



Environmental Master Plan

Implementation Plan

City of Windsor Implementation Plan for the Environmental Master Plan

Submitted To:
Environmental Services, City of Windsor

Submitted By:
DPRA Canada

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The Great Lakes Sustainability Fund is a component of the Federal Government's Great Lakes program. The Sustainability Fund provides resources to demonstrate and implement technologies and techniques to assist in the remediation of Areas of Concern and other priority areas in the Great Lakes. The report that follows was sponsored by the Great Lakes Sustainability Fund and addresses environmental issues in the Detroit River Area of Concern in Windsor, Ontario. Although the report was subject to technical review, it does not necessarily reflect the views of the Sustainability Fund or Environment Canada.

FOREWORD

The Council of the City of Windsor unanimously accepted its first Environmental Master Plan (EMP) on July 24, 2006. The Environmental Master Plan brings together a host of ongoing environmentally-related programs from across the City and suggests a number of new initiatives to support the City in its quest for improved environmental performance. The EMP represents nearly a year of work by staff, Council and dedicated stakeholders and interested members of the public.

As an integral part of the Environmental Master Plan, the City decided to create a detailed Implementation Plan to support the ideas included in the EMP and ensure that the EMP is implemented effectively. Throughout the process to develop the Environmental Master Plan, the EMP team heard from staff, Council and residents that the most important facet of the EMP will be how it is implemented across the City. The action plans for the Environmental Master Plan touch on issues that affect every department in City; therefore it needs to be integrated into the existing management framework.

The Implementation Plan produced by DPRA contains suggestions for the first year of implementation and includes specific references to other environmental City initiatives, oversight for the EMP, an indication of who will be involved, reporting, communication and funding. At the heart of the Implementation Plan are the individual tables that contain an indication of which actions certain departments and agencies will be responsible for. The Implementation Plan is presented as a separate report and is meant to be read in tandem with the complete EMP.

The Implementation Plan (and portions of the action plans) were funded through the generous support of the Great Lakes Sustainability Fund (GLSF). The GLSF is a component of the Federal Government's Great Lakes program. The Sustainability Fund provides resources to demonstrate and implement technologies and techniques to assist in the remediation of Areas of Concern and other priority areas in the Great Lakes.

Comments, questions and suggestions are welcome at anytime:

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TABLE OF CONTENTS

| | |
|--|------------|
| FOREWORD..... | II |
| SECTION 1: INTRODUCTION | 1 |
| OVERVIEW | 1 |
| WHY DOES THE CITY NEED AN IMPLEMENTATION PLAN? | 2 |
| SECTION 2: CONNECTING THE EMP: LINKAGES | 3 |
| LINKAGES TO MUNICIPAL PROGRAMS, POLICIES, AND INITIATIVES..... | 3 |
| <i>COMMUNITY STRATEGIC PLAN.....</i> | 3 |
| <i>OTHER PROGRAMS, POLICIES AND INITIATIVES.....</i> | 3 |
| <i>OFFICIAL PLAN.....</i> | 3 |
| LINKAGES TO OTHER PROGRAMS, POLICIES AND INITIATIVES | 4 |
| SECTION 3: MANAGING THE EMP: OVERSIGHT | 5 |
| AN INDIVIDUAL TO OVERSEE IMPLEMENTATION | 5 |
| RESPONSIBILITIES OF THE ENVIRONMENTAL COORDINATOR | 5 |
| EMP IMPLEMENTATION COMMITTEE..... | 6 |
| ROLE OF STAKEHOLDERS IN OVERSIGHT | 8 |
| SECTION 4: CARRYING OUT THE EMP: ACTION PLANS | 9 |
| <i>ACTION PLAN LEGEND.....</i> | 11 |
| INDIVIDUAL ACTION PLANS FOR CITY OF WINDSOR DEPARTMENTS | 12 |
| INDIVIDUAL ACTION PLANS FOR EXTERNAL AGENCIES, COMMITTEES AND GROUPS | 93 |
| SECTION 5: TRACKING THE EMP: REPORTING AND COMMUNICATION..... | 144 |
| IMPLEMENTATION STATUS REPORT | 144 |
| STATE OF THE ENVIRONMENT REPORT | 144 |
| ENVIRONMENTAL ATTITUDE SURVEY | 145 |
| PUBLICATION OF RESULTS | 145 |
| COMMUNICATION AND REVISIONS..... | 146 |
| SECTION 6: FUNDING THE EMP: FINANCIAL MATTERS..... | 147 |
| ANNUAL BUDGET PROCESS AND PRIORITY SETTING | 147 |
| FUNDING SOURCES | 147 |
| FUNDING ESTIMATES FOR YEAR ONE | 148 |
| SECTION 7: NEXT STEPS | 149 |
| PROPOSED NEXT STEPS | 149 |

SECTION 1: INTRODUCTION

OVERVIEW



This report is a complement to the City of Windsor's first Environmental Master Plan (EMP); the report details items needed for the implementation of the EMP. The Plan brings together a myriad of environmental programs, policies and initiatives from across the City's operations and suggests actions to strengthen the City's environmental performance. If the EMP is to be a guiding document for the Corporation of the City of Windsor's environmentally-related activities over the next five years and beyond, there needs to be a strong emphasis placed on the implementation of the actions recommended in the EMP.

The action plans included the Environmental Master Plan follow on the Plan's strategic direction, guiding principles, goals, and can be found, in their entirety, in Section 3 of the EMP. The Implementation Plan references the full suite of action plans and breaks them down by the respective department or external agency with responsibility for leading or contributing to the completion of the action. This itemized break down begins in Section 3 of the Implementation Plan.

The implementation plan is organized as follows:

Section 1: Introduction

- An introductory section defining the scope of the Implementation Plan.

Section 2: Connecting the EMP: Linkages

- An overview of the linkages necessary to support the implementation of the EMP.

Section 3: Managing the EMP: Oversight

- A review of the proposed management and committee structure to support the Environmental Master Plan.

Section 4: Carrying Out the EMP: Action Plans

- A listing of all departments, groups and agencies that are suggested to be involved in the implementation of the EMP; and
- A grouping of all of the action plans that each department or agency will be responsible for leading or contributing to.

Section 5: Tracking the EMP: Reporting and Communication

- Suggestions for monitoring, reporting, and communicating the progress of the EMP's implementation.

Section 6: Funding the EMP: Financial Matters

- Discussion of financial and funding matters related to the EMP.

Section 7: Next Steps

- Based on the contents of the Implementation Plan, a short listing of the next steps necessary to launch the Environmental Master Plan.

WHY DOES THE CITY NEED AN IMPLEMENTATION PLAN?

The Environmental Master Plan (EMP) is a guiding document for the City of Windsor with respect to various environmental issues. Windsor decided to create an Environmental Master Plan to lead by example. The City serves over 210,000 residents and operates numerous facilities. Therefore, the Corporation's decisions and actions affect the entire community and have a direct impact on the environment. The EMP is focused on actions that the Corporation of the City of Windsor can take to protect and improve the environment within the City of Windsor over the short- and long-term.



The EMP was developed in accordance with the goals and objectives established in the Official Plan and the Corporation's Community Strategic Plan.

Throughout the process to develop the Environmental Master Plan, the EMP team heard from staff, Council and residents that the most important facet of the EMP will be how it is implemented across the City. The action plans for the Environmental Master Plan touch on issues that affect every department in City, therefore it needs to be integrated into the existing management framework.

Implementing the Environmental Master Plan will help to achieve the anticipated outcomes of the planning process, namely:

- Streamlined City-wide environmental actions
- Improved environmental performance for the City
- Increased environmental awareness in the community
- Reduction in overlap and gaps in municipal environmental service delivery

In addition, the Implementation Plan will:

Foster local leadership

The Environmental Master Plan is the first Plan of its type developed for the City of Windsor. It represents a unique opportunity for the municipality to take action on priority issues of local concern and municipal responsibility. The City, by following the individually designed action plans in Section 3, will lead by example through its commitment to environmental sustainability.

Nurture partnerships

The Environmental Master Plan integrates feedback from residents and interested stakeholders. As such, a number of local, provincial and federal agencies are noted in the action plans as leader or contributors to the implementation of action plans. The City will work with these groups and agencies to form partnerships to effectively implement the EMP.

Measure progress

A number of reporting and monitoring options are suggested in the action plans associated with the Environmental Master Plan. The Implementation Plan highlights some of the ways to measure the progress of the actions included in the EMP. In addition, it is suggested that a regularly published State of the Environment Report will track environmental indicators and that environmental attitudes will be traced through a regular survey of resident and staff opinions on local environmental issues.

SECTION 2: CONNECTING THE EMP: LINKAGES

LINKAGES TO MUNICIPAL PROGRAMS, POLICIES, AND INITIATIVES

The Environmental Master Plan is a guiding document for the municipality on a range of environmental issues. The creation of an Environmental Master Plan was not intended to duplicate the work of other master plans (for example, the Transit Master Plan). It is a complementary plan that includes detailed action plans for activities not covered by other municipal policies and plans and that directs readers to other plans for details, where necessary.

COMMUNITY STRATEGIC PLAN

The EMP directly supports the fulfilment of the City's third Strategic Theme in its Community Strategic Plan (CSP): Sustainable Healthy Environment. The CSP was developed in 1996; in 2003 a series of updated Action Plans were developed:

- | | |
|-----|---|
| 4.1 | Establish an Environmental Focal Point |
| 4.2 | Review all Municipal By-Laws |
| 4.3 | Develop Policy and Plan for Greenspace |
| 4.4 | Establish Role in Environmental Advocacy |
| 4.5 | Ensure Signage for Transportation of Hazardous Material |

OTHER PROGRAMS, POLICIES AND INITIATIVES

The Environmental Master Plan for the City of Windsor identifies a host of programs, policies and initiatives that are already underway at the municipality. These initiatives include the Transit Master Plan, the Anti-Idling By-Law and numerous others, as listed and described in Appendix C of the EMP: Summary of Ongoing Environmental Initiatives in Windsor.

OFFICIAL PLAN

The Official Plan for Windsor is the overall guidance document that provides a policy framework for a number of planning and development issues including environmental enhancement for the City. The Official Plan is the binding planning document of any Ontario municipality. Since the City's Official Plan (OP) is presently under review, some cross references should be incorporated to ensure compatibility of the documents once the OP is finalized.

As such, it is proposed that the Environmental Master Plan be situated in the City's administrative structure as illustrated in Figure 1. Note that the diagram does not indicate any hierarchy among the "other City of Windsor plans" – they are meant to work in concert with one another to support the City's overall strategic direction.



Figure 1. Illustration of the relationship between the Community Strategic Plan, the Official Plan and other City Plans



LINKAGES TO OTHER PROGRAMS, POLICIES AND INITIATIVES

The Environmental Master Plan defines a series of actions that the municipality and its decision makers can take to improve the environment. However, the municipality does not exist, nor does it act, in a vacuum. Responsibilities for environmental actions and priority setting are shared by provincial and federal governments. In addition, there is a decision-making and collaborative role for surrounding municipalities with respect to common environmental issues. Therefore, the EMP contains a series of linkages with recent national and provincial initiatives in Section 2: Defining Windsor's Current Environmental Context.

In addition, Appendix C of the Environmental Master Plan contains ongoing environmental initiatives that are being carried out by other local organizations such as the Centre for Environmental Health and the Windsor-Essex County Environment Committee (WECEC). Local organizations were involved in the process to develop the EMP and have expressed an interest in continuing their involvement during the implementation. Descriptions of the organizations and agencies and an outline of their proposed responsibilities appear in Section 4 of this report.

SECTION 3: MANAGING THE EMP: OVERSIGHT



Adequate and appropriate personnel to oversee the implementation of the Environmental Master Plan are essential. A number of alternatives were discussed with staff and stakeholders. During the consultation period for the Environmental Master Plan, there were numerous discussions about whether implementation responsibility should lie in a particular department (i.e., Planning or Environmental Services); or since the action plans for the EMP highlight responsibility for many, if not all, departments, whether responsibility should reside in the office of the Chief Administrative Officer (CAO).

Therefore, the preliminary consensus is to initially reside the implementation of the EMP in the office of the CAO; it was felt that this will provide momentum for forward movement and will serve to highlight the Plan's strategic corporate importance.

AN INDIVIDUAL TO OVERSEE IMPLEMENTATION

In addition, many participants felt that the EMP will need a "champion" to generate awareness throughout the Plan's implementation. Some participants felt that the City may need to create a position(s) that concentrates solely on environmental management; this person could be dedicated to managing the EMP.

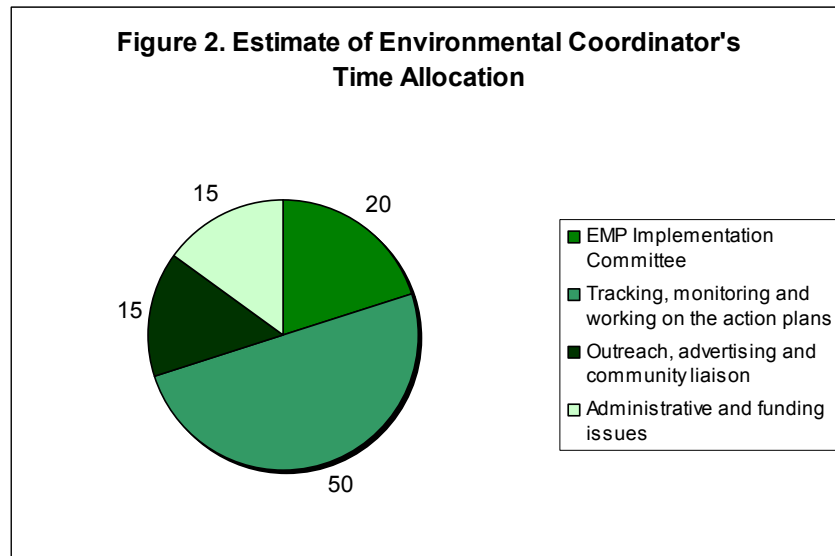
The general consensus from the stakeholder and staff committees associated with the development of the Environmental Master Plan was that, at the outset, a **full-time Environmental Coordinator**, with administrative support, be responsible for follow-up as well as the various other responsibilities inherent in this position such as monitoring, liaison, tracking, etc. It is suggested that the newly created Environmental Coordinator position report, as discussed above, to the CAO's office and that the coordinator be provided with the necessary administrative support and funding for communications, meetings, reporting, etc.

RESPONSIBILITIES OF THE ENVIRONMENTAL COORDINATOR

Responsibilities of the Environmental Coordinator will vary depending on the time of year and will likely include:

- Liaison with staff and Council
- Liaison with other Municipal Environmental Coordinators
- Liaison with stakeholders and interested community members
- Recruitment for the EMP Implementation Committee
- Coordination of the EMP Implementation Committee, including agenda preparation and chairing the meetings
- Development and coordination of advertising material, news releases and community outreach
- Development and coordination of public events (i.e., Open Houses)
- Circulating environmental information to staff and training new staff on the EMP
- Research on best practices and conferences
- Securing funding for the Environmental Master Plan's implementation
- Reviewing indicators
- Writing the EMP Implementation Status Report (every two years)
- Tweaking the actions included in the EMP based on the results of the Status Report
- Oversight of the Environmental Attitudes Survey (every four years)
- Oversight of the State of the Environment Report (to be published every four years)
- Tracking and monitoring the state of completion of the action plans
- Acting as a leader and communicating the City's desire to continuously improve its environmental performance

It is expected that the Environmental Coordinator will vary the amount of time spent on various responsibilities. Figure 2 gives an early indication of the allocation of time by type of task.



Staff and stakeholders noted that there may be a need for a “team” to oversee the EMP – communication, education, outreach, monitoring, tracking, reporting, liaison, etc. are all important facets of oversight, and may prove to be onerous for one Environmental Coordinator. If additional funding allows the recruitment of a second coordinator, it is suggested that the second full-time person focus on communication and administrative issues while the first remain focused on implementing the action plans and overseeing the EMP Implementation Committee.

It is expected that the person recruited to fill the Environmental Coordinator position be hired at a managerial level and the person be familiar with the municipal context and a wide range of environmental issues. It would be advantageous for the individual to have had some prior experience in environmental planning, project management and implementation. The candidate will need to be suitable to easily work with a spectrum of municipal employees, Council members, residents and stakeholders.

EMP IMPLEMENTATION COMMITTEE

At the start of the development of the Environmental Master Plan, three committees were formed to provide guidance and feedback on the Environmental Master Plan:

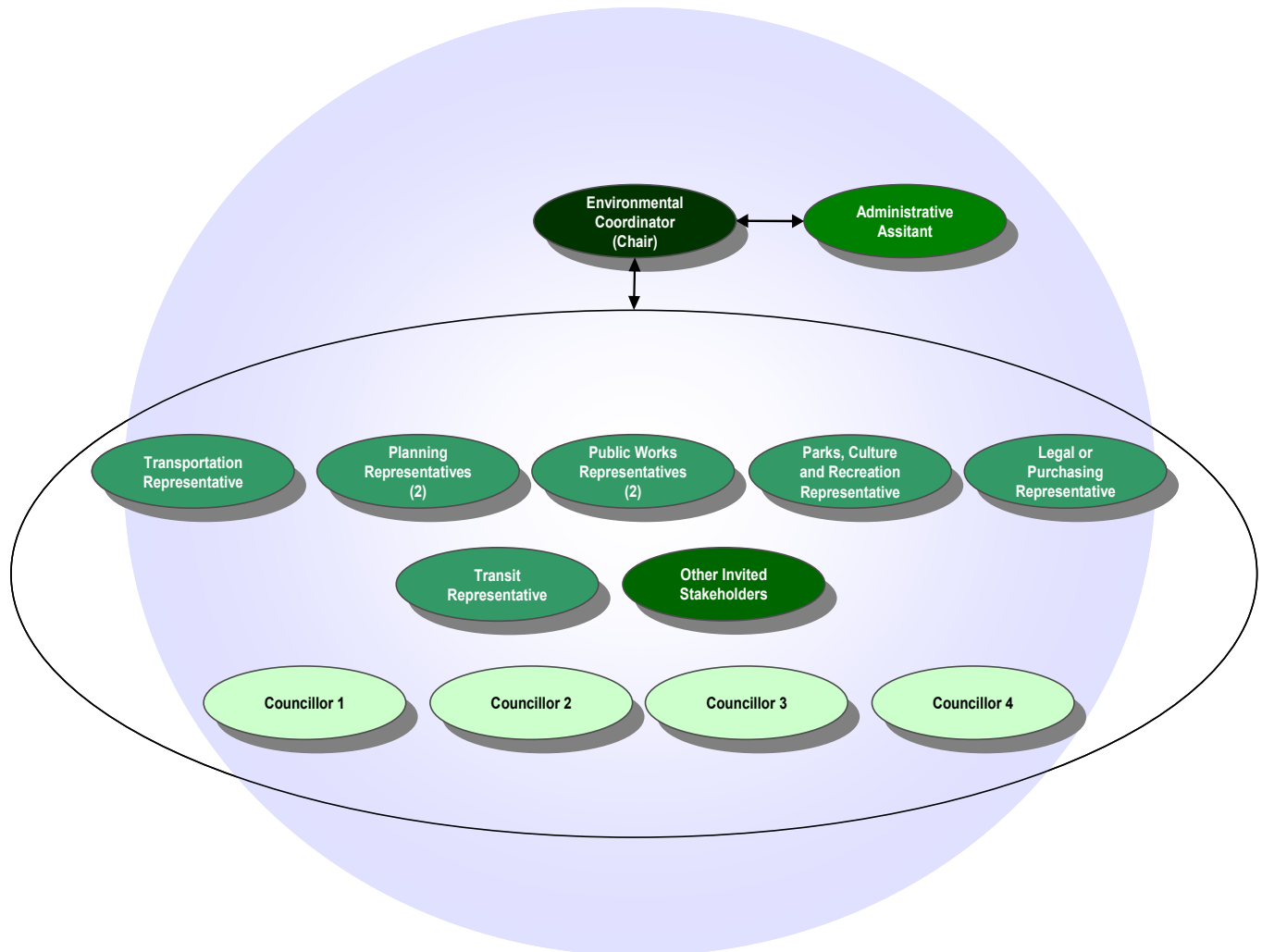
- A **Technical Committee** comprised of City staff from multiple departments met seven times throughout the process;
- A **Steering and Council Committee** met at critical junctures to review work products and provide direction and insight; and
- A group of **invited stakeholders** met four times throughout the Environmental Master Plan process to provide comments and input into draft components of the Environmental Master Plan.

These committees were invaluable to the success of the Environmental Master Plan. As such, there is a desire to create a similar committee structure to assist with the implementation of the EMP. A committee will be advantageous to draw in members of various departments from across the City in an effort to oversee the implementation of the EMP.

Clearly, there will also be a need for input and involvement by staff from across the Corporation to implement the EMP. Stakeholders and staff felt that a committee structure, similar to the Steering and Council Committee established for the EMP development process, be established. At this time, the consensus is for the establishment of an EMP Implementation Committee (EIC), with representation from staff at a department head level. It is felt that

this will demonstrate and ensure commitment to move forward with the identified action plans. It is also recommended that any such committee should include membership from City Council, as with the EMP development committee. A diagram with the proposed composition of the EIC is included below (Figure 3).

Figure 3. Proposed Composition of the EMP Implementation Committee (EIC)



The responsibilities of the EMP Implementation Committee (EIC) include:

- Initiating action plans for the department
- Reviewing the status of the action plans
- Reporting departmental progress
- Providing feedback and insight from a staff perspective (staff representatives)
- Providing feedback and insight from a residents' perspective (Councillors)
- Providing technical insight and advice (external members), as required and when invited
- Incorporating best practices and efficiency into the implementation process
- Collecting information to track and monitor the rate of implementation of the action plans
- Oversight of the implementation process

It is suggested that:

- The EMP Implementation Committee be composed of eight department heads from across the City and four Councillors
- External stakeholders be invited to meetings on an ‘as needed’ basis; for example, members of WECEC or the Ministry of the Environment
- The Environmental Coordinator chair the meetings and the administrative assistant take minutes
- The Committee meet on a monthly basis to review progress
- The minutes of the EIC meetings be shared with the Windsor-Essex County Environment Committee (WECEC) and that the minutes of WECEC be reviewed each meeting

ROLE OF STAKEHOLDERS IN OVERSIGHT

As discussed during the stakeholder meetings for the Environmental Master Plan, there is a role for stakeholders to play in the oversight of the implementation of the EMP. It is suggested that the stakeholder group convene on an annual basis to review the progress of the EMP and to discuss next steps and ideas for implementation with the Environment Coordinator.

The notes from this meeting should be circulated to all involved and to the EMP Implementation Committee.

Stakeholder information may be stored and accessed using the stakeholder and community database that was created during the EMP public consultation period.

SECTION 4: CARRYING OUT THE EMP: ACTION PLANS

As described above, the central implementation responsibility will fall to the Environmental Coordinator with the support of an administrative assistant and an Environmental Master Plan Implementation Committee (EIC). However, to successfully achieve the targets indicated in the action plans, there is much supporting work to be completed by a host of departments within the City as well as external agencies and organizations.

This section of the Implementation Plan includes an indication of who will assist with each of the action plans – in a lead role and in a supporting role. Detailed implementation plans have been developed for each of the departments and external agencies that will be involved in the EMP's implementation. They are included on the following pages and are delineated according to City of Windsor departments or external agencies.

A legend is provided for quick reference on page 11.

| Name of City of Windsor Department | Number of LEAD Actions | Number Actions to SUPPORT | Page Number |
|---|------------------------|---------------------------|-------------|
| Building & Development Department (B&D) | 3 | 10 | 13-20 |
| Communication (Comm) | 3 | 7 | 21-28 |
| Contract Services (Cont) | 0 | 2 | 29-30 |
| Council | 1 | 5 | 31-36 |
| Environmental Coordinator (EC) | 9 | 8 | 37-47 |
| EMP Implementation Committee (EIC) | 2 | 6 | 48-52 |
| Environmental Services (ES) | 8 | 2 | 53-58 |
| Facilities Management (Facil) | 0 | 3 | 59-61 |
| Housing | 0 | 1 | 62 |
| Human Resources (HR) | 0 | 1 | 63 |
| Licensing and Enforcement (L&E) | 0 | 1 | 64 |
| Parks, Culture and Recreation | 4 | 2 | 65-69 |
| Planning Department (Plan) | 8 | 9 | 70-80 |
| Purchasing | 1 | 3 | 81-84 |
| Public Works | 2 | 2 | 85-88 |
| Transportation Planning and/or Traffic Operations (part of Public Works; Trans) | 3 | 2 | 89-91 |

| Name of External Agency or Group | Number of LEAD Actions | Number of Actions to SUPPORT | Page Number |
|--|------------------------|------------------------------|-------------|
| Centre for Environmental Health (CEH) | 0 | 3 | 93 |
| CN/CP | 0 | 1 | 94 |
| Detroit River Canadian Cleanup (DRCC) | 0 | 2 | 95-96 |
| Essex Region Conservation Authority (ERCA) | 0 | 10 | 97-104 |
| Essex-Windsor Solid Waste Authority (EWSWA) | 3 | 0 | 105-106 |
| Great Lakes Institute for Environmental Research (GLIER) | 0 | 3 | 107 |
| Great Lakes Sustainability Fund (GLSF) | 0 | 1 | 108 |
| Ministry of Municipal Affairs and Housing (MMAH) | 0 | 1 | 109 |
| Ministry of the Environment (MOE) | 0 | 2 | 110 |
| Ministry of Public Infrastructure and Renewal (MPIR) | 0 | 1 | 111 |
| Royal Astronomical Society of Canada (RASC) | 0 | 5 | 112-116 |
| Residents (Res) | 0 | 7 | 117-121 |
| The Southeast Michigan Council of Governments (SEMCOG) | 0 | 2 | 122 |
| Stakeholders (S/H) | 0 | 7 | 123-129 |
| Transport Canada (TC) | 0 | 2 | 130 |
| Transit Windsor (TW) | 2 | 2 | 131-133 |
| United States Environmental Protection Agency (USEPA) | 0 | 1 | 134 |
| Windsor Bicycling Committee (WBC) | 0 | 1 | 135 |
| Windsor Essex County Environment Committee (WECEC) | 0 | 7 | 136-139 |
| Windsor Essex County Health Unit (WECHU) | 0 | 1 | 140 |
| Windsor Utilities Commission (WUC) | 0 | 2 | 141-142 |

**Note that specific action plans are listed for the Environmental Coordinator, EMP Implementation Committee, Council and residents; however, it is expected that these four groups will contribute, in some fashion, to the implementation of *all* of the actions included in the EMP.

ACTION PLAN LEGEND

| | | |
|-----------------------|---|--|
| Goal | Goals are general statements of desired ends to be achieved over an unspecified period of time. Goals are a more specific articulation of the strategic direction and will chart the direction for the EMP; they are not expected to be measurable. | |
| Objective | Objectives are more specific statements of the general goals. Each objective is associated with a detailed action plan. | |
| Action | Typically, actions are quantifiable and time-sensitive; they must be taken to achieve the objective. | |
| Step | The individual tasks that need to be taken to aptly achieve the action. There can be multiple steps for each action. | |
| Indicator | A measure used to assess the degree of success in meeting the proposed actions. It is a single measurable feature. | |
| Time Frame | <p>Indication of the time period in which the step will be initiated:</p> <ul style="list-style-type: none"> • “Quick hits”: within one year (QH) of the EMP’s initiation • Short-term: within one to two years (ST) • Medium-term: within two to five years (MT) • Long-term: beyond five years (LT) <p>If a step is to be carried on indefinitely, this is identified with a “C” for continuous.</p> | |
| Responsibility | <p>Identification of who will be involved in the implementation of each of the actions. An indication of “lead” or “assist” is provided:</p> <ul style="list-style-type: none"> • B&D: Building & Development Department • CEH: Centre for Environmental Health • Comm: Communication • Council • DRCC: Detroit River Canadian Cleanup • EC: Environmental Coordinator* • EIC: EMP Implementation Committee ** • ERCA: Essex Region Conservation Authority • ES: Environmental Services • EWSWA: Essex-Windsor Solid Waste Authority • GLIER: Great Lakes Institute for Environmental Research • Facil: Facilities Management • L&E: Licensing and Enforcement | <ul style="list-style-type: none"> • MMAH: Ministry of Municipal Affairs and Housing • MOE: Ministry of the Environment • MPIR: Ministry of Public Infrastructure and Renewal • Plan: Planning Department • RASC: Royal Astronomical Society of Canada • Res.: Residents • SEMCOG: The Southeast Michigan Council of Governments • S/H: Stakeholders • TC: Transport Canada • Trans: Transportation Planning and/or Traffic Operations (part of Public Works) • TW: Transit Windsor • WBC: Windsor Bicycling Committee • WECEC: Windsor Essex County Environment Committee • WECHU: Windsor Essex County Health Unit |

INDIVIDUAL ACTION PLANS FOR CITY OF WINDSOR DEPARTMENTS

BUILDING & DEVELOPMENT DEPARTMENT (B&D) – LEAD ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bd: Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|--|
| | | | | Lead | Assist |
| To encourage in-fill and higher density in existing built areas | <ul style="list-style-type: none"> In order to promote concentration, encourage adaptive reuse of buildings, especially heritage buildings, in core areas. These buildings already have infrastructure in place: streets, sewers, schools, transit. Identify opportunities for higher density development to support alternatives to driving (transit, cycling, walking, etc) and highlight in the upcoming Official Plan Review Examine current policies and by-laws; provide incentives for infill/higher density; set minimum density requirements When implementing the Annexed Area Master Plan, promote transportation demand management (TDM). Design commercial and residential land use to maximize access to public transit Continue the implementation of community improvement plans to encourage investment in older neighbourhoods Focus on beautification and renewal of existing built areas | <ul style="list-style-type: none"> Density in the City of Windsor (units per hectare) | C | Plan B&D | EIC RASC TW Trans. |
| To encourage the construction of energy efficient homes and businesses in Windsor (i.e., R-2000, C-2000, Energy Star, LEED) | <ul style="list-style-type: none"> City of Windsor to assess, as part of Objective Ea, the number of existing energy efficient homes and businesses in Windsor. Based on the assessment, set a target percentage of new homes and businesses to be built to energy efficiency standards (i.e., C-2000, R-2000, Energy Star, LEED, etc.) Work to create a education campaign for residents (to create demand) and builders (to create supply) about the environmental and financial benefits of energy efficient homes and businesses Investigate the possibility of reducing development charges for developers of energy efficient homes and businesses. | <ul style="list-style-type: none"> Number of energy efficient homes and businesses in Windsor | C | B&D | Plan. S/H Housing Adv. Comm. |

BUILDING & DEVELOPMENT DEPARTMENT (B&D) – LEAD ROLE

Goal B: **Create Healthy Communities**
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bd: **Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|-------------------|
| | | | | Lead | Assist |
| To increase the number of sustainable design features in the development of neighbourhoods, homes and businesses | <ul style="list-style-type: none"> Planning Department to develop a sustainability measure for Windsor and analyze potential developments for sustainability. Advertise the sustainability measure to homeowners and developers, as legislation and building codes allow. The guide may include the consideration of: <ul style="list-style-type: none"> Green roofs Housing orientation Adequate insulation Underground parking Windows in office buildings which can be opened Improved temperature control systems Alternative energy sources Access to public transit Amount of light pollution from street lights and use full cut off street lights Work with developers to encourage best practices and the integration of the ideas listed above. Create incentives for sustainable design by builders and demand for sustainable homes (and businesses) by residents (and business owners) through the development of an education campaign about the advantages of scoring high on the sustainability measure (i.e., energy and cost savings) As part of the Official Plan review, work with small businesses to improve streetscapes and interactivity (encouraging local community development) Identify and take advantage of provincial and federal programs for funding and best practices Continue to implement the activities in "Windsor Seen", a municipal urban design agenda for the City. Continue to apply the Urban Design Guidelines for municipal buildings and private development | <ul style="list-style-type: none"> Number of developments using sustainable practices Number of building permits issued to sustainable buildings, as defined by the sustainability measure | MT | Plan. B&D | Cont. S/H PW RASC |

BUILDING & DEVELOPMENT DEPARTMENT (B&D) – SUPPORT ROLE

Goal A: **Improve Our Air and Water Quality**
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Ae: Transportation system enhancements to reduce air emissions**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|---------------------------|----------------------|
| | | | | Lead | Assist |
| To improve the City's traffic flow to reduce vehicular emissions | <ul style="list-style-type: none"> With the assistance and guidance from the All-Way Stop Committee, reduce unnecessary and unwarranted all-way stops; focus on transit and heavy trucking routes to reduce wait times. Promote transit priorities to reduce transit delay and promote schedule adherence and service reliability Reduce the number of at-grade crossings, work towards the rationalization of the rail system with railways and industry, and promote the re-use of abandoned rail routes as multi-modal urban transportation corridors, through the implementation of the Rail Rationalization Study. | <ul style="list-style-type: none"> Number of all-way stops Number of level crossings Number of roundabouts | C | Trans. All-Way Stop Comm. | TC B&D Plan. Council |

BUILDING & DEVELOPMENT DEPARTMENT (B&D) – SUPPORT ROLE
Goal C: Green Windsor
To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)


Objective Ca: Expanding the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|----------------|--|
| | | | | Lead | Assist |
| Rehabilitate and naturalize derelict and underutilized lands to expand the Greenway System | <ul style="list-style-type: none"> Support existing Greenway Policies in the Official Plan Support the existing Brownfields Redevelopment Strategy and implement its work plan Develop infill targets to protect the Greenway System Naturalize sites to the extent possible Monitor changes in the amount and proportion of Greenway System components acquired | <ul style="list-style-type: none"> Amount of land acquired & rehabilitated | LT | Plan | EC B&D Parks ERCA |
| Acquire additional lands for integration into the Greenway System | <ul style="list-style-type: none"> Support existing Greenway Policies in the Official Plan Confirm the current extent and proportion of the various Greenway System components (i.e. natural heritage, waterway corridors, linkages) – may require inventory and analysis Set acquisition targets for the Greenway System Develop land acquisition strategies with regional partners to define how and when the City can achieve the targets Source funding opportunities to secure lands Monitor changes in the amount and proportion of Greenway System components acquired. | <ul style="list-style-type: none"> Amount of land acquired (hectares) | LT | Plan | B&D Council ERCA WECEC S/H |

BUILDING & DEVELOPMENT DEPARTMENT (B&D) – SUPPORT ROLE
Goal C: Green Windsor
To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)


Objective Cb: Enhancing the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|--|------------|----------------|-------------------------------|
| | | | | Lead | Assist |
| Enhance the quality and condition of the Greenway System | <ul style="list-style-type: none"> Assess the quality and condition of the Greenway System components (This may require additional inventory and evaluation). Take into special account the unique and rare ecosystems in Windsor: the Ojibway Prairie Complex; the Spring Garden ANSI; Peche Island and the Memorial Park rare Carolinian Oak Grove Prepare Management Plans for Greenway System components and individual sites: <ul style="list-style-type: none"> Identify issues that are currently impairing the quality of the Greenway System (i.e. habitat fragmentation/degradation, invasive species, incompatible human uses, littering, vandalism, erosion, etc.) Identify strategies & actions to address the various issues and enhance the Greenway System Implement Management Strategies & actions (i.e., actively managing tall grass prairie by planned burns) Monitor the quality and condition of the Greenway System components (i.e. integrity, biodiversity, health, etc.) | <ul style="list-style-type: none"> Completion of an inventory & evaluation Completion of Management Plans Results of monitoring | MT | EC | B&D Plan. ERCA WECEC |
| Increase tree cover in the City by 5% by 2011 | <ul style="list-style-type: none"> Assess the current proportion of tree cover on private and public land in the City through analysis of aerial photos Continue to implement and support Urban Forestry practices, street tree planting and "One Million Trees" program Create incentives for the planting of native, Carolinian species and the preservation of existing trees; for example: <ul style="list-style-type: none"> Provide a tax credit for new trees planted on private property Begin a City nursery to grow seedlings/saplings of Carolinian forest species; give away saplings at a nominal cost Encourage species diversification Launch a "tree drive" by encouraging companies to donate trees Communicate with developers who approach the City in order to preserve trees Promote the planting of "blossom trees" and consider sponsoring a "Blossom Festival" | <ul style="list-style-type: none"> Amount of tree cover (hectares) | QH-LT | Parks | B&D Plan. S/H Res. ERCA |

BUILDING & DEVELOPMENT DEPARTMENT (B&D) – SUPPORT ROLE
Goal C: Green Windsor
To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)


Objective Cc: Linking the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|---|------------|----------------|---------------------|
| | | | | Lead | Assist |
| To increase connectivity within the Greenway System by 15% by the year 2011 | <ul style="list-style-type: none"> As part of the State of the Environment report (Objective Ea), conduct an assessment of the current state of Windsor's Greenway System Linkages by performing a Landscape Analysis. Include the number of hectares of green space that is "linked" to each other as a baseline. Identify linkage improvement opportunities in the Greenway System and reflect these in Official Plan updates. Develop strategies for acquiring these strategic lands through the following mechanisms: <ul style="list-style-type: none"> Development Applications Purchase Park Dedication Land Swap Conservation Easements Land Trust Voluntary property tax fund Land contribution by public agencies As part of the five year review of the State of the Environment Report (Objective Ea), review state of linkages and adjust acquisition strategies, if necessary Work with surrounding municipalities to plan for and strengthen linkages across municipal boundaries. | <ul style="list-style-type: none"> Connectedness of Greenway System Number and extent of strengthened linkages Number and extent of new linkages | LT | Parks | B&D Plan ERCA |

BUILDING & DEVELOPMENT DEPARTMENT (B&D) – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste

**Objective Db: Recycle and reduce wastes from City operations**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|----------------|----------|
| | | | | Lead | Assist |
| Increase the amount of recyclable material collected on-site at all City facilities by 25% by 2011 | <ul style="list-style-type: none"> • Measure the amount of recycled material collected from City facilities vs. the amount of waste collected • In an effort to increase this, choose appropriate recycling containers and consider individual containers, where possible. • Encourage the use of recycling bins (paper, glass and plastics) in all City buildings and in the community: parks, transit stops, and pedestrian areas. • Locate recycling bins in convenient locations and label them clearly. • Provide training for facilities staff with respect to any changes in recycling procedures • Focus reminders and incentive programs on any problem areas (as part of Objective Eb) • Encourage contractors and suppliers to make recycled-content products available • Use savings from waste prevention efforts to offset the costs of buying recycled products in those instances where they cost more. • Ensure that all building permits include appropriate provisions for source separation recycling as mandated under Ontario Regulation 103/94 to the Environmental Protection Act | <ul style="list-style-type: none"> • Amount of recycled material collected from City facilities (kg) • Amount of solid waste collected from municipal facilities (kg) • Number of recycling bins provided at public facilities | LT | EWSWA | Comm B&D |

BUILDING & DEVELOPMENT DEPARTMENT (B&D) – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste

**Objective Dd: Promote “greening” of new and existing city facilities**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|---|
| | | | | Lead | Assist |
| To investigate the possibility of developing a policy so that all newly constructed municipal buildings are LEED certified by 2016 | <ul style="list-style-type: none"> Develop a draft policy stipulating that all newly constructed public buildings are to be LEED certified to at least a Gold rating Start pilot projects on smaller buildings such as fire halls or the proposed Transit Building. Develop education material about LEED for staff, contractors and Council (as part of Objective Eb) Encourage home owners and builders to consider LEED standards (Objective Bc) Coordinate linkages with Windsor Seen, Reference #15: Develop policies to promote “Green Architecture” Apply the City’s City Centre West Urban Village Performance-Based Urban Design Guidelines (Sections 3 and 5.3) to new municipal buildings. | <ul style="list-style-type: none"> Presence of policy Percentage of new municipal buildings built that are LEED certified | MT-LT | Plan. | B&D. Purch. PW Contr. Council |
| To promote adaptive reuse of buildings, especially heritage buildings | <ul style="list-style-type: none"> Develop a municipal “heritage first” policy to reuse existing buildings (and materials), in core areas. It is environmentally-friendly and cost-effective to reuse these buildings because they already have infrastructure in place (streets, sewers, schools, transit). In addition, recycling waste and building materials is possible. | <ul style="list-style-type: none"> Number of heritage buildings reused Amount of building material reused | LT | Plan. | B&D |
| To reduce energy consumption of City buildings by installing green roofs on at least five City facilities by 2011 | <ul style="list-style-type: none"> Provide leadership in energy savings by installing green roofs. Green roofs involve planting vegetation on rooftops for insulation, noise reduction and aesthetic purposes (Environment Canada found that a typical one storey building with a grass roof and 10 cm of growing medium results in a 25% reduction in summer cooling needs. Source: www.greenroofs.net). Parks is currently leading this initiative with a potential installation at the waterfront | <ul style="list-style-type: none"> Net energy use reduction as a result of green roof installation (kWh) | LT | Facil. | B&D Plan. Council Parks |

COMMUNICATIONS (COMM) – LEAD ROLE

Goal A: **Improve Our Air and Water Quality**
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Ae: Transportation system enhancements to reduce air emissions**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|---------------------------|----------------------|
| | | | | Lead | Assist |
| To improve the City's traffic flow to reduce vehicular emissions | <ul style="list-style-type: none"> • With the assistance and guidance from the All-Way Stop Committee, reduce unnecessary and unwarranted all-way stops; focus on transit and heavy trucking routes to reduce wait times. • Promote transit priorities to reduce transit delay and promote schedule adherence and service reliability • Reduce the number of at-grade crossings, work towards the rationalization of the rail system with railways and industry, and promote the re-use of abandoned rail routes as multi-modal urban transportation corridors, through the implementation of the Rail Rationalization Study. | <ul style="list-style-type: none"> • Number of all-way stops • Number of level crossings • Number of roundabouts | C | Trans. All-Way Stop Comm. | TC B&D Plan. Council |

COMMUNICATIONS (COMM) – LEAD ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems

**Objective Bf: Support environmental health initiatives**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|---------------------|---|
| | | | | Lead | Assist |
| Develop a campaign to get Windsorites active and enjoying their environment | <ul style="list-style-type: none"> Develop and promote a campaign to get staff and residents active and outdoors. This may include: <ul style="list-style-type: none"> Encouraging students to discover healthy ways of getting to school, such as walking and biking, instead of being driven to school every day. Promoting walking and biking along trails as leisure activities for families and seniors Include, in the Environmental Attitudes Survey (Objective Ea) a question related to outdoor activity levels. | <ul style="list-style-type: none"> Percentage of residents and staff who are regularly active outdoors | ST, C | Comm Parks EC | GLIER CEH ERCA S/H Res. Trans. |

COMMUNICATIONS (COMM) – LEAD ROLE

Goal E: **Promote Awareness**
To foster an engaged community and staff that appreciates and protects its local environment through active communication



Objective Ed: **Build awareness and understanding of the city's environmental initiatives**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|--------|
| | | | | Lead | Assist |
| <p>To increase awareness among residents and stakeholders of the City's environmental programs, policies and initiatives, such as:</p> <ul style="list-style-type: none"> • Hazardous waste drop off (batteries, used oil, hazardous materials, old medicines, etc) • Clean City Committee • Essex-Windsor HHW Depot Mercury Collection Program • Anti-idling by-law • Sewer use by-law • Smog action plan | <ul style="list-style-type: none"> • Lead by example by showcasing ongoing environmental initiatives in local media • Develop an education campaign that may include: <ul style="list-style-type: none"> ○ A "Enviro-Topic of the Week" in the Windsor Star ○ Newsletters ○ Targeted flyers • Repeat the Environmental Attitudes Survey on a regular cycle to gauge changes in attitudes and awareness (e.g., every four years) | <ul style="list-style-type: none"> • Percentage of residents who are aware of (or participate in) the City's environmental programs, policies and initiatives | LT, C | Comm. EWSWA | L & E |

COMMUNICATIONS (COMM) – SUPPORT ROLE

Goal A: **Improve Our Air and Water Quality**
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality



Objective Ad: **Collaborate with community groups, industry and other governments to enhance watershed management**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|----------------|
| | | | | Lead | Assist |
| To reduce the per capita use of treated municipal water by 20% by 2011 | <ul style="list-style-type: none"> Continue to implement a water efficiency program that: <ul style="list-style-type: none"> Reminds homeowners to water their lawns on alternate days, and not at all during droughts Promotes water-efficient gardening Provides free installation of low flow showerheads and early-closing toilet flappers Maintain existing water distribution system to reduce water loss Implement a rain barrel water collection program on select City properties to show water conservation techniques Consider stocking and selling rain barrels at a discounted price – have them available at the Household Chemical Waste (HCW) Depot and Reuse Centre – to reduce the use of treated water for watering and lawn use.\ | <ul style="list-style-type: none"> Per capita use of treated municipal water | LT | ES | Comm. Res. WUC |

COMMUNICATIONS (COMM) – SUPPORT ROLE

| Goal B: Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems | | | | | |
|--|---|---|------------|----------------|--|
| Objective Ba: Support the City's Transit Master Plan to reduce the dependence on automobiles by increasing transit use and sustainable transportation | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| Reduce the number of single-occupancy vehicle trips of staff and residents | <ul style="list-style-type: none"> The Windsor Area Long Range Transportation Study (WALTS) has goal to achieve 6% modal split for public transit by 2016 Create education campaigns to: <ul style="list-style-type: none"> Encourage staff and residents to get out of their cars for at least one day a week Promote "flexible hours" to allow for carpooling to work Promote benefits of a car-free life-style: better health, lower cost City of Windsor to participate in International Car Free Day (September 22) Recruit and identify sponsor funding to reinstitute free bus rides on smog days Investigate partnerships with industry and surrounding municipalities for City car pool vans and parking (www.carpool.ca) Continue to provide incentives to City staff to leave their cars at home such as discounted bus passes and end-of-use facilities Support alternative work styles such as telecommuting, or working from home one day per week to reduce greenhouse gas emissions, by working with major and mid-sized employers to develop in-house ridesharing and telecommuting programmes. | <ul style="list-style-type: none"> Number of single-occupancy vehicle trips per household per day Average vehicle occupancy | ST, C | Trans. TW | Parks HR Comm. WECEC All staff Council Res. |



COMMUNICATIONS (COMM) – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste

**Objective Db: Recycle and reduce wastes from City operations**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|----------------|-------------|
| | | | | Lead | Assist |
| To reduce paper usage within City operations | <ul style="list-style-type: none"> Investigate current paper use patterns and set a percentage of paper reduction Develop and implement a paper reduction plan by: <ul style="list-style-type: none"> Gathering information from all City facilities about how much paper is purchased on an annual basis Soliciting creative ideas for paper reduction from staff Ensure all work spaces have paper recycling bins within reach Determining focus areas for paper reduction strategy, for example: <ul style="list-style-type: none"> Move to two-sided copying Take advantage of electronic document management: make access to electronic information easy and safe so people don't have to print documents; provide training Compare the amount of paper purchased by the City on an annual basis If paper usage has not declined, investigate reasons why, and adjust the plan and focus areas | <ul style="list-style-type: none"> Amount of paper purchased on an annual basis (# of reams) | LT | EWSWA ES | Comm |
| Increase the amount of recyclable material collected on-site at all City facilities by 25% by 2011 | <ul style="list-style-type: none"> Measure the amount of recycled material collected from City facilities vs. the amount of waste collected In an effort to increase this, choose appropriate recycling containers and consider individual containers, where possible. Encourage the use of recycling bins (paper, glass and plastics) in all City buildings and in the community: parks, transit stops, and pedestrian areas. Locate recycling bins in convenient locations and label them clearly. Provide training for facilities staff with respect to any changes in recycling procedures Focus reminders and incentive programs on any problem areas (as part of Objective Eb) Encourage contractors and suppliers to make recycled-content products available Use savings from waste prevention efforts to offset the costs of buying recycled products in those instances where they cost more. Ensure that all building permits include appropriate provisions for source separation recycling as mandated under Ontario Regulation 103/94 to the Environmental Protection Act | <ul style="list-style-type: none"> Amount of recycled material collected from City facilities (kg) Amount of solid waste collected from municipal facilities (kg) Number of recycling bins provided at public facilities | LT | EWSWA | Comm B&D |

COMMUNICATIONS (COMM) – SUPPORT ROLE

Goal E: Promote Awareness
To foster an engaged community and staff that appreciates and protects its local environment through active communication

**Objective Eb: Develop an environmental education strategy**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|----------------|---|
| | | | | Lead | Assist |
| To develop an environmental education strategy that is tailored towards: <ul style="list-style-type: none"> • Staff • Council; and • Contractors | <ul style="list-style-type: none"> • Identify focus areas for the environmental education strategy – likely focus on individual actions that staff, council and contractors can take to improve the City's environment • Develop an environmental education strategy with a focus on each of the target groups: staff, council and contractors <ul style="list-style-type: none"> ○ Focus on individual actions that can be taken to improve the environment ○ Develop training material for new staff to expose them to the EMP ○ Development of incentives to encourage participation in environmental activities and events ○ Creative methods for information dissemination about environmental activities (i.e., weekly email, information sheets, awards, prizes, quarterly information sessions) • Implement environmental education strategy | <ul style="list-style-type: none"> • Presence of environmental education strategy • Percentage change in environmental attitudes, as measured by the City-wide survey in Objective Ea | ST, C | EC | Comm. Staff Dev't HR Purch. RASC |
| To develop and maintain a web-based environmental information site | <ul style="list-style-type: none"> • Develop a webpage on the City's site (link from www.citywindsor.ca) that includes: <ul style="list-style-type: none"> ○ Windsor's current environmental initiatives, programs and policies ○ Contact information ○ References ○ Links to more information • Ensure adequate technical staff to keep the site up-to-date | <ul style="list-style-type: none"> • Number of visits to website | LT | ES | EC Comm. |

COMMUNICATIONS (COMM) – SUPPORT ROLE

Goal E: Promote Awareness
To foster an engaged community and staff that appreciates and protects its local environment through active communication



Objective Ec: Continue to seek resident and stakeholder input on the city's environmental decisions

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|----------------|----------------------|
| | | | | Lead | Assist |
| To ensure involvement of residents and stakeholders in environmental decision-making | <ul style="list-style-type: none"> Continue to create forums for stakeholder and resident input and dialogue (i.e., open houses, workshops, etc.) Continue to advertise public sessions through local media and on the City's website For specific environmental issues, develop specifically targeted communication strategies As mentioned in Objective Ea, continue to conduct the Environmental Attitudes Survey on a regular basis. Include, in the survey, a question gauging the level of ownership residents feel towards environmental processes and outcomes Develop a working relationship with school board and business representatives to ensure that notification for all environmental issues is passed on to youth and business leaders. | <ul style="list-style-type: none"> Outcome of consultation sessions – number of individuals that participate and/or provide feedback Results of the Environmental Attitudes Survey question about input | C | ES | Comm. RASC S/H |

CONTRACT SERVICES (CONT.) – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bd: Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|-------------------|
| | | | | Lead | Assist |
| To increase the number of sustainable design features in the development of neighbourhoods, homes and businesses | <ul style="list-style-type: none"> Planning Department to develop a sustainability measure for Windsor and analyze potential developments for sustainability. Advertise the sustainability measure to homeowners and developers, as legislation and building codes allow. The guide may include the consideration of: <ul style="list-style-type: none"> Green roofs Housing orientation Adequate insulation Underground parking Windows in office buildings which can be opened Improved temperature control systems Alternative energy sources Access to public transit Amount of light pollution from street lights and use full cut off street lights Work with developers to encourage best practices and the integration of the ideas listed above. Create incentives for sustainable design by builders and demand for sustainable homes (and businesses) by residents (and business owners) through the development of an education campaign about the advantages of scoring high on the sustainability measure (i.e., energy and cost savings) As part of the Official Plan review, work with small businesses to improve streetscapes and interactivity (encouraging local community development) Identify and take advantage of provincial and federal programs for funding and best practices Continue to implement the activities in "Windsor Seen", a municipal urban design agenda for the City. Continue to apply the Urban Design Guidelines for municipal buildings and private development | <ul style="list-style-type: none"> Number of developments using sustainable practices Number of building permits issued to sustainable buildings, as defined by the sustainability measure | MT | Plan. B&D | Cont. S/H PW RASC |

CONTRACT SERVICES (CONT.) – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Dd: Promote “greening” of new and existing city facilities

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|---|
| | | | | Lead | Assist |
| To investigate the possibility of developing a policy so that all newly constructed municipal buildings are LEED certified by 2016 | <ul style="list-style-type: none"> • Develop a draft policy stipulating that all newly constructed public buildings are to be LEED certified to at least a Gold rating • Start pilot projects on smaller buildings such as fire halls or the proposed Transit Building. • Develop education material about LEED for staff, contractors and Council (as part of Objective Eb) • Encourage home owners and builders to consider LEED standards (Objective Bc) • Coordinate linkages with Windsor Seen, Reference #15: Develop policies to promote “Green Architecture” • Apply the City’s City Centre West Urban Village Performance-Based Urban Design Guidelines (Sections 3 and 5.3) to new municipal buildings. | <ul style="list-style-type: none"> • Presence of policy • Percentage of new municipal buildings built that are LEED certified | MT-LT | Plan. | B&D. Purch. PW Contr. Council |

COUNCIL – LEAD ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality



Objective Aa: Develop strategies to reduce cross-border air and water pollution

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|-----------------------------|
| | | | | Lead | Assist |
| Support other City initiatives to create a solution for Windsor's border crossing in order to reduce local air pollution | <ul style="list-style-type: none"> Be supportive of the process to identify solutions to minimize the impacts of truck traffic through the City of Windsor Work with the Binational study team (DRIC) to reach as environmentally-friendly a solution as possible to Windsor's border crossing Continue to exert municipal pressure on the province and federal government to make a decision as quickly as possible given the legislative context Support The Green Corridor Project | <ul style="list-style-type: none"> Presence of a border crossing Traffic queues | C | Council | TC CN/CP Other gov'ts |

COUNCIL – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Ae: Transportation system enhancements to reduce air emissions**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|---------------------------|----------------------|
| | | | | Lead | Assist |
| To improve the City's traffic flow to reduce vehicular emissions | <ul style="list-style-type: none"> • With the assistance and guidance from the All-Way Stop Committee, reduce unnecessary and unwarranted all-way stops; focus on transit and heavy trucking routes to reduce wait times. • Promote transit priorities to reduce transit delay and promote schedule adherence and service reliability • Reduce the number of at-grade crossings, work towards the rationalization of the rail system with railways and industry, and promote the re-use of abandoned rail routes as multi-modal urban transportation corridors, through the implementation of the Rail Rationalization Study. | <ul style="list-style-type: none"> • Number of all-way stops • Number of level crossings • Number of roundabouts | C | Trans. All-Way Stop Comm. | TC B&D Plan. Council |

COUNCIL – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Ba: Support the City's Transit Master Plan to reduce the dependence on automobiles by increasing transit use and sustainable transportation

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|---|
| | | | | Lead | Assist |
| Reduce the number of single-occupancy vehicle trips of staff and residents | <ul style="list-style-type: none"> The Windsor Area Long Range Transportation Study (WALTS) has goal to achieve 6% modal split for public transit by 2016 Create education campaigns to: <ul style="list-style-type: none"> Encourage staff and residents to get out of their cars for at least one day a week Promote "flexible hours" to allow for carpooling to work Promote benefits of a car-free life-style: better health, lower cost City of Windsor to participate in International Car Free Day (September 22) Recruit and identify sponsor funding to reinstitute free bus rides on smog days Investigate partnerships with industry and surrounding municipalities for City car pool vans and parking (www.carpool.ca) Continue to provide incentives to City staff to leave their cars at home such as discounted bus passes and end-of-use facilities Support alternative work styles such as telecommuting, or working from home one day per week to reduce greenhouse gas emissions, by working with major and mid-sized employers to develop in-house ridesharing and telecommuting programmes. | <ul style="list-style-type: none"> Number of single-occupancy vehicle trips per household per day Average vehicle occupancy | ST, C | Trans. TW | Parks HR Comm. WECEC All staff Council Res. |

COUNCIL – SUPPORT ROLE

| Goal C: Green Windsor To protect and enhance the City's Greenway System <i>(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)</i> | | | | | |
|--|--|--|------------|----------------|--|
| Objective Ca: Expanding the Greenway System | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| Acquire additional lands for integration into the Greenway System | <ul style="list-style-type: none"> Support existing Greenway Policies in the Official Plan Confirm the current extent and proportion of the various Greenway System components (i.e. natural heritage, waterway corridors, linkages) – may require inventory and analysis Set acquisition targets for the Greenway System Develop land acquisition strategies with regional partners to define how and when the City can achieve the targets Source funding opportunities to secure lands Monitor changes in the amount and proportion of Greenway System components acquired. | <ul style="list-style-type: none"> Amount of land acquired (hectares) | LT | Plan | B&D Council ERCA WECEC S/H |



COUNCIL – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Da: Adopt an environmentally friendly purchasing policy

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|--|
| | | | | Lead | Assist |
| To develop and adopt an environmentally-friendly purchasing policy by 2010 | <ul style="list-style-type: none"> Identify current purchasing policy. During review of the purchasing policy (planned for 2007-2008), develop a written environmentally friendly purchasing policy Develop a list of "green" attributes of suppliers, contractors and products for inclusion in the policy. Suppliers with the "green attributes" will be given first priority in purchasing decisions where costs are within 10% of competitors. Develop a business case showing the life-cycle and cost-benefit analysis of environmentally-friendly purchasing Inform suppliers and contractors about the change in the City's policy Create staff awareness about the change in policy and the benefits of the new policy If the City would like to measure the changes that result due to the change in the purchasing policy, consider the inclusion of a self-audit as part of the State of the Environment Report (Objective Ea) | <ul style="list-style-type: none"> Presence of policy Change in City's purchasing habits | MT | Purch | PW Council RASC Supplier s |

COUNCIL – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Dd: Promote “greening” of new and existing city facilities

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|---|
| | | | | Lead | Assist |
| To investigate the possibility of developing a policy so that all newly constructed municipal buildings are LEED certified by 2016 | <ul style="list-style-type: none"> Develop a draft policy stipulating that all newly constructed public buildings are to be LEED certified to at least a Gold rating Start pilot projects on smaller buildings such as fire halls or the proposed Transit Building. Develop education material about LEED for staff, contractors and Council (as part of Objective Eb) Encourage home owners and builders to consider LEED standards (Objective Bc) Coordinate linkages with Windsor Seen, Reference #15: Develop policies to promote “Green Architecture” Apply the City’s City Centre West Urban Village Performance-Based Urban Design Guidelines (Sections 3 and 5.3) to new municipal buildings. | <ul style="list-style-type: none"> Presence of policy Percentage of new municipal buildings built that are LEED certified | MT-LT | Plan. | B&D. Purch. PW Contr. Council |
| To reduce energy consumption of City buildings by installing green roofs on at least five City facilities by 2011 | <ul style="list-style-type: none"> Provide leadership in energy savings by installing green roofs. Green roofs involve planting vegetation on rooftops for insulation, noise reduction and aesthetic purposes (Environment Canada found that a typical one storey building with a grass roof and 10 cm of growing medium results in a 25% reduction in summer cooling needs. Source: www.greenroofs.net). Parks is currently leading this initiative with a potential installation at the waterfront | <ul style="list-style-type: none"> Net energy use reduction as a result of green roof installation (kWh) | LT | Facil. | B&D Plan. Council Parks |

ENVIRONMENTAL COORDINATOR (EC) – LEAD ROLE

Goal A: **Improve Our Air and Water Quality**
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Ab: Reduce air emissions and water pollution discharges from City operations**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|----------------|------------------------|
| | | | | Lead | Assist |
| Reduce air pollution caused by City activities | <ul style="list-style-type: none"> Implement the milestones associated with the Federation of Canadian Municipalities' Partners for Climate Protection (PCP) program PCP is based on the CCP Campaign of a five milestone framework used to guide municipalities to reduce greenhouse gas emissions. The five milestone process is a performance-based model. The five milestones are: <ul style="list-style-type: none"> Creating a greenhouse gas emissions inventory and forecast; Setting an emissions reductions target; Developing a local action plan; Implementing the local action plan or a set of activities; and Monitoring progress and reporting results. Implement the Corporate Energy Management Plan (as described in Objective Dc) As described in Objective Bc, "green" the City's fleet | <ul style="list-style-type: none"> Number of PCP milestones reached Reduction in CO₂ and greenhouse gas emissions | C | EC | ES EIC All staff |
| Reduce water pollution caused by City activities | <ul style="list-style-type: none"> As described in Objective Da, buy and use product alternatives with lower toxic levels (for example, natural fertilizers, such as compost or peat) As described in Objective Db, increase recycling in order to reduce waste going to landfills or waterways Conserve treated water by installing low-flush toilets and water-efficient retrofits, as described in Objectives Ad and Dc | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds (as described in Objective Ad) | MT | EC | ES EIC All staff |

ENVIRONMENTAL COORDINATOR (EC) – LEAD ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems

**Objective Bf: Support environmental health initiatives**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|---------------------|---|
| | | | | Lead | Assist |
| Develop a campaign to get Windsorites active and enjoying their environment | <ul style="list-style-type: none"> Develop and promote a campaign to get staff and residents active and outdoors. This may include: <ul style="list-style-type: none"> Encouraging students to discover healthy ways of getting to school, such as walking and biking, instead of being driven to school every day. Promoting walking and biking along trails as leisure activities for families and seniors Include, in the Environmental Attitudes Survey (Objective Ea) a question related to outdoor activity levels. | <ul style="list-style-type: none"> Percentage of residents and staff who are regularly active outdoors | ST, C | Comm Parks EC | GLIER CEH ERCA S/H Res. Trans. |

ENVIRONMENTAL COORDINATOR (EC) – LEAD ROLE
Goal C: Green Windsor
To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)


Objective Cb: Enhancing the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|--|------------|----------------|----------------------------|
| | | | | Lead | Assist |
| Enhance the quality and condition of the Greenway System | <ul style="list-style-type: none"> Assess the quality and condition of the Greenway System components (This may require additional inventory and evaluation). Take into special account the unique and rare ecosystems in Windsor: the Ojibway Prairie Complex; the Spring Garden ANSI; Peche Island and the Memorial Park rare Carolinian Oak Grove Prepare Management Plans for Greenway System components and individual sites: <ul style="list-style-type: none"> Identify issues that are currently impairing the quality of the Greenway System (i.e. habitat fragmentation/degradation, invasive species, incompatible human uses, littering, vandalism, erosion, etc.) Identify strategies & actions to address the various issues and enhance the Greenway System Implement Management Strategies & actions (i.e., actively managing tall grass prairie by planned burns) Monitor the quality and condition of the Greenway System components (i.e. integrity, biodiversity, health, etc.) | <ul style="list-style-type: none"> Completion of an inventory & evaluation Completion of Management Plans Results of monitoring | MT | EC | B&D Plan. ERCA WECEC |

ENVIRONMENTAL COORDINATOR (EC) – LEAD ROLE

Goal E: Promote Awareness
To foster an engaged community and staff that appreciates and protects its local environment through active communication



Objective Ea: Assess, evaluate and report on the city's environmental performance

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|----------------------------|
| | | | | Lead | Assist |
| To establish a Windsor State of the Environment Report with regular updates | <ul style="list-style-type: none"> Decide on the environmental focus areas that Windsor would like to track over time. Include a representation of land, air, water and energy issues in the indicators. Key considerations in the development of indicators will be: cost, reliability, realism, and availability of information Develop a "baseline" for each of the indicators Publish and distribute Windsor's first State of the Environment Report Monitor and report on indicators over a four-year time period – work in partnership with community groups, other orders of government and residents to monitor changes. Repeat the publication and distribution of the State of the Environment Report on a five-year cycle Incorporate the results of the State of the Environment Report into the annual EMP review Investigate the development and implementation of "The Natural Step": "The Natural Step Framework is a science and systems-based approach to organizational planning for sustainability. It provides a practical set of design criteria that can be used to direct social, environmental, and economic actions." | <ul style="list-style-type: none"> Existence of a State of the Environment Report Changes to the objectives of the EMP | ST | EC | EIC Res. S/H ERCA |
| To conduct a regular survey of environmental attitudes with resident and staff | <ul style="list-style-type: none"> Develop a survey to determine environmental awareness, and participation in environmental activities, events and programs by staff and residents Review the 2005 Environmental Attitudes Survey questionnaire for relevance Adjust the questions according to the objectives of the final EMP Conduct an environmental attitudes survey once every four years; coordinate questions and timing with any other City surveys Compare the results of the surveys and integrate results into the annual report on the implementation of the EMP | <ul style="list-style-type: none"> Percentage of residents and staff who have changed their attitudes over a three year period Changes to the objectives of the EMP | MT, C | EC | EIC |

ENVIRONMENTAL COORDINATOR (EC) – LEAD ROLE**Promote Awareness**

To foster an engaged community and staff that appreciates and protects its local environment through active communication

**Objective Ea: Assess, evaluate and report on the city's environmental performance**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|--------|
| | | | | Lead | Assist |
| To report, biannually, on the progress of the implementation of the Environmental Master Plan | <ul style="list-style-type: none"> Develop, every two years, a report on the progress of the implementation of the Environmental Master Plan, including recommendations for changes to: <ul style="list-style-type: none"> Objectives or action plans Funding Staffing Education strategies Composition of the EMP Implementation Committee Present the report to the City's EMP Implementation Committee Present the report to City Council | <ul style="list-style-type: none"> Presentation of report to City Council Changes to the EMP, committee, funding or staffing | QH, C | EC | EIC |

Objective Eb: Develop an environmental education strategy

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|----------------|--|
| | | | | Lead | Assist |
| To develop an environmental education strategy that is tailored towards: <ul style="list-style-type: none"> • Staff • Council; and • Contractors | <ul style="list-style-type: none"> • Identify focus areas for the environmental education strategy – likely focus on individual actions that staff, council and contractors can take to improve the City's environment • Develop an environmental education strategy with a focus on each of the target groups: staff, council and contractors <ul style="list-style-type: none"> ○ Focus on individual actions that can be taken to improve the environment ○ Develop training material for new staff to expose them to the EMP ○ Development of incentives to encourage participation in environmental activities and events ○ Creative methods for information dissemination about environmental activities (i.e., weekly email, information sheets, awards, prizes, quarterly information sessions) • Implement environmental education strategy | <ul style="list-style-type: none"> • Presence of environmental education strategy • Percentage change in environmental attitudes, as measured by the City-wide survey in Objective Ea | ST, C | EC | Comm. Staff Dev't HR Purch. RASC |

ENVIRONMENTAL COORDINATOR (EC) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Aa: Develop strategies to reduce cross-border air and water pollution**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|---|
| | | | | Lead | Assist |
| Work with other levels of government and industry to develop strategies to reduce trans-border air pollution | <ul style="list-style-type: none"> Form a City team to develop a campaign in Windsor to advocate for Windsor's local air quality issues at the regional, provincial, and federal levels in the United States and Canada and with industry representatives Gather air quality baseline information for comparison purposes. Publish and track in the State of the Environment Report (Objective Ea). Identify "key players" at each level of government in south-western Ontario and southeast Michigan Secure funding sources Identify partnerships with other agencies, governments and businesses Liaise with the Ministry of the Environment to increase environmental testing and compliance within the City | <ul style="list-style-type: none"> Number of times that: <ul style="list-style-type: none"> carbon monoxide (CO) fine particulate matter (PM_{2.5}) ozone (O₃) nitrogen dioxide (NO₂) sulphur dioxide (SO₂) concentrations exceed Ministry of the Environment (MOE) criteria at Windsor's monitoring station Number and length of smog advisories per year in Windsor | C | EIC | WECEC MOE EC USEPA SEMCOG Other gov'ts |

Objective Ac: Effectively manage stormwater run-off and Combined Sewer Overflows (CSOs)

| | | | | | |
|---|--|--|-------|----|---------------------------|
| Develop Combined Sewer Overflow implementation actions that have been recommended under the Windsor Pollution Prevention and Control Plan to reduce overflows in order to improve water quality | <ul style="list-style-type: none"> Develop an education program for residents on what causes CSOs and how they can be avoided Develop a program to administer the implementation actions recommended in the Windsor Pollution Prevention and Control Plan Develop a stormwater management plan that: <ul style="list-style-type: none"> Reflects MOE's guidelines (2003) Addresses stormwater retrofits in developed areas Uses modeling and best practices (e.g. HSPF, LIFE models) to map and apply best stormwater management practices (e.g., source control, end of pipe, pollution prevention), and determine where cash-in-lieu can best be applied. Consider construction options to absorb rain water at the source such as installing green roofs to absorb water (as described in Objectives Bd and Dd) and advocating for underground parking or permeable pavement when constructing parking lots Enhance and enforce Windsor's current Sewer Use By-Law | <ul style="list-style-type: none"> Number of overflows into rivers and lakes from Windsor's Water Pollution Control Plants Quality of water Existence of a stormwater management plan | ST, C | ES | EC Plan. PW GLSF |
|---|--|--|-------|----|---------------------------|

ENVIRONMENTAL COORDINATOR (EC) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

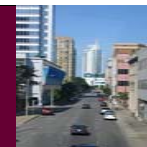


Objective Ad: Collaborate with community groups, industry and other governments to enhance watershed management

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|-------------------------------------|
| | | | | Lead | Assist |
| To improve the health of the water in the City of Windsor's waterways | <ul style="list-style-type: none"> Design and implement a program to educate residents on the hazards of oil, litter and chemical disposal down drains and sewers. Promote awareness of: <ul style="list-style-type: none"> The City's Household Chemical Waste (HCW) Depot and Reuse Centre The importance of downspout disconnections Temporary programs such as the Mercury Take-Back Program and Corporate Fluorescent Light Take-Back Coordinate and report on community-based monitoring of local waterways – track water quality as part of the proposed State of the Environment Report (Objective Ea) using the Provincial Water Quality Objectives (PWQO) and Canadian Water Quality Guidelines (CWQG). Consider partnering with the following groups for source water protection and monitoring: <ul style="list-style-type: none"> Environment Canada/MOE Detroit River Canadian Cleanup (DRCC) Great Lakes Institute for Environmental Research (GLIER) Essex Region Conservation Authority (ERCA) Windsor Essex County Environment Committee (WECEC) Little River Enhancement Group (Lil' Reg) Friends of Turkey Creek Continue Windsor's involvement in the Yellow Fish Road program | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds | QH, C | ES | EC Res. WECEC ERCA DRCC |

ENVIRONMENTAL COORDINATOR (EC) – SUPPORT ROLE

| | | | | | | |
|--|---|--|-------------------|-----------------------|--------------------------|--|
| Goal B: Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems | | | | | | |
| Objective Ba: Support the City's Transit Master Plan to reduce the dependence on automobiles by increasing transit use and sustainable transportation | | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | | |
| | | | | Lead | Assist | |
| Complement the City's Transit Master Plan (TMP) to increase transit ridership | <ul style="list-style-type: none"> The Transit Master Plan (TMP) is a policy document to govern the future development of public transit services. The TMP will include a Ridership Growth Strategy; it will detail how transit services will be improved and ridership targets met. Areas of study include: <ul style="list-style-type: none"> Transit oriented land use (TOD - Transit Oriented Development) Transportation Demand Management (TDM) Intelligent Transportation Systems (ITS) Recommendations will include service and technical strategies to reduce the community's auto dependence, which will in turn reduce petroleum fuel consumption and thus greenhouse gas emissions. The plan will address service planning policies, an operational plan, vehicle and infrastructure needs and requisite budget projections for the next 10 years (to 2016). Once it is finalized, identify ways the EMP can support the TMP | <ul style="list-style-type: none"> Transit Windsor ridership (number of riders/route) | ST, C | TW | EC Res. | |
| Objective Bb: Develop, expand and maintain a contiguous network of safe bicycle and walking facilities | | | | | | |
| Develop, expand and maintain a network of safe bicycling facilities according to the Bicycle Use Master Plan (BUMP) | <ul style="list-style-type: none"> Amend the Bicycle Use Master Plan (BUMP) to the Official Plan and provide long-term committed funding to support the strategy of: <ul style="list-style-type: none"> Expanding Windsor's existing cycling network (as per the map on page 27 of BUMP); Promoting awareness; Providing safety awareness training to drivers and cyclists alike; Improving the cycling-transit link; and Providing end-of-trip facilities such as showers and bike racks, according to priority list. Allow individuals or businesses to adopt-a-trail to maintain the quality of existing and new facilities As discussed in Objective Bf, promote bicycling as a healthy alternative for residents and staff | <ul style="list-style-type: none"> Number of kilometres of bicycle trails, lanes and routes | MT | Trans. | EC Plan. WECHU WBC | |



ENVIRONMENTAL COORDINATOR (EC) – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bf: Support environmental health initiatives

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|------------------------------|
| | | | | Lead | Assist |
| Increase use of environmentally-friendly products in City facilities | <ul style="list-style-type: none"> Identify which "toxic products" the City is currently using and develop an implementation plan to gradually phase-out the purchase and use of toxic substances in favour of "environmentally-friendly products." A list of cleaning products used by the City has already been developed. Define "environmentally friendly products" in a Windsor context. Seek alternatives to traditional pesticides, cleaning supplies, corrosives, paints and thinners, stains and finishes, bleach, used motor oil, etc. Create linkages to the purchasing policy (Objective Da). | <ul style="list-style-type: none"> Volume of environmentally-friendly products (as defined in the purchasing policy) purchased by the City of Windsor | ST | Purch | GLIER CEH Facil. EC |

ENVIRONMENTAL COORDINATOR (EC) – SUPPORT ROLE

| Goal C: Green Windsor To protect and enhance the City's Greenway System <i>(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)</i> | | | | | |
|--|---|---|------------|----------------|----------------------------|
| Objective Ca: Expanding the Greenway System | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| Rehabilitate and naturalize derelict and underutilized lands to expand the Greenway System | <ul style="list-style-type: none"> Support existing Greenway Policies in the Official Plan Support the existing Brownfields Redevelopment Strategy and implement its work plan Develop infill targets to protect the Greenway System Naturalize sites to the extent possible Monitor changes in the amount and proportion of Greenway System components acquired | <ul style="list-style-type: none"> Amount of land acquired & rehabilitated | LT | Plan | EC B&D Parks ERCA |



ENVIRONMENTAL COORDINATOR (EC) – SUPPORT ROLE

| Goal E: Promote Awareness To foster an engaged community and staff that appreciates and protects its local environment through active communication | | | | | |
|--|---|---|------------|----------------|----------|
| Objective Eb: Develop an environmental education strategy | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| To develop and maintain a web-based environmental information site | <ul style="list-style-type: none"> Develop a webpage on the City's site (link from www.citywindsor.ca) that includes: <ul style="list-style-type: none"> Windsor's current environmental initiatives, programs and policies Contact information References Links to more information Ensure adequate technical staff to keep the site up-to-date | <ul style="list-style-type: none"> Number of visits to website | LT | ES | EC Comm. |



EMP IMPLEMENTATION COMMITTEE (EIC) – LEAD ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Aa: Develop strategies to reduce cross-border air and water pollution**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|--|
| | | | | Lead | Assist |
| Work with other levels of government and industry to develop strategies to reduce trans-border air pollution | <ul style="list-style-type: none"> Form a City team to develop a campaign in Windsor to advocate for Windsor's local air quality issues at the regional, provincial, and federal levels in the United States and Canada and with industry representatives Gather air quality baseline information for comparison purposes. Publish and track in the State of the Environment Report (Objective Ea). Identify "key players" at each level of government in south-western Ontario and southeast Michigan Secure funding sources Identify partnerships with other agencies, governments and businesses Liaise with the Ministry of the Environment to increase environmental testing and compliance within the City | <ul style="list-style-type: none"> Number of times that: <ul style="list-style-type: none"> carbon monoxide (CO) fine particulate matter (PM_{2.5}) ozone (O₃) nitrogen dioxide (NO₂) sulphur dioxide (SO₂) concentrations exceed Ministry of the Environment (MOE) criteria at Windsor's monitoring station Number and length of smog advisories per year in Windsor | C | EIC | WECEC MOE EC USEPA SEMCOG Other gov'ts |
| Work with other levels of government to develop strategies to reduce trans-border water pollution (Aa) | <ul style="list-style-type: none"> Form a City team to develop a campaign in Windsor to advocate for Windsor's local water quality issues at the regional, provincial, and federal levels in the United States and Canada. Focus on a coordinated approach to Combined Sewer Overflow discharge systems in Canada and the USA Gather water quality baseline information for comparison purposes. Publish and track in the State of the Environment Report (Objective Ea). Identify "key players" at each level of government Secure funding sources Identify partnerships with other agencies, governments and businesses Liaise with the Ministry of the Environment to increase environmental testing and compliance within the City Support the binational Remedial Action Plan (RAP) to restore the Detroit River Develop Source Water Protection Plans. | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds (as described in Objective Ad) | C | EIC | WECEC DRCC ERCA MOE SEMCOG Other gov'ts |

EMP IMPLEMENTATION COMMITTEE (EIC) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Ab: Reduce air emissions and water pollution discharges from City operations**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|----------------|------------------------|
| | | | | Lead | Assist |
| Reduce air pollution caused by City activities | <ul style="list-style-type: none"> Implement the milestones associated with the Federation of Canadian Municipalities' Partners for Climate Protection (PCP) program PCP is based on the CCP Campaign of a five milestone framework used to guide municipalities to reduce greenhouse gas emissions. The five milestone process is a performance-based model. The five milestones are: <ul style="list-style-type: none"> Creating a greenhouse gas emissions inventory and forecast; Setting an emissions reductions target; Developing a local action plan; Implementing the local action plan or a set of activities; and Monitoring progress and reporting results. Implement the Corporate Energy Management Plan (as described in Objective Dc) As described in Objective Bc, "green" the City's fleet | <ul style="list-style-type: none"> Number of PCP milestones reached Reduction in CO₂ and greenhouse gas emissions | C | EC | ES EIC All staff |
| Reduce water pollution caused by City activities | <ul style="list-style-type: none"> As described in Objective Da, buy and use product alternatives with lower toxic levels (for example, natural fertilizers, such as compost or peat) As described in Objective Db, increase recycling in order to reduce waste going to landfills or waterways Conserve treated water by installing low-flush toilets and water-efficient retrofits, as described in Objectives Ad and Dc | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds (as described in Objective Ad) | MT | EC | ES EIC All staff |

EMP IMPLEMENTATION COMMITTEE (EIC) – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bd: Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|-----------------------------|
| | | | | Lead | Assist |
| To encourage in-fill and higher density in existing built areas | <ul style="list-style-type: none"> In order to promote concentration, encourage adaptive reuse of buildings, especially heritage buildings, in core areas. These buildings already have infrastructure in place: streets, sewers, schools, transit. Identify opportunities for higher density development to support alternatives to driving (transit, cycling, walking, etc) and highlight in the upcoming Official Plan Review Examine current policies and by-laws; provide incentives for infill/higher density; set minimum density requirements When implementing the Annexed Area Master Plan, promote transportation demand management (TDM). Design commercial and residential land use to maximize access to public transit Continue the implementation of community improvement plans to encourage investment in older neighbourhoods Focus on beautification and renewal of existing built areas | <ul style="list-style-type: none"> Density in the City of Windsor (units per hectare) | C | Plan B&D | EIC RASC TW Trans. |

EMP IMPLEMENTATION COMMITTEE (EIC) – SUPPORT ROLE

Goal E: Promote Awareness
To foster an engaged community and staff that appreciates and protects its local environment through active communication



Objective Ea: Assess, evaluate and report on the city's environmental performance

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|----------------------------|
| | | | | Lead | Assist |
| To establish a Windsor State of the Environment Report with regular updates | <ul style="list-style-type: none"> Decide on the environmental focus areas that Windsor would like to track over time. Include a representation of land, air, water and energy issues in the indicators. Key considerations in the development of indicators will be: cost, reliability, realism, and availability of information Develop a "baseline" for each of the indicators Publish and distribute Windsor's first State of the Environment Report Monitor and report on indicators over a four-year time period – work in partnership with community groups, other orders of government and residents to monitor changes. Repeat the publication and distribution of the State of the Environment Report on a five-year cycle Incorporate the results of the State of the Environment Report into the annual EMP review Investigate the development and implementation of "The Natural Step": "The Natural Step Framework is a science and systems-based approach to organizational planning for sustainability. It provides a practical set of design criteria that can be used to direct social, environmental, and economic actions." | <ul style="list-style-type: none"> Existence of a State of the Environment Report Changes to the objectives of the EMP | ST | EC | EIC Res. S/H ERCA |
| To conduct a regular survey of environmental attitudes with resident and staff | <ul style="list-style-type: none"> Develop a survey to determine environmental awareness, and participation in environmental activities, events and programs by staff and residents Review the 2005 Environmental Attitudes Survey questionnaire for relevance Adjust the questions according to the objectives of the final EMP Conduct an environmental attitudes survey once every four years; coordinate questions and timing with any other City surveys Compare the results of the surveys and integrate results into the annual report on the implementation of the EMP | <ul style="list-style-type: none"> Percentage of residents and staff who have changed their attitudes over a three year period Changes to the objectives of the EMP | MT, C | EC | EIC |

EMP IMPLEMENTATION COMMITTEE (EIC) – SUPPORT ROLE**Promote Awareness**

To foster an engaged community and staff that appreciates and protects its local environment through active communication

**Objective Ea: Assess, evaluate and report on the city's environmental performance**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|-----|
| To report, biannually, on the progress of the implementation of the Environmental Master Plan | <ul style="list-style-type: none"> Develop, every two years, a report on the progress of the implementation of the Environmental Master Plan, including recommendations for changes to: <ul style="list-style-type: none"> Objectives or action plans Funding Staffing Education strategies Composition of the EMP Implementation Committee Present the report to the City's EMP Implementation Committee Present the report to City Council | <ul style="list-style-type: none"> Presentation of report to City Council Changes to the EMP, committee, funding or staffing | QH, C | EC | EIC |

ENVIRONMENTAL SERVICES (ES) – LEAD ROLE

| Goal A: Improve Our Air and Water Quality To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality | | | | | | |
|---|--|--|------------|----------------|---------------------------|--|
| Objective Ac: Effectively manage stormwater run-off and Combined Sewer Overflows (CSOs) | | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | | |
| | | | | Lead | Assist | |
| Develop Combined Sewer Overflow implementation actions that have been recommended under the Windsor Pollution Prevention and Control Plan to reduce overflows in order to improve water quality | <ul style="list-style-type: none"> Develop an education program for residents on what causes CSOs and how they can be avoided Develop a program to administer the implementation actions recommended in the Windsor Pollution Prevention and Control Plan Develop a stormwater management plan that: <ul style="list-style-type: none"> Reflects MOE's guidelines (2003) Addresses stormwater retrofits in developed areas Uses modeling and best practices (e.g. HSPF, LIFE models) to map and apply best stormwater management practices (e.g., source control, end of pipe, pollution prevention), and determine where cash-in-lieu can best be applied. Consider construction options to absorb rain water at the source such as installing green roofs to absorb water (as described in Objectives Bd and Dd) and advocating for underground parking or permeable pavement when constructing parking lots Enhance and enforce Windsor's current Sewer Use By-Law | <ul style="list-style-type: none"> Number of overflows into rivers and lakes from Windsor's Water Pollution Control Plants Quality of water Existence of a stormwater management plan | ST, C | ES | EC Plan. PW GLSF | |
| Improve stormwater quality | <ul style="list-style-type: none"> Continue to implement the City's soft separation program Continue to upgrade the City's remaining "over/under" systems Encourage downspout disconnection in older subdivisions Continue to implement the Riverfront Pollution Control Plan | <ul style="list-style-type: none"> Stormwater quality | C | ES | | |



ENVIRONMENTAL SERVICES (ES) – LEAD ROLE

| Goal A: Improve Our Air and Water Quality To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality | | | | | |
|--|--|--|------------|----------------|----------------------------------|
| Objective Ad: Collaborate with community groups, industry and other governments to enhance watershed management | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| To improve the health of the water in the City of Windsor's waterways | <ul style="list-style-type: none"> Design and implement a program to educate residents on the hazards of oil, litter and chemical disposal down drains and sewers. Promote awareness of: <ul style="list-style-type: none"> The City's Household Chemical Waste (HCW) Depot and Reuse Centre The importance of downspout disconnections Temporary programs such as the Mercury Take-Back Program and Corporate Fluorescent Light Take-Back Coordinate and report on community-based monitoring of local waterways – track water quality as part of the proposed State of the Environment Report (Objective Ea) using the Provincial Water Quality Objectives (PWQO) and Canadian Water Quality Guidelines (CWQG). Consider partnering with the following groups for source water protection and monitoring: <ul style="list-style-type: none"> Environment Canada/MOE Detroit River Canadian Cleanup (DRCC) Great Lakes Institute for Environmental Research (GLIER) Essex Region Conservation Authority (ERCA) Windsor Essex County Environment Committee (WECEC) Little River Enhancement Group (Lil' Reg) Friends of Turkey Creek Continue Windsor's involvement in the Yellow Fish Road program | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds | QH, C | ES | EC Res. WECEC ERCA DRCC |
| To reduce the per capita use of treated municipal water by 20% by 2011 | <ul style="list-style-type: none"> Continue to implement a water efficiency program that: <ul style="list-style-type: none"> Reminds homeowners to water their lawns on alternate days, and not at all during droughts Promotes water-efficient gardening Provides free installation of low flow showerheads and early-closing toilet flappers Maintain existing water distribution system to reduce water loss Implement a rain barrel water collection program on select City properties to show water conservation techniques Consider stocking and selling rain barrels at a discounted price – have them available at the Household Chemical Waste (HCW) Depot and Reuse Centre – to reduce the use of treated water for watering and lawn use.\ | <ul style="list-style-type: none"> Per capita use of treated municipal water | LT | ES | Comm. Res. WUC |



ENVIRONMENTAL SERVICES (ES) – LEAD ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems

**Objective Bf: Support environmental health initiatives**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|----------------|--------------|
| | | | | Lead | Assist |
| Support ongoing environmental health initiatives | <ul style="list-style-type: none"> Support and promote ongoing environmental health initiatives within the City such as the Standing Water By-law Work with the Centre for Environmental Health to strengthen linkages between ongoing research and integration into the City's initiatives. | <ul style="list-style-type: none"> Number of environmental health initiatives that the City supports | MT | ES | GLIER CEH |

ENVIRONMENTAL SERVICES (ES) – LEAD ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste

**Objective Db: Recycle and reduce wastes from City operations**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|--------|
| | | | | Lead | Assist |
| To reduce paper usage within City operations | <ul style="list-style-type: none"> Investigate current paper use patterns and set a percentage of paper reduction Develop and implement a paper reduction plan by: <ul style="list-style-type: none"> Gathering information from all City facilities about how much paper is purchased on an annual basis Soliciting creative ideas for paper reduction from staff Ensure all work spaces have paper recycling bins within reach Determining focus areas for paper reduction strategy, for example: <ul style="list-style-type: none"> Move to two-sided copying Take advantage of electronic document management: make access to electronic information easy and safe so people don't have to print documents; provide training Compare the amount of paper purchased by the City on an annual basis If paper usage has not declined, investigate reasons why, and adjust the plan and focus areas | <ul style="list-style-type: none"> Amount of paper purchased on an annual basis (# of reams) | LT | EWSWA ES | Comm |

ENVIRONMENTAL SERVICES (ES) – LEAD ROLE

Goal E: Promote Awareness
To foster an engaged community and staff that appreciates and protects its local environment through active communication

**Objective Eb: Develop an environmental education strategy**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|----------|
| | | | | Lead | Assist |
| To develop and maintain a web-based environmental information site | <ul style="list-style-type: none"> Develop a webpage on the City's site (link from www.citywindsor.ca) that includes: <ul style="list-style-type: none"> Windsor's current environmental initiatives, programs and policies Contact information References Links to more information Ensure adequate technical staff to keep the site up-to-date | <ul style="list-style-type: none"> Number of visits to website | LT | ES | EC Comm. |

Objective Ec: Continue to seek resident and stakeholder input on the city's environmental decisions

| | | | | | |
|--|--|---|---|----|----------------|
| To ensure involvement of residents and stakeholders in environmental decision-making | <ul style="list-style-type: none"> Continue to create forums for stakeholder and resident input and dialogue (i.e., open houses, workshops, etc.) Continue to advertise public sessions through local media and on the City's website For specific environmental issues, develop specifically targeted communication strategies As mentioned in Objective Ea, continue to conduct the Environmental Attitudes Survey on a regular basis. Include, in the survey, a question gauging the level of ownership residents feel towards environmental processes and outcomes Develop a working relationship with school board and business representatives to ensure that notification for all environmental issues is passed on to youth and business leaders. | <ul style="list-style-type: none"> Outcome of consultation sessions – number of individuals that participate and/or provide feedback Results of the Environmental Attitudes Survey question about input | C | ES | Comm. RASC S/H |
|--|--|---|---|----|----------------|

ENVIRONMENTAL SERVICES (ES) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Ab: Reduce air emissions and water pollution discharges from City operations**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|----------------|------------------------|
| | | | | Lead | Assist |
| Reduce air pollution caused by City activities | <ul style="list-style-type: none"> Implement the milestones associated with the Federation of Canadian Municipalities' Partners for Climate Protection (PCP) program PCP is based on the CCP Campaign of a five milestone framework used to guide municipalities to reduce greenhouse gas emissions. The five milestone process is a performance-based model. The five milestones are: <ul style="list-style-type: none"> Creating a greenhouse gas emissions inventory and forecast; Setting an emissions reductions target; Developing a local action plan; Implementing the local action plan or a set of activities; and Monitoring progress and reporting results. Implement the Corporate Energy Management Plan (as described in Objective Dc) As described in Objective Bc, "green" the City's fleet | <ul style="list-style-type: none"> Number of PCP milestones reached Reduction in CO₂ and greenhouse gas emissions | C | EC | ES EIC All staff |
| Reduce water pollution caused by City activities | <ul style="list-style-type: none"> As described in Objective Da, buy and use product alternatives with lower toxic levels (for example, natural fertilizers, such as compost or peat) As described in Objective Db, increase recycling in order to reduce waste going to landfills or waterways Conserve treated water by installing low-flush toilets and water-efficient retrofits, as described in Objectives Ad and Dc | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds (as described in Objective Ad) | MT | EC | ES EIC All staff |

FACILITIES MANAGEMENT (FACIL) – LEAD ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Dc: Establish a Corporate Energy Management Plan

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|--------------------------|
| | | | | Lead | Assist |
| To reduce the amount of energy the City of Windsor uses for its operations by 15% by 2011 | <ul style="list-style-type: none"> Develop a Corporate Energy Management Plan, by: <ul style="list-style-type: none"> Assigning a project leader Reviewing current energy management plan and practices Identifying baseline energy usage for electricity, water and natural gas. Evaluate costs and benefits over the long-term Use the results of the plan to implement retrofits and energy saving mechanisms with a payback time Energy conservation measures may include: <ul style="list-style-type: none"> Adopting a dynamic lighting plan that would allow for lighting curfews, examination of LED use and a night light protocol such as participation in the Fatal Light Awareness Program (FLAP). Alternative lighting Building retrofits, green roofs, etc. Heating and cooling changes Installing sensors Developing an energy component in the education strategy (Objective Eb) Assess current water usage across all municipal buildings. Windsor Utilities Commission (WUC) is moving towards a full cost recovery model which will measure and charge for water used for summer services. This will result in conservation and will reduce water usage by at least 10%. | <ul style="list-style-type: none"> Amount of energy the City uses for its operations on an annual basis (kWh) (as a function of climatic conditions) Amount of natural gas the City uses for its operations on an annual basis (cf) (as a function of climatic conditions) Amount of water the City uses for its operations on an annual basis (L) (as a function of climatic conditions) | ST | Facil. | All staff WUC RASC |

FACILITIES MANAGEMENT (FACIL) – LEAD ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Dd: Promote “greening” of new and existing city facilities

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|----------------|-------------------------------|
| | | | | Lead | Assist |
| To reduce energy consumption of City buildings by installing green roofs on at least five City facilities by 2011 | <ul style="list-style-type: none"> Provide leadership in energy savings by installing green roofs. Green roofs involve planting vegetation on rooftops for insulation, noise reduction and aesthetic purposes (Environment Canada found that a typical one storey building with a grass roof and 10 cm of growing medium results in a 25% reduction in summer cooling needs. Source: www.greenroofs.net). Parks is currently leading this initiative with a potential installation at the waterfront | <ul style="list-style-type: none"> Net energy use reduction as a result of green roof installation (kWh) | LT | Facil. | B&D Plan. Council Parks |

FACILITIES MANAGEMENT (FACIL) – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems

**Objective Bf: Support environmental health initiatives**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|------------------------------|
| | | | | Lead | Assist |
| Increase use of environmentally-friendly products in City facilities | <ul style="list-style-type: none"> Identify which “toxic products” the City is currently using and develop an implementation plan to gradually phase-out the purchase and use of toxic substances in favour of “environmentally-friendly products.” A list of cleaning products used by the City has already been developed. Define “environmentally friendly products” in a Windsor context. Seek alternatives to traditional pesticides, cleaning supplies, corrosives, paints and thinners, stains and finishes, bleach, used motor oil, etc. Create linkages to the purchasing policy (Objective Da). | <ul style="list-style-type: none"> Volume of environmentally-friendly products (as defined in the purchasing policy) purchased by the City of Windsor | ST | Purch | GLIER CEH Facil. EC |

HOUSING – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bd: Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|--|
| | | | | Lead | Assist |
| To encourage the construction of energy efficient homes and businesses in Windsor (i.e., R-2000, C-2000, Energy Star, LEED) | <ul style="list-style-type: none"> City of Windsor to assess, as part of Objective Ea, the number of existing energy efficient homes and businesses in Windsor. Based on the assessment, set a target percentage of new homes and businesses to be built to energy efficiency standards (i.e., C-2000, R-2000, Energy Star, LEED, etc.) Work to create a education campaign for residents (to create demand) and builders (to create supply) about the environmental and financial benefits of energy efficient homes and businesses Investigate the possibility of reducing development charges for developers of energy efficient homes and businesses. | <ul style="list-style-type: none"> Number of energy efficient homes and businesses in Windsor | C | B&D | Plan. S/H Housing Adv. Comm. |

HUMAN RESOURCES (HR) – SUPPORT ROLE

| Goal B: Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems | | | | | |
|--|---|---|------------|----------------|---|
| Objective Ba: Support the City's Transit Master Plan to reduce the dependence on automobiles by increasing transit use and sustainable transportation | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| Reduce the number of single-occupancy vehicle trips of staff and residents | <ul style="list-style-type: none"> The Windsor Area Long Range Transportation Study (WALTS) has goal to achieve 6% modal split for public transit by 2016 Create education campaigns to: <ul style="list-style-type: none"> Encourage staff and residents to get out of their cars for at least one day a week Promote "flexible hours" to allow for carpooling to work Promote benefits of a car-free life-style: better health, lower cost City of Windsor to participate in International Car Free Day (September 22) Recruit and identify sponsor funding to reinstitute free bus rides on smog days Investigate partnerships with industry and surrounding municipalities for City car pool vans and parking (www.carpool.ca) Continue to provide incentives to City staff to leave their cars at home such as discounted bus passes and end-of-use facilities Support alternative work styles such as telecommuting, or working from home one day per week to reduce greenhouse gas emissions, by working with major and mid-sized employers to develop in-house ridesharing and telecommuting programmes. | <ul style="list-style-type: none"> Number of single-occupancy vehicle trips per household per day Average vehicle occupancy | ST, C | Trans. TW | Parks HR Comm. WECEC All staff Council Res. |



LICENSING AND ENFORCEMENT (L&E) – SUPPORT ROLE**Goal E:****Promote Awareness**

To foster an engaged community and staff that appreciates and protects its local environment through active communication

**Objective Ed: Build awareness and understanding of the city's environmental initiatives**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|--------|
| | | | | Lead | Assist |
| <p>To increase awareness among residents and stakeholders of the City's environmental programs, policies and initiatives, such as:</p> <ul style="list-style-type: none"> Hazardous waste drop off (batteries, used oil, hazardous materials, old medicines, etc) Clean City Committee Essex-Windsor HHW Depot Mercury Collection Program Anti-idling by-law Sewer use by-law Smog action plan | <ul style="list-style-type: none"> Lead by example by showcasing ongoing environmental initiatives in local media Develop an education campaign that may include: <ul style="list-style-type: none"> A "Enviro-Topic of the Week" in the Windsor Star Newsletters Targeted flyers Repeat the Environmental Attitudes Survey on a regular cycle to gauge changes in attitudes and awareness (e.g., every four years) | <ul style="list-style-type: none"> Percentage of residents who are aware of (or participate in) the City's environmental programs, policies and initiatives | LT, C | Comm. EWSWA | L & E |

PARKS, CULTURE AND RECREATION – LEAD ROLE

Goal B: **Create Healthy Communities**
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bb: Develop, expand and maintain a contiguous network of safe bicycle and walking facilities

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|--------|
| | | | | Lead | Assist |
| Develop, expand and maintain a network of safe walking facilities | <ul style="list-style-type: none"> Identify priority areas for connectivity among the City's walking facilities. Seek increased funding for infrastructure improvements and upgrades. Consider a "sinking fund" for route maintenance. Develop a work plan to expand the network in priority areas Allow individuals or businesses to adopt-a-trail to maintain the quality of existing and new facilities As discussed in Objective Bf, promote walking as a healthy alternative for residents and staff | <ul style="list-style-type: none"> Number of kilometres of walking trails and sidewalks | MT | Parks PW | Plan. |

Objective Bf: Support environmental health initiatives

| | | | | | |
|---|--|---|-------|---------------------|---|
| Develop a campaign to get Windsorites active and enjoying their environment | <ul style="list-style-type: none"> Develop and promote a campaign to get staff and residents active and outdoors. This may include: <ul style="list-style-type: none"> Encouraging students to discover healthy ways of getting to school, such as walking and biking, instead of being driven to school every day. Promoting walking and biking along trails as leisure activities for families and seniors Include, in the Environmental Attitudes Survey (Objective Ea) a question related to outdoor activity levels. | <ul style="list-style-type: none"> Percentage of residents and staff who are regularly active outdoors | ST, C | Comm Parks EC | GLIER CEH ERCA S/H Res. Trans. |
|---|--|---|-------|---------------------|---|

PARKS, CULTURE AND RECREATION – LEAD ROLE

Goal C: Green Windsor To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)



Objective Cb: Enhancing the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|----------------|-------------------------------|
| | | | | Lead | Assist |
| Increase tree cover in the City by 5% by 2011 | <ul style="list-style-type: none"> Assess the current proportion of tree cover on private and public land in the City through analysis of aerial photos Continue to implement and support Urban Forestry practices, street tree planting and "One Million Trees" program Create incentives for the planting of native, Carolinian species and the preservation of existing trees; for example: <ul style="list-style-type: none"> Provide a tax credit for new trees planted on private property Begin a City nursery to grow seedlings/saplings of Carolinian forest species; give away saplings at a nominal cost Encourage species diversification Launch a "tree drive" by encouraging companies to donate trees Communicate with developers who approach the City in order to preserve trees Promote the planting of "blossom trees" and consider sponsoring a "Blossom Festival" | <ul style="list-style-type: none"> Amount of tree cover (hectares) | QH-LT | Parks | B&D Plan. S/H Res. ERCA |

PARKS, CULTURE AND RECREATION – LEAD ROLE

Goal C: Green Windsor To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)



Objective Cc: Linking the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|---|------------|----------------|------------------|
| | | | | Lead | Assist |
| To increase connectivity within the Greenway System by 15% by the year 2011 | <ul style="list-style-type: none"> As part of the State of the Environment report (Objective Ea), conduct an assessment of the current state of Windsor's Greenway System Linkages by performing a Landscape Analysis. Include the number of hectares of green space that is "linked" to each other as a baseline. Identify linkage improvement opportunities in the Greenway System and reflect these in Official Plan updates. Develop strategies for acquiring these strategic lands through the following mechanisms: <ul style="list-style-type: none"> Development Applications Purchase Park Dedication Land Swap Conservation Easements Land Trust Voluntary property tax fund Land contribution by public agencies As part of the five year review of the State of the Environment Report (Objective Ea), review state of linkages and adjust acquisition strategies, if necessary Work with surrounding municipalities to plan for and strengthen linkages across municipal boundaries. | <ul style="list-style-type: none"> Connectedness of Greenway System Number and extent of strengthened linkages Number and extent of new linkages | LT | Parks | B&D Plan ERCA |

PARKS, CULTURE AND RECREATION – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Ba: Support the City's Transit Master Plan to reduce the dependence on automobiles by increasing transit use and sustainable transportation

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|---|
| | | | | Lead | Assist |
| Reduce the number of single-occupancy vehicle trips of staff and residents | <ul style="list-style-type: none"> The Windsor Area Long Range Transportation Study (WALTS) has goal to achieve 6% modal split for public transit by 2016 Create education campaigns to: <ul style="list-style-type: none"> Encourage staff and residents to get out of their cars for at least one day a week Promote "flexible hours" to allow for carpooling to work Promote benefits of a car-free life-style: better health, lower cost City of Windsor to participate in International Car Free Day (September 22) Recruit and identify sponsor funding to reinstitute free bus rides on smog days Investigate partnerships with industry and surrounding municipalities for City car pool vans and parking (www.carpool.ca) Continue to provide incentives to City staff to leave their cars at home such as discounted bus passes and end-of-use facilities Support alternative work styles such as telecommuting, or working from home one day per week to reduce greenhouse gas emissions, by working with major and mid-sized employers to develop in-house ridesharing and telecommuting programmes. | <ul style="list-style-type: none"> Number of single-occupancy vehicle trips per household per day Average vehicle occupancy | ST, C | Trans. TW | Parks HR Comm. WECEC All staff Council Res. |

PARKS, CULTURE AND RECREATION – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Dd: Promote “greening” of new and existing city facilities

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|----------------|-------------------------------|
| | | | | Lead | Assist |
| To reduce energy consumption of City buildings by installing green roofs on at least five City facilities by 2011 | <ul style="list-style-type: none"> Provide leadership in energy savings by installing green roofs. Green roofs involve planting vegetation on rooftops for insulation, noise reduction and aesthetic purposes (Environment Canada found that a typical one storey building with a grass roof and 10 cm of growing medium results in a 25% reduction in summer cooling needs. Source: www.greenroofs.net). Parks is currently leading this initiative with a potential installation at the waterfront | <ul style="list-style-type: none"> Net energy use reduction as a result of green roof installation (kWh) | LT | Facil. | B&D Plan. Council Parks |

PLANNING DEPARTMENT (PLAN) – LEAD ROLE

Goal B: **Create Healthy Communities**
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bd: **Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|--|------------|----------------|-----------------------------|
| | | | | Lead | Assist |
| To encourage in-fill and higher density in existing built areas | <ul style="list-style-type: none"> In order to promote concentration, encourage adaptive reuse of buildings, especially heritage buildings, in core areas. These buildings already have infrastructure in place: streets, sewers, schools, transit. Identify opportunities for higher density development to support alternatives to driving (transit, cycling, walking, etc) and highlight in the upcoming Official Plan Review Examine current policies and by-laws; provide incentives for infill/higher density; set minimum density requirements When implementing the Annexed Area Master Plan, promote transportation demand management (TDM). Encourage Transit-Oriented Design (TOD) Continue the implementation of community improvement plans to encourage investment in older neighbourhoods Focus on beautification and renewal of existing built areas (e.g. adaptive reuse, façade improvement). Support the existing Brownfields Redevelopment Strategy and implement its work plan | <ul style="list-style-type: none"> Density above a benchmark in the City of Windsor (units per hectare) | C | Plan B&D | EIC RASC TW Trans. |
| To increase the number of sustainable design features in the development of neighbourhoods, homes and businesses | <ul style="list-style-type: none"> Planning Department to develop a sustainability measure for Windsor and analyze potential developments for sustainability. Advertise the sustainability measure to homeowners and developers, as legislation and building codes allow. The guide may include the consideration of: <ul style="list-style-type: none"> Green roofs Housing orientation Adequate insulation Underground parking Windows in office buildings which can be opened Improved temperature control systems Alternative energy sources Access to public transit Amount of light pollution from street lights and use full cut off street lights | <ul style="list-style-type: none"> Number of developments using sustainable practices Number of building permits issued to sustainable buildings, as defined by the sustainability measure | MT | Plan. B&D | Cont. S/H PW RASC |

PLANNING DEPARTMENT (PLAN) – LEAD ROLE

Goal B: **Create Healthy Communities**
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bd: **Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--------|---|------------|------------|----------------|--------|
| | | | | Lead | Assist |
| | <ul style="list-style-type: none"> • Work with developers to encourage best practices and the integration of the ideas listed above. Create incentives for sustainable design by builders and demand for sustainable homes (and businesses) by residents (and business owners) through the development of an education campaign about the advantages of scoring high on the sustainability measure (i.e., energy and cost savings) • As part of the Official Plan review, work with small businesses to improve streetscapes and interactivity (encouraging local community development) • Identify and take advantage of provincial and federal programs for funding and best practices • Continue to implement the activities in "Windsor Seen", a municipal urban design agenda for the City. • Continue to apply Urban Design Guidelines for municipal buildings and private development | | | | |

Objective Be: Develop collaborative approaches with other governments to manage regional growth

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|---|------------|----------------|--|
| | | | | Lead | Assist |
| To develop and implement a Regional Growth Plan by 2011 | <ul style="list-style-type: none"> Based on the provincial context for well managed growth with regard to surrounding regions, continue to investigate "Regional Approach to Managing Growth" in Windsor/ Essex County The benefits of such a growth management plan can include: <ul style="list-style-type: none"> Service and transportation efficiencies Coordinated approach to green space linkages Long term consideration of land use patterns Attenuating the adverse consequences of rapid growth on areas in the region that are rapidly expanding Managing population growth A model/process is currently being developed in the form of a Discussion Paper Continue discussions and plans and develop a Regional Growth Plan that targets regional trends, greenspace allocations, transportation planning and growth management | <ul style="list-style-type: none"> Presence of a Regional Growth Plan Area of land covered by the Regional Growth Plan (km²) | MT | Planning | ERCA MMAH WECEC MPIR Trans. TW All seven county municipalities |

PLANNING DEPARTMENT (PLAN) – LEAD ROLE

Goal C: Green Windsor To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)



Objective Ca: Expanding the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|----------------|--|
| | | | | Lead | Assist |
| Rehabilitate and naturalize derelict and underutilized lands to expand the Greenway System | <ul style="list-style-type: none"> Support existing Greenway Policies in the Official Plan Develop infill targets to protect the Greenway System Naturalize sites to the extent possible Monitor changes in the amount and proportion of Greenway System components acquired | <ul style="list-style-type: none"> Amount of land acquired & rehabilitated | LT | Plan | EC B&D Parks ERCA |
| Acquire additional lands for integration into the Greenway System | <ul style="list-style-type: none"> Support existing Greenway Policies in the Official Plan Confirm the current extent and proportion of the various Greenway System components (i.e. natural heritage, waterway corridors, linkages) – may require inventory and analysis Set acquisition targets for the Greenway System Develop land acquisition strategies with regional partners to define how and when the City can achieve the targets Source funding opportunities to secure lands Monitor changes in the amount and proportion of Greenway System components acquired. | <ul style="list-style-type: none"> Amount of land acquired (hectares) | LT | Plan | B&D Council ERCA WECEC S/H |

PLANNING DEPARTMENT (PLAN) – LEAD ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Dd: Promote “greening” of new and existing city facilities

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|---|
| | | | | Lead | Assist |
| To investigate the possibility of developing a policy so that all newly constructed municipal buildings are LEED certified by 2016 | <ul style="list-style-type: none"> Develop a draft policy stipulating that all newly constructed public buildings are to be LEED certified to at least a Gold rating Start pilot projects on smaller buildings such as fire halls or the proposed Transit Building. Develop education material about LEED for staff, contractors and Council (as part of Objective Eb) Encourage home owners and builders to consider LEED standards (Objective Bc) Coordinate linkages with Windsor Seen, Reference #15: Develop policies to promote “Green Architecture” Apply the City’s City Centre West Urban Village Performance-Based Urban Design Guidelines (Sections 3 and 5.3) to new municipal buildings. | <ul style="list-style-type: none"> Presence of policy Percentage of new municipal buildings built that are LEED certified | MT-LT | Plan. | B&D. Purch. PW Contr. Council |
| To promote adaptive reuse of buildings, especially heritage buildings | <ul style="list-style-type: none"> Develop a municipal “heritage first” policy to reuse existing buildings (and materials), in core areas. It is environmentally-friendly and cost-effective to reuse these buildings because they already have infrastructure in place (streets, sewers, schools, transit). In addition, recycling waste and building materials is possible. | <ul style="list-style-type: none"> Number of heritage buildings reused Amount of building material reused | LT | Plan. | B&D |

PLANNING DEPARTMENT (PLAN) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Ac: Effectively manage stormwater run-off and Combined Sewer Overflows (CSOs)**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|------------------------|
| | | | | Lead | Assist |
| Develop Combined Sewer Overflow implementation actions that have been recommended under the Windsor Pollution Prevention and Control Plan to reduce overflows in order to improve water quality | <ul style="list-style-type: none"> Develop an education program for residents on what causes CSOs and how they can be avoided Develop a program to administer the implementation actions recommended in the Windsor Pollution Prevention and Control Plan Develop a stormwater management plan that: <ul style="list-style-type: none"> Reflects MOE's guidelines (2003) Addresses stormwater retrofits in developed areas Uses modeling and best practices (e.g. HSPF, LIFE models) to map and apply best stormwater management practices (e.g., source control, end of pipe, pollution prevention), and determine where cash-in-lieu can best be applied. Consider construction options to absorb rain water at the source such as installing green roofs to absorb water (as described in Objectives Bd and Dd) and advocating for underground parking or permeable pavement when constructing parking lots Enhance and enforce Windsor's current Sewer Use By-Law | <ul style="list-style-type: none"> Number of overflows into rivers and lakes from Windsor's Water Pollution Control Plants Quality of water Existence of a stormwater management plan | ST, C | ES | EC Plan. PW GLSF |

Objective Ae: Transportation system enhancements to reduce air emissions

| | | | | | |
|--|--|---|---|---------------------------|----------------------|
| To improve the City's traffic flow to reduce vehicular emissions | <ul style="list-style-type: none"> With the assistance and guidance from the All-Way Stop Committee, reduce unnecessary and unwarranted all-way stops; focus on transit and heavy trucking routes to reduce wait times. Promote transit priorities to reduce transit delay and promote schedule adherence and service reliability Reduce the number of at-grade crossings, work towards the rationalization of the rail system with railways and industry, and promote the re-use of abandoned rail routes as multi-modal urban transportation corridors, through the implementation of the Rail Rationalization Study. | <ul style="list-style-type: none"> Number of all-way stops Number of level crossings Number of roundabouts | C | Trans. All-Way Stop Comm. | TC B&D Plan. Council |
|--|--|---|---|---------------------------|----------------------|

PLANNING DEPARTMENT (PLAN) – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bb: Develop, expand and maintain a contiguous network of safe bicycle and walking facilities

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|--------------------------|
| | | | | Lead | Assist |
| Develop, expand and maintain a network of safe bicycling facilities according to the Bicycle Use Master Plan (BUMP) | <ul style="list-style-type: none"> Amend the Bicycle Use Master Plan (BUMP) to the Official Plan and provide long-term committed funding to support the strategy of: <ul style="list-style-type: none"> Expanding Windsor's existing cycling network (as per the map on page 27 of BUMP); Promoting awareness; Providing safety awareness training to drivers and cyclists alike; Improving the cycling-transit link; and Providing end-of-trip facilities such as showers and bike racks, according to priority list. Allow individuals or businesses to adopt-a-trail to maintain the quality of existing and new facilities As discussed in Objective Bf, promote bicycling as a healthy alternative for residents and staff | <ul style="list-style-type: none"> Number of kilometres of bicycle trails, lanes and routes | MT | Trans. | EC Plan. WECHU WBC |
| Develop, expand and maintain a network of safe walking facilities | <ul style="list-style-type: none"> Identify priority areas for connectivity among the City's walking facilities. Seek increased funding for infrastructure improvements and upgrades. Consider a "sinking fund" for route maintenance. Develop a work plan to expand the network in priority areas Allow individuals or businesses to adopt-a-trail to maintain the quality of existing and new facilities As discussed in Objective Bf, promote walking as a healthy alternative for residents and staff | <ul style="list-style-type: none"> Number of kilometres of walking trails and sidewalks | MT | Parks PW | Plan. |

PLANNING DEPARTMENT (PLAN) – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bd: Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|--|
| | | | | Lead | Assist |
| To encourage the construction of energy efficient homes and businesses in Windsor (i.e., R-2000, C-2000, Energy Star, LEED) | <ul style="list-style-type: none"> City of Windsor to assess, as part of Objective Ea, the number of existing energy efficient homes and businesses in Windsor. Based on the assessment, set a target percentage of new homes and businesses to be built to energy efficiency standards (i.e., C-2000, R-2000, Energy Star, LEED, etc.) Work to create a education campaign for residents (to create demand) and builders (to create supply) about the environmental and financial benefits of energy efficient homes and businesses Investigate the possibility of reducing development charges for developers of energy efficient homes and businesses. | <ul style="list-style-type: none"> Number of energy efficient homes and businesses in Windsor | C | B&D | Plan. S/H Housing Adv. Comm. |

PLANNING DEPARTMENT (PLAN) – SUPPORT ROLE

Goal C: Green Windsor To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)



Objective Cb: Enhancing the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|--|------------|----------------|-------------------------------|
| | | | | Lead | Assist |
| Enhance the quality and condition of the Greenway System | <ul style="list-style-type: none"> Assess the quality and condition of the Greenway System components (This may require additional inventory and evaluation). Take into special account the unique and rare ecosystems in Windsor: the Ojibway Prairie Complex; the Spring Garden ANSI; Peche Island and the Memorial Park rare Carolinian Oak Grove Prepare Management Plans for Greenway System components and individual sites: <ul style="list-style-type: none"> Identify issues that are currently impairing the quality of the Greenway System (i.e. habitat fragmentation/degradation, invasive species, incompatible human uses, littering, vandalism, erosion, etc.) Identify strategies & actions to address the various issues and enhance the Greenway System Implement Management Strategies & actions (i.e., actively managing tall grass prairie by planned burns) Monitor the quality and condition of the Greenway System components (i.e. integrity, biodiversity, health, etc.) | <ul style="list-style-type: none"> Completion of an inventory & evaluation Completion of Management Plans Results of monitoring | MT | EC | B&D Plan. ERCA WECEC |
| Increase tree cover in the City by 5% by 2011 | <ul style="list-style-type: none"> Assess the current proportion of tree cover on private and public land in the City through analysis of aerial photos Continue to implement and support Urban Forestry practices, street tree planting and "One Million Trees" program Create incentives for the planting of native, Carolinian species and the preservation of existing trees; for example: <ul style="list-style-type: none"> Provide a tax credit for new trees planted on private property Begin a City nursery to grow seedlings/saplings of Carolinian forest species; give away saplings at a nominal cost Encourage species diversification Launch a "tree drive" by encouraging companies to donate trees Communicate with developers who approach the City in order to preserve trees Promote the planting of "blossom trees" and consider sponsoring a "Blossom Festival" | <ul style="list-style-type: none"> Amount of tree cover (hectares) | QH-LT | Parks | B&D Plan. S/H Res. ERCA |

PLANNING DEPARTMENT (PLAN) – SUPPORT ROLE

Goal C: Green Windsor To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)



Objective Cc: Linking the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|---|------------|----------------|---------------------|
| | | | | Lead | Assist |
| To increase connectivity within the Greenway System by 15% by the year 2011 | <ul style="list-style-type: none"> As part of the State of the Environment report (Objective Ea), conduct an assessment of the current state of Windsor's Greenway System Linkages by performing a Landscape Analysis. Include the number of hectares of green space that is "linked" to each other as a baseline. Identify linkage improvement opportunities in the Greenway System and reflect these in Official Plan updates. Develop strategies for acquiring these strategic lands through the following mechanisms: <ul style="list-style-type: none"> Development Applications Purchase Park Dedication Land Swap Conservation Easements Land Trust Voluntary property tax fund Land contribution by public agencies As part of the five year review of the State of the Environment Report (Objective Ea), review state of linkages and adjust acquisition strategies, if necessary Work with surrounding municipalities to plan for and strengthen linkages across municipal boundaries. | <ul style="list-style-type: none"> Connectedness of Greenway System Number and extent of strengthened linkages Number and extent of new linkages | LT | Parks | B&D Plan ERCA |

PLANNING DEPARTMENT (PLAN) – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Dd: Promote “greening” of new and existing city facilities

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|----------------|----------------------------|
| | | | | Lead | Assist |
| To reduce energy consumption of City buildings by installing green roofs on at least five City facilities by 2011 | <ul style="list-style-type: none"> Provide leadership in energy savings by installing green roofs. Green roofs involve planting vegetation on rooftops for insulation, noise reduction and aesthetic purposes (Environment Canada found that a typical one storey building with a grass roof and 10 cm of growing medium results in a 25% reduction in summer cooling needs. Source: www.greenroofs.net). Parks is currently leading this initiative with a potential installation at the waterfront | <ul style="list-style-type: none"> Net energy use reduction as a result of green roof installation (kWh) | LT | Facil. | B&D Plan. Council Parks |

PURCHASING (PURCH.) – LEAD ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Da: Adopt an environmentally friendly purchasing policy

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|--|
| | | | | Lead | Assist |
| To develop and adopt an environmentally-friendly purchasing policy by 2010 | <ul style="list-style-type: none"> Identify current purchasing policy. During review of the purchasing policy (planned for 2007-2008), develop a written environmentally friendly purchasing policy Develop a list of "green" attributes of suppliers, contractors and products for inclusion in the policy. Suppliers with the "green attributes" will be given first priority in purchasing decisions where costs are within 10% of competitors. Develop a business case showing the life-cycle and cost-benefit analysis of environmentally-friendly purchasing Inform suppliers and contractors about the change in the City's policy Create staff awareness about the change in policy and the benefits of the new policy If the City would like to measure the changes that result due to the change in the purchasing policy, consider the inclusion of a self-audit as part of the State of the Environment Report (Objective Ea) | <ul style="list-style-type: none"> Presence of policy Change in City's purchasing habits | MT | Purch | PW Council RASC Supplier s |

PURCHASING (PURCH.) – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bc: Investigate alternatives to “green” the City’s fleet

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|---------------------------------|
| | | | | Lead | Assist |
| To reduce the air pollution created while operating the City’s fleet of vehicles | <ul style="list-style-type: none"> Develop and implement a Green Fleet Plan. The Plan will: <ul style="list-style-type: none"> Include an implementation schedule for replacing the City’s fleet with vehicles and equipment that are less harmful to the environment. For example, the possibility of purchasing smaller buses for routes with low ridership. Suggest the use of proven technologies (vetted through, for example, Environmental Technology Verification (ETV Canada)) Consider current fleet emissions, options for replacement, environmental benefits and life-cycle costs. Promote compliance of the anti-idling by-law Engage other levels of governments for grants and funding. Continue to implement the Fleet Winter Maintenance Policy When reconsidering job descriptions for employees that <i>require</i> a car, investigate the possibility of allowing them to rent a car on occasion or take a taxi to visit clients instead of requiring them to drive to work everyday. When purchasing for fleet replacement, continue to include wording in the tenders with respect to “lower emitting vehicle” options and automatic shut-off for idling vehicles Coordinate with the outcome of this Objective with Objective Da (Environmentally Purchasing Policy) | <ul style="list-style-type: none"> Air pollution created by the use by the City’s fleet of vehicles (CO2 and particulate matter) | C | PW | Purch. TW (Ops and Board) |

PURCHASING (PURCH.) – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Dd: Promote “greening” of new and existing city facilities

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|---|
| | | | | Lead | Assist |
| To investigate the possibility of developing a policy so that all newly constructed municipal buildings are LEED certified by 2016 | <ul style="list-style-type: none"> Develop a draft policy stipulating that all newly constructed public buildings are to be LEED certified to at least a Gold rating Start pilot projects on smaller buildings such as fire halls or the proposed Transit Building. Develop education material about LEED for staff, contractors and Council (as part of Objective Eb) Encourage home owners and builders to consider LEED standards (Objective Bc) Coordinate linkages with Windsor Seen, Reference #15: Develop policies to promote “Green Architecture” Apply the City’s City Centre West Urban Village Performance-Based Urban Design Guidelines (Sections 3 and 5.3) to new municipal buildings. | <ul style="list-style-type: none"> Presence of policy Percentage of new municipal buildings built that are LEED certified | MT-LT | Plan. | B&D. Purch. PW Contr. Council |

PURCHASING (PURCH.) – SUPPORT ROLE

Goal E: Promote Awareness
To foster an engaged community and staff that appreciates and protects its local environment through active communication

**Objective Eb: Develop an environmental education strategy**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|----------------|---|
| | | | | Lead | Assist |
| To develop an environmental education strategy that is tailored towards: <ul style="list-style-type: none"> • Staff • Council; and • Contractors | <ul style="list-style-type: none"> • Identify focus areas for the environmental education strategy – likely focus on individual actions that staff, council and contractors can take to improve the City's environment • Develop an environmental education strategy with a focus on each of the target groups: staff, council and contractors <ul style="list-style-type: none"> ○ Focus on individual actions that can be taken to improve the environment ○ Develop training material for new staff to expose them to the EMP ○ Development of incentives to encourage participation in environmental activities and events ○ Creative methods for information dissemination about environmental activities (i.e., weekly email, information sheets, awards, prizes, quarterly information sessions) • Implement environmental education strategy | <ul style="list-style-type: none"> • Presence of environmental education strategy • Percentage change in environmental attitudes, as measured by the City-wide survey in Objective Ea | ST, C | EC | Comm. Staff Dev't HR Purch. RASC |

PUBLIC WORKS (PW) – LEAD ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bb: Develop, expand and maintain a contiguous network of safe bicycle and walking facilities

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|--------|
| | | | | Lead | Assist |
| Develop, expand and maintain a network of safe walking facilities | <ul style="list-style-type: none"> Identify priority areas for connectivity among the City's walking facilities. Seek increased funding for infrastructure improvements and upgrades. Consider a "sinking fund" for route maintenance. Develop a work plan to expand the network in priority areas Allow individuals or businesses to adopt-a-trail to maintain the quality of existing and new facilities As discussed in Objective Bf, promote walking as a healthy alternative for residents and staff | <ul style="list-style-type: none"> Number of kilometres of walking trails and sidewalks | MT | Parks PW | Plan. |

PUBLIC WORKS (PW) – LEAD ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bc: Investigate alternatives to “green” the City’s fleet

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|---------------------------|
| | | | | Lead | Assist |
| To reduce the air pollution created while operating the City’s fleet of vehicles | <ul style="list-style-type: none"> Develop and implement a Green Fleet Plan. The Plan will: <ul style="list-style-type: none"> Include an implementation schedule for replacing the City’s fleet with vehicles and equipment that are less harmful to the environment. For example, the possibility of purchasing smaller buses for routes with low ridership. Suggest the use of proven technologies (vetted through, for example, Environmental Technology Verification (ETV Canada)) Consider current fleet emissions, options for replacement, environmental benefits and life-cycle costs. Promote compliance of the anti-idling by-law Engage other levels of governments for grants and funding. Continue to implement the Fleet Winter Maintenance Policy When reconsidering job descriptions for employees that <i>require</i> a car, investigate the possibility of allowing them to rent a car on occasion or take a taxi to visit clients instead of requiring them to drive to work everyday. When purchasing for fleet replacement, continue to include wording in the tenders with respect to “lower emitting vehicle” options and automatic shut-off for idling vehicles Coordinate with the outcome of this Objective with Objective Da (Environmentally Purchasing Policy) | <ul style="list-style-type: none"> Air pollution created by the use by the City’s fleet of vehicles (CO2 and particulate matter) | C | PW | Purch. TW (Ops and Board) |

PUBLIC WORKS (PW) – SUPPORT ROLE

Goal A: **Improve Our Air and Water Quality**
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Ac: Effectively manage stormwater run-off and Combined Sewer Overflows (CSOs)**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|---------------------------|
| | | | | Lead | Assist |
| Develop Combined Sewer Overflow implementation actions that have been recommended under the Windsor Pollution Prevention and Control Plan to reduce overflows in order to improve water quality | <ul style="list-style-type: none"> • Develop an education program for residents on what causes CSOs and how they can be avoided • Develop a program to administer the implementation actions recommended in the Windsor Pollution Prevention and Control Plan • Develop a stormwater management plan that: <ul style="list-style-type: none"> ○ Reflects MOE's guidelines (2003) ○ Addresses stormwater retrofits in developed areas ○ Uses modeling and best practices (e.g. HSPF, LIFE models) to map and apply best stormwater management practices (e.g., source control, end of pipe, pollution prevention), and determine where cash-in-lieu can best be applied. ○ Consider construction options to absorb rain water at the source such as installing green roofs to absorb water (as described in Objectives Bd and Dd) and advocating for underground parking or permeable pavement when constructing parking lots • Enhance and enforce Windsor's current Sewer Use By-Law | <ul style="list-style-type: none"> • Number of overflows into rivers and lakes from Windsor's Water Pollution Control Plants • Quality of water • Existence of a stormwater management plan | ST, C | ES | EC Plan. PW GLSF |

PUBLIC WORKS (PW) – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Da: Adopt an environmentally friendly purchasing policy

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|------------------------------------|
| | | | | Lead | Assist |
| To develop and adopt an environmentally-friendly purchasing policy by 2010 | <ul style="list-style-type: none"> Identify current purchasing policy. During review of the purchasing policy (planned for 2007-2008), develop a written environmentally friendly purchasing policy Develop a list of "green" attributes of suppliers, contractors and products for inclusion in the policy. Suppliers with the "green attributes" will be given first priority in purchasing decisions where costs are within 10% of competitors. Develop a business case showing the life-cycle and cost-benefit analysis of environmentally-friendly purchasing Inform suppliers and contractors about the change in the City's policy Create staff awareness about the change in policy and the benefits of the new policy If the City would like to measure the changes that result due to the change in the purchasing policy, consider the inclusion of a self-audit as part of the State of the Environment Report (Objective Ea) | <ul style="list-style-type: none"> Presence of policy Change in City's purchasing habits | MT | Purch | PW Council RASC Suppliers |

TRANSPORTATION PLANNING/TRAFFIC OPERATIONS (TRANS) – LEAD ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Ae:** Transportation system enhancements to reduce air emissions

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|------------------------------------|-------------------------------|
| | | | | Lead | Assist |
| To improve the City's traffic flow to reduce vehicular emissions | <ul style="list-style-type: none"> With the assistance and guidance from the All-Way Stop Committee, reduce unnecessary and unwarranted all-way stops; focus on transit and heavy trucking routes to reduce wait times. Promote transit priorities to reduce transit delay and promote schedule adherence and service reliability Reduce the number of at-grade crossings, work towards the rationalization of the rail system with railways and industry, and promote the re-use of abandoned rail routes as multi-modal urban transportation corridors, through the implementation of the Rail Rationalization Study. | <ul style="list-style-type: none"> Number of all-way stops Number of level crossings Number of roundabouts | C | Trans. All-Way Stop Comm. | TC B&D Plan. Council |
| To upgrade transportation signage and signals to reduce greenhouse gas emissions | <ul style="list-style-type: none"> Continue the conversion of all traffic signals and signage to Light Emitting Diodes (LEDs) to increase energy savings by 90% and labour costs associated with replacing conventional light bulbs. Promote increased and smoother traffic flow, for all modes (including cyclists and pedestrians) by using Intelligent Transportation Systems (ITS), e.g., to improve signal coordination, provide priorities for transit and introduce electronic way-finding and transit route information. Continue to upgrade existing and newly installed vehicle detectors (video technology and induction loops) to reduce vehicular idling | <ul style="list-style-type: none"> Number of conversions from conventional lighting to LEDs kWhs/year used for transportation signage and signals Number of ITS applications installed Change in 'level of service' at intersections (measured from A to F) | C | Trans. | |

TRANSPORTATION PLANNING/TRAFFIC OPERATIONS (TRANS) – LEAD ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bb: Develop, expand and maintain a contiguous network of safe bicycle and walking facilities

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|--------------------------|
| | | | | Lead | Assist |
| Develop, expand and maintain a network of safe bicycling facilities according to the Bicycle Use Master Plan (BUMP) | <ul style="list-style-type: none"> Amend the Bicycle Use Master Plan (BUMP) to the Official Plan and provide long-term committed funding to support the strategy of: <ul style="list-style-type: none"> Expanding Windsor's existing cycling network (as per the map on page 27 of BUMP); Promoting awareness; Providing safety awareness training to drivers and cyclists alike; Improving the cycling-transit link; and Providing end-of-trip facilities such as showers and bike racks, according to priority list. Allow individuals or businesses to adopt-a-trail to maintain the quality of existing and new facilities As discussed in Objective Bf, promote bicycling as a healthy alternative for residents and staff | <ul style="list-style-type: none"> Number of kilometres of bicycle trails, lanes and routes | MT | Trans. | EC Plan. WECHU WBC |

TRANSPORTATION PLANNING/TRAFFIC OPERATIONS (TRANS) – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bd: Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses


| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|-----------------------------|
| | | | | Lead | Assist |
| To encourage in-fill and higher density in existing built areas | <ul style="list-style-type: none"> In order to promote concentration, encourage adaptive reuse of buildings, especially heritage buildings, in core areas. These buildings already have infrastructure in place: streets, sewers, schools, transit. Identify opportunities for higher density development to support alternatives to driving (transit, cycling, walking, etc) and highlight in the upcoming Official Plan Review Examine current policies and by-laws; provide incentives for infill/higher density; set minimum density requirements When implementing the Annexed Area Master Plan, promote transportation demand management (TDM). Design commercial and residential land use to maximize access to public transit Continue the implementation of community improvement plans to encourage investment in older neighbourhoods Focus on beautification and renewal of existing built areas | <ul style="list-style-type: none"> Density in the City of Windsor (units per hectare) | C | Plan B&D | EIC RASC TW Trans. |

Objective Bf: Support environmental health initiatives

| | | | | | |
|---|--|---|-------|---------------|---|
| Develop a campaign to get Windsorites active and enjoying their environment | <ul style="list-style-type: none"> Develop and promote a campaign to get staff and residents active and outdoors. This may include: <ul style="list-style-type: none"> Encouraging students to discover healthy ways of getting to school, such as walking and biking, instead of being driven to school every day. Promoting walking and biking along trails as leisure activities for families and seniors Include, in the Environmental Attitudes Survey (Objective Ea) a question related to outdoor activity levels. | <ul style="list-style-type: none"> Percentage of residents and staff who are regularly active outdoors | ST, C | Comm Parks EC | GLIER CEH ERCA S/H Res. Trans. |
|---|--|---|-------|---------------|---|

INDIVIDUAL ACTION PLANS FOR EXTERNAL AGENCIES, COMMITTEES AND GROUPS

CENTRE FOR ENVIRONMENTAL HEALTH (CEH) – SUPPORT ROLE

| Goal B: | Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems | | | | |  |
|---|--|--|------------|----------------|---|---|
| Objective Bf: Support environmental health initiatives | | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | | |
| | | | | Lead | Assis | |
| Develop a campaign to get Windsorites active and enjoying their environment | <ul style="list-style-type: none">Develop and promote a campaign to get staff and residents active and outdoors. This may include:<ul style="list-style-type: none">Encouraging students to discover healthy ways of getting to school, such as walking and biking, instead of being driven to school every day.Promoting walking and biking along trails as leisure activities for families and seniorsInclude, in the Environmental Attitudes Survey (Objective Ea) a question related to outdoor activity levels. | <ul style="list-style-type: none">Percentage of residents and staff who are regularly active outdoors | ST, C | Comm Parks EC | GLIER CEH ERCA S/H Res. Trans. | |
| Increase use of environmentally-friendly products in City facilities | <ul style="list-style-type: none">Identify which “toxic products” the City is currently using and develop an implementation plan to gradually phase-out the purchase and use of toxic substances in favour of “environmentally-friendly products.” A list of cleaning products used by the City has already been developed.Define “environmentally friendly products” in a Windsor context. Seek alternatives to traditional pesticides, cleaning supplies, corrosives, paints and thinners, stains and finishes, bleach, used motor oil, etc.Create linkages to the purchasing policy (Objective Da). | <ul style="list-style-type: none">Volume of environmentally-friendly products (as defined in the purchasing policy) purchased by the City of Windsor | ST | Purch | GLIER CEH Facil EC | |
| Support ongoing environmental health initiatives | <ul style="list-style-type: none">Support and promote ongoing environmental health initiatives within the City such as the Standing Water By-lawWork with the Centre for Environmental Health to strengthen linkages between ongoing research and integration into the City’s initiatives. | <ul style="list-style-type: none">Number of environmental health initiatives that the City supports | MT | ES | GLIER CEH | |

CN/CP – SUPPORT ROLE


Goal A: Improve Our Air and Water Quality
 To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality



Objective Aa: Develop strategies to reduce cross-border air and water pollution

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|-----------------------------|
| | | | | Lead | Assist |
| Support other City initiatives to create a solution for Windsor's border crossing in order to reduce local air pollution | <ul style="list-style-type: none"> • Be supportive of the process to identify solutions to minimize the impacts of truck traffic through the City of Windsor • Work with the Binational study team (DRIC) to reach as environmentally-friendly a solution as possible to Windsor's border crossing • Continue to exert municipal pressure on the province and federal government to make a decision as quickly as possible given the legislative context • Support The Green Corridor Project | <ul style="list-style-type: none"> • Presence of a border crossing • Traffic queues | C | Council | TC CN/CP Other gov'ts |

DETROIT RIVER CANADIAN CLEANUP (DRCC) – SUPPORT ROLE

| Goal A: | Improve Our Air and Water Quality To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor’s air and water quality | | | | |  |
|---|---|---|------------|----------------|--|---|
| Objective Aa: Develop strategies to reduce cross-border air and water pollution | | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | | |
| | | | | Lead | Assist | |
| Work with other levels of government to develop strategies to reduce trans-border water pollution | <ul style="list-style-type: none">Form a City team to develop a campaign in Windsor to advocate for Windsor's local water quality issues at the regional, provincial, and federal levels in the United States and Canada. Focus on a coordinated approach to Combined Sewer Overflow discharge systems in Canada and the USAGather water quality baseline information for comparison purposes. Publish and track in the State of the Environment Report (Objective Ea).Identify “key players” at each level of governmentSecure funding sourcesIdentify partnerships with other agencies, governments and businessesLiaise with the Ministry of the Environment to increase environmental testing and compliance within the CitySupport the binational Remedial Action Plan (RAP) to restore the Detroit RiverDevelop Source Water Protection Plans. | <ul style="list-style-type: none">Phosphorous, chloride, nitrate and E. coli concentrations in the City’s watersheds (as described in Objective Ad) | C | EIC | WECEC DRCC ERCA MOE SEMCOG Other gov'ts | |

DETROIT RIVER CANADIAN CLEANUP (DRCC) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality



Objective Ad: Collaborate with community groups, industry and other governments to enhance watershed management

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|----------------------------------|
| | | | | Lead | Assist |
| To improve the health of the water in the City of Windsor's waterways | <ul style="list-style-type: none"> Design and implement a program to educate residents on the hazards of oil, litter and chemical disposal down drains and sewers. Promote awareness of: <ul style="list-style-type: none"> The City's Household Chemical Waste (HCW) Depot and Reuse Centre The importance of downspout disconnections Temporary programs such as the Mercury Take-Back Program and Corporate Fluorescent Light Take-Back Coordinate and report on community-based monitoring of local waterways – track water quality as part of the proposed State of the Environment Report (Objective Ea) using the Provincial Water Quality Objectives (PWQO) and Canadian Water Quality Guidelines (CWQG). Consider partnering with the following groups for source water protection and monitoring: <ul style="list-style-type: none"> Environment Canada/MOE Detroit River Canadian Cleanup (DRCC) Great Lakes Institute for Environmental Research (GLIER) Essex Region Conservation Authority (ERCA) Windsor Essex County Environment Committee (WECEC) Little River Enhancement Group (Lil' Reg) Friends of Turkey Creek Continue Windsor's involvement in the Yellow Fish Road program | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds | QH, C | ES | EC Res. WECEC ERCA DRCC |

ESSEX REGION CONSERVATION AUTHORITY (ERCA) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Aa: Develop strategies to reduce cross-border air and water pollution**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|----------------|--|
| | | | | Lead | Assist |
| Work with other levels of government to develop strategies to reduce trans-border water pollution | <ul style="list-style-type: none"> Form a City team to develop a campaign in Windsor to advocate for Windsor's local water quality issues at the regional, provincial, and federal levels in the United States and Canada. Focus on a coordinated approach to Combined Sewer Overflow discharge systems in Canada and the USA Gather water quality baseline information for comparison purposes. Publish and track in the State of the Environment Report (Objective Ea). Identify "key players" at each level of government Secure funding sources Identify partnerships with other agencies, governments and businesses Liaise with the Ministry of the Environment to increase environmental testing and compliance within the City Support the binational Remedial Action Plan (RAP) to restore the Detroit River Develop Source Water Protection Plans. | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds (as described in Objective Ad) | C | EIC | WECEC DRCC ERCA MOE SEMCOG Other gov'ts |

ESSEX REGION CONSERVATION AUTHORITY (ERCA) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality



Objective Ad: Collaborate with community groups, industry and other governments to enhance watershed management

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|----------------------------------|
| | | | | Lead | Assist |
| To improve the health of the water in the City of Windsor's waterways | <ul style="list-style-type: none"> Design and implement a program to educate residents on the hazards of oil, litter and chemical disposal down drains and sewers. Promote awareness of: <ul style="list-style-type: none"> The City's Household Chemical Waste (HCW) Depot and Reuse Centre The importance of downspout disconnections Temporary programs such as the Mercury Take-Back Program and Corporate Fluorescent Light Take-Back Coordinate and report on community-based monitoring of local waterways – track water quality as part of the proposed State of the Environment Report (Objective Ea) using the Provincial Water Quality Objectives (PWQO) and Canadian Water Quality Guidelines (CWQG). Consider partnering with the following groups for source water protection and monitoring: <ul style="list-style-type: none"> Environment Canada/MOE Detroit River Canadian Cleanup (DRCC) Great Lakes Institute for Environmental Research (GLIER) Essex Region Conservation Authority (ERCA) Windsor Essex County Environment Committee (WECEC) Little River Enhancement Group (Lil' Reg) Friends of Turkey Creek Continue Windsor's involvement in the Yellow Fish Road program | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds | QH, C | ES | EC Res. WECEC ERCA DRCC |

ESSEX REGION CONSERVATION AUTHORITY (ERCA) – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Be: Develop collaborative approaches with other governments to manage regional growth

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|---|------------|----------------|--|
| | | | | Lead | Assist |
| To develop and implement a Regional Growth Plan by 2011 | <ul style="list-style-type: none"> Based on the provincial context for well managed growth with regard to surrounding regions, continue to investigate "Regional Approach to Managing Growth" in Windsor/ Essex County The benefits of such a growth management plan can include: <ul style="list-style-type: none"> Service and transportation efficiencies Coordinated approach to green space linkages Long term consideration of land use patterns Attenuating the adverse consequences of rapid growth on areas in the region that are rapidly expanding Managing population growth A model/process is currently being developed in the form of a Discussion Paper Continue discussions and plans and develop a Regional Growth Plan that targets regional trends, greenspace allocations, transportation planning and growth management | <ul style="list-style-type: none"> Presence of a Regional Growth Plan Area of land covered by the Regional Growth Plan (km²) | MT | Planning | ERCA MMAH WECEC MPIR Trans. TW All seven county municipalities |

ESSEX REGION CONSERVATION AUTHORITY (ERCA) – SUPPORT ROLE

| Goal B: Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems | | | | | |
|--|--|---|------------|---------------------|---|
| Objective Bf: Support environmental health initiatives | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| Develop a campaign to get Windsorites active and enjoying their environment | <ul style="list-style-type: none"> Develop and promote a campaign to get staff and residents active and outdoors. This may include: <ul style="list-style-type: none"> Encouraging students to discover healthy ways of getting to school, such as walking and biking, instead of being driven to school every day. Promoting walking and biking along trails as leisure activities for families and seniors Include, in the Environmental Attitudes Survey (Objective Ea) a question related to outdoor activity levels. | <ul style="list-style-type: none"> Percentage of residents and staff who are regularly active outdoors | ST, C | Comm Parks EC | GLIER CEH ERCA S/H Res. Trans. |



ESSEX REGION CONSERVATION AUTHORITY (ERCA) – SUPPORT ROLE

Goal C: Green Windsor
To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)


Objective Ca: Expanding the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|---|------------|----------------|--|
| | | | | Lead | Assist |
| Rehabilitate and naturalize derelict and underutilized lands to expand the Greenway System | <ul style="list-style-type: none"> Support existing Greenway Policies in the Official Plan Support the existing Brownfields Redevelopment Strategy and implement its work plan Develop infill targets to protect the Greenway System Naturalize sites to the extent possible Monitor changes in the amount and proportion of Greenway System components acquired | <ul style="list-style-type: none"> Amount of land acquired & rehabilitated | LT | Plan | EC B&D Parks ERCA |
| Acquire additional lands for integration into the Greenway System | <ul style="list-style-type: none"> Support existing Greenway Policies in the Official Plan Confirm the current extent and proportion of the various Greenway System components (i.e. natural heritage, waterway corridors, linkages) – may require inventory and analysis Set acquisition targets for the Greenway System Develop land acquisition strategies with regional partners to define how and when the City can achieve the targets Source funding opportunities to secure lands Monitor changes in the amount and proportion of Greenway System components acquired. | <ul style="list-style-type: none"> Amount of land acquired (hectares) | LT | Plan | B&D Council ERCA WECEC S/H |

ESSEX REGION CONSERVATION AUTHORITY (ERCA) – SUPPORT ROLE

Goal C: Green Windsor To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)



Objective Cb: Enhancing the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|--|------------|----------------|-------------------------------|
| | | | | Lead | Assist |
| Enhance the quality and condition of the Greenway System | <ul style="list-style-type: none"> Assess the quality and condition of the Greenway System components (This may require additional inventory and evaluation). Take into special account the unique and rare ecosystems in Windsor: the Ojibway Prairie Complex; the Spring Garden ANSI; Peche Island and the Memorial Park rare Carolinian Oak Grove Prepare Management Plans for Greenway System components and individual sites: <ul style="list-style-type: none"> Identify issues that are currently impairing the quality of the Greenway System (i.e. habitat fragmentation/degradation, invasive species, incompatible human uses, littering, vandalism, erosion, etc.) Identify strategies & actions to address the various issues and enhance the Greenway System Implement Management Strategies & actions (i.e., actively managing tall grass prairie by planned burns) Monitor the quality and condition of the Greenway System components (i.e. integrity, biodiversity, health, etc.) | <ul style="list-style-type: none"> Completion of an inventory & evaluation Completion of Management Plans Results of monitoring | MT | EC | B&D Plan. ERCA WECEC |
| Increase tree cover in the City by 5% by 2011 | <ul style="list-style-type: none"> Assess the current proportion of tree cover on private and public land in the City through analysis of aerial photos Continue to implement and support Urban Forestry practices, street tree planting and "One Million Trees" program Create incentives for the planting of native, Carolinian species and the preservation of existing trees; for example: <ul style="list-style-type: none"> Provide a tax credit for new trees planted on private property Begin a City nursery to grow seedlings/saplings of Carolinian forest species; give away saplings at a nominal cost Encourage species diversification Launch a "tree drive" by encouraging companies to donate trees Communicate with developers who approach the City in order to preserve trees Promote the planting of "blossom trees" and consider sponsoring a "Blossom Festival" | <ul style="list-style-type: none"> Amount of tree cover (hectares) | QH-LT | Parks | B&D Plan. S/H Res. ERCA |

ESSEX REGION CONSERVATION AUTHORITY (ERCA) – SUPPORT ROLE

Goal C:**Green Windsor****To protect and enhance the City's Greenway System**

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)

**Objective Cc: Linking the Greenway System**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|---|------------|----------------|------------------|
| | | | | Lead | Assist |
| To increase connectivity within the Greenway System by 15% by the year 2011 | <ul style="list-style-type: none"> As part of the State of the Environment report (Objective Ea), conduct an assessment of the current state of Windsor's Greenway System Linkages by performing a Landscape Analysis. Include the number of hectares of green space that is "linked" to each other as a baseline. Identify linkage improvement opportunities in the Greenway System and reflect these in Official Plan updates. Develop strategies for acquiring these strategic lands through the following mechanisms: <ul style="list-style-type: none"> Development Applications Purchase Park Dedication Land Swap Conservation Easements Land Trust Voluntary property tax fund Land contribution by public agencies As part of the five year review of the State of the Environment Report (Objective Ea), review state of linkages and adjust acquisition strategies, if necessary Work with surrounding municipalities to plan for and strengthen linkages across municipal boundaries. | <ul style="list-style-type: none"> Connectedness of Greenway System Number and extent of strengthened linkages Number and extent of new linkages | LT | Parks | B&D Plan ERCA |

ESSEX REGION CONSERVATION AUTHORITY (ERCA) – SUPPORT ROLE

Goal E: Promote Awareness
To foster an engaged community and staff that appreciates and protects its local environment through active communication



Objective Ea: Assess, evaluate and report on the city's environmental performance

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|----------------------------|
| | | | | Lead | Assist |
| To establish a Windsor State of the Environment Report with regular updates | <ul style="list-style-type: none"> Decide on the environmental focus areas that Windsor would like to track over time. Include a representation of land, air, water and energy issues in the indicators. Key considerations in the development of indicators will be: cost, reliability, realism, and availability of information Develop a "baseline" for each of the indicators Publish and distribute Windsor's first State of the Environment Report Monitor and report on indicators over a four-year time period – work in partnership with community groups, other orders of government and residents to monitor changes. Repeat the publication and distribution of the State of the Environment Report on a five-year cycle Incorporate the results of the State of the Environment Report into the annual EMP review Investigate the development and implementation of "The Natural Step": "The Natural Step Framework is a science and systems-based approach to organizational planning for sustainability. It provides a practical set of design criteria that can be used to direct social, environmental, and economic actions." | <ul style="list-style-type: none"> Existence of a State of the Environment Report Changes to the objectives of the EMP | ST | EC | EIC Res. S/H ERCA |

ESSEX-WINDSOR SOLID WASTE AUTHORITY (EWSWA) – LEAD ROLE

| Goal D: Use Resources Efficiently To increase resource efficiency, conserve water and energy and reduce waste | | | | | |
|--|--|---|------------|----------------|-------------|
| Objective Db: Recycle and reduce wastes from City operations | | | | | |
| Action | | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| To reduce paper usage within City operations | <ul style="list-style-type: none"> Investigate current paper use patterns and set a percentage of paper reduction Develop and implement a paper reduction plan by: <ul style="list-style-type: none"> Gathering information from all City facilities about how much paper is purchased on an annual basis Soliciting creative ideas for paper reduction from staff Ensure all work spaces have paper recycling bins within reach Determining focus areas for paper reduction strategy, for example: <ul style="list-style-type: none"> Move to two-sided copying Take advantage of electronic document management: make access to electronic information easy and safe so people don't have to print documents; provide training Compare the amount of paper purchased by the City on an annual basis If paper usage has not declined, investigate reasons why, and adjust the plan and focus areas | <ul style="list-style-type: none"> Amount of paper purchased on an annual basis (# of reams) | LT | EWSWA ES | Comm |
| Increase the amount of recyclable material collected on-site at all City facilities by 25% by 2011 | <ul style="list-style-type: none"> Measure the amount of recycled material collected from City facilities vs. the amount of waste collected In an effort to increase this, choose appropriate recycling containers and consider individual containers, where possible. Encourage the use of recycling bins (paper, glass and plastics) in all City buildings and in the community: parks, transit stops, and pedestrian areas. Locate recycling bins in convenient locations and label them clearly. Provide training for facilities staff with respect to any changes in recycling procedures Focus reminders and incentive programs on any problem areas (as part of Objective Eb) Encourage contractors and suppliers to make recycled-content products available Use savings from waste prevention efforts to offset the costs of buying recycled products in those instances where they cost more. Ensure that all building permits include appropriate provisions for source separation recycling as mandated under Ontario Regulation 103/94 to the Environmental Protection Act | <ul style="list-style-type: none"> Amount of recycled material collected from City facilities (kg) Amount of solid waste collected from municipal facilities (kg) Number of recycling bins provided at public facilities | LT | EWSWA | Comm B&D |



ESSEX-WINDSOR SOLID WASTE AUTHORITY (EWSWA) – LEAD ROLE

Goal E: **Promote Awareness**
To foster an engaged community and staff that appreciates and protects its local environment through active communication



Objective Ed: **Build awareness and understanding of the city's environmental initiatives**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|--------|
| | | | | Lead | Assist |
| <p>To increase awareness among residents and stakeholders of the City's environmental programs, policies and initiatives, such as:</p> <ul style="list-style-type: none"> Hazardous waste drop off (batteries, used oil, hazardous materials, old medicines, etc) Clean City Committee Essex-Windsor HHW Depot Mercury Collection Program Anti-idling by-law Sewer use by-law Smog action plan | <ul style="list-style-type: none"> Lead by example by showcasing ongoing environmental initiatives in local media Develop an education campaign that may include: <ul style="list-style-type: none"> A "Enviro-Topic of the Week" in the Windsor Star Newsletters Targeted flyers Repeat the Environmental Attitudes Survey on a regular cycle to gauge changes in attitudes and awareness (e.g., every four years) | <ul style="list-style-type: none"> Percentage of residents who are aware of (or participate in) the City's environmental programs, policies and initiatives | LT, C | Comm. EWSWA | L & E |

GREAT LAKES INSTITUTE FOR ENVIRONMENTAL RESEARCH (GLIER) – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems

**Objective Bf: Support environmental health initiatives**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|---|
| | | | | Lead | Assist |
| Develop a campaign to get Windsorites active and enjoying their environment | <ul style="list-style-type: none"> Develop and promote a campaign to get staff and residents active and outdoors. This may include: <ul style="list-style-type: none"> Encouraging students to discover healthy ways of getting to school, such as walking and biking, instead of being driven to school every day. Promoting walking and biking along trails as leisure activities for families and seniors Include, in the Environmental Attitudes Survey (Objective Ea) a question related to outdoor activity levels. | <ul style="list-style-type: none"> Percentage of residents and staff who are regularly active outdoors | ST, C | Comm Parks EC | GLIER CEH ERCA S/H Res. Trans. |
| Increase use of environmentally-friendly products in City facilities | <ul style="list-style-type: none"> Identify which “toxic products” the City is currently using and develop an implementation plan to gradually phase-out the purchase and use of toxic substances in favour of “environmentally-friendly products.” A list of cleaning products used by the City has already been developed. Define “environmentally friendly products” in a Windsor context. Seek alternatives to traditional pesticides, cleaning supplies, corrosives, paints and thinners, stains and finishes, bleach, used motor oil, etc. Create linkages to the purchasing policy (Objective Da). | <ul style="list-style-type: none"> Volume of environmentally-friendly products (as defined in the purchasing policy) purchased by the City of Windsor | ST | Purch | GLIER CEH Facil. EC |
| Support ongoing environmental health initiatives | <ul style="list-style-type: none"> Support and promote ongoing environmental health initiatives within the City such as the Standing Water By-law Work with the Centre for Environmental Health to strengthen linkages between ongoing research and integration into the City’s initiatives. | <ul style="list-style-type: none"> Number of environmental health initiatives that the City supports | MT | ES | GLIER CEH |

GREAT LAKES SUSTAINABILITY FUND (GLSF) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
 To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Ac: Effectively manage stormwater run-off and Combined Sewer Overflows (CSOs)**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|------------------------|
| | | | | Lead | Assist |
| Develop Combined Sewer Overflow implementation actions that have been recommended under the Windsor Pollution Prevention and Control Plan to reduce overflows in order to improve water quality | <ul style="list-style-type: none"> • Develop an education program for residents on what causes CSOs and how they can be avoided • Develop a program to administer the implementation actions recommended in the Windsor Pollution Prevention and Control Plan • Develop a stormwater management plan that: <ul style="list-style-type: none"> ○ Reflects MOE's guidelines (2003) ○ Addresses stormwater retrofits in developed areas ○ Uses modeling and best practices (e.g. HSPF, LIFE models) to map and apply best stormwater management practices (e.g., source control, end of pipe, pollution prevention), and determine where cash-in-lieu can best be applied. ○ Consider construction options to absorb rain water at the source such as installing green roofs to absorb water (as described in Objectives Bd and Dd) and advocating for underground parking or permeable pavement when constructing parking lots • Enhance and enforce Windsor's current Sewer Use By-Law | <ul style="list-style-type: none"> • Number of overflows into rivers and lakes from Windsor's Water Pollution Control Plants • Quality of water • Existence of a stormwater management plan | ST, C | ES | EC Plan. PW GLSF |

MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING (MMAH) – SUPPORT ROLE

| Goal B: Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems | | | | | |
|--|---|---|------------|----------------|--|
| Objective Be: Develop collaborative approaches with other governments to manage regional growth | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| To develop and implement a Regional Growth Plan by 2011 | <ul style="list-style-type: none"> Based on the provincial context for well managed growth with regard to surrounding regions, continue to investigate "Regional Approach to Managing Growth" in Windsor/ Essex County The benefits of such a growth management plan can include: <ul style="list-style-type: none"> Service and transportation efficiencies Coordinated approach to green space linkages Long term consideration of land use patterns Attenuating the adverse consequences of rapid growth on areas in the region that are rapidly expanding Managing population growth A model/process is currently being developed in the form of a Discussion Paper Continue discussions and plans and develop a Regional Growth Plan that targets regional trends, greenspace allocations, transportation planning and growth management | <ul style="list-style-type: none"> Presence of a Regional Growth Plan Area of land covered by the Regional Growth Plan (km²) | MT | Planning | ERCA MMAH WECEC MPIR Trans. TW All seven county municipalities |



MINISTRY OF THE ENVIRONMENT (MOE) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Aa: Develop strategies to reduce cross-border air and water pollution**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|--|
| | | | | Lead | Assist |
| Work with other levels of government and industry to develop strategies to reduce trans-border air pollution | <ul style="list-style-type: none"> Form a City team to develop a campaign in Windsor to advocate for Windsor's local air quality issues at the regional, provincial, and federal levels in the United States and Canada and with industry representatives Gather air quality baseline information for comparison purposes. Publish and track in the State of the Environment Report (Objective Ea). Identify "key players" at each level of government in south-western Ontario and southeast Michigan Secure funding sources Identify partnerships with other agencies, governments and businesses Liaise with the Ministry of the Environment to increase environmental testing and compliance within the City | <ul style="list-style-type: none"> Number of times that: <ul style="list-style-type: none"> carbon monoxide (CO) fine particulate matter (PM_{2.5}) ozone (O₃) nitrogen dioxide (NO₂) sulphur dioxide (SO₂) concentrations exceed Ministry of the Environment (MOE) criteria at Windsor's monitoring station Number and length of smog advisories per year in Windsor | C | EIC | WECEC MOE EC USEPA SEMCOG Other gov'ts |
| Work with other levels of government to develop strategies to reduce trans-border water pollution | <ul style="list-style-type: none"> Form a City team to develop a campaign in Windsor to advocate for Windsor's local water quality issues at the regional, provincial, and federal levels in the United States and Canada. Focus on a coordinated approach to Combined Sewer Overflow discharge systems in Canada and the USA Gather water quality baseline information for comparison purposes. Publish and track in the State of the Environment Report (Objective Ea). Identify "key players" at each level of government Secure funding sources Identify partnerships with other agencies, governments and businesses Liaise with the Ministry of the Environment to increase environmental testing and compliance within the City Support the binational Remedial Action Plan (RAP) to restore the Detroit River Develop Source Water Protection Plans. | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds (as described in Objective Ad) | C | EIC | WECEC DRCC ERCA MOE SEMCOG Other gov'ts |

MINISTRY OF PUBLIC INFRASTRUCTURE AND RENEWAL (MPIR) – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Be: Develop collaborative approaches with other governments to manage regional growth

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|---|------------|----------------|--|
| | | | | Lead | Assist |
| To develop and implement a Regional Growth Plan by 2011 | <ul style="list-style-type: none"> Based on the provincial context for well managed growth with regard to surrounding regions, continue to investigate "Regional Approach to Managing Growth" in Windsor/ Essex County The benefits of such a growth management plan can include: <ul style="list-style-type: none"> Service and transportation efficiencies Coordinated approach to green space linkages Long term consideration of land use patterns Attenuating the adverse consequences of rapid growth on areas in the region that are rapidly expanding Managing population growth A model/process is currently being developed in the form of a Discussion Paper Continue discussions and plans and develop a Regional Growth Plan that targets regional trends, greenspace allocations, transportation planning and growth management | <ul style="list-style-type: none"> Presence of a Regional Growth Plan Area of land covered by the Regional Growth Plan (km²) | MT | Planning | ERCA MMAH WECEC MPIR Trans. TW All seven county municipalities |

ROYAL ASTRONOMICAL SOCIETY OF CANADA (RASC) – SUPPORT ROLE

Goal B: **Create Healthy Communities**
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bd: **Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|-----------------------------|
| | | | | Lead | Assist |
| To encourage in-fill and higher density in existing built areas | <ul style="list-style-type: none"> In order to promote concentration, encourage adaptive reuse of buildings, especially heritage buildings, in core areas. These buildings already have infrastructure in place: streets, sewers, schools, transit. Identify opportunities for higher density development to support alternatives to driving (transit, cycling, walking, etc) and highlight in the upcoming Official Plan Review Examine current policies and by-laws; provide incentives for infill/higher density; set minimum density requirements When implementing the Annexed Area Master Plan, promote transportation demand management (TDM). Design commercial and residential land use to maximize access to public transit Continue the implementation of community improvement plans to encourage investment in older neighbourhoods Focus on beautification and renewal of existing built areas | <ul style="list-style-type: none"> Density in the City of Windsor (units per hectare) | C | Plan B&D | EIC RASC TW Trans. |

ROYAL ASTRONOMICAL SOCIETY OF CANADA (RASC) – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Da: Adopt an environmentally friendly purchasing policy

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|--|
| | | | | Lead | Assist |
| To develop and adopt an environmentally-friendly purchasing policy by 2010 | <ul style="list-style-type: none"> Identify current purchasing policy. During review of the purchasing policy (planned for 2007-2008), develop a written environmentally friendly purchasing policy Develop a list of "green" attributes of suppliers, contractors and products for inclusion in the policy. Suppliers with the "green attributes" will be given first priority in purchasing decisions where costs are within 10% of competitors. Develop a business case showing the life-cycle and cost-benefit analysis of environmentally-friendly purchasing Inform suppliers and contractors about the change in the City's policy Create staff awareness about the change in policy and the benefits of the new policy If the City would like to measure the changes that result due to the change in the purchasing policy, consider the inclusion of a self-audit as part of the State of the Environment Report (Objective Ea) | <ul style="list-style-type: none"> Presence of policy Change in City's purchasing habits | MT | Purch | PW Council RASC Supplier s |

ROYAL ASTRONOMICAL SOCIETY OF CANADA (RASC) – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Dc: Establish a Corporate Energy Management Plan

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|--------------------|--------------------------|
| | | | | Lead | Assist |
| To reduce the amount of energy the City of Windsor uses for its operations by 15% by 2011 | <ul style="list-style-type: none"> Develop a Corporate Energy Management Plan, by: <ul style="list-style-type: none"> Assigning a project leader Reviewing current energy management plan and practices Identifying baseline energy usage for electricity, water and natural gas. Evaluate costs and benefits over the long-term Use the results of the plan to implement retrofits and energy saving mechanisms with a payback time Energy conservation measures may include: <ul style="list-style-type: none"> Adopting a dynamic lighting plan that would allow for lighting curfews, examination of LED use and a night light protocol such as participation in the Fatal Light Awareness Program (FLAP). Alternative lighting Building retrofits, green roofs, etc. Heating and cooling changes Installing sensors Developing an energy component in the education strategy (Objective Eb) Assess current water usage across all municipal buildings. Windsor Utilities Commission (WUC) is moving towards a full cost recovery model which will measure and charge for water used for summer services. This will result in conservation and will reduce water usage by at least 10%. | <ul style="list-style-type: none"> Amount of energy the City uses for its operations on an annual basis (kWh) (as a function of climatic conditions) Amount of natural gas the City uses for its operations on an annual basis (cf) (as a function of climatic conditions) Amount of water the City uses for its operations on an annual basis (L) (as a function of climatic conditions) | ST | Corp. Facil. Plan. | All staff WUC RASC |

ROYAL ASTRONOMICAL SOCIETY OF CANADA (RASC) – SUPPORT ROLE

Goal E: Promote Awareness
To foster an engaged community and staff that appreciates and protects its local environment through active communication

**Objective Eb:** Develop an environmental education strategy

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|----------------|--|
| | | | | Lead | Assist |
| To develop an environmental education strategy that is tailored towards: <ul style="list-style-type: none"> • Staff • Council; and • Contractors | <ul style="list-style-type: none"> • Identify focus areas for the environmental education strategy – likely focus on individual actions that staff, council and contractors can take to improve the City's environment • Develop an environmental education strategy with a focus on each of the target groups: staff, council and contractors <ul style="list-style-type: none"> ○ Focus on individual actions that can be taken to improve the environment ○ Develop training material for new staff to expose them to the EMP ○ Development of incentives to encourage participation in environmental activities and events ○ Creative methods for information dissemination about environmental activities (i.e., weekly email, information sheets, awards, prizes, quarterly information sessions) • Implement environmental education strategy | <ul style="list-style-type: none"> • Presence of environmental education strategy • Percentage change in environmental attitudes, as measured by the City-wide survey in Objective Ea | ST, C | EC | Comm. Staff Dev't HR Purch. RASC |

ROYAL ASTRONOMICAL SOCIETY OF CANADA (RASC) – SUPPORT ROLE

| Goal E: Promote Awareness To foster an engaged community and staff that appreciates and protects its local environment through active communication | | | | | |
|--|--|---|------------|----------------|----------------------|
| Objective Ec: Continue to seek resident and stakeholder input on the city's environmental decisions | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| To ensure involvement of residents and stakeholders in environmental decision-making | <ul style="list-style-type: none"> Continue to create forums for stakeholder and resident input and dialogue (i.e., open houses, workshops, etc.) Continue to advertise public sessions through local media and on the City's website For specific environmental issues, develop specifically targeted communication strategies As mentioned in Objective Ea, continue to conduct the Environmental Attitudes Survey on a regular basis. Include, in the survey, a question gauging the level of ownership residents feel towards environmental processes and outcomes Develop a working relationship with school board and business representatives to ensure that notification for all environmental issues is passed on to youth and business leaders. | <ul style="list-style-type: none"> Outcome of consultation sessions – number of individuals that participate and/or provide feedback Results of the Environmental Attitudes Survey question about input | C | ES | Comm. RASC S/H |



RESIDENTS (RES) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality



Objective Ad: Collaborate with community groups, industry and other governments to enhance watershed management

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|----------------------------------|
| | | | | Lead | Assist |
| To improve the health of the water in the City of Windsor's waterways | <ul style="list-style-type: none"> Design and implement a program to educate residents on the hazards of oil, litter and chemical disposal down drains and sewers. Promote awareness of: <ul style="list-style-type: none"> The City's Household Chemical Waste (HCW) Depot and Reuse Centre The importance of downspout disconnections Temporary programs such as the Mercury Take-Back Program and Corporate Fluorescent Light Take-Back Coordinate and report on community-based monitoring of local waterways – track water quality as part of the proposed State of the Environment Report (Objective Ea) using the Provincial Water Quality Objectives (PWQO) and Canadian Water Quality Guidelines (CWQG). Consider partnering with the following groups for source water protection and monitoring: <ul style="list-style-type: none"> Environment Canada/MOE Detroit River Canadian Cleanup (DRCC) Great Lakes Institute for Environmental Research (GLIER) Essex Region Conservation Authority (ERCA) Windsor Essex County Environment Committee (WECEC) Little River Enhancement Group (Lil' Reg) Friends of Turkey Creek Continue Windsor's involvement in the Yellow Fish Road program | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds | QH, C | ES | EC Res. WECEC ERCA DRCC |
| To reduce the per capita use of treated municipal water by 20% by 2011 | <ul style="list-style-type: none"> Continue to implement a water efficiency program that: <ul style="list-style-type: none"> Reminds homeowners to water their lawns on alternate days, and not at all during droughts Promotes water-efficient gardening Provides free installation of low flow showerheads and early-closing toilet flappers Maintain existing water distribution system to reduce water loss Implement a rain barrel water collection program on select City properties to show water conservation techniques Consider stocking and selling rain barrels at a discounted price – have them available at the Household Chemical Waste (HCW) Depot and Reuse Centre – to reduce the use of treated water for watering and lawn use.\ | <ul style="list-style-type: none"> Per capita use of treated municipal water | LT | ES | Comm. Res. WUC |

RESIDENTS (RES) – SUPPORT ROLE

| Goal B: Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems | | | | | |
|--|---|---|------------|----------------|---|
| Objective Ba: Support the City's Transit Master Plan to reduce the dependence on automobiles by increasing transit use and sustainable transportation | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| Complement the City's Transit Master Plan (TMP) to increase transit ridership | <ul style="list-style-type: none"> The Transit Master Plan (TMP) is a policy document to govern the future development of public transit services. The TMP will include a Ridership Growth Strategy; it will detail how transit services will be improved and ridership targets met. Areas of study include: <ul style="list-style-type: none"> Transit oriented land use (TOD - Transit Oriented Development) Transportation Demand Management (TDM) Intelligent Transportation Systems (ITS) Recommendations will include service and technical strategies to reduce the community's auto dependence, which will in turn reduce petroleum fuel consumption and thus greenhouse gas emissions. The plan will address service planning policies, an operational plan, vehicle and infrastructure needs and requisite budget projections for the next 10 years (to 2016). Once it is finalized, identify ways the EMP can support the TMP | <ul style="list-style-type: none"> Transit Windsor ridership (number of riders/route) | ST, C | TW | EC Res. |
| Reduce the number of single-occupancy vehicle trips of staff and residents | <ul style="list-style-type: none"> The Windsor Area Long Range Transportation Study (WALTS) has goal to achieve 6% modal split for public transit by 2016 Create education campaigns to: <ul style="list-style-type: none"> Encourage staff and residents to get out of their cars for at least one day a week Promote "flexible hours" to allow for carpooling to work Promote benefits of a car-free life-style: better health, lower cost City of Windsor to participate in International Car Free Day (September 22) Recruit and identify sponsor funding to reinstitute free bus rides on smog days Investigate partnerships with industry and surrounding municipalities for City car pool vans and parking (www.carpool.ca) Continue to provide incentives to City staff to leave their cars at home such as discounted bus passes and end-of-use facilities Support alternative work styles such as telecommuting, or working from home one day per week to reduce greenhouse gas emissions, by working with major and mid-sized employers to develop in-house ridesharing and telecommuting programmes. | <ul style="list-style-type: none"> Number of single-occupancy vehicle trips per household per day Average vehicle occupancy | ST, C | Trans. TW | Parks HR Comm. WECEC All staff Council Res. |



RESIDENTS (RES) – SUPPORT ROLE

| Goal B: Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems | | | | | |
|--|--|---|------------|---------------------|---|
| Objective Bf: Support environmental health initiatives | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| Develop a campaign to get Windsorites active and enjoying their environment | <ul style="list-style-type: none"> Develop and promote a campaign to get staff and residents active and outdoors. This may include: <ul style="list-style-type: none"> Encouraging students to discover healthy ways of getting to school, such as walking and biking, instead of being driven to school every day. Promoting walking and biking along trails as leisure activities for families and seniors Include, in the Environmental Attitudes Survey (Objective Ea) a question related to outdoor activity levels. | <ul style="list-style-type: none"> Percentage of residents and staff who are regularly active outdoors | ST, C | Comm Parks EC | GLIER CEH ERCA S/H Res. Trans. |



RESIDENTS (RES) – SUPPORT ROLE

Goal C: Green Windsor**To protect and enhance the City's Greenway System**

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)

**Objective Cb: Enhancing the Greenway System**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|----------------|-------------------------------|
| | | | | Lead | Assist |
| Increase tree cover in the City by 5% by 2011 | <ul style="list-style-type: none"> Assess the current proportion of tree cover on private and public land in the City through analysis of aerial photos Continue to implement and support Urban Forestry practices, street tree planting and "One Million Trees" program Create incentives for the planting of native, Carolinian species and the preservation of existing trees; for example: <ul style="list-style-type: none"> Provide a tax credit for new trees planted on private property Begin a City nursery to grow seedlings/saplings of Carolinian forest species; give away saplings at a nominal cost Encourage species diversification Launch a "tree drive" by encouraging companies to donate trees Communicate with developers who approach the City in order to preserve trees Promote the planting of "blossom trees" and consider sponsoring a "Blossom Festival" | <ul style="list-style-type: none"> Amount of tree cover (hectares) | QH-LT | Parks | B&D Plan. S/H Res. ERCA |

RESIDENTS (RES) – SUPPORT ROLE

Goal E: Promote Awareness
To foster an engaged community and staff that appreciates and protects its local environment through active communication



Objective Ea: Assess, evaluate and report on the city's environmental performance

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|----------------------------|
| | | | | Lead | Assist |
| To establish a Windsor State of the Environment Report with regular updates | <ul style="list-style-type: none"> Decide on the environmental focus areas that Windsor would like to track over time. Include a representation of land, air, water and energy issues in the indicators. Key considerations in the development of indicators will be: cost, reliability, realism, and availability of information Develop a "baseline" for each of the indicators Publish and distribute Windsor's first State of the Environment Report Monitor and report on indicators over a four-year time period – work in partnership with community groups, other orders of government and residents to monitor changes. Repeat the publication and distribution of the State of the Environment Report on a five-year cycle Incorporate the results of the State of the Environment Report into the annual EMP review Investigate the development and implementation of "The Natural Step": "The Natural Step Framework is a science and systems-based approach to organizational planning for sustainability. It provides a practical set of design criteria that can be used to direct social, environmental, and economic actions." | <ul style="list-style-type: none"> Existence of a State of the Environment Report Changes to the objectives of the EMP | ST | EC | EIC Res. S/H ERCA |

THE SOUTHEAST MICHIGAN COUNCIL OF GOVERNMENTS (SEMCOG) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Aa: Develop strategies to reduce cross-border air and water pollution**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|--|
| | | | | Lead | Assist |
| Work with other levels of government and industry to develop strategies to reduce trans-border air pollution | <ul style="list-style-type: none"> Form a City team to develop a campaign in Windsor to advocate for Windsor's local air quality issues at the regional, provincial, and federal levels in the United States and Canada and with industry representatives Gather air quality baseline information for comparison purposes. Publish and track in the State of the Environment Report (Objective Ea). Identify "key players" at each level of government in south-western Ontario and southeast Michigan Secure funding sources Identify partnerships with other agencies, governments and businesses Liaise with the Ministry of the Environment to increase environmental testing and compliance within the City | <ul style="list-style-type: none"> Number of times that: <ul style="list-style-type: none"> carbon monoxide (CO) fine particulate matter (PM_{2.5}) ozone (O₃) nitrogen dioxide (NO₂) sulphur dioxide (SO₂) concentrations exceed Ministry of the Environment (MOE) criteria at Windsor's monitoring station Number and length of smog advisories per year in Windsor | C | EIC | WECEC MOE EC USEPA SEMCOG Other gov'ts |
| Work with other levels of government to develop strategies to reduce trans-border water pollution | <ul style="list-style-type: none"> Form a City team to develop a campaign in Windsor to advocate for Windsor's local water quality issues at the regional, provincial, and federal levels in the United States and Canada. Focus on a coordinated approach to Combined Sewer Overflow discharge systems in Canada and the USA Gather water quality baseline information for comparison purposes. Publish and track in the State of the Environment Report (Objective Ea). Identify "key players" at each level of government Secure funding sources Identify partnerships with other agencies, governments and businesses Liaise with the Ministry of the Environment to increase environmental testing and compliance within the City Support the binational Remedial Action Plan (RAP) to restore the Detroit River Develop Source Water Protection Plans. | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds (as described in Objective Ad) | C | EIC | WECEC DRCC ERCA MOE SEMCOG Other gov'ts |

STAKEHOLDERS (S/H) – SUPPORT ROLE

| Goal B: Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems | | | | | |
|--|---|--|------------|----------------|---------------------------------------|
| Objective Bd: Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| To encourage the construction of energy efficient homes and businesses in Windsor (i.e., R-2000, C-2000, Energy Star, LEED) | <ul style="list-style-type: none"> City of Windsor to assess, as part of Objective Ea, the number of existing energy efficient homes and businesses in Windsor. Based on the assessment, set a target percentage of new homes and businesses to be built to energy efficiency standards (i.e., C-2000, R-2000, Energy Star, LEED, etc.) Work to create a education campaign for residents (to create demand) and builders (to create supply) about the environmental and financial benefits of energy efficient homes and businesses Investigate the possibility of reducing development charges for developers of energy efficient homes and businesses. | <ul style="list-style-type: none"> Number of energy efficient homes and businesses in Windsor | C | B&D | Plan. S/H Housing Adv. Comm. |



STAKEHOLDERS (S/H) – SUPPORT ROLE

| Goal B: Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems  | | | | | |
|--|--|--|------------|----------------|-------------------------|
| Objective Bd: Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| To increase the number of sustainable design features in the development of neighbourhoods, homes and businesses | <ul style="list-style-type: none"> Planning Department to develop a sustainability measure for Windsor and analyze potential developments for sustainability. Advertise the sustainability measure to homeowners and developers, as legislation and building codes allow. The guide may include the consideration of: <ul style="list-style-type: none"> Green roofs Housing orientation Adequate insulation Underground parking Windows in office buildings which can be opened Improved temperature control systems Alternative energy sources Access to public transit Amount of light pollution from street lights and use full cut off street lights Work with developers to encourage best practices and the integration of the ideas listed above. Create incentives for sustainable design by builders and demand for sustainable homes (and businesses) by residents (and business owners) through the development of an education campaign about the advantages of scoring high on the sustainability measure (i.e., energy and cost savings) As part of the Official Plan review, work with small businesses to improve streetscapes and interactivity (encouraging local community development) Identify and take advantage of provincial and federal programs for funding and best practices Continue to implement the activities in "Windsor Seen", a municipal urban design agenda for the City. Continue to apply the Urban Design Guidelines for municipal buildings and private development | <ul style="list-style-type: none"> Number of developments using sustainable practices Number of building permits issued to sustainable buildings, as defined by the sustainability measure | MT | Plan. B&D | Cont. S/H PW RASC |

STAKEHOLDERS (S/H) – SUPPORT ROLE

| Goal B: Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems | | | | | |
|--|--|---|------------|---------------------|---|
| Objective Bf: Support environmental health initiatives | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| Develop a campaign to get Windsorites active and enjoying their environment | <ul style="list-style-type: none"> Develop and promote a campaign to get staff and residents active and outdoors. This may include: <ul style="list-style-type: none"> Encouraging students to discover healthy ways of getting to school, such as walking and biking, instead of being driven to school every day. Promoting walking and biking along trails as leisure activities for families and seniors Include, in the Environmental Attitudes Survey (Objective Ea) a question related to outdoor activity levels. | <ul style="list-style-type: none"> Percentage of residents and staff who are regularly active outdoors | ST, C | Comm Parks EC | GLIER CEH ERCA S/H Res. Trans. |



STAKEHOLDERS (S/H) – SUPPORT ROLE

| Goal C: Green Windsor To protect and enhance the City's Greenway System <i>(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)</i> | | | | | |
|--|--|--|------------|----------------|--|
| Objective Ca: Expanding the Greenway System | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| Acquire additional lands for integration into the Greenway System | <ul style="list-style-type: none"> Support existing Greenway Policies in the Official Plan Confirm the current extent and proportion of the various Greenway System components (i.e. natural heritage, waterway corridors, linkages) – may require inventory and analysis Set acquisition targets for the Greenway System Develop land acquisition strategies with regional partners to define how and when the City can achieve the targets Source funding opportunities to secure lands Monitor changes in the amount and proportion of Greenway System components acquired. | <ul style="list-style-type: none"> Amount of land acquired (hectares) | LT | Plan | B&D Council ERCA WECEC S/H |



STAKEHOLDERS (S/H) – SUPPORT ROLE

Goal C:

Green Windsor

To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)



Objective Cb: Enhancing the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|---|------------|----------------|-------------------------------|
| | | | | Lead | Assist |
| Increase tree cover in the City by 5% by 2011 | <ul style="list-style-type: none"> Assess the current proportion of tree cover on private and public land in the City through analysis of aerial photos Continue to implement and support Urban Forestry practices, street tree planting and "One Million Trees" program Create incentives for the planting of native, Carolinian species and the preservation of existing trees; for example: <ul style="list-style-type: none"> Provide a tax credit for new trees planted on private property Begin a City nursery to grow seedlings/saplings of Carolinian forest species; give away saplings at a nominal cost Encourage species diversification Launch a "tree drive" by encouraging companies to donate trees Communicate with developers who approach the City in order to preserve trees Promote the planting of "blossom trees" and consider sponsoring a "Blossom Festival" | <ul style="list-style-type: none"> Amount of tree cover (hectares) | QH-LT | Parks | B&D Plan. S/H Res. ERCA |

STAKEHOLDERS (S/H) – SUPPORT ROLE

Goal E: Promote Awareness
To foster an engaged community and staff that appreciates and protects its local environment through active communication



Objective Ea: Assess, evaluate and report on the city's environmental performance

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|----------------------------|
| | | | | Lead | Assist |
| To establish a Windsor State of the Environment Report with regular updates | <ul style="list-style-type: none"> Decide on the environmental focus areas that Windsor would like to track over time. Include a representation of land, air, water and energy issues in the indicators. Key considerations in the development of indicators will be: cost, reliability, realism, and availability of information Develop a "baseline" for each of the indicators Publish and distribute Windsor's first State of the Environment Report Monitor and report on indicators over a four-year time period – work in partnership with community groups, other orders of government and residents to monitor changes. Repeat the publication and distribution of the State of the Environment Report on a five-year cycle Incorporate the results of the State of the Environment Report into the annual EMP review Investigate the development and implementation of "The Natural Step": "The Natural Step Framework is a science and systems-based approach to organizational planning for sustainability. It provides a practical set of design criteria that can be used to direct social, environmental, and economic actions." | <ul style="list-style-type: none"> Existence of a State of the Environment Report Changes to the objectives of the EMP | ST | EC | EIC Res. S/H ERCA |

STAKEHOLDERS (S/H) – SUPPORT ROLE

| Goal E: Promote Awareness To foster an engaged community and staff that appreciates and protects its local environment through active communication | | | | | |
|--|--|---|------------|----------------|----------------------|
| Objective Ec: Continue to seek resident and stakeholder input on the city's environmental decisions | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| To ensure involvement of residents and stakeholders in environmental decision-making | <ul style="list-style-type: none"> Continue to create forums for stakeholder and resident input and dialogue (i.e., open houses, workshops, etc.) Continue to advertise public sessions through local media and on the City's website For specific environmental issues, develop specifically targeted communication strategies As mentioned in Objective Ea, continue to conduct the Environmental Attitudes Survey on a regular basis. Include, in the survey, a question gauging the level of ownership residents feel towards environmental processes and outcomes Develop a working relationship with school board and business representatives to ensure that notification for all environmental issues is passed on to youth and business leaders. | <ul style="list-style-type: none"> Outcome of consultation sessions – number of individuals that participate and/or provide feedback Results of the Environmental Attitudes Survey question about input | C | ES | Comm. RASC S/H |



TRANSPORT CANADA (TC) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Aa: Develop strategies to reduce cross-border air and water pollution**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|-----------------------------|
| | | | | Lead | Assist |
| Support other City initiatives to create a solution for Windsor's border crossing in order to reduce local air pollution | <ul style="list-style-type: none"> Be supportive of the process to identify solutions to minimize the impacts of truck traffic through the City of Windsor Work with the Binational study team (DRIC) to reach as environmentally-friendly a solution as possible to Windsor's border crossing Continue to exert municipal pressure on the province and federal government to make a decision as quickly as possible given the legislative context Support The Green Corridor Project | <ul style="list-style-type: none"> Presence of a border crossing Traffic queues | C | Council | TC CN/CP Other gov'ts |

Objective Ae: Transportation system enhancements to reduce air emissions

| | | | | | |
|--|--|---|---|------------------------------------|-------------------------------|
| To improve the City's traffic flow to reduce vehicular emissions | <ul style="list-style-type: none"> With the assistance and guidance from the All-Way Stop Committee, reduce unnecessary and unwarranted all-way stops; focus on transit and heavy trucking routes to reduce wait times. Promote transit priorities to reduce transit delay and promote schedule adherence and service reliability Reduce the number of at-grade crossings, work towards the rationalization of the rail system with railways and industry, and promote the re-use of abandoned rail routes as multi-modal urban transportation corridors, through the implementation of the Rail Rationalization Study. | <ul style="list-style-type: none"> Number of all-way stops Number of level crossings Number of roundabouts | C | Trans. All-Way Stop Comm. | TC B&D Plan. Council |
|--|--|---|---|------------------------------------|-------------------------------|

TRANSIT WINDSOR (TW) – LEAD ROLE

| Goal B: Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems | | | | | |
|--|---|---|------------|----------------|---|
| Objective Ba: Support the City's Transit Master Plan to reduce the dependence on automobiles by increasing transit use and sustainable transportation | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| Complement the City's Transit Master Plan (TMP) to increase transit ridership | <ul style="list-style-type: none"> The Transit Master Plan (TMP) is a policy document to govern the future development of public transit services. The TMP will include a Ridership Growth Strategy; it will detail how transit services will be improved and ridership targets met. Areas of study include: <ul style="list-style-type: none"> Transit oriented land use (TOD - Transit Oriented Development) Transportation Demand Management (TDM) Intelligent Transportation Systems (ITS) Recommendations will include service and technical strategies to reduce the community's auto dependence, which will in turn reduce petroleum fuel consumption and thus greenhouse gas emissions. The plan will address service planning policies, an operational plan, vehicle and infrastructure needs and requisite budget projections for the next 10 years (to 2016). Once it is finalized, identify ways the EMP can support the TMP | <ul style="list-style-type: none"> Transit Windsor ridership (number of riders/route) | ST, C | TW | EC Res. |
| Reduce the number of single-occupancy vehicle trips of staff and residents | <ul style="list-style-type: none"> The Windsor Area Long Range Transportation Study (WALTS) has goal to achieve 6% modal split for public transit by 2016 Create education campaigns to: <ul style="list-style-type: none"> Encourage staff and residents to get out of their cars for at least one day a week Promote "flexible hours" to allow for carpooling to work Promote benefits of a car-free life-style: better health, lower cost City of Windsor to participate in International Car Free Day (September 22) Recruit and identify sponsor funding to reinstitute free bus rides on smog days Investigate partnerships with industry and surrounding municipalities for City car pool vans and parking (www.carpool.ca) Continue to provide incentives to City staff to leave their cars at home such as discounted bus passes and end-of-use facilities Support alternative work styles such as telecommuting, or working from home one day per week to reduce greenhouse gas emissions, by working with major and mid-sized employers to develop in-house ridesharing and telecommuting programmes. | <ul style="list-style-type: none"> Number of single-occupancy vehicle trips per household per day Average vehicle occupancy | ST, C | Trans. TW | Parks HR Comm. WECEC All staff Council Res. |



TRANSIT WINDSOR (TW) – SUPPORT ROLE

Goal B: **Create Healthy Communities**
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bd: **Incorporate sustainable development practices in the design of neighbourhoods, homes and businesses**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|----------------|-----------------------------|
| | | | | Lead | Assist |
| To encourage in-fill and higher density in existing built areas | <ul style="list-style-type: none"> In order to promote concentration, encourage adaptive reuse of buildings, especially heritage buildings, in core areas. These buildings already have infrastructure in place: streets, sewers, schools, transit. Identify opportunities for higher density development to support alternatives to driving (transit, cycling, walking, etc) and highlight in the upcoming Official Plan Review Examine current policies and by-laws; provide incentives for infill/higher density; set minimum density requirements When implementing the Annexed Area Master Plan, promote transportation demand management (TDM). Design commercial and residential land use to maximize access to public transit Continue the implementation of community improvement plans to encourage investment in older neighbourhoods Focus on beautification and renewal of existing built areas | <ul style="list-style-type: none"> Density in the City of Windsor (units per hectare) | C | Plan B&D | EIC RASC TW Trans. |

TRANSIT WINDSOR (TW) – SUPPORT ROLE

Goal B: Create Healthy Communities
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Be: Develop collaborative approaches with other governments to manage regional growth

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|---|------------|----------------|--|
| | | | | Lead | Assist |
| To develop and implement a Regional Growth Plan by 2011 | <ul style="list-style-type: none"> Based on the provincial context for well managed growth with regard to surrounding regions, continue to investigate "Regional Approach to Managing Growth" in Windsor/ Essex County The benefits of such a growth management plan can include: <ul style="list-style-type: none"> Service and transportation efficiencies Coordinated approach to green space linkages Long term consideration of land use patterns Attenuating the adverse consequences of rapid growth on areas in the region that are rapidly expanding Managing population growth A model/process is currently being developed in the form of a Discussion Paper Continue discussions and plans and develop a Regional Growth Plan that targets regional trends, greenspace allocations, transportation planning and growth management | <ul style="list-style-type: none"> Presence of a Regional Growth Plan Area of land covered by the Regional Growth Plan (km²) | MT | Planning | ERCA MMAH WECEC MPIR Trans. TW All seven county municipalities |

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY (USEPA) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Aa: Develop strategies to reduce cross-border air and water pollution**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|---|
| | | | | Lead | Assist |
| Work with other levels of government and industry to develop strategies to reduce trans-border air pollution | <ul style="list-style-type: none"> Form a City team to develop a campaign in Windsor to advocate for Windsor's local air quality issues at the regional, provincial, and federal levels in the United States and Canada and with industry representatives Gather air quality baseline information for comparison purposes. Publish and track in the State of the Environment Report (Objective Ea). Identify "key players" at each level of government in south-western Ontario and southeast Michigan Secure funding sources Identify partnerships with other agencies, governments and businesses Liaise with the Ministry of the Environment to increase environmental testing and compliance within the City | <ul style="list-style-type: none"> Number of times that: <ul style="list-style-type: none"> carbon monoxide (CO) fine particulate matter (PM_{2.5}) ozone (O₃) nitrogen dioxide (NO₂) sulphur dioxide (SO₂) concentrations exceed Ministry of the Environment (MOE) criteria at Windsor's monitoring station Number and length of smog advisories per year in Windsor | C | EIC | WECEC MOE EC USEPA SEMCOG Other gov'ts |

WINDSOR BICYCLING COMMITTEE (WBC)– SUPPORT ROLE

Goal B: **Create Healthy Communities**
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bb: **Develop, expand and maintain a contiguous network of safe bicycle and walking facilities**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|--------------------------|
| | | | | Lead | Assist |
| Develop, expand and maintain a network of safe bicycling facilities according to the Bicycle Use Master Plan (BUMP) | <ul style="list-style-type: none"> Amend the Bicycle Use Master Plan (BUMP) to the Official Plan and provide long-term committed funding to support the strategy of: <ul style="list-style-type: none"> Expanding Windsor's existing cycling network (as per the map on page 27 of BUMP); Promoting awareness; Providing safety awareness training to drivers and cyclists alike; Improving the cycling-transit link; and Providing end-of-trip facilities such as showers and bike racks, according to priority list. Allow individuals or businesses to adopt-a-trail to maintain the quality of existing and new facilities As discussed in Objective Bf, promote bicycling as a healthy alternative for residents and staff | <ul style="list-style-type: none"> Number of kilometres of bicycle trails, lanes and routes | MT | Trans. | EC Plan. WECHU WBC |

WINDSOR ESSEX COUNTY ENVIRONMENTAL COMMITTEE (WECEC) – SUPPORT ROLE

Goal A: **Improve Our Air and Water Quality**
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality

**Objective Aa: Develop strategies to reduce cross-border air and water pollution**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|--|--|------------|----------------|--|
| | | | | Lead | Assist |
| Work with other levels of government and industry to develop strategies to reduce trans-border air pollution | <ul style="list-style-type: none"> Form a City team to develop a campaign in Windsor to advocate for Windsor's local air quality issues at the regional, provincial, and federal levels in the United States and Canada and with industry representatives Gather air quality baseline information for comparison purposes. Publish and track in the State of the Environment Report (Objective Ea). Identify "key players" at each level of government in south-western Ontario and southeast Michigan Secure funding sources Identify partnerships with other agencies, governments and businesses Liaise with the Ministry of the Environment to increase environmental testing and compliance within the City | <ul style="list-style-type: none"> Number of times that: <ul style="list-style-type: none"> carbon monoxide (CO) fine particulate matter (PM_{2.5}) ozone (O₃) nitrogen dioxide (NO₂) sulphur dioxide (SO₂) concentrations exceed Ministry of the Environment (MOE) criteria at Windsor's monitoring station Number and length of smog advisories per year in Windsor | C | EIC | WECEC MOE EC USEPA SEMCOG Other gov'ts |
| Work with other levels of government to develop strategies to reduce trans-border water pollution | <ul style="list-style-type: none"> Form a City team to develop a campaign in Windsor to advocate for Windsor's local water quality issues at the regional, provincial, and federal levels in the United States and Canada. Focus on a coordinated approach to Combined Sewer Overflow discharge systems in Canada and the USA Gather water quality baseline information for comparison purposes. Publish and track in the State of the Environment Report (Objective Ea). Identify "key players" at each level of government Secure funding sources Identify partnerships with other agencies, governments and businesses Liaise with the Ministry of the Environment to increase environmental testing and compliance within the City Support the binational Remedial Action Plan (RAP) to restore the Detroit River Develop Source Water Protection Plans. | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds (as described in Objective Ad) | C | EIC | WECEC DRCC ERCA MOE SEMCOG Other gov'ts |

WINDSOR ESSEX COUNTY ENVIRONMENTAL COMMITTEE (WECEC) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality



Objective Ad: Collaborate with community groups, industry and other governments to enhance watershed management

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|----------------------------------|
| | | | | Lead | Assist |
| To improve the health of the water in the City of Windsor's waterways | <ul style="list-style-type: none"> Design and implement a program to educate residents on the hazards of oil, litter and chemical disposal down drains and sewers. Promote awareness of: <ul style="list-style-type: none"> The City's Household Chemical Waste (HCW) Depot and Reuse Centre The importance of downspout disconnections Temporary programs such as the Mercury Take-Back Program and Corporate Fluorescent Light Take-Back Coordinate and report on community-based monitoring of local waterways – track water quality as part of the proposed State of the Environment Report (Objective Ea) using the Provincial Water Quality Objectives (PWQO) and Canadian Water Quality Guidelines (CWQG). Consider partnering with the following groups for source water protection and monitoring: <ul style="list-style-type: none"> Environment Canada/MOE Detroit River Canadian Cleanup (DRCC) Great Lakes Institute for Environmental Research (GLIER) Essex Region Conservation Authority (ERCA) Windsor Essex County Environment Committee (WECEC) Little River Enhancement Group (Lil' Reg) Friends of Turkey Creek Continue Windsor's involvement in the Yellow Fish Road program | <ul style="list-style-type: none"> Phosphorous, chloride, nitrate and E. coli concentrations in the City's watersheds | QH, C | ES | EC Res. WECEC ERCA DRCC |

WINDSOR ESSEX COUNTY ENVIRONMENTAL COMMITTEE (WECEC) – SUPPORT ROLE

| Goal B: Create Healthy Communities To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems | | | | | |
|--|---|---|------------|----------------|--|
| Objective Ba: Support the City's Transit Master Plan to reduce the dependence on automobiles by increasing transit use and sustainable transportation | | | | | |
| Action | Steps | Indicators | Time Frame | Responsibility | |
| | | | | Lead | Assist |
| Reduce the number of single-occupancy vehicle trips of staff and residents | <ul style="list-style-type: none"> The Windsor Area Long Range Transportation Study (WALTS) has goal to achieve 6% modal split for public transit by 2016 Create education campaigns to: <ul style="list-style-type: none"> Encourage staff and residents to get out of their cars for at least one day a week Promote "flexible hours" to allow for carpooling to work Promote benefits of a car-free life-style: better health, lower cost City of Windsor to participate in International Car Free Day (September 22) Recruit and identify sponsor funding to reinstitute free bus rides on smog days Investigate partnerships with industry and surrounding municipalities for City car pool vans and parking (www.carpool.ca) Continue to provide incentives to City staff to leave their cars at home such as discounted bus passes and end-of-use facilities Support alternative work styles such as telecommuting, or working from home one day per week to reduce greenhouse gas emissions, by working with major and mid-sized employers to develop in-house ridesharing and telecommuting programmes. | <ul style="list-style-type: none"> Number of single-occupancy vehicle trips per household per day Average vehicle occupancy | ST, C | Trans. TW | Parks HR Comm. WECEC All staff Council Res. |
| Objective Be: Develop collaborative approaches with other governments to manage regional growth | | | | | |
| To develop and implement a Regional Growth Plan by 2011 | <ul style="list-style-type: none"> Based on the provincial context for well managed growth with regard to surrounding regions, continue to investigate "Regional Approach to Managing Growth" in Windsor/ Essex County The benefits of such a growth management plan can include: <ul style="list-style-type: none"> Service and transportation efficiencies Coordinated approach to green space linkages Long term consideration of land use patterns Attenuating the adverse consequences of rapid growth on areas in the region that are rapidly expanding Managing population growth A model/process is currently being developed in the form of a Discussion Paper Continue discussions and plans and develop a Regional Growth Plan that targets regional trends, greenspace allocations, transportation planning and growth management | <ul style="list-style-type: none"> Presence of a Regional Growth Plan Area of land covered by the Regional Growth Plan (km²) | MT | Planning | ERCA MMAH WECEC MPIR Trans. TW All seven county municipalities |



WINDSOR ESSEX COUNTY ENVIRONMENTAL COMMITTEE (WECEC) – SUPPORT ROLE

Goal C: Green Windsor
To protect and enhance the City's Greenway System

(Greenway System: a network of natural environment and recreational elements including community and regional parks, recreation ways, natural heritage sites, waterfront recreation areas, street trees, the City's urban forest and other greenspaces and green infrastructure within the City limits)


Objective Ca: Expanding the Greenway System

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|--|
| | | | | Lead | Assist |
| Acquire additional lands for integration into the Greenway System | <ul style="list-style-type: none"> Support existing Greenway Policies in the Official Plan Confirm the current extent and proportion of the various Greenway System components (i.e. natural heritage, waterway corridors, linkages) – may require inventory and analysis Set acquisition targets for the Greenway System Develop land acquisition strategies with regional partners to define how and when the City can achieve the targets Source funding opportunities to secure lands Monitor changes in the amount and proportion of Greenway System components acquired. | <ul style="list-style-type: none"> Amount of land acquired (hectares) | LT | Plan | B&D Council ERCA WECEC S/H |

Objective Cb: Enhancing the Greenway System

| | | | | | |
|--|---|--|----|----|-------------------------------|
| Enhance the quality and condition of the Greenway System | <ul style="list-style-type: none"> Assess the quality and condition of the Greenway System components (This may require additional inventory and evaluation). Take into special account the unique and rare ecosystems in Windsor: the Ojibway Prairie Complex; the Spring Garden ANSI; Peche Island and the Memorial Park rare Carolinian Oak Grove Prepare Management Plans for Greenway System components and individual sites: <ul style="list-style-type: none"> Identify issues that are currently impairing the quality of the Greenway System (i.e. habitat fragmentation/degradation, invasive species, incompatible human uses, littering, vandalism, erosion, etc.) Identify strategies & actions to address the various issues and enhance the Greenway System Implement Management Strategies & actions (i.e., actively managing tall grass prairie by planned burns) Monitor the quality and condition of the Greenway System components (i.e. integrity, biodiversity, health, etc.) | <ul style="list-style-type: none"> Completion of an inventory & evaluation Completion of Management Plans Results of monitoring | MT | EC | B&D Plan. ERCA WECEC |
|--|---|--|----|----|-------------------------------|

WINDSOR ESSEX COUNTY HEALTH UNIT (WECHU) – SUPPORT ROLE

Goal B: **Create Healthy Communities**
To enhance the environment of our neighbourhoods by fostering healthy lifestyles and integrating environmentally friendly transportation systems



Objective Bb: **Develop, expand and maintain a contiguous network of safe bicycle and walking facilities**

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|--|--|------------|----------------|--------------------------|
| | | | | Lead | Assist |
| Develop, expand and maintain a network of safe bicycling facilities according to the Bicycle Use Master Plan (BUMP) | <ul style="list-style-type: none"> Amend the Bicycle Use Master Plan (BUMP) to the Official Plan and provide long-term committed funding to support the strategy of: <ul style="list-style-type: none"> Expanding Windsor's existing cycling network (as per the map on page 27 of BUMP); Promoting awareness; Providing safety awareness training to drivers and cyclists alike; Improving the cycling-transit link; and Providing end-of-trip facilities such as showers and bike racks, according to priority list. Allow individuals or businesses to adopt-a-trail to maintain the quality of existing and new facilities As discussed in Objective Bf, promote bicycling as a healthy alternative for residents and staff | <ul style="list-style-type: none"> Number of kilometres of bicycle trails, lanes and routes | MT | Trans. | EC Plan. WECHU WBC |

WINDSOR UTILITIES COMMISSION (WUC) – SUPPORT ROLE

Goal A: Improve Our Air and Water Quality
 To be proactive by partnering with community groups, industry and other levels of governments to improve Windsor's air and water quality



Objective Ad: Collaborate with community groups, industry and other governments to enhance watershed management

| Action | Steps | Indicators | Time Frame | Responsibility | |
|--|---|---|------------|----------------|----------------|
| | | | | Lead | Assist |
| To reduce the per capita use of treated municipal water by 20% by 2011 | <ul style="list-style-type: none"> Continue to implement a water efficiency program that: <ul style="list-style-type: none"> Reminds homeowners to water their lawns on alternate days, and not at all during droughts Promotes water-efficient gardening Provides free installation of low flow showerheads and early-closing toilet flappers Maintain existing water distribution system to reduce water loss Implement a rain barrel water collection program on select City properties to show water conservation techniques Consider stocking and selling rain barrels at a discounted price – have them available at the Household Chemical Waste (HCW) Depot and Reuse Centre – to reduce the use of treated water for watering and lawn use.\ | <ul style="list-style-type: none"> Per capita use of treated municipal water | LT | ES | Comm. Res. WUC |

WINDSOR UTILITIES COMMISSION (WUC) – SUPPORT ROLE

Goal D: Use Resources Efficiently
To increase resource efficiency, conserve water and energy and reduce waste



Objective Dc: Establish a Corporate Energy Management Plan

| Action | Steps | Indicators | Time Frame | Responsibility | |
|---|---|--|------------|--------------------|--------------------------|
| | | | | Lead | Assist |
| To reduce the amount of energy the City of Windsor uses for its operations by 15% by 2011 | <ul style="list-style-type: none"> Develop a Corporate Energy Management Plan, by: <ul style="list-style-type: none"> Assigning a project leader Reviewing current energy management plan and practices Identifying baseline energy usage for electricity, water and natural gas. Evaluate costs and benefits over the long-term Use the results of the plan to implement retrofits and energy saving mechanisms with a payback time Energy conservation measures may include: <ul style="list-style-type: none"> Adopting a dynamic lighting plan that would allow for lighting curfews, examination of LED use and a night light protocol such as participation in the Fatal Light Awareness Program (FLAP). Alternative lighting Building retrofits, green roofs, etc. Heating and cooling changes Installing sensors Developing an energy component in the education strategy (Objective Eb) Assess current water usage across all municipal buildings. Windsor Utilities Commission (WUC) is moving towards a full cost recovery model which will measure and charge for water used for summer services. This will result in conservation and will reduce water usage by at least 10%. | <ul style="list-style-type: none"> Amount of energy the City uses for its operations on an annual basis (kWh) (as a function of climatic conditions) Amount of natural gas the City uses for its operations on an annual basis (cf) (as a function of climatic conditions) Amount of water the City uses for its operations on an annual basis (L) (as a function of climatic conditions) | ST | Corp. Facil. Plan. | All staff WUC RASC |

SECTION 5: TRACKING THE EMP: REPORTING AND COMMUNICATION



Staff, Council, and residents all expressed a desire to be kept informed about the progress of the EMP and how they can be involved in its implementation. Therefore, key portions of the action plans are dedicated to communication, education and outreach.

There are three major items that will help with reporting and communicating the progress of the Environmental Master Plan:

- Implementation Status Report
- State of the Environment Report
- Environmental Attitude Survey

Each of these is described in more detail below.

IMPLEMENTATION STATUS REPORT

It is proposed that the status of the EMP's implementation be measured and reported on a biannual schedule. This task will involve tracking the progress of each of the actions in the EMP and reporting on the status (i.e., initiated, completed, not yet started).

It is likely that performance measures will be used to assess the completeness of the implementation of the objectives. A performance measure is defined as "A qualitative or quantitative measurement that determines whether or not a target has been met." Performance measures and indicators have a myriad of definitions, however in the case of the EMP, they differ from each other. Performance measures will be used to measure the completeness of the action and indicators will be used to measure the level of environmental impact of the actions. Indicators will be traced using the State of the Environment Report.

The objective of the Implementation Status Report will be to ascertain which of the actions have been completed and which are remaining to be acted upon (or completed). The Environmental Coordinator will provide suggestions to modify the objectives and proposed actions depending upon the progress of the EMP. The tracking of the actions will be performed by the Environmental Coordinator and the EIC over the two year time frame.

The Implementation Status Report will be presented to Council and will be made available for public review and comment. It is possible that it will be presented at an Open House similar to the ones held for the development of the EMP.

STATE OF THE ENVIRONMENT REPORT

A State of the Environment (SOE) report is proposed in Objective Ea. This reporting process will involve determining a set of baseline environmental indicators for measurement, collection of data and reporting changes in the indicators on a four-year interval. A State of the Environment Report is a document that tracks changes in key environmental indicators over time.

The indicators provided in the EMP are a starting point for ideas. Once the SOE process is started, the indicators will be refined and the City will decide exactly what environmental indicators it would like to track over time. It is likely that the City will select a few key indicators under each of the areas included in the EMP: air, land, water and energy.

The State of the Environment Report is something that can be done in-house by the Environmental Coordinator or completed by a consultant on a contractual basis.

Some examples of State of the Environment Reports are included as points of reference:

York Region, Ontario
www.region.york.on.ca/Publications/News/Environmental+Report.htm

Australia
<http://www.deh.gov.au/soe/2001/contents.html>

Johannesburg, South Africa
<http://ceroi.net/reports/johannesburg/csoe/navIntro.htm>

ENVIRONMENTAL ATTITUDE SURVEY

Objective Ea also includes a suggestion that the Environmental Attitudes Survey, conducted in fall 2005, be repeated on a four-year cycle. The survey will be used to gauge residents' and staff's views and opinions on environmentally-related issues.

The survey will ask residents and stakeholders to share their views on key environmental issues facing Windsor, evaluate resident knowledge of environmental services and programs offered by the City, the opportunities and threats to the Windsor environment, and the desired environmental future for the community.

It is hoped that the initial survey, completed in 2005, will be used as a baseline for further surveys. The results of the 2009 survey can be compared to the 2005 and can be used to update and the tweak the actions included in the EMP.

The 2005 survey can be found on the web at: <http://www.citywindsor.ca/001767.asp>

PUBLICATION OF RESULTS

The intervals for key reporting dates are suggested to coincide with Council's terms. It is suggested that the survey and State of the Environment Report be completed near the beginning of the Council's term so that Council may be informed of key issues of concern.

| Year | Proposed Activity | | | |
|--------|----------------------|---------------|---------|---------|
| | EMP | Status Report | SOE | Survey |
| 2005 | Developed | | | |
| 2006** | Completed | | | |
| 2007 | Begin Implementation | | | |
| 2008 | | | | |
| 2009 | | Publish | | Publish |
| 2010** | | | Publish | |
| 2011 | | Publish | | |

** Election

COMMUNICATION AND REVISIONS

In terms of reporting and tracking the progress of the EMP, it will be important to have consistent and clear systems set in place early in the implementation process to allow for easy reporting. Also, as done with the Community Strategic Plan, it is suggested that all reports to Council include a statement of how the issue is linked to the EMP. Also suggested was integrating the EMP into annual business planning at the City.

All respondents were clear that whatever the implementation structure is, it will need to be communicated to staff, Council and the community. Information sharing and communication across City departments and facilities will be essential components of the EMP's implementation. In addition, communication and partnerships with community groups, industry, schools and residents will also be vital; Windsor is a diverse community and the outreach strategies will need to reach all segments of the population.

It is suggested that the entire EMP be completely reviewed after an eight year period. That will allow for two cycles of the State of the Environment Report and the Survey.

SECTION 6: FUNDING THE EMP: FINANCIAL MATTERS

ANNUAL BUDGET PROCESS AND PRIORITY SETTING



Many of the activities proposed in the action plans will be conducted by leveraging existing resources within environmental programs across the Corporation. Other initiatives are likely to require additional financial or human resources. These will be identified through both the annual budget process and in the long-term financial plan with resources allocated according to available resources and current priorities.

For the first year of the Environmental Master Plan, it is suggested that the Environmental Coordinator, when hired, work with the EIC to develop a set of first year priorities to work towards in 2007. It is the expectation of the project team that the EMP will not be initiated until early 2007. That will give the Coordinator and the EIC time to prepare cost estimates for the budget process.

The EMP contains estimates of priorities based on time frames for action. The committees that developed the EMP assigned time frames such as ‘Quick Hits’ (to be completed within one year of initiation) and ‘Short Term’ (to be completed within one to two years of initiation). These are suggestions for the EIC and Environmental Coordinator to follow, but are not definitive. Depending on the urgency of certain actions, the time frames may be tweaked to maximize funding and environmental impact of actions.

FUNDING SOURCES

It is also expected that other sources of funding will be available for many of the environmental initiatives proposed in the action plans through federal incentive programs and other funding agencies. As the City explores incentives and disincentives for responsible environmental management within the Corporation, opportunities for some cost recovery will be identified.



Finally, improving the City’s environmental performance will, at times, cost more initially. In the longer term, however, City operational costs will be reduced when resources are used efficiently over time.

Some initial sources for funding for the City and its partners may include:

Commercial Building Incentive Program (CBIP)

<http://oee.nrcan.gc.ca/commercial/newbuildings.cfm?text=N&printview=N>

Federal Climate Change Incentives and Rebates

<http://www.incentivesandrebates.ca>

Green Municipal Fund

<http://www.sustainablecommunities.fcm.ca/GMF/>

Energy Efficiency Funds

http://oee.nrcan.gc.ca/corporate/statistics/neud/dpa/policy_e/programs.cfm?attr=0

Great Lakes Funding

<http://www.great-lakes.net/infocenter/news/funding.html>

Public-Private Partnerships for the Urban Environment: Innovative Partnerships Grant

<http://www.undp.org/pppue/national/index.htm>

FUNDING ESTIMATES FOR YEAR ONE

The proposal to create a new Environmental Coordinator position (plus administrative support) will no doubt have an annual budgetary impact in the order of magnitude of \$100,000+.

Some initial cost estimates include:

| Item | Estimated Cost |
|--|----------------|
| Salary for Environmental Coordinator | \$70,000 |
| Salary for Administrative Assistant | \$35,000 |
| Cost to set up an EMP office | \$5,000 |
| Cost to engage a consultant for year one of the State of the Environment Report (if desired) | \$75,000 |
| Communication and outreach costs – advertising, website, etc. | \$20,000 |
| Costs associated with action plan implementation | Will vary |

SECTION 7: NEXT STEPS

This final section outlines the next steps that the municipality may wish to take to begin implementation of the Environmental Master Plan in January, 2007.

PROPOSED NEXT STEPS

- Create an EMP Implementation Committee (EIC)
- Develop a job description based on the information in Section 3 for an Environmental Coordinator
- Hire a full-time Environmental Coordinator
- Hire an administrative assistant to assist the Coordinator
- Set up an ‘Environment Office’ within the CAO’s office
- Develop a communications plan for staff, stakeholders and the community-at-large to publicize the office, website and phone number
- Develop a tracking mechanism to track actions and to facilitate an easy status reporting at the end of year one
- Broaden the stakeholder database to include partners for implementation as listed on page 10
- Develop a “year one” action plan with the quick hit and short term actions highlighted; focus attention on actions that are easily completed
- Develop a set of final indicators to be used in the State of the Environment Report; if desired, hire a consultant to being the initial stages of the SOE
- Officially “launch the EMP” with notices, alerts and a new website