sites for Hosting Future Organic Waste Programs

The General Manager stated that the Town of Essex is seeking receipt of the correspondence.

Moved by Gary Kaschak
Seconded by Leo Meloche
THAT the Board receive the correspondence from the Town of Essex.

88-2021
Carried

7. Delegations

There were no delegations present.

8. Waste Diversion

A. EWSWA Administration Appearing before Essex County Council on October 20, 2021

The General Manager stated that per the request of the EWSWA Board, she appeared before County of Essex Council on October 20, 2021. An update on the progress of the project was provided to Council as well as a request for consideration from County of Essex Council for a Regional approach to the Food and Organics Waste Management Project as it relates to the participation from municipalities and report its decision back to the Essex-Windsor Solid Waste Authority no later than December 31, 2021. The members of County Council were also advised that the Authority will be seeking to visit each of the individual municipal councils to provide a presentation and give each of the Councils an opportunity to ask questions relating to the organics project.

The General Manger stated that the report presented to County Council was included in the agenda package. Many of the County Council members had similar concerns as EWSWA Board members as it relates to the cost of the project and the location of the facility. She acknowledged that the EWSWA Board members that are members of County Council provided valuable input. They confirmed why a regional approach should be considered as well as confirmed some of the challenges that the EWSWA has been facing as we

have gone through this process over the last year and a half. Ultimately, County Council approved the recommendation that Essex County Council consider a regional approach for a food and organics waste management project as it relates to participation from municipalities and report its decision back to the Essex-Windsor Solid Waste Authority no later than December 31, 2021.

Moved by Marc Bondy
Seconded by Hilda MacDonald
THAT the Board receive the report as information.

89-2021
Carried

B. Status of the Organics Presentation at Municipal Councils

The General Manager provided an update regarding the scheduled presentations to the County municipal Councils. As requested by the Board, presentations have been scheduled with the seven County municipalities. It was requested by Mayor Tom Bain of Lakeshore that the Authority try to first schedule the municipalities that do not have a current requirement and do not have representation on the Authority Board. The General Manager stated that the Authority has been able to accomplish this.

Authority Administration will be a delegation at each of the seven County municipal Council meetings and will be presenting a PowerPoint presentation. Hopefully, the presentation will provide information and facilitate discussion.

Mr. Morrison asked if there has been a date scheduled for the City of Windsor.

The General Manager stated that a date has not been scheduled at this time as Administration prioritized the County municipalities so they could respond by December 31, 2021.

Mr. Morrison noted the last presentation to LaSalle on December 14, 2021. He asked if this gives the municipalities enough time for them to evaluate their consideration on a very important decision.

The General Manager stated that many municipalities are reviewing their budgets at this time. All of the municipalities immediately responded with their availability. The challenge is that most of the Council meetings are on Mondays and Tuesdays, therefore based on availability, two of the municipalities had to be scheduled in December. She noted that this is not an ideal situation but this is when they were available.

Moved by Ed Sleiman
Seconded by Jim Morrison
THAT the Board receive the report as information.

90-2021
Carried

9. Waste Disposal

There are no Waste Disposal items for November 2, 2021.

10. Finance & Administration

A. 2022 Budget Overview

The General Manager referred to the budget report on page 37 of the agenda package. The purpose of the report is to recommend approval of the 2022 expenditure budget estimates as well as the budget estimates related to non-municipal revenue.

The report also recommends approval of a 4.1% increase to the 2021 amount budgeted to be assessed to the City of Windsor and the seven (7) County municipalities. This increase equals approximately $536,000. This increase is comprised of two components. The first component is a $1.00 increase on tipping fees assessed on waste delivered for disposal. The tipping fee will increase from $39.00 to $40.00 per tonne. This increase is approximately $106,000. The other component is an increase on the fixed amount assessed to municipalities based on population which equates to approximately $430,000.

The General Manager noted there has been an upward trend in municipal delivered refuse for disposal. Municipal tonnage is projected to increase from 106,400 tonnes in 2021 to 111,350 tonnes for 2022. If these tonnes are received and the trend continues, this would result in an increase of approximately $200,000.

The General Manager presented in detail the balance of the 2022 Budget Overview report and identified the budget approval process, the 15-year forecast, operating expenditures, revenue sources and the breakdown between the City of Windsor and the seven (7) County municipalities. The 2021 budget included a deficit of approximately $2.6 million. The 2021 projection is a surplus of $1.6 million. In 2022, the deficit will be approximately $1.2 million which is funded by the Rate Stabilization Reserve.

Mr. Meloche commented on the volatility of the recycling material market. He indicated concerns regarding market trends.

The General Manager stated that the 15-year forecast does have a conservative revenue estimate of $3 million from the sale of recyclable material. There are two (2) numbers included in the 15-year forecast, the blue box funding and the recycling revenue. Between these two items combined, we have a $5 million allocation of revenue. When the revenue goes down, the blue box funding goes up and when the revenue goes up, the blue box funding goes down. The intent of the blue box funding is to fund 50% of the net cost of the blue box program.

Mr. McKenzie asked how the volumes of material collected impacts recycling revenue.

The General Manager stated that for 2022, the Authority is projecting the same volume with a slight decrease in newsprint because the Authority is seeing roughly a 3% decrease annually due to less material being out in the market. Approximately 1,000 tonnes over the budget figure was collected but that is not driving the recycling revenue. It is strictly based on commodity prices. There are different ways to get higher tonnages or try to attract more material into the system and that is through either moving to a weekly recycling program and also providing a disincentive which would be moving to a bi-weekly garbage collection to try and force residents to put more material into their blue box. Normally you would not look at doing any type of disincentive program when it comes to waste until you have a weekly organics collection for kitchen waste. These would be the opportunities going forward. Unfortunately, the Blue Box Extended Producer Responsibility framework states that only bi-weekly recycling is going to be mandatory when the producers assume responsibility of the program.

Mr. Kaschak stated that are residents in his Ward that moved to the area from Toronto are discouraged by the recycling program. In Toronto, they are used to placing everything into one recycling container without separating. Mr. Kaschak asked if there has been a cost analysis done on placing everything in one container versus the cost of separating. He asked if this is something that we should look at in the future with these high commodity prices.

The General Manager referred the question to the Manager of Waste Diversion to provide information regarding dual versus single stream recycling.

The Manager of Waste Diversion stated that when you look at market prices in the recycling industry, a two-stream is preferred as less contamination is generated because the streams are segregated at the curb by the residents. Less contamination in the final product generates higher revenue prices. With the upcoming EPR, for us to move to a single stream would require a major retool and potentially even another processing facility. In Windsor, the Authority has two separate facilities, one for container material and the

other for fibre. If all the materials came in together and not separated, we would need another facility to further separate it before it could even enter the two facilities we have. At this point, with the EPR coming, it would not make sense to move to a single stream.

The General Manager described the increase in recycling revenue and referred to the Recycling Commodity Price chart on page 46 of the agenda package. She noted the budgeted price for aluminum in 2021 was approximately $1,300 per tonne and currently we are receiving $2,000 per tonne. The plastic pricing (HDPE) which includes hard sided containers is significantly higher. The Authority is also receiving record pricing for OCC (cardboard) and have never seen pricing closer to $300 for OCC material in the history of the recycling program.

Mr. McNamara stated he sees commodity prices staying high. He sees a continued growth in terms of pricing on the plastics.

The General Manager referred to the Manager of Waste Diversion to comment on the market trend analysis and what she is hearing from the buyers.

The Manager of Waste Diversion stated that indications are that there will not be drastic decreases like what we saw in 2018 and 2019. Plastics prices have come down but they are still high.

The General Manager read the recommendations as follows:

1. Approve the Expenditure and Revenue budget figures included in the budget document as well as the municipal fixes costs assessment.

2. Increase the Total Waste Management Fee of $1.00 per tonne, from $39.00 to $40.000 per tonne. This is the fee assessed to municipalities each time refuse is delivered for disposal.

3. An increase in the fixed cost to the City of Windsor and the seven (7) County municipalities based on the 2016 census population figures.

   The General Manager noted that the 2021 updated census figures are scheduled to be published in 2022. While the total amount will not change, the allocation between the City of Windsor and the seven (7) County municipalities will change based on that population change. Once the final census numbers are received, a reconciling adjustment billing will be completed.

4. Approve the Fee Schedule.

5. That the 2021 surplus will be funded or be contributed to the Rate Stabilization Reserve.

6. That any deficit in 2022 would be contributed from the Rate Stabilization Reserve.

Mr. Sleiman stated that we always lose some customers with an increase in fees. He asked if we anticipate losing customers going to Detroit with the $1.00 increase because it is cheaper to dispose of garbage across the border.

The General Manager stated that we have implemented a $1.00 per tonne increase across the board. It's not our opinion that this is going to materially drive waste across the border. She does not believe a slight increase to our existing customer base will drive current customers away.

Mr. McKenzie asked if any thought was given to the reallocation of any of the surpluses to any of the other expenses or the rate increases that we are contemplating. The Rate Stabilization Reserve is $8.3 million and projected to be $7.2 in the following year and we are well ahead of schedule there. Mr. McKenzie asked what went into the decision making to bank those surpluses and what the Board is being recommended to do.

The General Manager stated that the Technical Staff Committee acknowledged that there is a significant surplus for this year. What led them to continue as scheduled with the 4.1% increase was the goal to get to a balanced budget. The Authority is still projecting large deficits going forward with the potential decrease in blue box funding and the significant increase in the hauling tender. The forecast includes a large deficit in the Rate Stabilization Reserve. The goal is always to have in excess of approximately $4 million in the Rate Stabilization Reserve. So even on the path that we are on now, we are not going to be replenishing the Rate Stabilization Reserve until 2030. The Tech Staff looks at the 15-year forecast and scrutinizes it even closer than the actual budget document. With the potential of rolling out an organics program in 2025-2026, it was the committee's opinion to get to a balanced budget as well as start building up the Rate Stabilization Reserve. This was the rationale for the 4.1% increase.

Mr. McKenzie asked if the $100,000 set aside in 2022 for the organics RFP is a sufficient amount to proceed.

The General Manager stated that in 2019, $2 million was re-allocated from the Rate Stabilization Reserve to a new Waste Diversion Reserve. To date, expenses have been approximately $187,000 for the GHD consultant and the peer review. There are adequate funds in the Waste Diversion Reserve for any 2022 costs. Any surplus that is left in this reserve would potentially

go to fund some of the costs at the onset, such as the purchase of bins for each household.

Mr. Morrison stated the Board has agreed early on to a 4.1% increase to achieve a balanced budget. He noted that the increase of $39 to $40 tipping fee added to the 4.1% increase would be a 5.3% increase to Windsor. He asked if this should be added on to the burden of the municipalities at this time.

The General Manager stated that when the Authority began the process four years ago, we discussed how increases in tonnes or growth of the municipalities would be handled. It was decided that individual municipal growth would be the cost borne by the municipalities and the municipality would be responsible for their own growth. This is not something new this year and is an estimate. If a municipality brings less than they don't have that additional cost.

Mr. McNamara stated the General Manager's explanation was good in terms of meeting the balanced budget. His biggest concern is if we are being conservative enough or not aggressive enough due to the increase cost of fuel and energy. There is no real reduction in the near future. Mr. McNamara stated that no one wants an increase but the cost of operating the landfill will go up. On the growth piece, he would be very hesitant in dipping in the reserve and diverting this into the future. We have to be cautious and cognizant that we have a large debt to pay.

The General Manager stated that in regards to the estimates that are being used in the 15-year forecast, there are potential risks especially with the increased CPI. She stated that the former General Manager and the Manager of Waste Diversion had a vision and were forward thinking in negotiating the most recent recycling contracts to ensure sure that the contracts were set prices instead of dependent on CPI. In regards to the million-dollar hauling cost increase, that has had a significant increase impact on the 15-year forecast.

Moved by Leo Meloche
Seconded by Marc Bondy
THAT the Board

1. Approve the 2022 **Expenditure and Revenue budget estimate figures** excluding the municipal Total Waste Management Fee (Tip Fee) and the municipal Fixed Cost Assessment.

2. Increase the **Total Waste Management Fee** by $1.00 per tonne to $40.00/tonne from $39.00/tonne. This is the fee assessed to municipalities for each tonne of refuse delivered for disposal.

3. Increase the **fixed cost assessment** to Windsor and the 7 County municipalities based on the following chart. Fixed costs are assessed based on population.

	2016 Census Population**	**2022 Amount**	**2021 Amount**	**Difference**
WINDSOR	217,188	$5,096,764	$4,862,678	$234,086
AMHERSTBURG	21,936	514,773	491,131	23,643
ESSEX	20,427	479,362	457,345	22,016
KINGSVILLE	21,552	505,762	482,533	23,229
LAKESHORE	36,611	859,153	819,693	39,459
LASALLE	30,180	708,236	675,708	32,528
LEAMINGTON	27,595	647,574	617,832	29,742
TECUMSEH	23,229	545,116	520,080	25,036
TOTAL	398,718	$9,356,740	$8,927,000	$429,740

** Note – Updated 2021 census figures are scheduled to be published in Feb. 2022. A reconciling adjustment will be made at that time.

4. Approve the **Fee Schedule**, as attached to this report, exclusive of the municipal Total Waste Management Fee but inclusive of a $1 per tonne rate increase for 2022.

5. That any resultant (deficit)/surplus from 2021 operations be contributed to or funded by the Rate Stabilization Reserve.

6. That any resultant (deficit)/surplus for 2022 be contributed to or funded by the Rate Stabilization Reserve.

91-2021
Carried

B. Legal Invoices

Moved by Marc Bondy
Seconded by Gary McNamara
THAT the Board authorize the payment of the legal account as summarized.

92-2021
Carried

C. 2022 EWSWA Board Meeting Schedule

Moved by Hilda MacDonald
Seconded by Kieran McKenzie
THAT the Board approve the 2022 EWSWA Board meeting schedule.

93-2021
Carried

11. Other Items

No items were raised for discussion.

12. By-Laws

A. By-Law 20-2021

Moved by Gary McNamara
Seconded by Ed Sleiman
THAT By-Law 20-2021, being a By-law to confirm the Proceedings of the Board of the Essex-Windsor Solid Waste Authority be given three readings and be adopted this 2nd day of November, 2021.

94-2021
Carried

13. Future Meeting Dates

December 7, 2021

14. Other items

Mr. Morrison referred to the resolution from the Town of Essex. He asked if this is something that the Board needs to address. He asked if Essex is saying that they will not accept an organic waste program and will this cause a cause a roadblock.

Mr. DiCarlo stated that the Town of Essex was seeking receipt of the resolution by the Board.

The General Manager stated that her communication with the Town of Essex was that the resolution be received. There was no request from the Town of Essex to appear as a delegation.

Mr. Morrison stated that the Landfill Liaison Committee (LLC) were not in favour of this. If we deem the Regional Landfill to be the site we would be looking at negotiations to host an organic site in addition to the landfill site. He asked if this is something that we should be looking at this time.

The General Manager stated that she believes this resolution to send the letter was the result of discussion at the LLC. The landfill site was identified in the consultant report as a potential option. If the site is considered, there will be an opportunity for discussions with the Town of Essex.

Mr. Bondy stated that it was brought up at the LLC in regards to odours. It was brought forward by Kim Verbeek, LLC Chair regarding the odour and birds and that they did not want the landfill to be the site for an organics facility. He noted that moving forward it will depend on what system will be used for the organics waste project.

15. Adjournment

Moved by Gary Kaschak
Seconded by Ed Sleiman
THAT the Board stand adjourned at 5:11 pm.

95-2021
Carried

All of which is respectfully submitted.

Aldo Dicarlo
Chair

fYVczs---

Michelle Bishop
General Manager

Item No. 7.2

Committee Matters: SCM 38/2022

Subject: Minutes of the Windsor Bicycling Committee of its meeting held December 2, 2021

Windsor Bicycling Committee

Meeting held December 2, 2021

A meeting of the Windsor Bicycling Committee is held this day commencing at 4:30 o'clock p.m. via Zoom video conference, there being present the following members:

Councillor Kieran McKenzie, Chair
Ken Acton
Klaus Dohring
Teena Ireland
Jessica Macasaet-Bondy
Erika Valvasori
Ellen van Wageningen

Guests in attendance:

Doug Sartori, regarding *Item 5.1*
Jana Jandal Alrifai and Sofie Waters, regarding *Item 4*

Also present are the following resource personnel:

Jeff Hagan, Transportation Planning Senior Engineer
Rania Toufeili, Policy Analyst
Kevin Morse, Windsor-Essex County Health Unit
Karen Kadour, Committee Coordinator

1. Call to Order

The Chair calls the meeting to order at 4:31 o'clock p.m. and the Committee considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

Addition to the Agenda

Moved by E. Valvasori, seconded by J. Macasaet-Bondy,
That Rule 3.3 (c) of the Procedure By-law 98-2011 be waived to add the following addition to the Agenda:

5.6 2022 Budget Deliberations
Carried.

2. Declaration of Conflict

None disclosed.

3. Adoption of the Minutes

Moved by E. Valvasori, seconded by E. van Wageningen,
That the minutes of the Windsor Bicycling Committee of its meeting held April 20, 2021 **BE ADOPTED** as presented.
Carried.

4. Presentation – Windsor Youth Climate Council

Jana Jandal Alrifai, President and Sofie Waters, Windsor Youth Climate Council appear before the Committee and provide the following relating to the University Avenue separated bike lane proposal:

- Increasing the number of bike lanes has an environmental and social economic benefit to our community
- Chose University Avenue as it is located in the core of the city and is home to many low-income families and small businesses. The environmental assessment is currently underway on University Avenue and is an opportunity to gather more data for protected bike lanes in that area.
- More Canadians are biking or walking to work or using public transit.
- There is a need for bike and pedestrian safety infrastructure.
- The proposal is to have protected bike lanes along University Avenue for 2022 from the University of Windsor campus to downtown or at least to Crawford Avenue.

The Chair indicates that this is an exciting project, as University Avenue will be undergoing a major redesign over the next several years. By bringing forward this pilot project for separated bike lanes, we will see that uptake in use.

Moved by K. Acton, seconded by E. Valvasori,
That the presentation by Jana Jandal Alrifai, President and Sofie Waters, Windsor Youth Climate Council regarding the University Avenue separated bike lane proposal **BE RECEIVED.**
Carried.

5. Business Items

5.1 WBC 2021 Operating Budget

The Chair advises that the balance of the 2021 Operating Budget for the Windsor Bicycling Committee is $8,600.

Doug Sartori, appears before the Committee on behalf of Hackforge, a non-profit organization, and provides the following comments relating to development of a cycling web app for hand held devices:

- Proposing to use their staff to develop a cycling tech interest group and the technical infrastructure required to encourage local investment in projects that create and enhance the tech tools available to cyclists in Windsor.
- Software development is expensive and risky. The dollars we are talking about are not enough to build an app from scratch and the risk of project failure is always present, unless you are prepared to invest whatever it takes.
- They have developed a strategy based on their capabilities and experience to achieve these goals in the most cost effective way with minimal risk by building on top of the existing assets.
- The strategy is built around leveraging open source data software.
- Several mature open source projects can be leveraged to achieve their goals.
- The key component of the strategy is Open Street Map or OSM.
- OSM is a community driven repository of cloud sourced map data.
- The cycling infrastructure in Windsor is well defined on OSM, which is a valuable starting point for this initiative.
- Identified three open source apps for cyclists that use OSM data.
- Proposal to commit staff resources to improve Windsor's footprint on OSM.
- The plan is to apply for Hackforge to host a local chapter of OSM and work with the community to improve the points of interest and amenity data on OSM.
- Will advocate for Windsor's GIS Department to upload new infrastructure data directly to OSM.
- Essex County will also be included as OSM is global and the data is global.
- Develop partnerships with local organizations and community institutions to improve the quality of data apps for cyclists, i.e. BIA's.
- Asking for $5,000 with matching funds from Parallel 42.

E. Valvasori advises that she has much data stored on her Garmin and asks if that data can be incorporated into their proposed website. She also asks if police data can be incorporated into this app as it relates to bike theft.

D. Sartori responds if that data can be extracted from the device, then they can work with it. In terms of bike theft, they could reach out to the Cycling Safety App, and those who run that non-profit.

E. van Wageningen asks at what stage the public will be able to begin using these apps.

D. Sartori responds that this can be generated to the community rather quickly. The first thing is to establish the working group and to get the technical infrastructure built.

Moved by J. Brunet, seconded by K. Acton,
That **APPROVAL BE GIVEN** to an expenditure in the upset amount of $5,000 for Hackforge to develop a Cycling App for the community and further, that a report identifying the outcomes of the initiative **BE PROVIDED** midway through the project along with a final completion report.
Carried.

Moved by E. Valvasori, seconded by J. Macasaet-Bondy,
That **APPROVAL BE GIVEN** to an expenditure in the upset amount of $2,500 to assist in funding the Bike Windsor Essex Winter Wheels Program and further, that Bike Windsor Essex **BE REQUESTED** to report back on the success of the program.
Carried.

The Chair proposes a Community Recognition Cycling Award Program that will recognize groups, business and workplaces. He suggests a subcommittee be established to develop the criteria and public awareness of the program. J. Macasaet-Bondy, T. Ireland, E. Valvasori and K. Morse volunteer to sit on the subcommittee.

Moved by E. Van Wageningen, seconded by K. Acton,
That **APPROVAL BE GIVEN** to an expenditure in the upset amount of $1,100 for the Community Recognition Cycling Program.
Carried.

5.2 Bike Parking Policy Update

Rania Toufeili, Policy Analyst reviews the memo dated November 26, 2021 entitled "Bicycle Parking Policy – Update and Next Steps" and provides the following comments:

- The following updates are currently underway for the development on the policy and changes to the zoning by-law.
- ***Definitions*** – have been created for bicycle, bicycle parking space, short-term and long-term bicycling parking. These are central to the formation of the policy and changes to the zoning by-law, as they will be used by developers and the City to provide the most appropriate facilities.
- ***Bicycle Parking Supply Requirements*** – The Bicycle Parking Policy will aim to redefine the requirements in order to promote active transportation and increase the available bicycle parking throughout the city.
- ***Guidelines on Short-Term and Long-Term Bicycle*** Parking – Guidelines are being created to outline what standards are expected when long-term or short-term bicycle parking is provided by developers or through the City. These

guidelines outline criteria such as design, sizes, materials, anchoring, security and appropriate locations for the spaces.

- ***Next Steps*** – The following updates are in the preliminary stages to be incorporated into the bike parking policy.
    - Temporary or Event Bicycle Parking (for public events)
    - Bicycle Parking Guidelines on City property (for city facilities and general community use).
- ***Conclusion –*** Next steps for the Bicycle Parking Policy include developing standards to be used for bike parking on city property and within the municipal right-of-way.

E. Valvasorii expresses concern that some of the definitions noted in the Bike Parking Policy are weak. J. Hagan responds that the definitions will be discussed with the Planning and Legal Departments.

Moved by E. Valvasori, seconded by T. Ireland,

That the overview of the Bike Parking Policy Update provided by Rania Toufeili, Policy Analyst **BE RECEIVED.**

Carried.

5.3 Bike Theft

This matter is deferred to the next meeting of the Windsor Bicycling Committee to allow for a representative from Windsor Police Services to be in attendance.

5.4 Kildare Road Traffic Calming & Bikeway Project

J. Hagan, Transportation Planning Senior Engineer provides the following comments relating to the Kildare Road Traffic Calming from Tecumseh Road East to Ottawa Street:

- This project came forward as both a traffic-calming request and a bike lane project.
- Asking the committee to provide feedback on this project.
- Looking at the corridor at Kildare between Tecumseh Road and Ottawa Street, north of Shepherd and south of Seneca.
- The signal at Kildare and Seneca is to be removed.
- There will be a 500-metre gap on Kildare between Shepherd and Seneca. For this project in that gap, Administration is recommending a road diet to bring the four lanes down to two lanes because traffic volumes have decreased significantly due to the closure of the GM Plant.
- Will be able to convert the curb lanes into pop-up bike protected lanes using the traffic calming curbs.

- North and south of Shepherd and Seneca are proposing a local street bikeway or bike boulevard as another traffic calming measure.

In response to a question asked by E. Valvasori regarding if the speedbumps will extend to the bicycle portion, J. Hagan responds that there is no bike lane and the entire street is a bike space, so the answer is yes.

E. van Wageningen refers to the pop-up protected bike lanes, and asks that if the roads are snow covered, will the snow be ploughed into the bike lanes.

J. Hagan responds that the divider between the general-purpose lane and the bike lane are between the traffic calming curbs so that provides enough space between those lanes.

E. Valvasori asks if the city clears the snow in the bike lanes.

J. Hagan indicates that eventually the city will require different equipment to clear the snow, as currently there are no sweepers to clear the protected bike lanes.

Moved by K. Acton, seconded by J. Macasaet-Bondy,

- That the proposal presented by Jeff Hagan, Transportation Planning Senior Engineer regarding the Kildare Road Traffic Calming & Bikeway Project **BE ENDORSED,** and further, that Administration **BE REQUESTED** to investigate further to implement safety measures along the corridor from Kildare between Tecumseh Road and Ottawa Street, north of Shepherd and south of Seneca.

Carried.

5.5 Confirm and Ratify Motion

Moved by E. Valvasori, seconded by E. van Wageningen,
That the following motion **BE CONFIRMED AND RATIFIED:**

That the Windsor Bicycling Committee enthusiastically supports the proposal to create a separated bike lane pilot project along University Avenue in 2022.

Carried.

5.6 2022 Budget Deliberations

The Chair advises that the full-time Active Transportation Position – Active Transportation Engineer is not being recommended in the 2022 budget.

Moved by K. Acton, seconded by J. Macasaet-Bondy,
That City Council **BE REQUESTED** to consider funding Budget Item 22-0171 – Addition of Active Transportation Position – Active Transportation Engineer.

Carried.

6. Date of Next Meeting

The next meeting will be at the call of the Chair.

7. Adjournment

There being no further business, the meeting is adjourned at 6:32 o'clock p.m.

CHAIR

COMMITTEE COORDINATOR

THE CITY OF WINDSOR ONTARIO, CANADA

Council Report: S 9/2022

Subject: Kildare Road (Ottawa to Tecumseh) Traffic Calming & Bikeway - Ward 4

Reference:

Date to Council: February 23, 2022
Author: Jeff Hagan
Transportation Planning Senior Engineer
519-255-6267 ext 6003
jhagan@citywindsor.ca
Planning & Building Services
Report Date: January 27, 2022
Clerk's File #: ST2022

To: Mayor and Members of City Council

Recommendation:

1. THAT implementation of the proposed traffic calming plan for Kildare Road between Ottawa Street and Tecumseh Road East **BE APPROVED**, and

2. THAT Administration **BE DIRECTED** to bring forward, at the appropriate time, a report to the Chief Administrative Officer for approval, pursuant to Delegation of Authority By-law 208-2002, of the amendments to Traffic By-law 9148 that will be necessary to implement the traffic calming plan;

3. That the annual operating cost requirements **BE REFFERED** to the 2023 budget.

Executive Summary:

N/A

Background:

Kildare Road was identified as a candidate for traffic calming based on two different processes:

- A resident traffic calming request (received in 2013)
- *Walk Wheel Windsor* (the Active Transportation Master Plan, approved in 2019), identified Kildare Road between Ottawa Street and Tecumseh Road East as a high- to medium-priority cycling route.
    - Based on the characteristics of Kildare Road and its priority for cycling infrastructure, it was identified as a candidate for bikeway traffic calming.

Kildare Road Traffic Calming Request

In 2013, a traffic calming request was received for Kildare Road between Seneca Street and Tecumseh Road East. The request was one of a group of traffic calming requests that were placed on hold until the completion of the Traffic Calming Policy update underway at the time.

Following Council approval of the Traffic Calming Policy update in September 2015, Kildare Road was reviewed and confirmed to meet the speed and traffic volume thresholds for traffic calming on a local street. In accordance with the Traffic Calming Policy at the time, a petition form was sent to the requestor in February 2016. The completed petition was returned in March 2016. Additional traffic data was collected and a warrant/prioritization review for Kildare Road between Ottawa Street and Tecumseh Road East (extended beyond the original request area to major roads) was carried out in October 2016.

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

In January 2021, based on its score relative to other projects, Kildare Road moved forward for traffic calming plan development.

Active Transportation Master Plan Recommendations

The recommendations of *Walk Wheel Windsor* (the Active Transportation Master Plan) for Kildare Road between Ottawa Street and Tecumseh Road East are summarized as follows:

- Classification: regional spine (i.e. major cycling route for longer-distance travel)
- AAA (All Ages and Abilities) Designation: AAA route
- Priority:
    - Ottawa to Shepherd: high priority
    - Shepherd to Tecumseh: medium priority

Kildare Road is shown in the context of the future cycling network in Figure 1 and Figure 2 below. The project area for this project will connect to a future north-south bikeway along Kildare Road as well as future east-west cycling routes at Ottawa Street, Shepherd Street, and Seneca Street.

Figure 1: All Ages and Abilities Cycling Network

Figure 2: Cycling Network Route Classification

Previous Reports

Report S 39/2015, "CQ44-2015 - Kildare Road Traffic Calming (Seneca to Shepherd)" responded to CQ 44/2015, asked by Councillor Holt:

> ***CQ44-2015***
>
> *"Asks administration to report back to Council with traffic calming options (reopen Munsee to through traffic, reduce number of vehicular lanes to two, etc.) on Kildare Road between Seneca Street and Shepherd Street East. With the reuse of General Motors Plant now impossible and the announced future closure of Met Hospital, the large capacity*

of Kildare is no longer required and should be reverted back to the local residential road it is."

The report noted that, as of that report date:

- The former General Motors site was yet to be redeveloped. Its zoning would allow a range of land uses, some of them generating as much traffic as the General Motors plant did.
- A traffic calming review was underway but had not yet been completed.

The report was received for information.

Since the date of that report:

- Redevelopment has occurred on the former General Motors site. Site traffic volumes are reflected in recent traffic counts.
- The traffic calming review was completed.

Report S 117/2021, "Response to CQ-45-2011 Traffic Signal Removals" came before Council on October 4, 2021. This report recommended the removal of a number of traffic signals that no longer met warrant, including the traffic signal at Kildare Road and Seneca Street. This recommendation (with amendments not affecting the Kildare/Seneca intersection) was approved by Council.

Discussion:

The following key issues were identified for the development of the traffic calming plan for Kildare Road between Ottawa Street and Tecumseh Road East:

- **Vehicle speeds:** 85th percentile speed is up to 9.5 km/h above the current speed limit

- **Traffic volumes:** daily traffic volumes vary from 3,600 to 6,700 vehicles per day along the corridor. The normal target for a local residential street is 1,000 vehicles per day

- **Cut-through traffic:** 66% of vehicles using the corridor are cut-through traffic.

- **Cycling:** Kildare Road has been identified as a regional spine (i.e. a major cyclist thoroughfare) and an AAA (all ages and abilities) cycling route.

The road character on Kildare Road varies significantly along the corridor, with three distinct sections, shown in Figure 3 and summarized in Table 1.

Table 1: 3 Sections of Study Area

Section	Predominant Land Use	Roadway Cross-section	On-Street Parking
1 – Ottawa to Shepherd	Residential	2 lanes, undivided	Parking both sides
2 – Shepherd to Seneca	Commercial and Industrial	4 lanes, undivided (north of Munsee) and divided (south of Munsee)	No parking
3 – Seneca to Tecumseh	Residential	2 lanes, divided	Parking both sides

Figure 3: 3 Sections of Study Area

The proposed traffic calming measures are summarized in Table 2. Drawings and additional details are provided in Appendix 1.

Table 2: Proposed Traffic Calming Measures

Section	Traffic Calming Measures
1 – Ottawa to Shepherd	**Local street bikeway:** • Speed humps • Bikeway signs and pavement markings • Reduce speed limit to 30 km/h (from 50 km/h) • No changes to on-street parking

Section	Traffic Calming Measures
2 – Shepherd to Seneca	**Pop-up protected bicycle lanes:** • Reduce the number of travel lanes to 2 (from 4) by converting the curb lane to a pop-up protected bicycle lane • Bikeway signs and pavement markings • Reduce speed limit to 40 km/h (from 50 km/h)
3 – Seneca to Tecumseh	**Local street bikeway:** • Speed humps • Bikeway signs and pavement markings • Reduce speed limit to 30 km/h (from 50 km/h) • No changes to on-street parking

In addition to the traffic calming plan, the following works are already planned in the project area:

- Remove the traffic signal at the Kildare/Seneca intersection and convert the intersection to an all-way stop,
- Construct a local street bikeway on Shepherd Street (Janette to Kildare), and
- Construct a multi-use trail on Seneca Street (Kildare to Walker at Seminole via Seneca, Turner & Munsee).

Public Consultation

The proposed traffic calming plan was presented in an online public meeting on November 23, 2021. 8 residents attended the meeting live; presentation materials and a recording of the meeting were posted on the traffic calming page of the City website. In general, most responses received expressed support for the traffic calming plan; none expressed opposition to the plan, though some requestors asked for additional measures. Comments received at the meeting or in the 4-week comment period are summarized below:

- Concerns about the aesthetics of the proposed traffic calming plan, particularly the traffic calming curbs.
- Concerns about truck traffic and Windsor Regional Hospital shuttle buses using Kildare Road.
- Requests for additional measures (e.g. photo radar or radar speed feedback signs) to be added to the traffic calming plan.
- Concerns about vehicles failing to comply with the stop sign at the Shepherd/Kildare intersection.
- Concerns about vehicles using a private parking lot at the Ottawa/Kildare intersection to bypass the traffic signal.
- Questions asking for clarification of aspects of the plan.

To address resident concerns regarding aesthetics, 30 planters were incorporated into the plan.

The traffic calming plan was presented to the Windsor Bicycling Committee at its December 2, 2021 meeting. In response, the Committee adopted the following motion:

> *That the proposal presented by Jeff Hagan, Transportation Planning Senior Engineer regarding the Kildare Road Traffic Calming & Bikeway Project BE ENDORSED, and further, that Administration BE REQUESTED to investigate further to implement safety measures along the corridor from Kildare between Tecumseh Road and Ottawa Street, north of Shepherd and south of Seneca.*

In response to the Committee's request for further investigation of safety measures along the corridor, the following comments are provided:

- A collision review for the project area was undertaken as part of development of the traffic calming and bikeway plan.
- The plan developed for Kildare Road reflects the guidance in the recently-updated bikeway guidelines in the Ontario Traffic Manual.
- Administration will carry out a follow-up traffic study after implementation to confirm that vehicle speeds and cut-through traffic volumes along the corridor have reduced as intended.
- The Shepherd Street local street bikeway project and the Seneca/Turner/Munsee/Walker multi-use trail project will include the Kildare/Shepherd and Kildare/Seneca intersections, respectively. As part of their scope, these projects will address cyclists turns between Kildare Road and these east-west bikeways.

Next Steps

Since Kildare Road is identified as a bikeway in *Walk Wheel Windsor* and all elements of the proposed traffic calming plan are bikeway traffic calming elements, the process outlined in the Bikeways Traffic Calming Procedure to the Traffic Calming Policy can be followed, as summarized in Table 3.

Table 3: Process Elements - Bikeway Traffic Calming

Item	Requirement	Applicability for Kildare Road
Project Prioritization	Projects will be put forward based on the prioritization criteria provided in the Active Transportation Master Plan (ATMP).	Kildare Road has been identified as high priority in the ATMP. Other local street bikeways identified as higher priority (Victoria Street and Shepherd Street) are proceeding in parallel to this project.

Item	Requirement	Applicability for Kildare Road
Resident & Stakeholder Involvement	Administration will notify the public when a Traffic Calming Plan is to be presented to Council for approval.	Addressed with this report and additional outreach (as summarized in "Consultations", below).
Project Approval	Administration will present a report to Council for approval to fund and implement the Traffic Calming Plan.	Addressed with this report.

Under the Bikeways Traffic Calming Procedure, no public approval survey is required for the project to proceed.

Should Council approve the report recommendations, construction of the Kildare Road bikeway and traffic calming would proceed in 2022.

Risk Analysis:

There are moderate timing risks associated with coordinating the Kildare bikeway and traffic calming project with other works (Kildare/Seneca intersection signal removal, Shepherd Street bikeway project, Seneca/Turner/Munsee/Walker bikeway). These risks can be mitigated by standard project management practices.

This project will include the first implementation in Windsor of two cycling infrastructure types (protected bicycle lane and local street bikeway). Because these infrastructure types are new to Windsor, the potential for variances in cost or resource demands is higher than for typical projects. The Active Transportation Master Plan calls for both infrastructure types to be used extensively in the City-wide network; therefore, it is recommended that these risks be tolerated in order to develop institutional experience with them. The size of the Kildare Road project makes it suitable as a pilot project to inform the design and planning of other, larger future bikeway projects.

Climate Change Risks

Climate Change Mitigation:

The Community Energy Plan 2017 supports the implementation of the Active Transportation Master Plan (Strategy 10); Council reaffirmed this strategy as a priority 1 mitigation action in the Acceleration of Climate Change Actions in response to the Climate Change Emergency Declaration (Council Resolution CR187/2020, report S 18/2020).

Climate Change Adaptation:

A decrease in the number of winter days with temperatures below -10° Celsius has the potential to increase the attractiveness of cycling as a year-round transportation mode.

An increase in the number of summer days with temperatures above 30° Celsius has the potential to decrease the attractiveness of cycling during high temperature periods.

Typically, using local streets and park trails for cycling routes provides opportunities for urban greening. This urban greening can provide shade and mitigate urban heat island effects in ways that are often not available for cycling facilities along arterial roads and in "main street" areas.

Financial Matters:

Estimated costs are summarized in Table 4.

Item		Traffic Calming Plan (as shown in Appendix 1)	Additional Cost – Optional Planters (based on 30 small planters)	Total Cost with Optional Planters
Initial Cost		$198,550	$13,060 [Note 1]	**$211,610**
Annual Maintenance Cost	Signs and pavement markings	$11,840 per year		
	Winter maintenance and sweeping	$2,440 per year		
	Planters		$4,430 per year	
	Total Annual Operating Cost	**$14,280 per year**	**$4,430 per year**	**$18,710 per year**

Notes:

1. Includes first year of maintenance

Sufficient funds are available in the Bikeways Development capital project for the initial installation cost for the traffic calming plan and the initial installation of the optional planters.

Annual maintenance costs are not reflected in the current operating budget. Should Council direct that the project proceed, an increase to the operating budget is recommended to fund the required maintenance, beginning with the 2023 budget.

Consultations:

Public Consultation

An online public open house for the project was held on November 23, 2021, followed by a 4-week comment period. Comments received are summarized in “Discussion”, above.

Stakeholder Consultation

The traffic calming plan was presented to the Windsor Bicycling Committee at its December 2, 2021. The Committee’s response is summarized in “Discussion”, above.

Staff Consultation

Engineering: Fahd Mikhael, Adam Pillon

Operations: Dwayne Dawson, Phong Nguy, Roberta Harrison

Traffic Operations: Shawna Boakes, Shari Gabriel

Transit Windsor: Jason Scott

Windsor Fire & Rescue Service: John Lee, Michael Coste

Windsor Police Service: Insp. Jennifer Crosby, Sgt. Craig Judson, Sgt. Morgan Evans, Barry Horrobin

Essex Windsor EMS: Chris Grant

Conclusion:

Bikeway and traffic calming improvements on Kildare Road between Ottawa Street and Tecumseh Road East are recommended for approval. These improvements will address resident concerns regarding traffic speed and cut-through traffic on Kildare Road and also provide an important connection in the future bikeway network envisioned in the Active Transportation Master Plan.

To address resident concerns regarding the aesthetics of the proposed protected bicycle lanes, planters were added to the plan following the project public meeting.

Planning Act Matters:

N/A

Approvals:

Name	Title
John Revell	Chief Building Official
Josie Gualtieri	Financial Planning Analyst
France Isabelle Tunks	Senior Manager, Engineering/Deputy City Engineer
Shelby Askin Hager	City Solicitor & Commissioner of Legal and Legislative Services
Chris Nepszy	City Engineer & Commissioner of Infrastructure Services
Joe Mancina	City Treasurer & Commissioner of Corporate Services
Jason Reynar	Chief Administrative Officer

Notifications:

Name	Address	Email
Windsor Bicycling Committee		
Windsor Accessibility Advisory Committee		
Area residents and project notification list *(list provided to Clerks)*		

Appendices:

1 Display Boards - Virtual Public Information Centre

AGENDA

- What is Traffic Calming?
- Background on Kildare Road
  - Original Concerns
  - Collection of Data
  - Active Transportation
- Proposed Concept
- Next Steps

What is Traffic Calming?

Traffic Calming is the implementation of mainly physical measures to:

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

Background on Kildare

The high traffic volume on Kildare Road from Seneca Street to Tecumseh Road E were the original concerns.

The most recent comment we have received was regarding the speeding.

The City reviewed the volume, speed, and other data such as collisions and general demographic of the area to determine that Kildare Road qualified for traffic calming measures.

Kildare Road South of Seneca Street (looking South)

Kildare Road - Collisions Data (2015-2019)

Kildare Road - Speed & Volume Data

Vehicles Per Day	Speed Limit	85th Percentile Speed
4,822	50 km/h	55.3 km/h

Kildare Road - Cut Through Traffic

Based on our analysis we have found that 66% of the traffic volume is cut through traffic.

Kildare Road - Active Transportation

Kildare Road - Active Transportation

By following the facility selection procedure outlined from the Ontario Traffic Manual (OTM) Book 18, we selected both **Local Street Bikeway** and **Protected Bicycle Lanes** as the bike facility design for the corridor.

Kildare Road - Active Transportation

Local Street Bikeway Facility

Speed Hump, Toronto

Local Street Bikeway facilities also known as Neighborhood Bikeways incorporate five main elements to prioritize cyclist while discouraging trips from motor vehicles:

Sharrows, Portland OR
www.pedbikeimages.org /Transportation Research and Education Center

- **Traffic Reduction** (median islands, right in right out, diagonal diverters, etc.)
- **Speed Management** (speed tables, speed humps, raised cross walks, etc.
- **Priority** (ex. providing a continuous bikeway without stop control for cyclists)
- **Intersection Treatment** (Bike boxes, advances stop bars, bicycle actuated signals)
- **Signs and Pavement Markings** (sharrows and share the road signages)

Kildare Road - Proposed Concepts

- Adding **speed humps** and a **local street bikeway** facility from Ottawa Street to Shepherd Street and from Seneca Street to Tecumseh Road East
- Adding **protected bike lanes** that will be protected by **traffic calming curbs** from Shepherd Street to Seneca Street
- Reducing the **speed limit** from **50km/h to 40km/h** from Shepherd Street to Seneca Street

Kildare Road - Ottawa St to Shepherd St (Section 1)
Kildare Road – Seneca St to Tecumseh Rd E (Section 3)

Kildare Road – Shepherd St to Seneca St (Section 2)

Detail A

Detail B

Kildare Road – Munsee St to Seneca St (Existing)

Kildare Road – Munsee St to Seneca St (Proposed)

Kildare Road – Next Steps

- Anticipated Construction: Summer 2022

THE CITY OF WINDSOR ONTARIO, CANADA

Council Report: S 8/2022

Subject: West End Transit Terminal - Completion Report (Ward 2)

Reference:

Date to Council: February 23, 2022
Author: Colleen Middaugh
Manager of Corporate Projects
519-255-6100 ext 6603
cmiddaugh@citywindsor.ca

Engineering
Report Date: January 27, 2022
Clerk's File #: MT/13708

To: Mayor and Members of City Council

Recommendation:

I. THAT the report on the completion of the West End Transit Terminal project **BE RECEIVED** for information; and,

II. THAT City Council **APPROVE** the creation of a new Reserve Account titled Transit Terminal Maintenance; and,

III. THAT City Council **APPROVE** a transfer of $40,000 from the TW (Transit Windsor) – West End Terminal project, 7171037, to a new project, for construction/renovation of a washroom for Transit Windsor employees at the Transit Windsor West End Terminal located at the Hotel-Dieu Grace Heathcare (Tayfour Campus) and at the completion of the works, any surplus funds be transferred to a new Transit Terminal Maintenance Reserve Account; and,

IV. THAT City Council **APPROVE** the transfer of the remaining project surplus as outlined in the financial matters section, from the TW (Transit Windsor) – West End Terminal project, 7171037, to a new overall reserve account called Transit Terminal Maintenance Reserve Account, and that financial activity be reported to City Council annually as part of the year-end variance report; and,

V. THAT Administration **BE AUTHORIZED** to amend the existing lease/sub-lease agreement with Hotel-Dieu Grace Healthcare (Tayfour Campus), to include

the new interior washroom for Transit Windsor employees, and to engage in any resulting contract negotiations; and,

VI. THAT the CAO and City Clerk **BE AUTHORIZED** to sign the resulting amended lease/sublease agreement subject to approval as to form and legal content by the Commissioner of Legal & Legislative Services, technical content by the Commissioner of Infrastructure Services, and to financial content by the Chief Financial Officer/City Treasurer.

Executive Summary:

N/A

Background:

At its meeting of March 4, 2019, City Council approved the West End Transit Terminal Project by CR 113/2019 which states in part:

*THAT City Council **APPROVE** the overall project budget of $1,628,000 for the design and construction of a new West End Transit Terminal to **BE FUNDED** as follows:*

a) Previously approved funding of $100,000 from the 2017 Capital Budget, Transit Windsor – West End Terminal (TRN-003-17, Project ID #7171037);

b) Previously approved PTIF grant funding of $100,000 per CR 164/2017;

c) Pre-commit $1,428,000 identified in the proposed 2019 7- year capital budget under the Transit Windsor – West End Terminal project (TRN-003-17);

A copy of the full Council Resolution (CR 113/2019) is attached at Appendix A of this document.

Discussion:

This project included the design and construction of a new bus terminal with four bus bays, concrete platform, two bus shelters, underground stormwater storage, LED site lighting, surveillance cameras, WiFi access points, real time signage, benches, bike racks and new landscape features.

An Executive Committee was established to oversee the implementation of the work plan and provide direction throughout the project. The City Engineer served as Project Sponsor. The Corporate Projects division of the City's Engineering Department administered the project alongside Transit Windsor.

A new site for the transit terminal was identified on the Hotel-Dieu Grace Healthcare (HDGH) Tayfour Campus located at 1453 Prince Road. City Council authorized Administration to negotiate a lease/licence agreement with the hospital for the new terminal site at this location. The lease agreement was finalized and formally executed on July 11, 2019.

On March 8, 2018, Transit Windsor hosted a public information meeting at the HDGH campus to discuss the proposed location and seek comments and suggestions for the new terminal site at HDGH.

Dillon Consulting was retained in March 2018 to provide consulting services, conduct public consultation & information sessions, and undertake the preliminary & detailed design for the proposed construction works at the West End Transit Terminal site.

As part of Dillon's scope, the Transit Project Assessment Process (TPAP), under Ontario Regulation 231/08, was initiated and the Notice of Study Commencement was filed. A TPAP acts as an expedited Environmental Assessment (EA) whereby the environmental effects of a transit project are analyzed. Based on its intended function in transferring passengers between routes, it was understood that the project qualified under the requirements of the TPAP.

A second public information meeting was held at MacKenzie Hall on July 31, 2018, to further discuss the proposed location for the new terminal, and to present the alternative design options being considered, along with the preferred site alternative.

In August 2018, the Ministry of Environment, Conservation and Parks (MECP) advised that due to the nature of the works, the project does not meet the requirements to proceed through the TPAP. Administration subsequently proceeded with the required steps to cancel the TPAP as required by the Regulation (i.e. Notice of Study Withdrawal).

Stage 1 and 2 archaeological site assessments were completed in October 2018 and December 2018 respectively. The Stage 2 investigation indicated that the project study area required no further archaeological assessment. These reports were submitted to the Ministry of Tourism, Culture and Sport and were subsequently deemed acceptable.

An application for site plan approval was submitted to the City' s Planning Department in February 2019 and was approved in May 2019. The conditions of the corresponding agreement were fully satisfied in early July 2019.

Request for Tender ('RFT') No. 28-19 for general contracting services was made available on Friday May 31, 2019 and closed on Friday June 14, 2019. The successful proponent resulting from RFT No. 28-19 was Sterling Ridge Infrastructure. The Executive Committee was apprised of the costs associated with the construction tender and through negotiated changes with the low bidder, the contract amount was brought within budget. A report summarizing the tender results went before Council in August 2019.

Construction at the site commenced in July 2019. Due to a longer than anticipated lead-time for lighting materials there was a delay in completing the site lighting. Temporary lighting measures were established and the terminal became operational on October 11, 2019. The permanent lighting was subsequently completed in November 2019 and the project was substantially performed on November 26, 2019. This contract had a one-year general warranty, which expired on November 26, 2020. The plant

material and landscaping items had a two-year warranty, which expired on November 26, 2021.

A Project Closeout Evaluation with a summary of the project details, including successes and challenges, is attached as Appendix B.

As part of the current lease with HDGH there is one washroom available for the Transit Windsor bus operators. The plan was to construct an additional washroom to accommodate both men and women separately within the leased space, should funding become available. In a recent meeting with HDGH staff, they proposed an alternate solution to constructing an additional washroom. The hospital provided Transit Windsor with an option to renovate an existing space adjacent to the current leased space for the additional washroom. This option would save Transit Windsor considerable capital dollars compared to building an additional washroom, however it requires Transit Windsor to lease additional space at HDGH, and to revise the existing lease agreement.

Risk Analysis:

As part of the project, a very large underground stormwater storage facility, complete with water quality chamber, was required to manage stormwater run-off and was constructed on the site. This facility requires ongoing inspection and maintenance. If the proposed Reserve Account is not approved, the maintenance of this system will negatively impact the Transit Windsor's operating budget.

Climate Change Risks

Climate Change Mitigation: N/A

Climate Change Adaptation: N/A

Financial Matters:

The table below outlines the approved funding for this project (CR 113/2019):

Funding Source	Amount ($)
Funding from 2017 Capital Project Budget	$100,000
PTIF Grant Funding (CR 164/2017)	$100,000
Funding from Sewer Surcharge	$50,000
Funding from 2019 Pay As You Go – Capital Reserve	$1,378,000
GROSS FUNDING/REVENUE	**$1,628,000**

The table below summarizes the project expenditures as of December 31, 2021.

Budget Item	Budget $	Actual $ (as at Dec 31, 2021)	Variance $ (Surplus)
General (permits, approvals, advertising, financing, etc.)	$26,542	$12,712	$13,830
Professional Fees	$234,187	$234,187*	$0
Construction costs, (utility relocation, tree removals, fit-up, contingency, etc.)	$1,367,271	$1,166,760	$200,511
Total	**$1,628,000**	**$1,413,660**	**$214,341**

*Includes minor outstanding commitments.

The project is expected to be completed with an **overall surplus of approximately $214,000**, subject to the final billing of approximately $2,700 in minor outstanding commitments.

Administration is recommending that this surplus funding be redirected as follows:

1. That $40,000 of the project surplus funding be transferred to a new project, for construction of washrooms for Transit Windsor employees at the Transit Windsor West End Terminal located at the Hotel-Dieu Grace Healthcare (Tayfour Campus). As the construction of the washrooms are not part of the original scope of the West End Terminal project, Council approval is required. If approved, any surplus funds remaining after the completion of the washroom renovation work will be transferred to a newly created Transit Terminal Maintenance Reserve Account. There is more than sufficient funding remaining in the TW (Transit Windsor) – West End Terminal project to accommodate this work; and further,

2. That the remaining surplus of approximately $174,000 ($214,000 - $40,000) be transferred to a Transit Terminal Maintenance Reserve Account to be used to fund terminal maintenance (including underground storage facility and water quality chamber maintenance, site furniture and amenity repair/replacement, landscaping upkeep, etc.) and that this transfer not take place until all final project related expenditures have been completed.

Ongoing operating expenses for the West End Transit Terminal site are included as part of Transit Windsor's operating budget.

Consultations:

Tony Houad – Transit Windsor
Natasha Gabbana – Financial Planning
Sue Grimmett – Financial Planning
Poorvangi Raval - Financial Planning
Michael Dennis – Asset Planning
Alex Vucinic – Purchasing

Mark Nazarewich – Legal
Frank Scarfone - Legal

Conclusion:

The new terminal site offers enhanced customer service amenities, complete with real time signage; WiFi; new larger style shelters; benches; new LED lighting, etc., while also providing a functional break room for Transit Windsor staff. Furthermore, the proximity to HDGH allows for passengers with longer layover times to use the hospital facility as an indoor waiting area, complete with cafe. The project was completed within the specified timeframe and with a budget surplus of $214,000.

Administration recommends that City Council approve the construction/renovations of a separate washroom at the West End Terminal for Transit Windsor staff, to be funded with $40,000 in surplus funds remaining in the TW (Transit Windsor) – West End Terminal project, 7171037.

Further, Administration recommends utilizing the remaining project surplus funds to establish a Transit Terminal Maintenance Reserve Account.

Planning Act Matters: N/A

Approvals:

Name	Title
Tyson Cragg	Executive Director, Transit Windsor
France Isabelle-Tunks	Senior Manager of Development, Projects and Right-of-Way
Chris Nepszy	Commissioner, Infrastructure Services – City Engineer
Shelby Askin Hager	Commissioner, Legal & Legal Services – City Solicitor
Joe Mancina	Commissioner, Corporate Services – CFO/City Treasurer
Jason Reynar	Chief Administrative Officer

Notifications: N/A

Appendices:

1 Appendix A – CR 113/2019 (4 pages)
2 Appendix B - Project Closeout Evaluation (3 pages)

THE CITY OF WINDSOR
ONTARIO, CANADA

OFFICE OF THE CITY CLERK
COUNCIL SERVICES

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City Council
Decision
Monday, March 04, 2019

Moved by: Councillor Francis
Seconded by: Councillor Kusmierczyk

Decision Number: CR113/2019 ETPS 665
That City Council **APPROVE** the overall project budget of $1,628,000 for the design and construction of a new West End Transit Terminal to **BE FUNDED** as follows:

a) Previously approved funding of $100,000 from the 2017 Capital Budget, Transit Windsor – West End Terminal (TRN-003-17, Project ID #7171037);

b) Previously approved PTIF grant funding of $100,000 per CR 164/2017;

c) Pre-commit $1,428,000 identified in the proposed 2019 7- year capital budget under the Transit Windsor – West End Terminal project (TRN-003-17); and,

That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign the requisite agreement, subject to the tender results falling within the approved budget satisfactory in legal form to the City Solicitor, in technical content to the City Engineer and in financial content to the City Treasurer, with a communication report to Council to follow; and,

That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign any agreement or applications necessary to achieve the above purposes, subject to the contract being within the approved budget, satisfactory in legal form to the City Solicitor, in financial content to the Chief Financial Officer and City Treasurer, and in technical content to the City Engineer; and,

That the City Planner **BE DELEGATED THE AUTHORITY** to approve the Site Plan Control Application; and,

That the report of the Executive Director, Transit Windsor dated October 30, 2018 entitled Transit Windsor – West End Transit Terminal Relocation Project Update – City Wide **BE RECEIVED;** and further,

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That CR 109/2018 be **AMENDED** to allow the flexibility of negotiating a licensing or lease agreement as follows:

I. That Administration **BE AUTHORIZED** to negotiate either a licensing or lease agreement with Hotel-Dieu Grace Healthcare Hospital (Tayfour Campus) for a West End Transit Terminal and to engage in any resulting contract negotiations; and further,

II. That the CAO and City Clerk **BE AUTHORIZED** to sign the resulting licensing or lease agreement subject to approval as to form and legal content by the City Solicitor, technical content by the City Engineer and to financial content by the City Treasurer.

Carried.
Councillors Costante and Bortolin voting nay.

Report Number: SCM 65/2019 & S 30/2019 & S 181/2018
Clerk's File: MT/13046 11.2

Steve Vlachodimos
Deputy City Clerk/Senior Manager of Council Services
March 20, 2019

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Joi Hurst		Joihurst1@gmail.com
Bill Marra		Bill.marra@hdgh.org

PROJECT NAME:	West End Transit Terminal
PROJECT ADMINISTRATOR:	Colleen Middaugh
DATE:	January 21, 2022
COUNCIL APPROVAL:	CR 113/2019 (March 4, 2019)

BUDGET VS. ACTUAL

The table below outlines the approved funding for this project (CR 113/2019):

Funding from 2017 Capital Project Budget	$100,000
PTIF Grant Funding (CR 164/2017)	$100,000
Funding from Sewer Surcharge	$50,000
Funding from 2019 Pay As You Go – Capital Reserve	$1,378,000
GROSS FUNDING/REVENUE	**$1,628,000**

Below is a summary of the project expenditures:

General Costs (permits, approvals, advertising, financing, etc.)	$26,542	$12,712	$13,830
Professional Fees	$234,187	$234,187*	$0
Construction Costs (utility relocation, tree removals, fit-up, contingency, etc.)	$1,367,271	$1,166,760	$200,511
Total	**$1,628,000**	**$1,413,660**	**$214,341**

*Includes approximately $2,700 in minor outstanding commitments.

The project was completed with an overall surplus of approximately **$214,000** (as of December 31, 2021)**.**

DEADLINES / SCHEDULE

Design/ Development / Construction Documents / Tender	April 2019	June 2019
Construction	October 2019	October 2019
Start of Operations	October 2019	October 2019
Substantial Performance	--	November 26, 2019
End of Maintenance Period	--	November 26, 2021

The project remained on schedule despite delays in the design & tendering period and challenges encountered during construction (various underground conflicts, long lead times for LED lighting, etc.). The construction schedule was monitored closely at the bi-weekly construction meetings.

PROJECT SUCCESSES	Consultation activities were completed during the planning & design stages of the project. Feedback was solicited, and comments were received from various Agencies, Indigenous Communities and the Public. Individual responses were provided to those who submitted comments. A traffic analysis was completed to document the existing traffic operations at the main access to HDGH, and the impact of introducing bus traffic to the access driveway following the proposed relocation of the Transit Terminal. The traffic analysis indicated that even with an increase in traffic volume due to buses, traffic will continue to operate well under capacity. The timing of the new West End Transit Terminal project strategically coincided with Transit Windsor's Service Delivery Review. The new terminal site offers enhanced customer service amenities, including real time signage, WiFi, new shelters & benches, bicycle parking, etc. The project included unique design features such as: LED smart lighting, underground stormwater storage system, urban landscaping, etc. as well as the necessary accommodations for a break-room and washroom facilities exclusively for Transit Windsor employees. The location provides passengers with the unique opportunity to use the hospital facility as an indoor waiting area. The project resulted in a great partnership opportunity with Hotel Dieu Grace Healthcare (HDGH) and Windsor Regional Hospital (WRH). Excellent team effort and working relationship between Transit Windsor, the City (various departments), Consultant (Dillon), Contractor (Sterling Ridge) and the various Utility Companies (Enwin, Bell, etc.). The project was completed within the specified project timeframe and with an overall budget surplus of approximately **$214,000** (as at December 31, 2021).
PROJECT CHALLENGES	Ambiguity related to the requirements of the Ministry of Environment, Conservation and Parks (MECP) with respect to the Muncipal Class Environmental Assessments process and/or Transit Project Assessment Process (TPAP). Subsequent to initiating the TPAP, it was confirmed that due to the nature of the works, the project did not meet the requirements to proceed through the TPAP and thus the City was required to formally withdrawl from this process. Smaller site posed challenges for bus turning and maneuverablity during construction, particularly access and egress. Creative design and value engineering was implemented. Poor soil conditions including buried concrete, which was removed and hauled offsite. Additional costs were incurred.

	Unknown buried uitlity conflicts, which were accommodated however had an impact on the construction schedule. Long lead time for lighting and lighting equipment which resulted in the need for interim lighting infrastructure and subsequent coordination for the permanent lighting installation. Despite these challenges, the project end date remained fixed and the works were completed on budget.
INNOVATIONS / DELIVERABLES	The project included: - 4 bus bay platforms - 2 new (large) bus shelters - Underground stormwater storage unit - Concrete pavement - Fibre optic servicing - LED smart lighting - Real time signage - WiFi capabilities - Surveillance cameras - Bicycle parking - Urban landscaping - Ornamental fencing and site furniture that complements the existing HDGH site features. - Provisions for a new breakroom and washroom facilities within HDGH for Transit Windsor employees. - Design provisions for potential future expansion of the terminal to accommodate a possible expansion in services.

THE CITY OF WINDSOR ONTARIO, CANADA

Council Report: S 10/2022

Subject: Transit Windsor Master Plan 2021 Update - Year 1 - City Wide

Reference:

Date to Council: February 23, 2022
Author: Tyson Cragg, Executive Director
Transit Windsor
519-944-4141 ext 2232
tcragg@citywindsor.ca
Transit Windsor
Report Date: January 31, 2022
Clerk's File #: MT/13708

To: Mayor and Members of City Council

Recommendation:

That the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors and City Council **RECEIVE FOR INFORMATION** Transit Windsor's annual Transit Master Plan update for 2021.

Executive Summary:

N/A.

Background:

Transit Windsor completed a service delivery review in 2018, which was brought to Council as the Transit Windsor Master Plan on January 27, 2020. This plan was approved through resolution number CR40/2020 and recommends Transit Service enhancements be implemented over the next eight (8) years. The master plan calls for an update to be provided on an annual basis to outline the accomplishments of that year in the implementation plan. This serves as the Transit Master Plan Year 1 update.

The following Master Plan initiatives were implemented in 2021:

- Route Transway 1C route alignment
- Introduction of Route 518X
- Preparations for social media launch
- Undertook an On-Demand system feasibility study
- Undertook a Garage (Transit Facility) Feasibility Study

Discussion:

While the COVID-19 pandemic has caused many unanticipated pressures and delays, Transit Windsor was able to implement some important items contained in year 1 of the Transit Master Plan (TMP).

Route Transway 1C Route Alignment

One of the early wins that was identified in the Transit Master Plan was a minor re-alignment for the Transway 1C route. The re-alignment for the Transway 1C, a main east-west corridor route across the City was to remove a diversion off Tecumseh Road East between Rivard Avenue and Roseville Garden Drive in both east and westbound directions, and instead remain on Tecumseh, thus providing improved service on Tecumseh, as well as providing a more direct trip. The change saw the Transway 1C abandon the following route segments:

- Rivard Avenue
- Rose Street
- Roseville Garden Drive

This change helped eliminate route duplication with the Ottawa 4, which travelled along the route segments outlined above, and straightened the Transway 1C route.

Route 518X Implementation

Route 518X, implemented on September 7, 2021, is a 3-stop express route via the E.C. Row Expressway connecting St. Clair College to Tecumseh Mall, with an intermediate stop at Devonshire Mall. It provides a direct link from East Windsor to the College, which is a long-standing request from east-end residents and students to have more direct service to these areas of the City.

This route operates seven (7) days a week with a total ridership of approximately 23,000 from September 7 to December 31, 2021. Ridership was steadily increasing month to month until COVID restrictions were re-imposed at the end of the year. This route has met expectations under unique circumstances that have had negative impacts to transit ridership, including the University of Windsor and St. College offering primarily on-line classes, and the Windsor-Essex County Health Unit (WECHU) advising capacity restrictions on Transit Windsor buses of a maximum of 40 passengers per bus (roughly 66% of full capacity). This restriction has been in place since October 2020 when Transit Windsor returned to front-door boarding and fare collection. Most transit systems in Ontario are operating at full bus capacity; Windsor is one of the exceptions. This, along with COVID-19 restrictions including class limits at post-secondary institutions has had a negative effect on transit ridership industry-wide. When a new route is implemented, ridership growth is monitored in the first 18-24 months to ensure that industry productivity benchmarks are being met. The 518X, despite the challenges identified above has exceeded ridership expectations. As restrictions ease, it is expected that ridership growth will accelerate. Route performance will continue to be monitored and service adjustments will be made to ensure that service meets demand.

Implement Social Media Program

As identified in the TMP, Transit Windsor began the process in 2021 to implement a social media program. Transit Windsor currently does not have unique social media accounts and this lacks the ability to engage directly and regularly with riders and the larger community via popular social media platforms. Transit Windsor is alone amongst our peers with no social media presence. As an operator of a 7-day-a-week, customer-facing service without a way to communicate in real time way to its customers, there is an identified communication gap. With the implementation of a social media program customers will be able to get more up-to-date information on items such as detours, service interruptions, general operational information, and updates and promotions. The expectation is to launch unique Transit Windsor Facebook and Twitter accounts in early 2022.

On-Demand Feasibility Study

On-Demand service was identified as a priority in the TMP, but not until later years of the plan. On-Demand was advanced in response to pandemic-driven ridership changes. A feasibility study was conducted, with the assistance of Dillon Consulting, to identify a framework for a request for proposal (RFP) to be issued in 2022. This would allow Transit Windsor to purchase software for On-Demand service deployment. An On-Demand service option will be another tool that Transit Windsor can use for service delivery in pre-identified service areas or to improve existing service scenarios. Areas such as industrial/business parks and neighborhoods with low or no transit service are candidates for this type of service delivery. Scenarios such as low frequency evening/weekend service are also candidates for On-Demand service. In turn, the expectation is that ridership builds to a point where conventional service can then be introduced.

Garage/Transit Facility Feasibility Study

The master plan identified that the current transit facility (garage), located at 3700 North Service Rd. East, and is a major component to the success of the plan. The current facility, opened in 1978 is currently at 120% of design capacity for bus storage, and does not support fleet electrification, articulated buses, and future fleet expansion. In addition, the current facility lacks accessibility features and sufficient employee parking. A feasibility study was undertaken to identify options for facility expansion/renewal for the existing service, and for implementation of the master plan. Further discussion will be included as part of a larger implementation plan later this year.

Risk Analysis:

Most of the projects identified under the Transit Master Plan are dependent on leveraged grant funding (with a municipal contribution of 26.7%) through the Investing in Canada Infrastructure Program (ICIP), jointly administered by Infrastructure Canada and the Ontario Ministry of Transportation (MTO). At the time of drafting this report, all ICIP projects must be completed by 2027. Administration continues to monitor progress

on the various components of the TMP with a goal to leverage the maximum funding available within the required timelines established by the Province.

Climate Change Risks

Increasing transit ridership and decreasing private automobile usage by making transit more effective and attractive are key goals of the TMP. These goals contribute to climate change mitigation efforts, and are at risk if the TMP is not implemented. One bus replaces over 40 single-occupant vehicles, reducing air pollution, greenhouse gas emissions, and road congestion, not to mention the need to continually expand existing roads. In addition, the greening of the transit fleet is dependent on many of the TMP projects moving ahead, including facility upgrades that will allow Transit Windsor to move away from fossil-fuel propulsion and facilitate future fleet electrification.

Climate Change Mitigation:

N/A.

Climate Change Adaptation:

N/A.

Financial Matters:

The costs incurred on the Transit Master Plan initiatives implemented in 2021 are as follows:

Master Plan Initiative	Note #	Operating Costs Incurred	Capital Costs Incurred	Funding Source
Transway1C Route Alignment		Staff time plus $700.00 in operating expenses	$ -	Approved 2021 Operating Budget
Route 518X		$180,000.00	$ -	**Decision Number: B10/2021 ETPS:** One time Funding approved as part of 2021 Operating Budget - City's share $90,000 plus one time funding from St Clair College of $90,000.
Social Media		Staff time	$ -	Approved 2021 Operating Budget
On Demand Study	1	$ -	$ 45,115.00	Audit and Accountability Grant Funding Capital # 7211015 - Audit & Accountability-On Demand.
Transit Garage Feasibility Study	1	$ -	$154,830.00	Approved 2020 Capital Budget Capital # 7201004 - TW Garage FeasibilityStudy.
Note1: Administration will bring forward Council Report in future stating the costs of garage and on-demand projects implementation.				

Consultations:

Poorvangi Raval, Financial Planning Administrator for Transit Windsor, City of Windsor

Stephan Habrun, Manager of Operations, Transit Windsor

Conclusion:

Important steps to advance the master plan were taken by Transit Windsor in 2021 all while facing another challenging year with the on-going pandemic. These projects build on the work already done in the early stages of the master plan. They help position Transit Windsor on a strong footing as we work towards re-building our service levels and ridership in the upcoming years. The challenges facing the Master Plan in future years are numerous: funding of the Plan for both operational and capital initiatives, when such funding competes with other municipal priorities, the ongoing COVID -19 pandemic and its impacts on ridership and revenue (and will certainly inform decisions made on initiatives such as on-demand service), an aging facility that must be addressed for any significant growth of the system to occur, and advances in technology that may change some of the assumptions in a plan that was drafted in 2019. In consideration of the above, Administration is currently developing a Transit Master Plan Implementation Process that will outline all of the elements including funding needs and strategies, a project timetable, the issue of the facility, on-demand transit, and electrification of the fleet. This report will come before the Board later in 2022.

Planning Act Matters:

N/A.

Approvals:

Name	Title
Tyson Cragg	Executive Director, Transit Windsor
Christopher Nepszy	Commissioner, Infrastructure Services
Joe Mancina	Commissioner, Corporate Services CFO/City Treasurer
Jason Reynar	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

THE CITY OF WINDSOR ONTARIO, CANADA

Council Report: S 12/2022

Subject: Transit Windsor 2021 Service Performance Update - City Wide

Reference:

Date to Council: February 23, 2022
Author: Tyson Cragg
Transit Windsor
519-944-4141 ext 2232
tcragg@citywindsor.ca

Transit Windsor
Report Date: February 3, 2022
Clerk's File #: MT/13708

To: Mayor and Members of City Council

Recommendation:

That the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors and City Council **RECEIVE FOR INFORMATION** the 2021 service performance update report for Transit Windsor.

Executive Summary:

N/A.

Background:

In past years, Transit Administration provided an annual Ridership Report that focussed primarily on ridership performance and trends for the previous year. Working towards an evolution of providing a more comprehensive picture of overall system performance, Administration has worked to produce a more value-added report that details (in addition to ridership) customer service performance, fleet performance, and motor vehicle collisions. This annual report is a work in progress, and will continue to evolve over future years to provide a full picture of Transit Windsor's service performance.

Discussion:

The overall performance of a transit system is about more than ridership. Customer service metrics (complaints and compliments), fleet performance and reliability, and collision statistics assist in measuring how well Transit Windsor is doing with respect to the service it provides. Customer service and safety are paramount in every aspect of how Transit Windsor delivers its service. The COVID-19 pandemic has had significant impacts on ridership and overall operations at Transit Windsor, and accordingly, this report focusses on system performance for the years 2020 and 2021. Given the significant disparities in operating statistics between the pre-pandemic period and the

past two years, any comparison to 2019 and earlier would be out of context with the current reality. However, on a go-forward basis, comparisons would occur over multiple years.

Ridership

Transit Windsor collects ridership data on a regular basis via the electronic fare boxes on board each bus. Administration continually monitors ridership trends for various purposes such as service changes and budgetary implications, as well as reporting statistics to the Canadian Urban Transit Association (CUTA) and the Ontario Ministry of Transportation (MTO) for Gas Tax funding.

Overall Ridership

Total ridership for 2021, was 2,487,237 compared to 3,553,630 for 2020. This represents a decrease of 30% or 1,066,393 one-way rides. This decrease was expected due to the COVID-19 pandemic impacts and reduced service levels. The transit industry as a whole has experienced significant ridership losses for 2020 and 2021 due to the current pandemic situation. In comparison to pre-pandemic ridership in 2019 (8,430,750), 2021 ridership represents a decrease of 5,943,513 (70%). This is consistent with what other peer agencies have experienced, and indeed all transit systems are facing the same challenges with respect to ridership.

Of note, January to March, 2020 were still pre-pandemic and represented normal ridership. These three months accounted for a total of 2,109,406 passengers, almost equalling the overall total for 2021. This shows the significant impact of COVID -19 on ridership.

The chart below indicates ridership categories and the changes in each ridership group:

RIDERSHIP STATISTICS **AS AT DECEMBER 31, 2021**				
COMBINED CASH AND PASS	**2020**	**2021**	**Inc.(Dec.)**	**% Inc./(Dec.)**
Adult	1,854,935	1,167,707	(687,228)	(37%)
Youth (Including Children)	83,773	517,806[1]	434,032	518%
Senior	200,794	325,850	125,056	62%
Student	1,380,319	475,874	(904,444)	(66%)
Tunnel	33,809	0	(33,809)	(100%)
Combined Total	**3,553,630**	**2,487,237**	**(1,066,393)**	**(30%)**

1. Youth category not introduced until October, 2020.

All categories other than “Youth” and “Senior” experienced a significant decrease in ridership. The main reason for the “Student” category experiencing such a significant decrease is due to both the University of Windsor and St. Clair College offering primarily online classes for the majority of students for most of 2021. Secondary school students were also strictly online in January of 2021 and from April to June of 2021, resulting in the suspension of the School Extra routes. The “Senior” category has traditionally represented significant ridership for Transit Windsor, and this trend has remained consistent despite the pandemic conditions.

The Province of Ontario had imposed various “lockdown” and “stay-at-home” orders throughout 2021, especially in January and April to June. This resulted in a significant ridership decrease for the majority of categories. It should be noted that upon the return to regular domestic service in September, 2021, ridership growth of 49% was observed compared to the same period in 2020. Transit Windsor was running on an enhanced Saturday schedule from January to September, 2021, at which point regular service resumed. As a result of staffing shortages, service was reduced back to Enhanced Saturday effective November 22, 2021. A reduction in service hours unfortunately will automatically lead to reduced ridership, given that the frequency and quality of service has been reduced, which reduces the attractiveness of the service to riders, many of whom will find alternatives.

In addition to government-imposed restrictions, Transit Windsor has been advised by the Windsor-Essex County Health Unit to limit bus capacity to no more than 40 passengers, which is 65% of the design capacity for a 40-foot transit bus. This measure also has a negative impact on ridership, since drivers are often forced to leave passengers behind at stops to keep passenger loads within mandated levels. These are otherwise willing customers who are denied service because the bus is deemed to be at capacity. In 2021, there were 864 reports of overloads (bus had reached capacity of 40 passengers) by Transit Windsor drivers, most of which (822) occurred during the period of full service in the fall of 2021 (averaging 51 overload reports per week from Sept. 6 to Dec. 26). Notably, Windsor remains one of the only large transit systems in Ontario with capacity restrictions. When resources are available, additional buses are prioritized to assist in carrying the passenger loads.

The Tunnel Bus route had no ridership for 2021. The Tunnel Bus has been suspended since March 19, 2020 due to the Canada-United States border closure to non-essential traffic. This service suspension has continued into 2022 with no determination of a resumption date at this time as we continue to experience challenges with COVID-19-related border crossing requirements.

The newly created 518X Route, launched as a pilot in September 2021, has shown promising ridership performance since its introduction. For new route introductions, it takes time to build ridership, and industry best practices provide for an 18-24 month period to measure route performance. Ridership for the 518X was averaging 1,500-1,800 weekly prior to the introduction of the most recent pandemic restrictions at the end of December 2021, which exceeded expectations for new service, given the frequency of the route (35 minutes), existing capacity restrictions, and the fact that St. Clair College did not have 100% attendance on campus. As the TMP is implemented

and routes are changed and improved, this will in turn feed additional trips to the 518X as connections are further enhanced.

Customer Service

Complaints, compliments, and suggestions related to transit service and customer service are logged through the Customer Service Request (CSR) database system, which is a shared system used by 311. All complaints received are investigated by Transit Windsor administration, and appropriate action is taken in all cases. The chart below provides a comparison on the various categories of complaints received from 2020 to 2021:

Categories	2020	2021	% Change	2020 Unsubstantiated	2021 Unsubstantiated
Driver's Skill (driving)	78	77	-1%	8	27
Schedule Adherence	66	79	20%	4	26
Operator/Passenger Conflict	36	38	6%	2	1
Passenger Bypass	106	68	-35%	2	15
Schedule Complaint	4	16	300%	4	1
Passenger Behaviour	4	8	100%	0	1
General Complaint	398	295	-26%	13	69
Route Suggestions	1	5	400%	0	0
Schedule Suggestion	2	4	100%	0	1
New Service Request	3	1	-67%	0	0
Bus Shelter Suggestions	12	16	33%	0	0
Compliments	28	37	35%	0	2
Bus Stop Suggestion	7	10	43%	0	13
Total	741	655	-12%	33	156
Verified Complaints per 100,000 riders	19.9	20.0	0.5%		

In 2021, Transit Windsor logged a total of 655 incidents, of which 156 were unsubstantiated (investigation revealed that the complaint was either invalid, or the complainant refused to provide further information). Although the raw number of customer contacts declined, the frequency per 100,000 riders remained flat. Of the 655 incidents logged, 6% were compliments, 5% were suggestions, and 89% were complaints. Compliments received increased by 35% over 2020. All compliments received are communicated to the driver responsible for recognition for a job well done.

The largest number of complaints fall into the “general” category, which are largely related to driver behaviour (attitude and treatment of passengers, speeding, etc.). These also account for the largest number of unsubstantiated complaints. Speeding complaints are investigated by use of the Automatic Vehicle Location software, where each bus is tracked by Global Positioning System (GPS) technology. In most cases, allegations of speeding prove to be false upon further investigation. Many of these complaints are a result of buses that are on detour due to road construction, and residents are unfamiliar and/or unhappy with buses being on their street. As mentioned above, driver behaviour incidents are reviewed and investigated by Operations management. The large number of “unsubstantiated” complaints relates to inadequate information provided, including dates, times, bus/route number, etc., or the complaint was found to be invalid upon further investigation. Schedule adherence complaints also remain high, likely a result of the changes in transit service levels that occurred throughout the year. During each schedule change, riders required time to adjust, required assistance to direct them to the correct schedules, and mainly demanded that transit service be returned to regular schedule.

Overall, given the challenging conditions under which Transit Windsor has been operating, customer issues are rare, and are handled efficiently by administration when received. Based on frequent industry discussion, Transit Windsor compares favourably to other peer transit systems on customer service metrics, and Transit Windsor strives to benchmark its own performance on industry best practices. All Transit Windsor drivers undergo a rigorous training program that focuses on safety and customer service. When new recruits are hired, previous customer service experience is emphasized.

Fleet Status

Transit Windsor operates a fleet of 117 buses, all of which are 100% fully accessible. There are 29 diesel-electric hybrid buses, which represent approximately 25% of our fleet. The average age of the fleet in 2021 was 8.3 years, up from 7.0 years in 2020. Many of the buses in Transit Windsor’s fleet are over 15 years of age, and some are as old as 20 years of age. New fleet acquisitions received in 2020 (19) and planned deliveries for 2022 (24) will assist in reducing the average fleet age, which has a significant impact on maintenance costs, bus availability, and service reliability.

Due to the suspension of transit service in early 2020 and with a reduction in service to a Sunday schedule for most of the year, the total kilometres travelled in 2020 were 4,089,391. As Transit Windsor transitioned to an enhanced Saturday schedule for the majority of 2021, the total kilometres travelled increased to 4,779,817, an increase of 16.9%.

Fleet reliability has a direct impact on service reliability and customer satisfaction. Transit Windsor tracks in-service breakdowns and the reasons for same, in an effort to improve processes related to fleet maintenance and employ industry best practices in preventative maintenance programs. For 2021, the mean distance between failures (MDBF) was 18,313 kilometres, a significant improvement from 2020 where the MDBF was 10,540 kilometres. This improvement is attributable to better preventative

maintenance practices, as well as the replacement of 19 older buses (16% of the fleet) with new, modern equipment. The chart below details a breakdown of the reasons reported for bus change-offs in service, with virtually all categories showing reductions compared to 2020, despite a nearly 17% increase in fleet mileage:

CHANGE OFF / IN-SERVICE DISRUPTION			
		# of incidents	
Category	**Description**	**2020**	**2021**
1	Brakes	13	14
2	Engine/Transmission	98	85
3	Fluids	42	21
4	No Heat/AC	13	2
5	Steering	2	4
6	Ramps/Wheelchair	14	8
7	Doors	16	12
8	Alarms/Batteries	10	9
9	Radio/Electrical	26	3
10	Tires	12	5
11	Suspension	4	3
12	Destination Signs	0	3
13	Accidents	3	5
14	Automatic Vehicle Location/Farebox	41	10
15	Vandalism	1	0
16	Biohazard Clean-Up	11	4
17	Miscellaneous	71	69
18	Air System	11	4
	Total	**388**	**261**

Towing - # of vehicles, reported above,	75	83

requiring a tow		
Percentage of Towing to Change Offs	19.33%	31.80%

Motor Vehicle Collisions

From 2020 to 2021 the total number of motor vehicle collisions (MVC) decreased by 36%. Of the incidents logged, the number of non-preventable collisions decreased by 33%. Non-preventable (not charged to a driver) collisions are incidents that occurred where the driver was assessed to have done everything reasonable in the circumstances to prevent the collision. These non-preventable collisions include incidents such as a bus being rear-ended because the vehicle behind was following too closely, the bus being struck while parked in a bus stop or bus bay, or an unsafe lane-change by a third-party vehicle resulting in a collision.

The major categories for preventable MVCs continue to be striking fixed objects (lamp posts, parked cars, etc.) sideswipes, and mirror strikes. Most collisions are minor, and do not result in bodily injury. As with customer complaints, fluctuations in service levels and hours year over year need to be taken into account when assessing trends with motor vehicle collisions.

The chart below provides a breakdown of preventable and non-preventable MVCs for 2020 and 2021:

Categories	2020	2021	% Change	Rate per 1,000,000 km 2020	Rate per 1,000,000 km 2021	Rate per 100,000 Service Hours 2020	Rate per 100,000 Service Hours 2021
Non-Preventable	36	24	-33%	10.1	9.6	22.5	12.2
Preventable	24	36	50%	6.8	14.4	15	18.2
Undetermined	7	5	-28%	1.9	2.0	4.4	2.5
Appeals (upheld)	1	0	-100%	-	-	-	-
Total	68	65	-4.4%	19.2	26.1	42.5	32.9

Total motor vehicle collisions declined over 2020; however, preventable MVCs increased compared to 2020. The increase in collisions can be partly explained by the increase in service hours and kilometres driven in 2021 compared to 2020, as well as an increase in traffic due to the stay-at-home and essential travel orders being lifted, and was a trend seen across the transit industry.

In 2020 and 2021, Transit Windsor saw the retirement of a significant number of experienced drivers, and the recruitment of many new operators, as well as the recall of all of the drivers placed on lay-off after the 2020 shut-down. Although training was conducted with all of the new and re-called staff, plans for additional defensive-driver training (now possible with the additional supervisory resource approved in the 2022 budget process) are in the works to ensure drivers have all of the tools necessary to avoid collisions.

Risk Analysis:

N/A.

Climate Change Risks

Climate Change Mitigation:

N/A.

Climate Change Adaptation:

N/A.

Financial Matters:

Any increase in ridership will ultimately provide increased gas tax revenues in future years as the gas tax funding is based partly on ridership numbers. Windsor received $4,546,653 in Provincial Gas Tax funding for the 2020/2021 year. The amount of gas tax funding to be received for the 2021/2022 year is $4,537,529. The Ministry of Transportation will continue to monitor the impacts to key elements, such as municipal transit ridership and the availability of funding that is generated from the sale of gasoline, as these influence the Gas Tax allocations for the 2022-2023 program. With this in mind, it is difficult to determine what impacts COVID-19 may have on future gas tax funding for Transit Windsor. The Federal and Provincial Government did provide Transit Windsor with various grant funding allocations during 2020 to assist in offsetting the impacts of COVID-19 on transit. This grant funding included $178,336 for enhanced cleaning, $8,112,367 for Transit COVID-19 pressures experienced from April 1, 2020 to March 31,2021 and $5,691,300 for the period April 1,2021 to December 31,2021. At the time of writing this report, no additional funding has been announced for COVID-19 pressures to be experienced in 2022. Annual transit operating and capital budget variances are reported to City Council as part of the regular corporate variance reports.

Consultations:

Poorvangi Raval, Financial Planning Administrator for Transit Windsor, City of Windsor

Jason Scott, Planning Supervisor, Transit Windsor

Michael Duval, Operations Coordinator, Transit Windsor

Tony Houad, Senior Manager of Fleet & Support Services, Transit Windsor

Conclusion:

Transit Windsor experienced substantial growth in 2019, and at that point in time, there was an expectation that the growth would continue to increase. However, 2020 and 2021 have been difficult years for the transit industry across the board, as no one could have anticipated the impacts of the pandemic on ridership and overall operations of the transit system. As detailed within this report, the impacts of the pandemic affected not only ridership, but also customer satisfaction and motor vehicle collisions. However, despite the challenges faced, Transit Windsor made improvements in fleet reliability and customer service metrics.

Transit Administration is hopeful that as 2022 progresses, and we return to a more "normal" life, that ridership will slowly start to rebound. The largest contributor to a ridership increase will be the resumption of in-person learning for the University of Windsor and St. Clair College. Around the world, the transit industry as a whole has experienced a significant loss in ridership as people have migrated to a work from home model, intermittent lockdown and stay-at-home situations, and fear from riders worried about contracting COVID-19 while taking transit. Transit Windsor will continue to work with industry associations such as the Ontario Public Transit Association and Canadian Urban Transit Association, as well as our industry partners to advocate for sustained funding for transit operations, to assist in rebuilding ridership and revenue. Moving forward, trends will continue to be monitored and service adjustments will be made as necessary to best meet the needs of riders and the wider community.

Planning Act Matters:

N/A.

Approvals:

Name	Title
Tyson Cragg	Executive Director, Transit Windsor
Christopher Nepszy	Commissioner, Infrastructure Services
Joe Mancina	Commissioner, Corporate Services CFO/City Treasurer
Jason Reynar	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices: