

## City Council Meeting Agenda

**Date:** Monday, May 12, 2025

**Time:** 10:00 o'clock a.m.

**Location:** Council Chambers, 1<sup>st</sup> Floor, Windsor City Hall

All members will have the option of participating in person in Council Chambers or electronically and will be counted towards quorum in accordance with Procedure Bylaw 98-2011 as amended, which allows for electronic meetings. The minutes will reflect this accordingly. Any delegations have the option to participate in person or electronically.

### **MEMBERS:**

Mayor Drew Dilkens

Ward 1 – Councillor Fred Francis

Ward 2 - Councillor Fabio Costante

Ward 3 - Councillor Renaldo Agostino

Ward 4 - Councillor Mark McKenzie

Ward 5 - Councillor Ed Sleiman

Ward 6 - Councillor Jo-Anne Gignac

Ward 7 - Councillor Angelo Marignani

Ward 8 - Councillor Gary Kaschak

Ward 9 - Councillor Kieran McKenzie

Ward 10 - Councillor Jim Morrison

## ORDER OF BUSINESS

Item #	Item Description
1.	<b>ORDER OF BUSINESS</b>

2.	<b>CALL TO ORDER - Playing of the National Anthem</b>
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READING OF LAND ACKNOWLEDGEMENT

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

3.	<b>DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF</b>
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4.	<b>ADOPTION OF THE MINUTES</b>
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5.	<b>NOTICE OF PROCLAMATIONS</b>
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6.	<b>COMMITTEE OF THE WHOLE</b>
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7.	<b>COMMUNICATIONS INFORMATION PACKAGE</b> (This includes both Correspondence and Communication Reports)
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7.1.	Correspondence 7.1.1. through 7.1.3. <b>(CMC 7/2025)</b>
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7.2.	2024 Provincial Offences (POA) Annual Report - City Wide <b>(C 65/2025)</b>
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8.	<b>CONSENT AGENDA</b>
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8.1.	MTO Border Advisory System Agreement for Installation and Maintenance within City Right of Way - City Wide <b>(C 64/2025)</b>
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- 8.2. Amendments to CAO By-law 149-2024 – Authority to Settle Employment-Related Claims and Establishment of Position of the Deputy Chief Administrative Officer **(C 67/2025)**
- 8.3. 2025 Business Improvement Area Budget & Levy Approval - Ward 2, 3, 4, 5 & 6 **(C 61/2025)**
- 8.4. Properties Under Municipal Vesting Consideration - Wards 4, 6, 8, 9 **(C 66/2025)**
- 8.5. 2025 Tax Policy Decisions and Establishment of the 2025 Final Property Tax Rates - City Wide **(C 68/2025)**
- 8.6. City of Windsor Tariff Impact and Response – City Wide **(C 69/2025)**
- 8.7. Municipal Diversity in Recruitment Policy for the Windsor Police Service Board - City Wide **(C 71/2025)**

#### CONSENT COMMITTEE REPORTS

- 8.8. Official Plan Amendment and Zoning By-law Amendment Applications for 0 Wellington Avenue & 673 Wellington Avenue, Z-005/25 [ZNG-7284] & OPA 195 [OPA-7285], Ward 3 **(SCM 105/2025) (S 33/2025)**  
**Clerk's Note:** Administration is providing the **attached** additional information memo **(AI 9/2025)**  
**Clerk's Note:** Appendix J available at [www.citywindsor.ca](http://www.citywindsor.ca) due to size

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

### 10. PRESENTATIONS AND DELEGATIONS

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

- 11.1. RFP Update - Jackson Park Feasibility Study - Ward 3 **(C 22/2025)**  
**Clerk's Note:** Administration is providing the **attached** additional information memo. **(AI 11/2025)**
- 11.2. Response to CQ 4-2024 – Options for Modernizing Parking Operations – City Wide **(SCM 165/2024) (S 46/2024) (AI 14/2024)**

**12. CONSIDERATION OF COMMITTEE REPORTS**

- 12.1. (i) Report of the Special In-Camera meeting or other Committee as may be held prior to Council (if scheduled)

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

- 13.1. **By-law 83-2025** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by By-law 109-2024, dated June 10, 2024.
- 13.2. **By-law 84-2025** - A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 3.23 METRE NORTH/SOUTH ALLEY NORTH OF ROONEY STREET, EAST OF BRIDGE AVENUE AND WEST OF JOSEPHINE AVENUE, CITY OF WINDSOR, authorized by CR405/2024, dated September 23, 2024.
- 13.3. **By-law 85-2025** - A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 3.23 METRE NORTH/SOUTH ALLEY NORTH OF ROONEY STREET, EAST OF BRIDGE AVENUE, AND WEST OF JOSEPHINE AVENUE, CITY OF WINDSOR, authorized by CR405/2024, dated September 23, 2024.
- 13.4. **By-law 86-2025** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR120/2025, dated April 14, 2025.
- 13.5. **By-law 87-2025** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR121/2025, dated April 14, 2025.
- 13.6. **By-law 88-2025** - A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 12<sup>TH</sup> DAY OF MAY, 2025.

**14. MOVE BACK INTO FORMAL SESSION**

**15. NOTICES OF MOTION**

**16. THIRD AND FINAL READING OF THE BY-LAWS**

By-law 83-2025 through 88-2025 (inclusive)

**17. PETITIONS**

**18. QUESTION PERIOD**

**19. STATEMENTS BY MEMBERS**

**20. UPCOMING MEETINGS**

Development & Heritage Standing Committee

Monday, May 5, 2025

4:30 p.m., Council Chambers

Community Services Standing Committee

Wednesday, May 7, 2025

9:00 a.m., Council Chambers

Age Friendly Windsor Working Group

Wednesday, May 14, 2025

9:30 a.m., Room 522b, 350 City Hall Square West

Windsor Licensing Commission

Wednesday, May 21, 2025

9:30 a.m., Room 522a, 350 City Hall Square West

International Relations Committee

Wednesday, May 21, 2025

3:30 p.m., Room 522a, 350 City Hall Square West

Environment & Climate Change Advisory Committee

Thursday, May 22, 2025

5:30 p.m., Room 140, 350 City Hall Square West

City Council Meeting

Monday, May 26, 2025

10:00 a.m., Council Chambers

**21. ADJOURNMENT**



## Correspondence Report: CMC 7/2025

### ATTACHMENTS

#### Subject: Correspondence for Monday, May 12, 2025 City Council Meeting

No.	Sender	Subject
7.1.1	Municipal Property Assessment Corporation (MPAC)	<p>2024 Annual Report, MPAC's Financial Statements for the year ended December 31, 2024 and 2024 Performance Report</p> <p>Commissioner, Corporate Services Commissioner, Finance &amp; City Treasurer Commissioner, Economic Development City Planner GM2025 Note &amp; File</p>
7.1.2	Association of Municipalities of Ontario (AMO)	<p>AMO 2025 Pre-Budget Update, Spring 2025</p> <p>Commissioner, Infrastructure Services &amp; City Engineer Commissioner, Economic Development Commissioner, Finance &amp; City Treasurer GM2025 Note &amp; File</p>
7.1.3	Essex Region Conservation Authority (ERCA)	<p>2024 Annual Progress Reports on the implementation of the Essex Region Source Protection Plan</p> <p>Commissioner, Infrastructure Services &amp; City Engineer Commissioner, Economic Development Manager, Environmental Quality EI/10108 Note &amp; File</p>



Good morning,

Today, MPAC is honoured to share three significant documents with you.

First, we present our [2024 Annual Report](#), which celebrates our many achievements throughout the past year. These accomplishments are a testament to our collaborative efforts with municipal and provincial partners, the innovative solutions we have introduced over the last year, and our steadfast determination to deliver exceptional value to the people of Ontario.

As part of our commitment to accountability and transparency, we are also happy to share our annual [Performance Report](#). This document provides measures on how well we are meeting our goals in areas such as capturing new assessment, the proportion of property assessments that are accepted without going to appeal, Customer Contact Centre satisfaction, and many more.

The third document is a copy of MPAC's Financial Statements for the Year Ended December 31, 2024. If you have any questions regarding the Financial Statements, please contact Mary Meffe, Vice-President, Corporate Services and Chief Financial Officer, at (289) 539-0306 or [mary.meffe@mpac.ca](mailto:mary.meffe@mpac.ca).

As we strive to uphold the highest standards in service delivery as a global leader in property assessment, we are grateful for your continued support.

Should you have any questions regarding the reports, please do not hesitate to contact me.

Yours truly,  
 Alan Spacek  
 Chair, MPAC Board of Directors

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# Financial statements of Municipal Property Assessment Corporation

December 31, 2024

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## Independent Auditor's Report

To the Board of Directors of  
Municipal Property Assessment Corporation

### Opinion

We have audited the financial statements of Municipal Property Assessment Corporation (the "Corporation"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon. The Annual Report is expected to be available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter with those charged with governance.



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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Deloitte LLP*

Chartered Professional Accountants  
Licensed Public Accountants  
March 27, 2025

# Municipal Property Assessment Corporation

## Statement of financial position

As at December 31, 2024

(In thousands of dollars)

		2024	2023
	Notes	\$	\$
<b>Assets</b>			
Current assets			
Cash		14,198	14,884
Accounts receivable		6,117	4,536
Prepaid expenses		3,141	2,906
		<u>23,456</u>	<u>22,326</u>
Investments	3	162,247	156,137
Capital assets	4	9,600	7,719
Long-term prepaid expenses		196	52
Intangible assets	5	6	11
		<u>195,505</u>	<u>186,245</u>
<b>Liabilities</b>			
Current liabilities			
Accounts payable and accrued liabilities	14	33,860	29,831
Deferred revenue	6	1,687	1,483
Current portion of capital leases	10	352	322
		<u>35,899</u>	<u>31,636</u>
Employee future benefits	7	43,227	40,451
Deferred lease inducements		785	1,120
Long-term portion of capital leases	10	761	706
		<u>80,672</u>	<u>73,913</u>
Commitments and contingencies	9 and 11		
<b>Net assets</b>			
Unrestricted		7,604	7,402
Internally restricted	8	98,736	98,228
Invested in capital and intangible assets		8,493	6,702
		<u>114,833</u>	<u>112,332</u>
		<u>195,505</u>	<u>186,245</u>

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

Approved by the Board of Directors



\_\_\_\_\_, Director



\_\_\_\_\_, Director

**Municipal Property Assessment Corporation****Statement of operations**

Year ended December 31, 2024

(In thousands of dollars)

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
<b>Revenue</b>		
Municipal	<b>219,432</b>	214,919
Other	<b>28,398</b>	26,117
Interest and dividend income	<b>4,899</b>	5,097
	<b>252,729</b>	246,133
<b>Expenses</b>		
Salaries and benefits	<b>214,243</b>	199,198
Professional services	<b>10,582</b>	10,978
Information technology	<b>12,661</b>	11,783
Facilities	<b>8,657</b>	8,567
General and administrative	<b>10,677</b>	8,203
Royalties	<b>3,258</b>	2,697
Amortization of capital and intangible assets	<b>2,755</b>	3,002
Gain on disposal of capital assets	<b>(551)</b>	(119)
	<b>262,282</b>	244,309
(Deficiency) excess of revenue over expenses before change in fair value of investments	<b>(9,553)</b>	1,824
Change in fair value of investments	<b>12,835</b>	7,998
<b>Excess of revenue over expenses for the year</b>	<b>3,282</b>	9,822

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

# Municipal Property Assessment Corporation

## Statement of changes in net assets

Year ended December 31, 2024

(In thousands of dollars)

	Notes	Unrestricted	Internally restricted	Invested in capital and intangible assets	2024 Total	2023 Total
		\$	\$	\$	\$	\$
			(Note 8)			
<b>Net assets, beginning of year</b>		<b>7,402</b>	<b>98,228</b>	<b>6,702</b>	<b>112,332</b>	<b>105,614</b>
Excess (deficiency) of revenue over expenses for the year		<b>5,488</b>	—	<b>(2,206)</b>	<b>3,282</b>	<b>9,822</b>
Remeasurements and other items on employee future benefits	7	<b>(781)</b>	—	—	<b>(781)</b>	<b>(3,104)</b>
Acquisition of capital and intangible assets		<b>(4,818)</b>	—	<b>4,818</b>	—	—
Proceeds from disposal of capital and intangible assets		<b>736</b>	—	<b>(736)</b>	—	—
Incurred lease obligations for vehicles accounted for as capital leases		<b>430</b>	—	<b>(430)</b>	—	—
(Repayment) retirement of lease obligations for vehicles accounted for as capital leases		<b>(345)</b>	—	<b>345</b>	—	—
Interfund transfers to internally restricted reserves		<b>(508)</b>	<b>508</b>	—	—	—
<b>Net assets, end of year</b>		<b>7,604</b>	<b>98,736</b>	<b>8,493</b>	<b>114,833</b>	<b>112,332</b>

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

## Municipal Property Assessment Corporation

### Statement of cash flows

Year ended December 31, 2024

(In thousands of dollars)

	Notes	2024 \$	2023 \$
<b>Operating activities</b>			
Excess of revenue over expenses for the year		3,282	9,822
Employee future benefits payments	7	(974)	(810)
Add (deduct): Items not affecting cash			
Change in fair value of investments		(12,835)	(7,998)
Reinvested investment income		(3,629)	(3,860)
Employee future benefits expense	7	2,969	2,817
Amortization of capital assets		2,750	2,998
Amortization of intangible assets		5	4
Gain on disposal of capital assets		(551)	(119)
Amortization of deferred lease inducements		(335)	(381)
		(9,318)	2,473
Changes in non-cash working capital			
Accounts receivable		(1,581)	(423)
Prepaid expenses		(379)	(170)
Accounts payable and accrued liabilities		4,029	(340)
Deferred revenue		204	(1,186)
		(7,045)	354
<b>Investing activities</b>			
Purchase of investments		—	(153,395)
Proceeds from sale of investments, net of fees		10,354	158,565
Purchase of capital assets		(4,388)	(2,278)
Proceeds on disposal of capital assets		738	130
Purchase of intangible assets		—	(9)
		6,704	3,013
<b>Financing activity</b>			
Repayment of lease obligations		(345)	(643)
(Decrease) increase in cash during the year		(686)	2,724
Cash, beginning of year		14,884	12,160
<b>Cash, end of year</b>		<b>14,198</b>	<b>14,884</b>
<b>Supplementary cash flow information</b>			
Non-cash transactions			
Acquisition of leased vehicles		(430)	—
Incurrence of lease obligations		430	—

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

## **Municipal Property Assessment Corporation**

### **Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

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#### **1. Description of business**

Municipal Property Assessment Corporation (the Corporation), formerly the Ontario Property Assessment Corporation, was incorporated effective January 1, 1998 and is a special act corporation under the Municipal Property Assessment Corporation Act, 1997 (Ontario). The Corporation is responsible for providing property assessment services for municipalities in the Province of Ontario, as well as providing other statutory duties and other activities consistent with such duties as approved by its board of directors. All municipalities in Ontario are members of the Corporation.

#### **2. Summary of significant accounting policies**

The financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

The significant accounting policies are summarized as follows:

##### *Fund accounting*

The financial statements include the following funds:

- The unrestricted fund comprises mainly amounts available for immediate use for the general purpose of the Corporation.
- The reserve for board-appropriated working fund is set aside by the board of directors in accordance with the Corporation's reserve strategy for contingencies and funding for identified one-time expenditures.
- The reserve for employee future benefits is the portion of net assets consisting of internally restricted investments set aside to settle employee future benefits.
- The reserve for enumeration was established to fund the costs associated with the preparation of preliminary voters' lists for municipal and school board elections. This function was transferred to the Elections Ontario in January 2024. MPAC will maintain the municipal and school board election support going forward, and the balance of this reserve will be used to pay for those activities.
- The reserve for assessment update was established to fund the costs associated with the assessment update. The Corporation contributes annually to the reserve but may vary the annual contribution with approval from the board of directors. The unspent reserve balance will be maintained to finance the next Assessment Update.
- Invested in capital and intangible assets represents assets that have been invested in long-lived capital and intangible assets which are not readily converted to cash, net of any liabilities related to the acquisition of those assets.

##### *Financial instruments*

The Corporation records cash, accounts receivable, accounts payable and accrued liabilities initially at fair value and subsequently at amortized cost. Financial assets are tested for impairment at the end of each reporting period when there are indications the assets may be impaired.

Investments are recorded at fair value. Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

## **Municipal Property Assessment Corporation**

### **Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

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## **2. Summary of significant accounting policies (continued)**

### *Capital assets*

Capital assets are recorded at cost and are amortized using the straight-line method as follows:

Office equipment	5 years
Furniture and fixtures	5 to 10 years
Computer equipment	3 to 4 years
Small boats and vessels	3 to 8 years
Vehicles under capital lease	5 years

Leasehold improvements are also amortized on a straight-line basis over the term of the lease or ten years, whichever is less.

Assets under construction are recorded in the applicable asset class in the year they are put into service and are not amortized until they are put into service.

### *Impairment of long-lived assets*

The Corporation reviews the carrying amount, amortization and useful lives of its long-lived assets on an annual basis. If the long-lived asset no longer has any long-term service potential to the Corporation, the excess of the net carrying amount over any residual value is recognized as an expense in the statement of operations.

### *Intangible assets*

Intangible assets consist of computer software, which is recorded at cost and is amortized over three years.

The costs of developing in-house software are expensed as incurred.

### *Revenue recognition*

Municipal revenue relates to assessment services and is recognized in the year in which the services are provided, and collection is reasonably assured.

Other revenues are comprised of services sold and products delivered from business development. These revenues are recognized when the services have been provided and/or the product is delivered, and collection is reasonably assured.

Interest income is recognized when earned.

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

### *Employee future benefits*

The Corporation has defined benefit plans that provide for post-retirement medical and dental coverage and special termination benefits for defined eligible employees. Certain investments have been internally restricted but not segregated to pay for post-retirement benefits.



## Municipal Property Assessment Corporation

### Notes to the financial statements

December 31, 2024

(In thousands of dollars)

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## 2. Summary of significant accounting policies (continued)

### *Employee future benefits (continued)*

The Corporation has the following policies:

- The Corporation accrues its obligations under defined benefit plans and the related costs when the benefits are earned through current service using the accounting valuation method.
- The cost of post-employment benefits earned by employees is actuarially determined using the projected benefit method pro-rated on service and management's best estimates of retirement ages of employees, expected health-care costs and dental costs. The accrued benefit obligation related to employee future benefits is discounted using market rates on high-quality debt instruments.
- Remeasurements and other items are composed of actuarial gains (losses) on the accrued benefit obligation and arise from differences between the actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation, past service costs and gains and losses arising from settlements and curtailments. Actuarial gains and losses arise when the accrued benefit obligations change during the year. The actuarial gains and losses and other remeasurements including plan amendments are recorded in the statement of changes in net assets when incurred.

In addition, all employees of the Corporation are part of a defined benefit multi-employer benefit plan providing both pension and other retirement benefits. Contributions made to this plan are expensed as paid as the plan is accounted for as a defined contribution plan.

### *Deferred lease inducements*

Lease liabilities include deferred lease inducements, which represent the free rent and improvement allowances received from landlords and are amortized over the term of the lease, and step-rent liability, which represents the difference between the average annual rent over the term of the lease agreement and actual rent paid in the year.

### *Use of estimates*

In preparing the Corporation's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Accounts requiring significant estimates include accounts payable and accrued liabilities, useful lives of capital assets and employee future benefits.

## 3. Investments

Investments are held within third party managed accounts, which invest independently. The breakdown of total investments by category is outlined below:

	2024	2023
	\$	\$
Cash to be reinvested	270	149
Fixed income	88,069	92,665
Equity	55,786	45,639
Real assets	18,122	17,684
	<u>162,247</u>	<u>156,137</u>

**Municipal Property Assessment Corporation**  
**Notes to the financial statements**  
December 31, 2024  
(In thousands of dollars)

**3. Investments (continued)**

The Corporation internally restricts certain securities to fund employee future benefits.  
The breakdown of total investments by intended use is outlined below:

	2024	2023
	\$	\$
Working capital	86,756	87,267
Employee future benefits	75,491	68,870
	<b>162,247</b>	<b>156,137</b>

**4. Capital assets**

	Cost	Accumulated amortization	2024 Net book value	2023 Net book value
	\$	\$	\$	\$
Office equipment	378	378	—	—
Furniture and fixtures	7,545	6,361	1,184	1,116
Computer equipment	16,941	14,717	2,224	2,038
Small boats and vessels	391	367	24	25
Leasehold improvements	20,705	16,495	4,210	3,555
Vehicles under capital lease	3,293	2,213	1,080	976
Assets under construction	878	—	878	9
	<b>50,131</b>	<b>40,531</b>	<b>9,600</b>	<b>7,719</b>

**5. Intangible assets**

	Cost	Accumulated amortization	2024 Net book value	2023 Net book value
	\$	\$	\$	\$
Computer software	3,031	3,025	6	11

**6. Deferred revenue**

	2024	2023
	\$	\$
Business development unearned revenue and customer down payments	1,479	1,290
Other deferred amounts	208	193
	<b>1,687</b>	<b>1,483</b>

## Municipal Property Assessment Corporation

### Notes to the financial statements

December 31, 2024

(In thousands of dollars)

#### 7. Employee future benefits

The Corporation has accrued an obligation for its post-employment benefits as follows:

*Employees who transferred to the Corporation from the Government of Ontario on December 31, 1998*

- Employees who transferred to the Corporation with less than ten years of service with the province will receive post-retirement group benefit coverage through the Corporation for themselves and for their dependents' lifetimes. The cost of these benefits is shared equally between the Corporation and the employee for those employees who retire after January 1, 2018.

The Government of Ontario continues to provide post-retirement benefits for employees who transferred to the Corporation with ten or more years of service with the province.

*Employees hired by the Corporation after December 31, 1998*

- These employees will receive post-retirement group benefit coverage for themselves and for their dependents through the Corporation until age 65.

*All employees*

- The Corporation is a Schedule II employer under the Workplace Safety and Insurance Act (Ontario), 1997 and follows a policy of self-insurance for all its employees. The obligation as at December 31, 2024 is \$1,158 (\$617 in 2023) and is included in the total obligations below.

Information about the Corporation's accrued benefit obligations and accrued benefit liabilities is as follows:

	2024	2023
	\$	\$
Accrued benefit obligations, beginning of year	40,451	35,340
Current service costs	1,106	1,049
Interest on accrued obligations	1,863	1,768
Actuarial loss (gain)	781	3,104
Contributions	(974)	(810)
Accrued benefit obligations, end of year	43,227	40,451

The employee future benefits expense recorded in the statement of operations during the year is as follows:

	2024	2023
	\$	\$
Current service costs	1,106	1,049
Interest on accrued obligations	1,863	1,768
	2,969	2,817

Remeasurements and other items, consisting of curtailments, settlements, past service costs and actuarial loss of \$781 (loss of \$3,104 in 2023), have been recognized directly in net assets.

**7. Employee future benefits (continued)**

*All employees (continued)*

The significant actuarial assumptions adopted in measuring the Corporation's accrued benefit obligations are as follows:

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
Discount rate	<b>4.75%</b>	4.65%
Health care inflation	<b>5.2% grading down to 4% by 2040</b>	5.2% grading down to 4% by 2040
Vision and dental care inflation	<b>5.1% grading down to 4% by 2040</b>	5.1% grading down to 4% by 2040

The date of the most recent actuarial valuation of the accrued benefit obligations was December 31, 2022.

The Corporation paid \$32,519 (\$30,133 in 2023) of employer and employee contributions to the defined benefit multi-employer benefit plan.

**8. Internally restricted net assets**

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
Reserve for board-appropriated working fund	<b>52,157</b>	55,199
Reserve for employee future benefits	<b>32,264</b>	28,419
Reserve for enumeration	<b>846</b>	1,141
Reserve for assessment update	<b>13,469</b>	13,469
	<b>98,736</b>	98,228

Interfund transfers are approved by the board of directors. During the year, the board of directors approved the transfers between the unrestricted fund and the internally restricted net assets as follows: \$3,044 from (\$4,604 to in 2023) the board-appropriated working fund reserve to pay for future one-time expenditures; \$0 to (\$2,000 to in 2023) the assessment update reserve to set aside funds for the property assessment process, and \$295 from (\$202 from in 2023) the enumeration reserve.

The purpose and use of the employee future benefit reserve was approved by the board of directors at initial setup, and an annual approval for transfers is not required. A transfer of \$3,845 to (\$171 to in 2023) the employee future benefit reserve was made during the year.

Refer to note 2 for a description of the reserves.

## Municipal Property Assessment Corporation

### Notes to the financial statements

December 31, 2024

(In thousands of dollars)

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#### 9. Commitments

The Corporation has commitments under various operating leases for properties. Minimum lease payments due in each of the next five years and thereafter are as follows:

	\$
2025	3,352
2026	2,189
2027	916
2028	529
2029	302
Thereafter	15
	<u>7,303</u>

The Corporation is also committed to paying operating costs and property taxes on its various property leases.

#### 10. Capital leases

The Corporation entered into several vehicle leases with an interest rate of between 3.82% and 6.98%, with lease terms up to 60 months. On termination of the lease, the Corporation has guaranteed a certain residual value of the vehicle to the lessor, depending on the ultimate lease term.

As at December 31, 2024 the current portion of the capital leases is \$352 (\$322 in 2023) and the long-term portion is \$761 (\$706 in 2023).

Future minimum annual lease payments required under capital lease arrangements are as follows:

	\$
2025	402
2026	395
2027	233
2028	101
2029	94
Total lease payments	1,225
Less: amount representing interest	(112)
	1,113
Less: current portion	352
	<u>761</u>

#### 11. Contingent liabilities and guarantees

The Corporation has been named as a defendant in certain legal actions in which damages have either been sought or, through subsequent pleadings, could be sought. Where the outcome of these actions is determinable and considered significant as at December 31, 2024, a provision was made in these financial statements for any liability that may result. Any losses arising from these actions will be recorded in the year the related litigation is settled.

## **Municipal Property Assessment Corporation**

### **Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

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#### **11. Contingent liabilities and guarantees (continued)**

In the normal course of business, the Corporation enters into agreements that meet the definition of a guarantee, as outlined in the Chartered Professional Accountants of Canada Handbook. The Corporation's primary guarantee subject to disclosure requirements is as follows:

- The Corporation enters into agreements that include indemnities in favor of third parties, such as purchase agreements, confidentiality agreements, leasing contracts, information technology agreements and service agreements. These indemnification agreements may require the Corporation to compensate counterparties for losses incurred by the counterparties as a result of breaches of contractual obligations, including representations and regulations, or as a result of litigation claims or statutory sanctions that may be suffered by the counterparty as a consequence of the transaction. The terms of these indemnities are not explicitly defined, and the maximum amount of any potential reimbursement cannot be reasonably estimated.

The nature of the above indemnifications prevents the Corporation from making a reasonable estimate of the maximum exposure due to the difficulties in assessing the amount of liability, which stems from the unpredictability of future events and the unlimited coverage offered to counterparties. Historically, the Corporation has not made any significant payments under such or similar indemnification agreements and, therefore, no amount has been accrued in the statement of financial position with respect to these agreements.

#### **12. Risk management**

##### *Market risk*

The Corporation's investments are susceptible to market risk, which is defined as the risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Corporation's market risk is affected by changes in the level or volatility of market rates or prices, such as interest rates, foreign currency exchange rates and equity prices. The Corporation is subject to cash flow interest rate risk due to fluctuations in the prevailing levels of market interest rate sensitive investments. The risk is mitigated through the Corporation's investment policy, which requires investments to be held in high grade, low risk investments.

##### *Credit risk*

Credit risk arises from the potential a counterparty will fail to perform its obligations. The Corporation is exposed to credit risk from banks and debtors. The risk is mitigated in that the Corporation conducts business with reputable financial institutions and its debtors are mainly entities within a level of the provincial government.

##### *Liquidity risk*

Liquidity risk is the risk the Corporation will not be able to meet its financial obligations as they come due. The Corporation manages liquidity through regular monitoring of forecasted and actual cash flows.

#### **13. Credit facility**

The Corporation has an unsecured credit facility of \$10,000 to be used for its operations, which is renewable annually.

## **Municipal Property Assessment Corporation**

### **Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

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#### **14. Government remittances**

Government remittances consist of workplace safety insurance costs, sales taxes and payroll withholding taxes required to be paid to government authorities when the amounts come due. In respect of government remittances, \$2,325 (\$2,001 in 2023) is included in accounts payable and accrued liabilities.

## AMO Policy Update – Spring Policy Priorities

### AMO 2025 Pre-Budget Update: New Economic Reality Demands Partnership and Strategic Investment

The global landscape and our economic conditions have fundamentally changed since AMO launched its [2025 Pre-Budget Submission](#) in January. We now face an unprecedented threat to our economy and sovereignty, and overcoming it requires a strong and united front. Today, AMO is pleased to announce its [2025 Pre-Budget Update](#) which calls for a stimulus investment in municipal infrastructure of \$3.45 billion annually over the next five years to:

- keep in-flight municipal capital projects on track,
- accelerate planned municipal infrastructure projects, and
- develop and repair up to 20,000 new social housing units in communities across Ontario.

This work is supported by a [new macroeconomic analysis report](#) that AMO commissioned from Oxford Economics. The report provides insights into the impacts of tariffs on Ontario, its industries, and its municipalities' finances, helping municipalities navigate uncertain times. The report also models the positive impacts of stimulus, providing a basis for AMO's updated pre-budget submission.

Ontario's municipalities are strongest when they speak with one voice. AMO has provided key messages and social media cards to help interested members amplify its stimulus request in the face of economic downturn.

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*This Policy Update is also available on the [AMO Website](#).*





# Essex Region Conservation

the place for life

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May 1, 2025

Town of Amherstburg

Town of Essex

Town of Kingsville

Town of LaSalle

Municipality of Leamington

Municipality of Lakeshore

Township of Pelee

Town of Tecumseh

City of Windsor

Municipality of Chatham-Kent

**Attention: Municipal Council Clerks (for distribution)**

## **Re: 2024 Annual Progress Reports on the implementation of the Essex Region Source Protection Plan**

The Essex Region Source Protection Authority is required to prepare an annual progress report under S.46 of the Clean Water Act by 1 May of each year. The reports are required to describe the measures taken to implement the Essex Region Source Protection Plan (SPP), the results of any monitoring program, the extent to which the objectives in the SPP are being achieved, and other information required in the Regulations. The information used to prepare the Annual Progress Report comes from Implementing Bodies, who are required by Monitoring Policies in the SPP to prepare and submit a progress report to the SPA by February 1 of each year.

### **Annual Progress Report highlights**

Of the 44 policies in the Essex Region SPP that address significant drinking water threats, 38 (86%) are fully implemented. Four policies (9%) are considered in progress and the remaining two policies have been reviewed and it has been determined that no further action is required.

Municipalities are required to include considerations for Source Water Protection in their next Official Plan update as per s.40 of the *Clean Water Act*. Zoning by-law conformity may also be required for certain policies in the Source Protection Plan as per s.42 of the *Clean Water Act*. The County of Essex, Town of Essex, Town of LaSalle, Town of Tecumseh, Town of Kingsville, and City of Windsor have completed their Official Plan conformity exercises; the Town of Essex and Town of LaSalle have completed their zoning by-law conformity exercise. The County of Essex as an upper tier municipality does not require ZBL amendments. All Official Plans are required to include mapping to identify vulnerable areas where activities could pose a significant drinking water threat.

The remaining municipalities (5 of 11) continued to report being in the process of amending their Official Plan to conform with the policies in the Essex Region SPP. In 2024, the Project Manager and Chair attended council meetings for all municipalities in the Essex Region. We were pleased with the response we received and are prepared to share the City of Windsor's approach for completing an Official Plan Amendment under section 17 of the Planning Act to satisfy the conformity exercise for those municipalities interested in pursuing that approach. Given the progress and intention we've observed, the Committee elevated the score from L – Limited Progress, to S – Satisfactory.

All of the municipalities in the Essex Region delegated their authority to implement policies under Part IV of the *Clean Water Act* to the Essex Region Conservation Authority. This agreement began in 2015 and was renewed on a three-year cycle until December 31, 2024 when a new perpetual agreement was struck. This reduces the administrative burden of renewals but still allows for amendments and/or withdrawals for any party to the agreement. In 2024, one (1) RMP was established for a future (new) fuel threat through s.59 municipal screening processes. Since the SPP took effect, 22 RMPs have been established through the s. 59 process for new (future) threats and 118 RMPs have been established in total. Further details can be found in the attached 2024 Risk Management Official Annual Progress Report.

Harmful Algal Blooms (HABs) continue to be an annual occurrence and are identified as a drinking water issue for several of our drinking water intakes. While the policies in SPP related to HABs are non-legally binding, ERCA is committed to implementing relevant actions to reduce phosphorous in our region, and it is essential that we continue to highlight this international issue as a concern for our drinking water intakes.

ERSPA staff have been working with the SPC on a comprehensive review of the SPP and its policies. It is anticipated that these documents will be available for consultation in Summer 2025.



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Katie Stammler, PhD., Source Water Protection  
Program Manager



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Tom Fuerth, P.Eng, Chair, Essex Region Source  
Protection Committee

**Enclosed:**

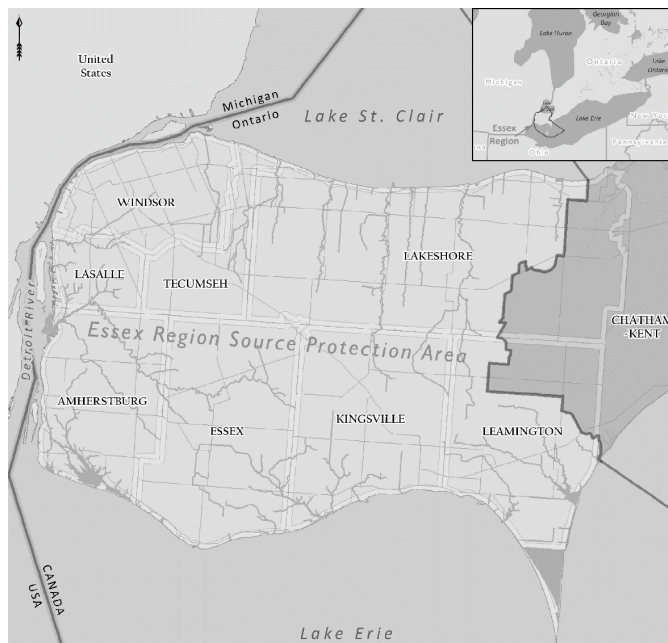
- 2024 Essex Region Source Protection Authority Annual Progress Report
- 2024 Risk Management Official Annual Progress Report



# 2024 ERSPA Source Protection Annual Progress Report | 1 May 2025

## I. Introduction

This annual progress report outlines the progress made toward implementing the policies in the Essex Region Source Protection Plan (SPP) for the Essex Region Source Protection Area (ERSPA), as required by the *Clean Water Act* and its Regulations. Our policies work by either eliminating or managing activities that could be considered a threat to our sources of drinking water and are based on the foundational knowledge that the actions we take on land have an impact on our local waterways and ultimately our sources of drinking water. Following an extensive process that included broad public input, the Essex Region SPP came into effect on October 1, 2015. This report highlights progress made toward implementation up to December 31, 2024, and highlights the actions taken from January 1 to December 31, 2024.



Scoring for certain elements of the Annual Progress Reports is based on the following:

**Progressing Well/On Target (P)** – Most of the policies have been implemented &/or are progressing.

**Satisfactory (S)** – Some of the policies have been implemented and/or are progressing.

**Limited progress (L)** – A few of policies have been implemented and/or are progressing.

## II. A message from your local Source Protection Committee

### **P – Progressing well**

The Essex Region Source Protection Committee has reviewed this report and once again it is our unanimous opinion that implementation of the policies in the Essex Region Source Protection Plan is P – Progressing well. We assigned municipal and provincial progress both a score of S – Satisfactory for specific reasons that are outlined in those sections of the text, but overall we feel that the Source Protection Plan and its policies are on track.

In the 2023 Report, we identified that municipal Official Plan (OP) conformity was lagging. The Committee is aware of the challenges that continue to delay the completion of the required review of OP and Zoning By-Law documents that govern development. On the advice of the Committee, the Chair and Program Manager met with our member municipalities directly via council presentations to give them an overview of the 2024 report, stressing the need to address Source Water Protection in their OPs. We provided suggestions and discussed the option of using an Official Plan Amendment (OPA) that would put some of the planning language related to Source Protection in place immediately rather than waiting for the full OP review process to be completed. This suggestion was met with favor by the City of Windsor, who were able to complete their OPA in 2024 as a direct result of our meetings. The example of this process will be shared with those municipalities that have not yet completed the required review exercise as an option to bring their planning documents into compliance with the Source Protection Plan.

The blue-green algae bloom in Lake Erie was once again rated as moderately-severe, and for the first time ever, bloom conditions were observed in the Detroit River at the Amherstburg intake. The Committee is of the opinion that Source Protection staff should continue to monitor the factors that contribute to the annual occurrence of Harmful Algal Blooms, and that microcystin should be considered a topic of ongoing discussion for all Water Treatment Plants in the Essex Region. With uncertainty south of the border, it will be increasingly important for ERSPA staff to facilitate communication amongst local water users.

We are pleased that ERCA was able to secure Federal and Provincial grant funds to reinstate water quality monitoring and stewardship programs that were paused or reduced in 2023/2024, and we are hopeful that municipalities see the value in supporting these endeavors regardless of external funding sources. Section 8 (Source Water Quality: Monitoring and Actions) of this report provides further details of these programs and successes. If we are not able to track conditions in the local environment our hands will be tied in making informed decisions regarding the efficacy of our Source Protection Program. Further, stewardship activities provide frontline interactions to encourage uptake of activities that will reduce nutrient loss to the environment.

### III. Our Watershed

The Essex Region Source Protection Area (ERSPA) is approximately 1681 km<sup>2</sup> and coincides with the watershed boundaries of the Essex Region Conservation Authority (ERCA). The ERSPA is comprised of 28 smaller sub-watersheds, flowing northward into Lake St. Clair, westward into the Detroit River, or southward into Lake Erie. The area predominantly consists of a flat clay plain with the exception of some sandy areas, primarily in the southern portion of the Region. The predominant land use in the watershed is agriculture due to the region's excellent farmland and growing conditions.

Municipal drinking water supplies in the Essex Region Watershed are drawn from surface water intakes in the Great Lakes system - Lake Erie, Lake St. Clair and the Detroit River. There are seven municipal Water Treatment Plants (WTPs) in the ERSPA, and one WTP outside of the ERSPA in Wheatley serving part of the Municipality of Leamington. Stoney Point and Lakeshore (Belle River) WTPs have their water intakes located in Lake St. Clair; the A. H. Weeks (Windsor) and Amherstburg WTPs have their intakes in the Detroit River; and the Harrow-Colchester South, Union, Pelee Island West Shore and the Wheatley WTPs have their intakes in Lake Erie. These municipal WTPs serve over 95 percent of the population in the ERSPA. The remaining population, less than five percent, depends on groundwater or hauled water.

In the ERSPA, the handling and storage of large volumes of liquid fuel (>15,000 L) was identified as a significant drinking water threat (SDWT). Modeling exercises showed that a spill of this volume of fuel close to any body of water could result in contamination of the source water at our drinking water intakes. This resulted in the delineation of an extensive Event Based Area (EBA) in which large volumes of fuel are considered a threat to our drinking water. To mitigate these threats, Risk Management Plans (RMPs) that show actions are being taken to prevent spills are required to be established in consultation with a Risk Management Official (RMO).

To learn more about Source Protection in the Essex Region, please visit our website: <https://essexregionconservation.ca/source-water-protection/>

## IV. At a Glance: Progress on Source Protection Plan Implementation

### 1. Source Protection Plan Policies and Addressing Significant Risks

#### **P – Progressing Well**

Of the 44 policies in the Essex Region SPP that address SDWTs, 38 (86%) are fully implemented and 4 (9%) are considered to be in progress. The remaining two policies have been reviewed, and it has been determined that no further action is required.

Three (3) in progress policies use s.58 (risk management plans) where the RMO has not encountered any existing SDWTs. However, these policies have been challenging to implement, and the policy approaches will be reviewed in the next SPP update. There will be no change in their implementation status until after the update is complete. Any new potential SDWTs are captured during the s.59 screening process. One (1) in progress policy requires Windsor, Lakeshore and Amherstburg to prohibit sewage treatment tanks in IPZ-1s. This policy is implemented in Windsor and Lakeshore and will be included in Amherstburg's next Official Plan update. Importantly, this activity is also prohibited using a Prescribed Instrument (PI) policy and there are no existing threats.

### 2. Municipal Progress: Addressing Risks on the Ground

#### **S - Satisfactory**

All of the 11 municipalities in the ERSPA have vulnerable areas where SDWT policies apply. Municipalities are required to ensure that their planning and building decisions, and their Official Plan (OP) conform with the Essex Region SPP. Six municipalities have completed their OP conformity exercise (The County of Essex, Town of Essex, LaSalle, Tecumseh, Kingsville and Windsor). Lakeshore has completed their full OP update and is awaiting approval from the County of Essex. Leamington and Amherstburg began the process of updating their OP in 2024. The Township of Pelee is considering doing an OP Amendment, which would be completed in 2025. Chatham-Kent plans to begin the OP updates in 2025.

In 2024, the PM and Chair Fuerth attended council meetings for all municipalities in the Essex Region. They provided verbal and visual presentations highlighting the work of the SPC and SPA and stressed the importance of completing OP conformity. As a direct result of this Committee's scoring and reports to Council, the City of Windsor has completed an OP Amendment that satisfies the conformity exercise and is written in a way that it will apply to any future amendments of the SPP. At the direction of the Committee, the suggested language for the OP Amendment will be shared with municipalities whose OP is not yet in conformity. Chair Fuerth and the PM will revisit councils as necessary.

All lower tier municipalities are responsible for day-to-day land use planning and building permit decisions and have integrated source protection requirements to ensure that their planning and building decisions conform with the policies in the Essex Region SPP. Municipalities are encouraged to review this process annually to ensure its use and efficacy. The Essex Region Conservation Authority has been delegated by all of these municipalities to implement Part IV policies on their behalf. At the request of municipalities, ERSPA will deliver additional training to municipal staff in 2025.

In 2022 and 2023, the Committee unanimously voted to lower the municipal progress score to L – Limited Progress in order to promote Official Plan conformity. The Committee recognizes the progress that Municipalities have made and unanimously agreed to increase the progress score to S – Satisfactory for the 2024 reporting year.

### 3. Septic Inspections

Not applicable to the ERSPA. There are currently no policies in the Essex Region SPP that require mandatory septic inspections. However, the Committee notes that high levels of *E.coli* remain a concern for our local waterways and beaches. Landowners are encouraged to have their septic systems inspected and maintained regularly.

### 4. Risk Management Plans

#### **P – Progressing Well**

As of 2022, risk management plans (RMPs) were established for all 96 existing threats (the handling & storage of fuel) following threat verification inspections carried out in accordance with the *Clean Water Act* (CWA) by the Risk Management Official/Inspector (RMO/I). A screening process using s.59 of the CWA captures new SDWTs. Four (4) s.59 applications were reviewed in 2024 resulting in one (1) RMP established for a new fuel threat, and one RMP was in progress as of December 31, 2024, which has since been completed. Two applications were issued a Notice to Proceed because there were no proposed SDWT activities. Since the SPP took effect, 22 RMPs for new threats have been established through this process. To date, all RMPs established for new fuel tanks have been for greenhouse construction or crude oil and brine operations. There have not been any applications reviewed for the other Part IV policies applicable to Lakeshore IPZ-1, Windsor IPZ-1, Windsor IPZ-2 and Amherstburg IPZ-1.

In 2022, the RMO began conducting compliance reviews for individuals with existing Risk Management Plans issued under a s.58 (existing threats). Due to staffing changes, compliance reviews were not conducted in 2024. A second Risk Management Official/Inspector was appointed, and we anticipate completing several compliance checks 2025. Please refer to the supplementary Part IV 2024 Risk Management Services Report for further information and details.

## 5. Provincial Progress: Addressing Risks on the Ground

### **S - Satisfactory**

The Essex Region SPP includes 17 policies that use Provincial Instruments (PI) (e.g. Environmental Compliance Approvals) to address SDWTs. As of 2018, all 38 of the existing PIs were reviewed, five were considered to be SDWTs where the PI was sufficient, and no additional conditions were required to mitigate the SDWT. Ontario Ministries screen new applications and amend PIs as needed to address any new SDWTs. In 2024, two new applications for SDWTs were reviewed by Provincial Ministries in vulnerable areas of the Essex Region, specifically for wastewater/sewage works. Since 2016, 40 new applications for PIs have been reviewed in the ERSPA. No new SDWTs have been identified through this process. As a result of this work, all of the policies that use PIs in the Essex Region SPP are fully implemented.

Project Managers across Ontario have begun noting some issues with the Province's approach for addressing SDWTs using Prescribed Instruments. In 2024, the Essex Region Project Manager was approached by two municipalities seeking support with new requirements for Prescribed Instruments – one for Consolidated Linear Infrastructure Environmental Compliance Approvals (sewage) and the other for Municipal Drinking Water Licenses. Both applications now require applicants to conduct an independent Source Water Risk Assessment and provide a strategy for managing or avoiding threats to drinking water, which *may* be reviewed by the Ministry. It is our understanding that all applications for these ECAs are asked to complete this exercise regardless of whether they are in a vulnerable area or proposing a SDWT activity, rather than the Ministry providing screening. In good faith, this Committee and others in Ontario wrote PI policies with the expectation that the Ministry would ensure existing tools adequately protect sources of drinking water. With these changes, the onus is put on municipalities, who turn to their local Project Manager for support, neither of whom received adequate guidance to complete this task. Notably, Project Managers were not consulted on the content and, even with intimate knowledge of Source Protection, found the instructions to be unclear. Further, unlike RMPs, the assessments are not being reviewed by the Implementing Body prior to agreement and are to be made available upon request.

The Committee received this information and discussed options for voicing our concern with the Province's approach to implementation. It was our unanimous decision to lower the Provincial Implementation score to S – Satisfactory. While the implications are minimal for the Essex Region because of the small areas where SDWTs can occur and our Project Manager's close relationship with and ability to provide support to our municipalities, we are concerned about the potential ramifications of these shortcomings in larger Source Protection Areas. We are also concerned about the potential for overlooking a threat to sources of drinking water through lack of oversight and/or completion by unqualified persons, and if this trend continues beyond municipal licenses, the opportunity for the policies to be circumvented by individuals.



## 6. Source Protection Awareness and Change in Behaviour

Road signs have been installed across the ERSPA as part of a provincial awareness initiative. The Ontario Ministry of Transportation (MTO) installed five signs in the Essex Region on Hwy 401, Hwy 77 and Hwy 3. Municipalities coordinated installation of more than 60 signs on local municipal and county roads. The Town of Essex installed 3 new signs in 2024.

Road signs identify areas where accidental spills could contaminate sources of drinking water. As part of the Essex Region Source Protection Plan implementation, emergency responders have been notified about these areas. The use of standardized signs throughout Ontario helps raise public awareness about the importance of protecting local sources of drinking water.

The main risk to drinking water in our local area is the handling and storage of liquid fuel. If a spill is observed, residents are advised to contact the [Spills Action Center](#). To learn more about these road signs in the Essex Region, [check out our video!](#)

## 7. Source Protection Plan Policies: Summary of Delay

There have been no significant delays in the implementation of the Essex Region SPP.

## 8. Source Water Quality: Monitoring and Actions

Harmful algal blooms (HABs) are an annual occurrence in Lake Erie and Lake St. Clair. HABs are formed by blue-green algae (or cyanobacteria) that produce a neurotoxin called microcystin, which is a parameter listed on Schedule 2 of the Ontario Drinking Water Quality Standards. The Essex Region SPC determined that microcystin was a drinking water issue for Lake Erie intakes in 2014. The data were reviewed for all of the intakes in the Essex Region in 2023, including those in Lake St. Clair, the Detroit River and Lake Erie. The SPC recommended that microcystin be identified as a drinking water issue for all intakes based on that review.

Through Early Engagement, MECP technical staff advised that the data for intakes in the Detroit River do not support the identification of microcystin as an issue. ERSPA staff anticipated this response because the concentrations are typically below the half maximum allowable concentration ( $\frac{1}{2}$  MAC = 0.75ug/L). The Committee's initial decision was based largely on the opinion and responses from municipalities and water treatment operators, who flagged it as an ongoing concern. The SPC has reviewed updated data and analysis that included 2023 and 2024 for both intakes. Concentrations were below the  $\frac{1}{2}$  MAC for both intakes in 2023, and at A.H. Weeks in 2024. However, in 2024, microcystin was detected in the Detroit River at the Amherstburg intake during the entire month of August, reaching a maximum concentration of 4.8ug/L, which is above the maximum allowable concentration of 1.5ug/L. The Committee had a productive discussion and ultimately decided to continue to recommend microcystin as a

drinking water issue for both A.H. Weeks and Amherstburg. One member reminded the Committee that their role is to look forward beyond the current data to be prepared for eventualities, particularly when there are known issues upstream and downstream. We did not anticipate seeing high concentrations of microcystin in the Detroit River, but it has now been shown to be possible. Importantly, the associated policies apply to the entire region regardless of this decision. This updated decision and analysis will be included in a report that will be part of public consultation and further consultation with the MECP before it is finalized.

Each fall, NOAA releases a final seasonal assessment for the severity of the Lake Erie HAB. The severity index ranges from zero to 10 and indicates the amount of bloom biomass over the peak 30 days of the bloom. The models are not able to predict nor report on the toxicity of the bloom. In 2024, the Lake Erie HAB received a score of 6.6, making it a moderately severe bloom. It was both more severe and larger than the bloom in 2023 and was more similar to the bloom 2022. The bloom in 2024 had the earliest start date (1 July) since 2002, with the peak bloom in mid-August, finally dissipating in mid-October. The bloom largely remained on the US side of the western basin of Lake Erie, however Union Water in Kingsville reported higher concentrations of microcystin than in years past and there were observations of bloom conditions in the central basin near Wheatley in September. Importantly, the peak bloom period lasted roughly one week, whereas the peak bloom in 2022 was 20-30 days. It is not possible to declare any trend in bloom severity nor to determine whether on-the-ground actions are responsible for lowering bloom severity as there is a great deal of variability dependant on numerous factors. It should be noted here, that under the current US Administration, NOAA has lost the capacity to communicate about HABs and other important topics. ERCA staff are well connected to the community of practitioners who work on HABs and will work toward collaborative solutions so that this messaging remains available.

The SPP includes a monitoring policy for phosphorus and microcystin, and a regional education and outreach policy for phosphorus, microcystin as a drinking water issue, and algae blooms in general. ERCA continues to be a leader in phosphorus monitoring and has integrated HABs into educational programs directed at a variety of target audiences. In our 2023 annual report we reported that many of the funding streams ERCA relies upon for monitoring were not available. We are pleased to share that ERCA staff were able to secure renewed and new sources of funding for monitoring in 2024. This includes a \$6.3 million grant from the Canada Water Agency, of which approximately half will be used for an incentive program to support local solutions like cover crops, replacement of lateral drain outlets with header tiles, installation of buffer strips and more. This grant also includes enhanced monitoring in the Ruscom and Canard watersheds – two of ERCA's larger, agriculturally dominated watersheds that have previously been under studied. ERCA will also be offering learning and engagement opportunities through in-person meetings, online discussions and on-farm demonstrations. In addition, the funding to support monitoring of greenhouse influenced streams was re-instated.

## 9. Science-based Assessment Reports: Work Plans

The ERSPA continues to make progress towards completing our s.36 update. All 50 policies in the SPP have been reviewed and appropriately amended (30 policies), deleted (16 policies), edited (4 policies) or added (15 new policies) to align with the 2021 Technical Rules, and the number of Monitoring policies has been reduced from 45 to 5. Early Engagement with the Province was completed for all policies and two technical projects - correction of the Event Based Area and re-evaluation of microcystin as a drinking water issue. The SPC reviewed these comments and addressed suggestions as they deemed appropriate. Pre-consultation with Implementing Bodies is expected to begin in the spring of 2025 with a goal for completion of the update by the end of 2025. This process is about a year delayed in part due to the late release of the 2021 Director Technical Rules by the MECP and Covid-19. Staffing shortages and increased workload in other areas has also contributed to this delay.

## 10. More from the Watershed

In addition to the successful grant funding noted above, the Committee would also like to highlight upcoming projects in the Detroit River. ERCA, in partnership with the Detroit River Canadian Cleanup, received \$5.2 million dollars from the Great Lakes Freshwater Ecosystem Initiative (GLFEI) from the Canadian government to build two habitat projects. The first, planned for Summer 2025, is the restoration of a finger dyke, which has been breached due to high water levels and strong river currents, at a wetland complex located north of where the Canard River flows into the Detroit River. The dyke protects the wetland habitat behind it, including the largest wild celery beds in the Detroit River. Restoring this dyke ensures that the largest marsh complex on the Canadian side of the Detroit River is protected.

The second habitat project involves the creation of six sheltering islands at the south end of Fighting Island in the Detroit River to re-establish a natural cattail marsh behind the islands. The island has experienced high rates of erosion due to currents and freighter waves, reducing the establishment of submerged and emergent vegetation in the area. The sheltering islands will allow for the slowing of the current, thereby allowing submergent and emergent vegetation to establish, creating habitat for both fish and marsh birds.

The Committee would also like to stress the importance of consistent, ongoing funding that supports monitoring of current and emerging threats. Given the restrictions under the Conservation Authorities Act, it is necessary for CAs to seek out external sources of funding through competitive grant applications, which carries a heavy administrative burden. Additionally, we are dependant on data and reporting from the US to model and track harmful algal blooms. With growing uncertainty in their ability to provide these resources, it will become increasingly important that we find local solutions, while also supporting our colleagues in the US who may also be affected by these administrative changes.

To learn more about our source protection region/area, visit our homepage:  
<https://essexregionconservation.ca/source-water-protection/>



### Have you seen this Drinking Water Protection sign?

These signs are appearing across Ontario to raise awareness about the vulnerability of our municipal drinking water sources. Governments at the local and provincial level placed signs along roadways where a pollution spill could have a negative impact on our drinking water sources. The main risk to drinking water in the Essex Region Source Protection Area is the handling and storing of liquid fuel. These signs indicate areas where a spill of a large volume of liquid fuel could impact one of our drinking water intakes. If a spill is identified or if you observe what you suspect to be a harmful algal bloom (classic description is that it looks like green paint and often has a white/yellow scum on top), residents should contact the Spills Action Centre at 1-800-268-6060 or online: [Spills Action Centre](#).

# 2024 Risk Management Official Annual Progress Report

Prepared by: The Essex Region Conservation Authority

## PART IV IMPLEMENTATION – RISK MANAGEMENT SERVICES

### INTRODUCTION

Source water is the water that supplies our drinking water treatment plants. Following the Walkerton Inquiry, the *Clean Water Act, 2006* (CWA) became part of the Ontario government's commitment to protect municipal drinking water systems from contamination and overuse, now and into the future. The CWA led to the creation of Source Protection Plans (SPPs) across Ontario. The [Essex Region SPP](#) came into effect on Oct 1, 2015 and the [Thames-Sydenham and Region SPP](#) on Dec 31, 2015.

The SPPs contain policies to ensure that [Significant Drinking Water Threat \(SDWT\) activities](#) in vulnerable areas near surface water intakes cease to be or never become a threat to source water. Municipalities are required to have a specially trained and certified Risk Management Official and Risk Management Inspector (RMO/I) to implement policies written under Part IV of the CWA. The municipalities in the Essex Region Source Protection Area (ERSPA) and the Municipality of Chatham-Kent in the Thames-Sydenham and Region Source Protection Region (TSRSPR) delegated these obligations to the Essex Region Conservation Authority (ERCA). This agreement began in 2015 and was renewed on a three-year cycle until December 31, 2024 when a new perpetual agreement was struck. This reduces the administrative burden of renewals but still allows for amendments and/or withdrawals for any party to the agreement.

There are eight municipal surface water intake systems serving the municipalities in the ERSPA and the southernmost portion of the TSRSPR that have vulnerable areas where Part IV policies apply:

- Stoney Point Intake (Lake St. Clair)
- Lakeshore (Belle River) Intake (Lake St. Clair)
- Windsor (A.H) Weeks Intake (Detroit River)
- Amherstburg Intake (Detroit River)
- Harrow - Colchester Intake (Lake Erie)
- Union Intake (Lake Erie)
- Wheatley Intake (Lake Erie)
- Pelee Island (Lake Erie)

This annual progress report details the progress made by the RMO/I toward the implementation of Part IV policies in both the ERSPA and TSRSPR Source Protection Plans, as required annually by the *Clean Water Act* and its Regulations. The report includes actions taken by the RMO/I between October 1, 2015 and December 31, 2024, highlighting actions between January 1 and December 31, 2024.

## **SIGNIFICANT DRINKING WATER THREATS**

Activities on the land can pose threats to sources of municipal drinking water through spills and runoff. The above grade handling and storage of large volumes of fuel was determined to be a SDWT in both the ERSPA and TSRSPR in the modelled Event Based Areas. There are additional SDWT activities in Lakeshore IPZ-1, Windsor IPZ-1, Windsor IPZ-2 and Amherstburg IPZ-1. The land portion of these areas are small and permitted land uses preclude the existence of the identified activities.

## **PART IV POLICIES, *CLEAN WATER ACT***

Part IV policies can be used to prohibit (Section 57) or manage (Section 58) activities identified as SDWTs. These policies apply to both existing and new SDWTs located within vulnerable areas identified as Intake Protections Zones (IPZs) or Event Based Areas (EBAs). Policies using restricted land uses (Section 59) provide a screening tool for municipal planning and building staff to identify any potential new SDWTs that would be subject to s.57 or s.58 policies. In the ERSPA, activities are only prohibited if they do not currently occur in identified vulnerable areas and are not likely to occur in the future. Most of the policies written to address identified and future SDWTs use s.58, which requires the development of a Risk Management Plan to minimize the risks to sources of municipal drinking water.

## **PROHIBITION (SECTION 57, PART IV POLICIES)**

The Essex Region SPP contains six policies that prohibit specific SDWT activities using s.57 of the Clean Water Act. These prohibition policies currently only apply to Lakeshore IPZ-1, Windsor IPZ-1 and Amherstburg IPZ-1. Prohibited activities include the following:

- The application and storage of Agricultural Source Material (ASM)
- The application and storage of Non-Agricultural Source Material (NASM)
- The storage of road salt (>5000 tonnes)
- The storage of snow (>1 ha)

There is no agriculturally zoned land in any of the subject vulnerable areas, therefore the application and storage of both ASM and NASM as defined in the policies cannot occur. The RMO has confirmed that there are no existing storage structures for salt, nor large areas for snow storage in the subject vulnerable areas that meet the criteria to be a SDWT. The RMO is satisfied that there are no existing activities that would be prohibited. Municipalities have received training to screen for potential SDWTs that meet these criteria, and none have been identified since the Plan came into effect.

## **RISK MANAGEMENT PLANS (SECTION 58, PART IV POLICIES)**

Risk Management Plans (RMPs) are agreements between the RMO and the landowner or business operator that allow the activity to continue to occur on the property provided the appropriate risk management measures (RMMs) that have been agreed upon are followed. RMPs include existing RMMs and identify additional RMMs required to prevent spills and contain one should it occur. The person engaged in the activity is responsible for maintaining RMMs on site. The RMO/I monitors the implementation of established RMPs and conducts occasional compliance inspections. RMPs can be amended at any time to accurately reflect any changes on the site or to the SDWT activity.

The RMO/I provides guidance and assistance in the development of RMPs through site visits, emails, and phone calls. Resources and templates were developed and are maintained by the RMO/I and are provided to the proponent during the negotiation of the RMP. The following risk management measures are typically included in RMPs: documentation of regular fuel tank inspections, a spill prevention and containment plan, spill emergency response plan and training for staff, and documentation that fuel storage tanks adhere to applicable fuel regulations and remain safe for refueling and storage.

## **RESTRICTED LAND USE (SECTION 59, PART IV POLICIES)**

Section 59 (Restricted Land Use) policies serve as a screening process to identify new potential SDWTs through incoming municipal building and planning applications before they are established. If a project meets the criteria outlined in the Written Direction, proponents are notified that they must complete and submit a Section 59 Application to the RMO for review. Building or planning applications cannot proceed until the applicant has demonstrated that a SDWT activity will not pose a risk to drinking water sources (e.g. RMP established) and a written notice to proceed from the RMO/I has been issued.

## **RISK MANAGEMENT PLAN ENUMERATION**

Existing threats are any SDWT activity that was present prior to the SPPs coming into effect. There were 384 potential existing SDWTs identified in the ERSPA Assessment Report (AR) and 33 in the TSRSPR AR when the Plans were written. Threat verification inspections confirmed that 96 existing SDWTs in the ERSPA and 9 in the TSRSPR required RMPs (e.g. capacity, location in relation to the EBA and contents of the fuel tanks). In addition, several other existing fuel SDWTs were identified during these early surveys and RMPs were developed as required (designated as AR+ in the tables below). Of the existing SDWTs, six RMPs were issued by Order in the ERSPA and six in the TSRSPR in either 2021 or 2022. Eight of these properties are owned and operated by a corporation that oversees crude oil and brine operations. The remaining four RMPs issued by Order were for absentee owners of greenhouse cannabis operations. No further Orders have been necessary to date. As of October 2022, RMPs have been established for all existing SDWTs in the TSRSPR and ERSPA.

New or future threats are any SDWT activity established after the SPPs came into effect. Between October 1, 2015, and December 31, 2024, the RMO has received 59 applications in the ERSPA and 4 in the TSRSPR through s.59 screening for new SDWTs. Of these, there were 21 instances in the ERSPA and 2 in the TSRSPR where an application required an RMP. In these cases, the development of the RMP is expedited and a notice to proceed issued once the RMP is finalized and agreed to. Four (4) s.59 applications were reviewed in 2024 resulting in one (1) RMP established for a new fuel threat, one (1) RMP was in progress as of December 31, 2024, which was completed early in 2025. The remaining applications were issued a Notice to Proceed because there were no proposed SDWT activities. To date, the RMPs established for new fuel tanks have been for greenhouse construction and crude oil and brine operations. There have not been any applications reviewed for the other Part IV policies applicable to Lakeshore IPZ-1, Windsor IPZ-1, Windsor IPZ-2 and Amherstburg IPZ-1.

The total number of RMPs established for existing and new significant drinking water threats, and the number of RMPs issued by Order in each municipality are reported in Table 1a and Table 1b. Table 2 provides a detailed annual accounting of the activities the RMO/I is required to report to the MECP in compliance with Section 81 of the *Clean Water Act* for the ERSPA. The RMO/I provides responses to the TSRSPR for inclusion in their report to the MECP.



## COMPLIANCE MONITORING

No compliance checks were completed in 2024 due to staffing restrictions. ERCA has now hired a second certified RMO/I who will address this gap in 2025. A self-assessment compliance checklist was developed that allows the RMO to ensure that all documents are up to date and that appropriate Risk Management Measures continue to be implemented. The checklist includes the following items: Proof of adherence to the applicable fuel regulations (ensuring fuel tanks are certified to obtain fuel and/or installed by a TSSA technician), proof of fuel tank inspections, updates to the spill prevention and containment plan, updates to the spill and emergency response plan, and proof of employee training.

## MUNICIPAL INTEGRATION

The RMO will be providing refresher training to Planning and Building staff for municipalities in 2025 at their request. In addition, [training was recorded](#) that applies to all municipalities and is available on YouTube for new municipal staff or those wishing a refresher.

## MOVING FORWARD IN 2025

Continuing actions and next steps for Risk Management Services in 2025 include:

- Continue monitoring established risk management plans to ensure compliance
- Review Section 59 Applications circulated to riskmanagement@erca.org as a result of incoming municipal building and planning applications for new developments
- Deliver municipal training sessions on Section 59 processes and Source Protection Plan policies
- Respond to requests from developers, consultants and municipal staff during pre-planning for sites identified through the Section 59 process
- Continue working with local businesses and landowners on negotiating and establishing Risk Management Plans; continue to assist and provide guidance to those affected by Part IV policies

There are three Part IV policies that remain in progress. These policies address the storage of hazardous waste and pesticide in Lakeshore, Windsor and Amherstburg IPZ-1 and the application of pesticide in Lakeshore, Windsor and Amherstburg IPZ-1 and Windsor IPZ-2. The RMO has conducted a thorough review of available information and did not find any existing SDWTs. These policies remain 'in progress' to highlight implementation challenges posed by specified volumes and/or materials in the Technical Rules. Importantly, these policies will be updated to align with the 2021 Director Technical Rules.





Table 1a – Total number of Risk Management Plans established for existing threats (AR and AR+) and new (s.59) significant drinking water threats in each municipality in the ERSPA since October 1, 2015. The table also indicates the number of those RMPs that were issued by Order.

Essex Region Source Protection Area (ERSPA)										
	Amherstburg	Essex	Kingsville	Lakeshore	LaSalle	Leamington	Pelee	Tecumseh	Windsor	Total
Total identified threats in the AR	16	31	93	29	3	164	3	12	33	384
No RMP required (AR)	16	28	62	26	3	121	1	10	29	296
RMPs Required (AR)	-	3	31	3	-	43	2	2	4	88
Threats identified after the AR through field verification (AR+)	-	-	6	-	-	2	-	-	-	8
RMPs established (AR+)	-	3	37	3	-	45	2	2	4	96
RMPs established (s.59)	-	1	2	-	-	19	-	-	-	22
Number of RMPs Issued by Order under Part IV of the CWA	-	-	3	-	-	3	-	-	-	6
<b>Total RMPs established</b>	<b>0</b>	<b>4</b>	<b>39</b>	<b>3</b>	<b>0</b>	<b>64</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>118</b>

Table 1b – Total number of Risk Management Plans established for existing threats (AR and AR+) and new (s.59) significant drinking water threats in each municipality in the TSRSPR since October 1, 2015. The table also indicates the number of those RMPs that were issued by Order.

Thames Sydenham and Region Source Protection Region (TSRSPR)				
	Lakeshore	Leamington	Chatham Kent	Total
Total identified threats in the AR	6	9	18	33
No RMP required (AR)	5	6	13	23
RMPs Required (AR)	1	3	5	9
Threats identified after the AR through field verification (AR+)	-	-	-	-
RMPs established (AR)	1	3	5	9
RMPs established (s.59)	-	2	-	2
Number of Orders Issued Under Part IV of the CWA	-	<b>3</b>	<b>3</b>	<b>6</b>
<b>Total RMPs established</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>11</b>

Table 2 – Detailed activity report for the ERSPA provided by the RMO/I to the MECP to comply with Section 81 of the *Clean Water Act*. The RMO/I provides responses to TSRSPR for inclusion in their report to the MECP.

Additional Part IV Reportables under Section 81 of the <i>Clean Water Act</i> (ERSPA)	2016	2017	2018	2019	2020	2021	2022	2023	2024
RMPs established for existing threats (s.58)	0	1	14	34	38	7	2	0	0
RMPs established for new threats (s.59)	4	0	1	1	2	8	1	3	1
Total RMPs agreed to or established	4	1	15	35	40	15	3	3	1
s.59 Applications Received	18	2	2	4	7	12	9	4	4
s.59 notices issued for activities to which neither s.57 nor s.58 policies applied	14	2	1	3	5	4	6	2	2
s.59 notices issued for activities to which a s.58 policy applied	4	0	1	1	2	8	1	2	2
Total s.59 notices issued	18	2	2	4	7	12	7	4	4
Inspections* carried out for activities that are prohibited under s.57	0	0	0	0	0	0	0	0	0
Inspections* carried out for activities that require a RMP under s.58	14	32	47	63	32	0	2	0	0
Inspections* carried out for activities that were determined not to require a RMP under s.58	55	160	82	7	3	0	1	0	0
Total number of inspections	69	192	129	70	35	0	3	0	0
Notices issued where there were cases of contraventions and/or non-compliance with s.57	0	0	0	0	0	0	0	0	0
Notices issued where there were cases of contraventions and/or non-compliance s.58	0	0	0	0	0	0	0	0	0
Orders issued for contraventions and/or non-compliance found with s.57	0	0	0	0	0	0	0	0	0
Orders issued for contraventions and/or non-compliance found with s.58	0	0	0	0	0	4	8	0	0
Total number of notices and/or orders issued under Part IV of the CWA	0	0	0	0	0	4	8	0	0

\*Inspections imply that the RMO/I had a physical presence on the site, including follow-up site visits, e.g., threats verification visit, including drive-bys, if applicable. Phone calls and emails are not considered to be an inspection.

**Council Report: C 65/2025**

**Subject: 2024 Provincial Offences (POA) Annual Report - City Wide**

**Reference:**

Date to Council: May 12, 2025  
Author: Chris Carpenter  
Manager of Provincial Offences  
ccarpenter@citywindsor.ca  
519-255-6555 ext. 2303  
Provincial Offences  
Report Date: 4/24/2025  
Clerk's File #: GP2025

**To:** Mayor and Members of City Council

**Recommendation:**

- I. THAT the report of the Manager of Provincial Offences dated March 24, 2025, regarding the 2024 Windsor/Essex Provincial Offences (POA) Annual Report submitted for information **BE NOTED AND FILED**.

**Executive Summary:**

N/A

**Background:**

In 1998, the province enacted Bill 108 which amended the Provincial Offences Act ("POA") enabling the province to transfer various responsibilities of the POA Court system to municipalities. The transfer included court support and administrative functions, and the prosecution of ticketable provincial offences. The Windsor/Essex Provincial Offences Program ("POA Program") was created as a special-purpose vehicle to accept the transfer of POA responsibilities from the province. It functions as a self-funding, net revenue positive operating division of the City. The bulk of the POA Program's revenues are generated from fines received as a result of persons violating legislation.

**Discussion:**

The 2024 Annual Report (attached as Appendix A) details the following:

1. The operational functions of the POA Program
2. The POA Program's caseload and charging document volumes for 2024 compared year over year
3. Defaulted POA fines enforcement in conjunction with active collection efforts

#### 4. The financial results and distributions for 2024.

The POA Program team members worked throughout the year to meet their objectives and supported several new initiatives that had a positive impact on the overall business operations. Some of the key highlights include:

- Moved to an online booking system for meetings with our Part 3 Prosecutor. Streamlined disclosure request portal and now provide access to both the disclosure request portal and the online booking system through a public kiosk in the POA lobby.
- Began outsourcing the production of transcripts to 3<sup>rd</sup> party transcriptionists to better utilize staff resources. It is expected that at some time during 2025 the POA office will adopt and implement the York Model for transcripts (a model used by 11 Ontario municipal courts).
- Adopted the Orbital Virtual Terminal program through Chase allowing payments to be processed securely through staff workstations. This change provides more secure payment processing while also providing a better customer experience.
- The Windsor/Essex POA program ended the year with a net operating profit of \$1,426,322.

In 2024, the POA Program took in a total of 29,577 charging documents, for a monthly average intake of approximately 2,464 tickets.

As the POA Program has little control over charging volumes, considerable efforts and resources are directed towards implementing an active and aggressive collection model and procedures. We continued to collect fine payments through execution of writs, municipal tax roll, garnishment of wages, 3<sup>rd</sup> party collections and Service Ontario.

Red Light Cameras became operational in Windsor in January of 2022. A red light running camera is a type of traffic enforcement camera that captures an image of a vehicle that enters an intersection during a red light. The program produced a net profit of \$1,138,396 for the 2024 year and the offences made up 16.8% of the overall tickets received (down from 21.8% in 2023). Please note that this net revenue figure only includes expenses directly related to the RLC program (such as camera rental charges and JPC fees) and does not factor in shared operating expenses such as staffing costs, office supplies, etc.

As recently brought forward to City Council, the RLC program will be transitioning to the Administrative Penalty System and no longer form part of the POA program. As a result, the reportable POA program revenue is expected to decline, however as overall ticket volumes have been increasing this decline should only be a short-term concern.

#### **Risk Analysis:**

There are no significant risks identified.

## **Climate Change Risks:**

### **Climate Change Mitigation:**

The Annual Report does not result in any climate change risk.

### **Climate Change Adaptation:**

The Annual Report does not relate to efforts to adapt to climate change nor does it require modification as a result of climate change.

### **Financial Matters:**

The Provincial Offences program ended the year with a net operating income of \$1,426,322. This was an increase of \$418,973, or 41%, from 2023. This increase was driven by an increase in tickets issued (up 4.83% from 2023) and more court hours being made available (up 22.8% from 2023).

Since the local POA Transfer date of March 5, 2001 through to the end of the subject reporting year, this area's POA Program has realized total combined net revenues of \$51,598,000.

In accordance with the approved weighted assessment formula for 2024, distributions of net operating results over the course of the subject year resulted in \$690,477.43 allocated to the City of Windsor, and \$735,844.62 allocated to the County and Pelee.

### **Consultations:**

This annual report was provided to and received by the Liaison Committee members at the meeting held on March 26, 2025. Members were encouraged to bring this report to their respective council members for communication.

Rosa Maria Scalia – Financial Planning Administrator

### **Conclusion:**

The POA team members worked diligently throughout the year to meet their objectives and supported a number of new initiatives that had a positive impact on the overall business operations. In 2025, automation and improved processes are being planned. Greater use of electronic documents will allow for faster filing with our court and decreased manual effort from department staff.

### **Approvals:**

<b>Name</b>	<b>Title</b>
Chris Carpenter	Manager, Provincial Offences
Wira Vendrasco	City Solicitor
Andrew Daher	Commissioner, Corporate Services
David Soave	Manager of Strategic Operational Budget

<b>Name</b>	<b>Title</b>
Janice Guthrie	Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>
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**Appendices:**

- 1 2024 POA Annual Report

# WINDSOR/ESSEX PROVINCIAL OFFENCES (POA) ANNUAL REPORT

The 2024 Annual Report is a detailed summary that highlights the activities and operations of the Windsor/Essex POA department throughout the year. It is provided to the Liaison Committee Members every year and includes an overall assessment of the operations and its structure, key performance indicators and financial results.

Issued on: March 24,  
2025

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## MESSAGE TO OUR MUNICIPAL PARTNERS

It is my pleasure to present the 2024 Windsor/Essex Provincial Offences Annual Report which details the operational results and financial performance that we achieved throughout the year.

The POA team worked throughout the year to meet its objectives and supported a number of new initiatives that had a positive impact on the overall business operations. Some of the key highlights include:

- Moved to an online booking system for meetings with our Part 3 Prosecutor. Streamlined disclosure request portal and now provide access to both the disclosure request portal and the online booking system through a public kiosk in the POA lobby.
- Began outsourcing the production of transcripts to 3<sup>rd</sup> party transcriptionists to better utilize staff resources. It is expected that at some time during 2025 the POA office will adopt and implement the York Model for transcripts (a model used by 11 Ontario municipal courts).
- Adopted the Orbital Virtual Terminal program through Chase allowing payments to be processed securely through staff workstations. This change provides more secure payment processing while also providing a better customer experience.
- The Windsor/Essex POA program ended the year with a net operating profit of \$1,426,322.

In 2025, automation and improved processes are being planned. Greater use of electronic documents will allow for faster filing with our court and decreased manual effort from department staff. We anticipate and look forward to continued legislative changes aimed at modernizing the provincial offences court system.

Sincerely,

*Chris Carpenter*

Manager of Provincial Offences

## SECTION A - BACKGROUND & OPERATIONAL ACTIVITIES

In 1998, the province enacted Bill 108 which amended the Provincial Offences Act (“POA”) thereby enabling it to transfer various responsibilities of the POA Court system to municipalities across Ontario. Offences governed by the POA are regulatory in nature created pursuant to provincial statutes such as the Highway Traffic Act, the Compulsory Automobile Insurance Act, the Liquor License Act, and the Trespass to Property Act, to name a few. The transfer of POA responsibilities included court support and administration functions, the prosecution of ticketed offences under Part I of the POA (with the more serious charges under Part III continuing to be prosecuted provincially), as well as the collection and enforcement of most fines. Part II matters (also known as parking ticket) and the collections of those tickets are handled by the Parking Enforcement division of the City of Windsor under the administrative penalty system. The POA Transfer did not include criminal matters, which continue to be processed and prosecuted in a court system managed by the province.

The Windsor/Essex Provincial Offences Program (“POA Program”) was created as a special-purpose vehicle to accept the transfer of POA responsibilities from the province. It functions as a self-funding, operating division of the City of Windsor (“City”), having been established for the express purpose of locally implementing the POA Transfer at the regional level.

Although rooted in legislation, the POA Program is essentially governed by a number of contracts, consisting of the following agreements:

- The Transfer Agreement between the City and the province of Ontario as represented by the Ministry of the Attorney General (“MAG”), consisting of 2 contracts, namely a generic Memorandum of Understanding (“MOU”) and a Local Side Agreement (“LSA”). The Transfer Agreement sets forth the City’s responsibilities and duties, inclusive of various guidelines and standards;
- The Intermunicipal Court Service Agreement (“ISA”) entered into amongst the City and those other affected municipalities together constituting the Windsor/Essex Court Service Area (“Area”), which encompasses the geographic territory consisting of the City of Windsor, the County of Essex and Pelee Island. It serves to outline the roles and responsibilities of the POA Program and the 9 serviced municipalities.

The ISA provided for an initial term of six fiscal years, commencing on March 5, 2001 (the live transfer date) through December 31, 2006. The ISA has been renewed three times since the original agreement each time for a period of 5 years. The current agreement which was renewed in 2021 commenced January 1, 2022 and expires December 31, 2026.

The POA Program also has responsibility for various POA Court operations at the Leamington courthouse, where the POA Court presided the 1st, 3rd and 5th Thursday of every month prior to the pandemic. At the time of writing this report, the Leamington courthouse operations have not resumed. The proceedings that would typically be held in Leamington are being held virtually

in Windsor courts. If and when the Leamington courts open back up to in person proceedings, Windsor/Essex POA will review its operations and determine the best course of action moving forward with hosting POA matters at this location.

The POA Program provides services and facilities to various stakeholders within the administration of the justice system. These stakeholders include law enforcement personnel whose mandates entail the initiation of proceedings against defendants alleged to have violated provincial legislation and municipal by-laws, defendants and their legal representatives, victims of such violations, various provincial authorities, as well as an independent and impartial judiciary. Operations of the POA Program fall into four functional categories. These four sections together constitute the operational aspects of the POA Program:

**Court Administration:** This area has general carriage of the POA Court office. Responsibilities include the intake, processing, filing and preservation of charging documents (i.e. tickets) and associated certificate control lists received from law enforcement agencies; the intake of mail and allocation and processing of payments and legal documentation; tracking of on-line remittances via [www.Paytickets.ca](http://www.Paytickets.ca); staffing of cashier stations to handle payments and queries; generation of POA Court dockets including fail-to-respond, trial, first appearance, and Early Resolution; setting of trials; procuring interpreter services; liaising with police court services personnel; intake and processing of motions, re-openings, appeals and applications for extensions of time to pay fines; maintaining updated data in the provincial mainframe application known as the Integrated Courts Offences Network (“ICON”); enforcement of delinquent fines via driver’s license suspensions; processing of daily financial matters; procurement of equipment/supplies; and overall maintenance of the operations. Due to changes enacted by Bill 177, court administration, as clerks of the court, are able to review and approve reopenings as well as extensions of time to pay and convict fail to respond matters as of November 1, 2021.

**Court Support:** This area is composed of POA Court monitors, being a combination of court clerks/reporters whose responsibilities include ensuring that the POA Court dockets and associated charging documents are properly presented in court; paging defendants; assisting the Justices of the Peace in arraignments and endorsements; issuing statutory warnings to defendants; generating payment slips to defendants wishing to immediately satisfy imposed fines; maintaining updated ICON data; ensuring that the proceedings are properly recorded; typing transcripts for use in appeals and other proceedings; logging and preserving exhibits including disposal of same in accordance with judicial directions or retention requirements. Due to changes enacted by Bill 177, court clerk reporters, as clerks of the court, are able to convict 9.1.b convictions for fail to respond individuals in an early resolution setting.

**Prosecution:** The Municipal Prosecutors appear in POA Court to call the trial list and to conduct trials, to deal with motions, to set trial dates; they meet with defendants and their representatives in conjunction with the Early Resolution process with a view to resolving matters; they review law enforcement files to ensure that matters should be proceeded with and assist

with disclosure to Defendants and their Representatives and they appear in the higher courts on both prosecution and defence appeals. Municipal by-law matters are heard in POA court and each municipality prosecutes their own by-laws. In 2023, Part III matters under the POA remained the prosecutorial responsibility of the Crown Attorney's office &/or specialist Prosecutors provided by various ministries.

On December 14, 2017, Bill 177 – Stronger, Fairer Ontario Act - was passed by the Legislative Assembly of Ontario that enables the Attorney General to enter into agreements with municipalities to transfer responsibility for certain prosecutions currently prosecuted by the Ministry's Criminal Law Division under Part III of the POA. Based on the current wording of the legislation, a Part III transfer is permissible, but not mandatory, and municipalities have made it clear to the Ministry that taking on this transfer would need to be approved by their respective councils. If Part III offences are transferred to the municipalities, the Crown Attorney's office will continue to monitor the more serious cases. Based on a preliminary review of the statistics regarding Part III matters, it is expected that an additional prosecutor would need to be added to the permanent staff establishment. Further incentives would need to be provided in order to recommend the transfer to Council.

The prosecution of City of Windsor By-laws was transferred to the POA Municipal Prosecutors from the Legal Department in 2017. The Municipal Prosecutors are also prosecuting charges laid by any of the Fire Services in Essex County.

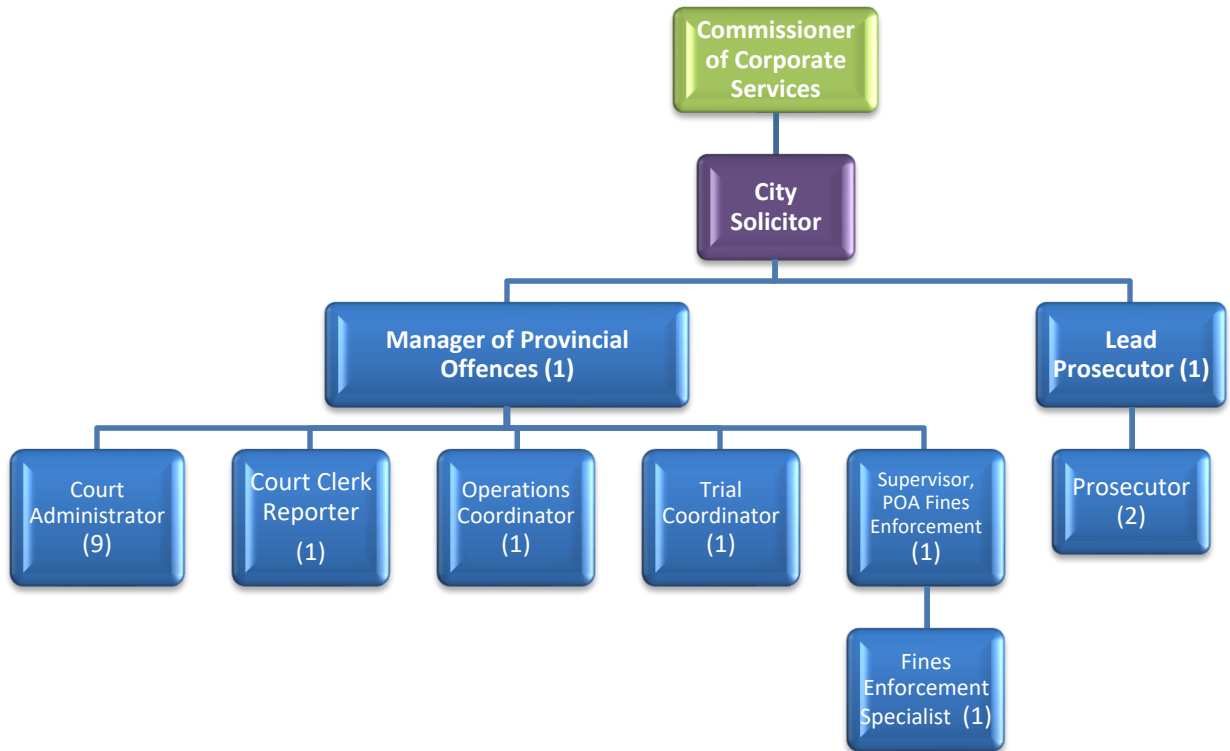
**Fines Enforcement (Collections):** One POA Fines Enforcement Supervisor along with one POA Fines Enforcement Specialist are responsible for ensuring that POA Court judgments, being orders imposing monetary penalties, are honoured by defendants including seeing to it that certificates of default are prepared and filed in a timely fashion at the Superior Court of Justice; for sending out dunning letters; for locating and meeting with defendants having defaulted fines and making arrangements for collecting; for ensuring that writs of seizure and sale and garnishments are proceeded with in appropriate cases; for attending on judgment debtor examinations primarily at the Small Claims Court level; for filing proofs of claim with trustees in bankruptcy and estate trustees; and for liaising with collection agencies and credit bureaus with which the POA Program has relationships.

The Windsor POA facility also houses a satellite office of the Police Court Services Branch. Among other things, that office works closely with the Prosecutors to ensure that law enforcement files are available for use at trials, at Early Resolution meetings and on appeals. The Court Services office also advises Police Officers of trial dates, summons lay witnesses, arranges for personal service of court documents, provides disclosure to Defendants and their legal representatives and procures necessary official documentation for use in court as evidence.

An organizational diagram of the POA Program is included and identified as CHART A-1, which was in effect at the end of the subject reporting period.

## CHART A-1

### ORGANIZATIONAL CHART OF THE WINDSOR/ESSEX POA OFFICE



## SECTION B - LIAISON COMMITTEE

The ISA calls for the setting up of an administrative advisory panel, being the Windsor/Essex Court Service Area Liaison Committee (“Liaison Committee”), composed of one representative from each participating municipality. Among other items, the 10-person Liaison Committee:

- Serves as the liaison between the City and the 9 Serviced Municipalities on all matters relating to the operation of the POA Program
- Reviews all reports submitted by the City Solicitor in conjunction with the Manager of Provincial Offences and makes recommendations to the operations of the POA Program
- Reviews and recommends for approval the annual budgets
- Generates an annual report for review by the respective councils of the participants

By virtue of the ISA, each party municipality provides a member of its administration as its Liaison Committee representative, with the Windsor representative currently being the Commissioner of Corporate Services. The latter is also the Chair.

For 2024, the final composition of the POA Liaison Committee was as follows:

MUNICIPALITY	MEMBER	POSITION
Amherstburg	Tracy Prince	Director, Corporate Services/CFO
Essex (County)	Melissa Ryan	Director of Financial Services/Treasurer
Essex (Town)	Kate Giurissevich	Director, Corporate Services/Treasurer
Kingsville	Ryan McLeod	Director of Fin. & Corp. Services/Treasurer
Lakeshore	Justin Rousseau	Director of Finance/CFO
LaSalle	Dale Langlois	Director of Finance/ Treasurer
Leamington	Laura Rauch	Director of Finance & Business Services
Pelee	Michelle Feltz	Treasurer/Tax Collector
Tecumseh	Tom Kitsos	Director of Financial Services/CFO
Windsor	Wira Vendrasco (Chair)	City Solicitor
Windsor	Chris Carpenter	Manager of Provincial Offences

The Liaison Committee is mandated by the ISA to convene at least twice annually. In 2024, there were two meetings that were held on the following dates and locations:

<u>Date</u>	<u>Location</u>
March 20, 2024	Virtual Meeting
November 20, 2024	Virtual Meeting

## SECTION C – CASELOADS & STATISTICS

The POA Program’s caseload is dependent upon charges laid by professional law enforcement personnel and agencies. The workflow of the POA Program commences with the initiation by Police and other Officers of legal proceedings against alleged violators of provincial legislation and municipal by-laws. Legal proceedings are instituted by personal service upon the defendant by either a Provincial Offence Notice (also known as a Part I ticket) or a more formal Summons to Defendant requiring attendance at court (also known as a Part III ticket). These charges are ultimately disposed of by an independent and impartial judiciary presiding in the form of the POA Court. Pursuant to Part X of the POA and the Transfer Agreement, the POA Program receives fine revenue from Part I and Part III charges, provided that the fine revenue is not “dedicated” to some special purpose. Further detailed distinctions are possible, as indicated below:

- Charges laid by traditional Police forces, being local police services including the OPP: all fine revenues belong to the POA Program virtually without exception unless the charges are laid under federal legislation or under certain municipal bylaws
- Charges laid by specialized Police forces, such as the OPP contingent securing Casino Windsor: for the most part all fine revenues belong to the POA Program, unless charges are laid under federal legislation (for example by the CNR or CPR police under the *Railway Safety Act* of Canada)
- Charges laid by specialized agencies and most Provincial Ministries, for example the Ministry of Labour under the *Occupational Health and Safety Act*: for the most part all fine revenues belong to the POA Program, unless there is statutory dedication
- Charges laid by Municipal Inspectors and Police Officers under bylaws (e.g. licensing, zoning, noise, prohibited turns, etc.) and provincial statutes (e.g. *Building Code Act*): the fine revenues belong to the charging municipality, with the POA Program receiving no compensation for services rendered and facilities made available, other than relatively insignificant court costs/fees
- Charges laid under federal enactments, or by certain Provincial Ministries or bodies in situations where the fines are statutorily “dedicated” to special purposes: the POA Program receives no fine revenue or other compensation for services rendered and facilities made available, other than relatively insignificant court costs/fees.

In 2024, the POA Program took in a total of 29,577 charging documents, for a monthly average intake of approximately 2,464 tickets. TABLE C-1 which follows below shows the charging volume for each agency and the year over year percentage change.

**NOTE:** *The numbers and/or percentages of charges do not necessarily translate into more or less fine revenue generation. The quality of the charges is important along with the final resolution of the fines.*

**Table C-1: 2024 CHARGING VOLUME BY AGENCY**

Agency	2024	% Change '24 vs. '23	2023	% Change '23 vs. '22
Windsor Police	12,519	14.3%	10,949	39.8%
Ministry of Transportation	1,554	-29.2%	2,194	37.6%
RLC-Joint Processing Centre	5,034	-18.0%	6,141	15.5%
Essex OPP	7,318	34.6%	5,437	32.3%
Tecumseh OPP	50	-81.8%	274	80.3%
Leamington OPP	209	-48.4%	405	11.9%
Lakeshore OPP	278	29.9%	214	-10.8%
Essex Town OPP	59	-28.0%	82	-24.1%
Kingsville OPP	98	-19.7%	122	-20.8%
LaSalle Police	1,256	2.3%	1,228	0.2%
Essex Detachment Heat Unit	0	N/A	0	N/A
Canadian Pacific Rail Police	561	68.5%	333	-2.9%
Ministry of Natural Resources	239	4.4%	229	-5.4%
Windsor Fire Department	18	-53.8%	39	62.5%
Casino OPP	9	-25.0%	12	50.0%
Windsor Essex County Health Unit	87	45.0%	60	-38.8%
Windsor Bylaw	102	-44.0%	182	93.6%
Ministry of Finance	0	-100.0%	5	N/A
Ministry of Labour	80	-27.3%	110	182.1%
Ministry of Environment	33	-35.3%	51	6.3%
Ministry of Health	2	N/A		N/A
Ministry of Solicitor General	70	677.8%	9	125.0%
Ontario College of Trades	0	N/A	0	N/A
Lakeshore Fire	9	800.0%	1	-88.9%
Humane Society – Windsor	3	200.0%	1	N/A
Amherstburg Bylaw	24	9.1%	22	2100.0%
Amherstburg Fire Department	1	N/A	0	-100.0%
Lakeshore Bylaw	41	-4.7%	43	437.5%
Canadian Heritage Parks	11	-75.6%	45	28.6%
Electrical Safety Authority	8	N/A	0	-100.0%
Real Estate Council - Windsor	0	N/A	0	N/A
OPP-Traffic Mgt/Ride Mount Forest	0	N/A	0	N/A
OPP-Traffic Mgt/Ride London	115	194.9%	39	-31.6%
Orillia O.P.P	11	120.0%	5	150.0%
Kingsville Bylaw	35	600.0%	5	150.0%
Ontario Motor Vehicle Industry Council	23	-64.6%	65	-4.4%
Tarion Warranty Corp	0	N/A	0	N/A
Kingsville Fire	2	N/A	0	-100.0%
Essex Bylaw	3	-40.0%	5	-50.0%
Essex Fire Department	2	100.0%	1	-66.7%
Ministry of Municipal Affairs & Housing	0	-100.0%	6	100.0%
Leamington Bylaw	23	-77.7%	103	1371.4%
Essex Region Conservation Authority	0	-100.0%	1	N/A
Canadian National Rail Police	0	N/A	0	N/A
Ontario New Home Warranties Program	0	N/A	0	N/A
OPP Pelee Island	0	N/A	0	N/A
Leamington Fire	15	-58.3%	36	-50.7%
London-Heat Unit	0	N/A	0	N/A
Alcohol & Gaming Commission	0	N/A	0	N/A
Workplace Safety & Insurance Board	0	N/A	0	N/A
Tecumseh Bylaw	27	2600.0%	1	N/A
Private Complaints	0	N/A	0	N/A



LaSalle Fire	1	-50.0%	2	N/A
Major Crime Squad	0	N/A	0	N/A
Public Health Agency of Canada	4	-63.6%	11	-97.1%
Greater Essex County District School Board	0	N/A	0	N/A
Probation Office	0	N/A	0	N/A
Wildlife Canada	0	N/A	0	N/A
Ministry of Agriculture & Food	0	N/A	0	-100.0%
Childrens Aid Society	0	N/A	0	N/A
Probation Office - Windsor	0	N/A	0	N/A
Ministry of Environment, Conservation & Parks-Windsor	1	-83.3%	6	500.0%
Tecumseh Fire Department	23	N/A	0	N/A
Royal Canadian Mounted Police	0	N/A	0	N/A

## EXTERNAL BENCHMARKING OF CASELOADS

Windsor experienced an increase in overall charges for 2024 with a 4.83% higher ticket volume than 2023. It should be noted that Red Light Camera tickets are issued by a Provincial Offenses Officer at the Joint Processing Center in Toronto and mailed, via Canada Post, to the offender. As a result of the Canada Post strike at the end of 2024, a lower number of RLC tickets were issued in November and zero tickets were issued in December. TABLE C-2 below provides details on the charging volumes of various municipalities as well as Windsor and the total provincial charges filed.

**Table C-2: 2024 CHARGING VOLUME COMPARATOR**

Agency	MBN Canada	2024	% Change '24 vs. '23	2023	% Change '23 vs. '22	2022	% Change '22 vs. '21
Windsor	Yes	29,577	4.83%	28,213	8.09%	22,324	8.80%
Barrie	Yes	83,577	149.17%	33,542	-64.51%	28,368	-39.21%
Durham	Yes	119,952	-5.72%	127,229	21.04%	100,866	26.65%
Hamilton	Yes	73,530	-15.66%	87,179	-0.20%	88,339	-0.20%
London	Yes	40,147	6.38%	37,741	25.05%	32,611	33.42%
Niagara	Yes	79,874	88.35%	42,408	-5.21%	25,086	-4.95%
Ottawa	Yes	458,834	54.15%	297,647	15.19%	186,873	17.92%
Thunder Bay	Yes	18,853	-15.38%	22,279	28.35%	18,834	39.56%
Toronto	Yes	979,209	22.96%	796,360	7.02%	624,286	7.55%
Waterloo	Yes	74,893	13.26%	66,123	6.93%	46,514	7.45%
Brampton	No	55,606	-11.10%	62,547	-22.32%	63,206	-18.25%
Brantford	No	14,791	-2.27%	15,134	23.00%	11,363	29.88%
Caledon	No	36,162	60.49%	22,532	-58.86%	20,744	-37.05%
Chatham	No	7,670	-13.84%	8,902	-21.65%	7,828	-17.80%
Guelph	No	28,877	27.90%	22,578	20.71%	17,042	26.12%
Lambton	No	15,233	29.15%	11,795	18.46%	11,308	22.63%
Provincial	N/A	2,769,964	23.76%	2,238,216	6.50%	1,765,733	6.95%

### Operational Statistics

As shown above, our ticket volume increased by 4.83% to 29,577. In addition to the POA Program's caseload being dependent upon charges laid by professional law enforcement personnel and agencies, our ability to try cases is dependent on the amount of judicial resources made available to us. That is to say, the number of hours a Justice of the Peace is available to sit in our courts. Judicial resources began to recover in 2024 resulting the following outcomes:

- 1,389 court hours (2023 – 1,131) – 22.8% increase
- \$6,187,379 in fines paid (2023 - \$5,419,699) – 14.2% increase
- 38,692 matters heard in court (2023 - 33,411) – 15.8% increase

**NOTE:** *Many factors influence the amount of revenue generated. Delinquent fine rates, dispute rates, rates of extension requests, number of dedicated fines etc. all impact overall revenues.*

### Red Light Camera (RLC) Offences

Red Light Cameras became operational in Windsor in January of 2022. A red light running camera is a type of traffic enforcement camera that captures an image of a vehicle that enters an intersection during a red light.

The key reasons why municipalities have installed cameras are to change driving behaviour, reduce angled collisions, and increase safety.

Below are the statistics for the third operational year of Red Light Cameras. The program produced a net profit of \$1,138,396 for the 2024 year and the offences made up 16.8% of the overall tickets received (down from 21.8% in 2023). Please note that this net revenue figure includes expenses directly related to the RLC program (such as camera rental charges and JPC fees) and does not factor in shared operating expenses such as staffing costs, office supplies, etc.

Ontario Regulation 355/22 under the Highway Traffic Act allows for the use of Administrative Penalties (AP) for vehicle-based offences captured by automated enforcement systems such as Automated Speed Enforcement and Red Light Cameras. APs are an alternative method to adjudicate these offences outside of the traditional POA court system. APs are penalties imposed directly by the municipality and are intended to encourage compliance without the need for a more serious judicial procedure. As APs are administered by the municipality, the appeal and payment process are considered to be more customer friendly. The penalty revenue goes directly to the municipality. The intention of the AP approach is to move offences that are considered less serious out of the POA system to allow POA resources to be focused on more serious offences.

In January 2025 the City of Windsor's Environment, Transportation and Public Safety Committee endorsed transitioning the City's Red Light Camera program from the current POA stream to the AP system. The recommendation will be going to Windsor City Council in the first half of 2025.

**Table C-4: Red Light Camera Offences**

Table C-4: Red Light Camera Offences Statistics														
Year End Revenue as of February 28, 2025														
RLC Revenue Received (Jan to Dec 24)		\$	1,358,161.00											
RLC Expenses (Actuals*)		\$	219,225.00											
Net		\$	1,138,936.00											
*Note: JPC Toronto expenses are billed annually and have not been received as of April. Jenopik Expenses are billed monthly, however they are 1 month behind. Expenses reflected are direct RLC expenses and does not include any overhead expenses such as staffing, office expenses, etc.														
Agency	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2024	% of Total Volume
RLC-Joint Processing Centre	380	201	394	523	571	479	480	471	484	733	318	0	5,034	16.8%
													2023	21.80%

## Section D - Defaulted Fines Enforcement

Under the Transfer Agreement with MAG, the responsibilities of the City include the collection and enforcement of POA fines for and on behalf of the area. The POA Fines Enforcement area currently has two full-time employees.

Ongoing efforts to enforce defaulted fines continue to be aggressive and at the same time very challenging. Enforcement constitutes a highly labour-intensive activity which consumes a lot of resources and time. There are a variety of enforcement tools that are readily available and frequently used by the collection staff in order to encourage payment and/or to legally enforce payment of defaulted fines. Some of these include:

- Selectively adding defaulted fines to the tax roll of sole property owners for collection pursuant to section 441.1 of the Municipal Act.
- Registering Certificates of Default with the civil court having monetary jurisdiction, thereby constituting deemed orders or judgments for enforcement purposes.
- Filing and maintaining wage garnishment proceedings where the employer has been identified and the offender's employment status has been verified.
- Use of Collection Agencies. In addition to skip tracing and making the usual contacts with debtors, our collection agencies have reported numerous defaulters to the major credit bureaus, thereby impairing the creditworthiness of the offenders.
- Filing and maintaining Writs of Seizure and Sale with sheriff's offices, thereby erecting judicial liens against present and future proprietary interests.
- Driver's License suspensions and plate denials under various statutes and regulations.
- Intercepting indemnity deposits with permit-issuing City departments, by redirecting the indemnity refunds to POA where the indemnitors have defaulted fines
- Exercise of prosecutorial discretion to encourage defendants presenting themselves with fresh charges, to finally honour monetary sentences previously imposed by the POA Court.

Although not frequently used due to operational challenges and privacy legislation, there are

other enforcement tools that can be applied to ensure collection efforts are maximized:

- Examinations-in-Aid of Execution, whereby judgment debtors may be examined in depth as to their abilities and means to make good their monetary obligations including being compelled to fully disclose their assets, liabilities, sources of income, bank accounts, RRSP's etc. (this tool is rarely used as our Collections staff would have debtors not attend their scheduled appointments and those that would attend did so because they had no ability to pay).
- Contempt hearings where debtors have refused or neglected to attend on examinations-in-aid.
- Garnishment proceedings whereby bank accounts, rentals from tenants etc. are attached as information and used for enforcement (the more commonly used enforcement tool is the garnishment of wages which is discussed later in this report)
- Monitoring of death notices in the hopes of collecting from estates.
- Encouraging revocation of CVOR certificates in liaison with the Ministry of Transportation, respecting businesses making use of commercial motor vehicles whose operations perennially default on fines.

## **ACTIVE COLLECTION EFFORTS**

We recognize the fact that the POA department has little to no control over charging volumes and therefore considerable efforts and resources are directed towards implementing an active and aggressive collection model and procedures. The results of these efforts are summarized in the following sub-sections below.

### **Municipal Tax Roll**

Under Section 441.1 of the Municipal Act, 2001, a local municipality is permitted to add any part of a fine for a commission of a provincial offence that is in default under section 69 of the Provincial Offences Act to the tax roll for any property in the local municipality for which all of the owners are responsible for paying the fine. Accordingly, a Defaulted Fine can only be added if the offender in default is the sole owner of the property. The Defaulted Fine is collected in the same manner as municipal taxes at the request of a municipality.

### **Garnishment of Wages**

The process of finding where an offender is employed is one of the most challenging tasks due to the limited amount of information that is available to our staff. In many cases the offenders are either unemployed, working for cash, or on some form of assistance which cannot be garnished.

However, when employment is confirmed and the garnishment documents are in place, it becomes one of the most effective enforcement tools. In 2024 we collected \$53,371.24 in revenue from all garnishments.

### 3rd Party Collections

On July 1, 2021, changes to our 3rd party collection vendors were made as a result of an RFP issued in late 2020. Three collection agencies, General Credit Services, International Credit Experts and Gatestone, were procured. Table D-1 summarizes the year over year results of 3rd party vendor collection of POA fines.

Table D-1: Third Party Agency Collection Summary- Year Over Year Comparison			
Description	As of December 31, 2024	As of December 31, 2023	Increase/ (Decrease)
Revenues Collected from Third Party Agencies	\$551,209	\$975,722	(\$424,513)

There was a decrease of \$424,513 in collected revenue from Third Party Agencies in 2024 compared to 2023. Two major factors contributed to this reduction. First, International Credit Experts entered bankruptcy protection and ceased operations in the fall of 2024. Prior to ceasing operations, their production reduced significantly. With the current 3rd party collections agencies procured in July of 2021, over the last several years we have seen a significant increase in revenue as the old cases were redistributed to new agencies in 2021. As time goes on, the number of older cases that have a likelihood of recovery decline. That is to say, older cases that had the highest potential to be collected have been and we are left with the cases that are less likely to be recovered.

Revenue from 3rd party collections represents approximately 9% of overall revenue collected in the year.

### Fines Paid at Service Ontario

All defendants who have suspended driver's licenses due to POA offences have the ability to pay their outstanding POA fines at Service Ontario. This allows the individual to obtain their license back immediately as they pay their outstanding fines and the re-instatement fee due to the Ministry and their license is re-instated on the spot.

In 2024, 1,139 fines were collected at Service Ontario through this program. From these payments, revenue of \$371,945.64 was received. This continues to be a positive and efficient method of collecting defaulted fines that may have not have been collected otherwise.

In May of 2017, a plate renewal program was implemented by the Ministry of Transportation (MTO) whereby all outstanding defaulted driver fines have to be paid in full before one can renew their plates. All Red Light Camera Offences fall under this program. Therefore, anyone who does not pay their RLC offence will be required to pay before renewing their license.

In February of 2022, the provincial government made a decision to eliminate the costs associated with renewing license plates. As of July 1, 2024, Ontario introduced automatic license plate renewals for passenger vehicles, light-duty trucks, motorcycles, and mopeds, eliminating the need for manual renewals and physical stickers, provided the owner has valid insurance and no

outstanding fines or tolls. The full impact of this decision cannot be quantified at this time, but it is assumed that it will likely cause a delay in people paying their fines.

## Outstanding Fines Paid

Regardless of how effective the active collection efforts are, there remains a significant number of outstanding fines. As of December 31, 2024, there were approximately 67,348 records of unpaid fines for a total outstanding amount of \$47,534,486. (See Table D-2 for further details). The significant number of outstanding fines is not just a Windsor specific issue; it is experienced province wide.

Table D-2: Number of Unpaid Fines				
Description	2024		2023	
	#	% Change	#	% Change
Pre-Transfer	20,197	-0.8%	20,362	-28.6%
Post- Transfer	47,151	7.8%	43,729	0.6%
Total	67,348	7.0%	64,091	-28.0%

Table D-3: Dollar Value of Unpaid Fines				
Description	2024		2023	
	#	% Change	#	% Change
Pre-Transfer	\$4,046,901	-1.3%	\$4,099,603	-19.9%
Post- Transfer	\$43,487,585	7.1%	\$40,615,788	1.7%
Total	\$47,534,486	5.8%	\$44,715,391	-18.2%

Many of these older fines (i.e. pre-transfer) have been ‘scrubbed’ multiple times and all reasonable and appropriate measures to collect have been made. A POA specific write off policy was approved by Council in January of 2023 and \$1,335,638.74 was written off in 2023. Due to staff changes in the POA office in May 2024, no additional write-offs were undertaken in 2024.

It’s important to note that a write-off policy refers to the cessation of active fine collections and is done for accounting purposes only. It does not absolve a convicted offender from the requirement to pay a fine, as debts to the Crown are owed in perpetuity and are never forgiven.

The POA office will be undertaking a review in 2025 and widen the criteria for fines that can be written off. The ultimate goal is to use write offs to both create an accurate picture of outstanding fines that have the potential to be collected and to better focus our collection efforts on outstanding fines that have a higher likelihood of being collected.

## Section E: Financial Results

The negotiated financial arrangement underpinning the POA Program is in essence a partnership, under which the participating municipalities annually share approximately \$1.4 million of net revenue or “profit”. The City, as the managing partner, front-ends the operation and collects and enforces the monetary fines imposed by the POA Court. From the total revenue derived, all operating costs pertaining to the POA Program are deducted. These costs include such things as

staff salaries, Windsor Police court security, facility rent and maintenance, office equipment and supplies, Victim Fine Surcharge remittances, and the adjudication expenses associated with running courtroom proceedings. The net revenue is then shared amongst the signatories to the ISA in proportion to their respective weighted assessments (See SECTION F for more details). In 2024 the net profit was allocated as follows:

County Contribution	51.4%
Pelee Contribution	0.285%
<u>City of Windsor Contribution</u>	<u>48.315%</u>
<b>TOTAL</b>	<b>100.00%</b>

In an extremely challenging economic environment and recognizing that fine imposition amounts have not been indexed for inflation, the POA Program still enjoys a successful self-funding model, delivering a net positive revenue budget which benefits all of our local taxpayers. Each benefiting municipality is free to allocate its respective portion to such municipal purposes as deemed appropriate by the elected council thereof.

TABLE E-1 provides a high level five-year financial summary which can be used for internal benchmarking and comparative purposes.

Description	2024 Actuals (\$)	2023 Actuals (\$)	2022 Actuals (\$)	2021 Actuals (\$)	2020 Actuals (\$)
<b>Revenue:</b>					
Court Fines	\$ 5,042,262	\$ 4,605,422	\$ 5,234,813	\$ 4,757,901.00	\$ 4,001,907
Red Light Camera Revenue (RLC)	\$ 1,358,161	\$ 1,224,201	\$ 822,823	\$ -	\$ -
User Fees	\$ 16,815	\$ 9,174	\$ 7,373	\$ -	\$ -
By-Law Fines	\$ 9,964	\$ 8,301	\$ 34,623	\$ 21,728.00	\$ 22,401
Recovery of Expenses	\$ -	\$ 3,300	\$ -	\$ -	\$ -
Tr from Reserve Funds	\$ 54,084				
<b>TOTAL REVENUE</b>	<b>\$ 6,481,284</b>	<b>\$ 5,850,398</b>	<b>\$ 6,099,632</b>	<b>\$ 4,779,629</b>	<b>\$ 4,024,308</b>
<b>% Inc./ (Dec.) YOY</b>	<b>10.78%</b>	<b>-4.09%</b>	<b>27.62%</b>	<b>18.77%</b>	<b>-37.15%</b>
<b>Expenditures:</b>					
Salaries & Wages	\$ 2,116,738	\$ 2,112,446	\$ 1,822,931	\$ 1,824,393	\$ 1,845,637
Administrative Overhead	\$ 321,963	\$ 325,178	\$ 346,231	\$ 318,446	\$ 290,203
Materials & Services	\$ 561,610	\$ 570,552	\$ 567,795	\$ 347,615	\$ 347,280
Provincial Charges	\$ 1,738,651	\$ 1,518,534	\$ 1,683,854	\$ 1,378,242	\$ 981,033
Facility Rental	\$ 316,000	\$ 316,000	\$ 316,000	\$ 316,000	\$ 316,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,054,962</b>	<b>\$ 4,842,709</b>	<b>\$ 4,736,811</b>	<b>\$ 4,184,696</b>	<b>\$ 3,780,153</b>
<b>NET SURPLUS</b>	<b>\$ 1,426,322</b>	<b>\$ 1,007,689</b>	<b>\$ 1,362,821</b>	<b>\$ 594,933</b>	<b>\$ 244,155</b>
<b>% Inc./ (Dec.) YOY</b>	<b>41.54%</b>	<b>-26.06%</b>	<b>129.07%</b>	<b>143.67%</b>	<b>-87.30%</b>



Table E-2: 2024 Provincial Offences Financial Summary - Year End as of December 31, 2024

Acct. #	Account Description	Product #	Account Description	2024 Budget A	2024 Actuals B	2024 Year End Surplus/ Deficit D= A-C
<b>REVENUES</b>						
6485	Bylaw Fines - Courts	5117	Provincial Fines	\$ 5,924,000	\$ 5,042,262	\$ 881,738
6485	Bylaw Fines - Courts	5115	Tickets- RLC	\$ 900,000	\$ 1,358,161	\$ (458,161)
6485	Bylaw Fines - Courts	5118	Bylaw Fines	58,093	\$ 16,815	\$ 41,278
6485	Bylaw Fines - Courts	5613	Transcript Revenue	15,000	\$ 9,964	\$ 5,036
6735	Recovery Of Expenses	5510	Prosecution Fees	-	\$ -	\$ -
7054	Transfer From Reserve Funds	5115	STD - Provincial Offences	82,617	\$ 54,084	\$ 28,533
<b>TOTAL REVENUES</b>				<b>\$ 6,979,710</b>	<b>\$ 6,481,284</b>	<b>\$ 498,426</b>
<b>EXPENSES</b>						
<b>Salary &amp; Benefits</b>						
8110	Base - Salary	5115	STD - Provincial Offences	\$ 1,599,801	\$ 1,615,690	\$ (15,889)
8130	Overtime - Salary	5115	STD - Provincial Offences	1,000	\$ 240	\$ 760
8150	Temp - Salary	5115	STD - Provincial Offences	30,683	\$ 64,827	\$ (34,144)
8170	Service Pay	5115	STD - Provincial Offences	-	\$ -	\$ -
8190	Other Pay	5115	STD - Provincial Offences	82,617	\$ (108,645)	\$ 191,262
8380	Workers Comp. - Admin.	5115	STD - Provincial Offences	-	\$ 787	\$ (787)
8381	Workers Comp. - Medical	5115	STD - Provincial Offences	-	\$ 305	\$ (305)
8399	Fringe Benefits (Dept.)	5115	STD - Provincial Offences	532,854	\$ 543,535	\$ (10,681)
<b>Total Salary &amp; Benefits</b>				<b>\$ 2,246,955</b>	<b>\$ 2,116,738</b>	<b>\$ 130,217</b>
<b>Materials &amp; Services</b>						
2145	Housekeeping Supplies	5115	STD - Provincial Offences	\$ 3,420	\$ -	\$ 3,420
3176	Facility Operations - Internal	5355	Caretaking	70,124	\$ 72,725	\$ (2,601)
2215	Bldg. Maintenance Services	5115	STD - Provincial Offences	2,500	\$ 348	\$ 2,152
2920	Legal Services	5115	STD - Provincial Offences	3,000	\$ 2,849	\$ 151
2950	Other Professional - External	5115	STD - Provincial Offences	15,420	\$ 25,043	\$ (9,623)
2950	Other Professional - External	5341	Security Services - Internal	259,960	\$ 231,919	\$ 28,041
2980	Contracted Services	5115	STD - Provincial Offences	540,000	\$ 219,225	\$ 320,775
2990	Business Meeting Expense	5115	STD - Provincial Offences	-	\$ -	\$ -
2995	Other Purchased Services	5115	Language Line	-	\$ 5,137	\$ (5,137)
2995	Other Purchased Services	5054	Language Line	12,000	\$ 4,364	\$ 7,636
<b>Total Materials &amp; Services</b>				<b>\$ 906,424</b>	<b>\$ 561,610</b>	<b>\$ 344,814</b>
<b>Administrative Overhead</b>						
2010	Office Supplies	5115	STD - Provincial Offences	\$ 16,325	\$ 10,926	\$ 5,399
2020	Postage & Courier	5115	STD - Provincial Offences	28,560	\$ 26,714	\$ 1,846
2070	Outside Printing	5115	STD - Provincial Offences	12,000	\$ 19,930	\$ (7,930)
2085	Publications	5115	STD - Provincial Offences	18,500	\$ 5,168	\$ 13,332
2310	Food and Confections	5115	STD - Provincial Offences	-	\$ 290	\$ (290)
2610	Travel Expense	5115	STD - Provincial Offences	3,000	\$ 3,073	\$ (73)
2620	Car Allowance	5115	STD - Provincial Offences	-	\$ 4,098	\$ (4,098)
2710	Telephone Equipment - General	5115	STD - Provincial Offences	7,160	\$ -	\$ 7,160
2711	Cell Phones	5115	STD - Provincial Offences	950	\$ 1,258	\$ (308)
2914	Non-Occ Medical	5115	STD - Provincial Offences	-	\$ 50	\$ -
3120	Rental Expense - External	5115	STD - Provincial Offences	4,000	\$ 1,095	\$ 2,905
3175	Facility Rental - External	5115	STD - Provincial Offences	316,315	\$ 316,000	\$ 315
3181	Computer Maint and PYG	5115	STD - Provincial Offences	18,000	\$ 18,000	\$ -
3210	Building Insurance	5115	STD - Provincial Offences	3,233	\$ 3,233	\$ -
3230	Liability Insurance	5115	STD - Provincial Offences	1,018	\$ 1,018	\$ -
4020	Membership Fees & Dues	5115	STD - Provincial Offences	8,900	\$ 5,478	\$ 3,422
4050	Training Courses	5115	STD - Provincial Offences	4,174	\$ 1,674	\$ 2,500
4155	Registrations & Conferences	5115	STD - Provincial Offences	2,500	\$ -	\$ 2,500
4520	Cashiers Short and Over	5115	STD - Provincial Offences	-	\$ (117)	\$ 117



Acct. #	Account Description	Product #	Account Description	2024 Budget A	2024 Actuals B	2024 Year End Surplus/ Deficit D= A-C
4540	Bank Charges	5115	STD - Provincial Offences	80,217	\$ 81,739	\$ (1,522)
4560	Collection Charges	5115	STD - Provincial Offences	170,900	\$ 101,643	\$ 69,257
5111	Machinery & Equipment	5115	STD - Provincial Offences	-	\$ -	\$ -
5125	Computers - PCs	5115	STD - Provincial Offences	8,715	\$ 1,039	\$ 7,676
5126	Computers - Software	5115	STD - Provincial Offences	-	\$ 11,754	\$ (11,754)
2925	Computer Maintenance	5115	STD - Provincial Offences	-	\$ -	\$ -
2927	Computer & SW Maint-External	5115	STD - Provincial Offences	14,100	\$ 21,931	\$ (7,831)
5130	Office Furniture & Equipment	5115	STD - Provincial Offences	12,000	\$ 1,969	\$ 10,031
<b>Total Administrative Overhead</b>				<b>\$ 730,567</b>	<b>\$ 637,963</b>	<b>\$ 92,944</b>
<b>Provincial Charges</b>						
2950	Other Professional - External	5509	ICON Fees	\$ 56,555	\$ 58,422	\$ (1,867)
2950	Other Professional - External	5507	Adjudication Services	390,000	411,462	\$ (21,462)
2950	Other Professional - External	5510	Prosecution Fees	49,050	59,922	\$ (10,872)
2950	Other Professional - External	5511	Quality Assurance	45,748	43,884	\$ 1,864
2950	Other Professional - External	5116	Victim Fines	1,010,500	1,079,932	\$ (69,432)
2950	Other Professional - External	5508	Dedicated Fines	65,000	85,029	\$ (20,029)
<b>Total Provincial Charges</b>				<b>\$ 1,616,853</b>	<b>\$ 1,738,651</b>	<b>\$ (121,798)</b>
<b>TOTAL EXPENSES (BEFORE COST SHARING)</b>				<b>\$ 5,500,799</b>	<b>\$ 5,054,962</b>	<b>\$ 446,177</b>
<b>Total Net Operating Revenue</b>				<b>\$ 1,478,911</b>	<b>\$ 1,426,322</b>	<b>\$ 52,249</b>
<b>RECONCILIATION</b>						
<b>Cost Sharing Payments</b>						
4295	County Contribution (51.4%)	5115	STD - Provincial Offences	\$ 794,970	\$ 731,769	\$ 63,201
4295	Pelee Contribution (0.285%)	5115	STD - Provincial Offences	4,477	4,076	\$ 401
<b>Total Cost Sharing Payments</b>				<b>\$ 799,447</b>	<b>\$ 735,845</b>	<b>\$ 62,077</b>
Balance to City of Windsor (48.315%)				\$ 679,464	\$ 690,477	\$ 11,013

Since the local POA Transfer date of March 5, 2001 through to the end of 2024, this Area's POA Program has realized total combined net revenue of approximately \$51,598,000. The calculation is broken down by year and by municipal partner in TABLE E-3 below:

**TABLE E-3: CUMULATIVE ANNUAL NET REVENUE DISTRIBUTIONS-\$000's**

<b>Year</b>	<b>Amher.</b>	<b>Essex</b>	<b>Kings.</b>	<b>Lake.</b>	<b>LaSalle</b>	<b>Leam.</b>	<b>Tec.</b>	<b>Pelee</b>	<b>Wind.</b>	<b>Total</b>
1999	164.7	135.9	141.8	263.4	195.2	184.8	267.5	7.4	2,115.6	3,476.3
2000	182.8	150.8	157.4	292.3	216.7	205.1	296.9	8.2	2,348.0	3,858.2
2001	155.3	128.9	134.3	241.6	182.5	172.1	242.3	7.5	1,898.8	3,163.3
2002	124.8	103.5	108.9	199.0	152.4	138.3	194.0	6.0	1,523.8	2,550.7
2003	120.6	100.3	107.4	199.2	147.3	135.1	180.5	6.3	1,447.4	2,444.1
2004	96.0	79.8	86.0	168.1	123.9	106.8	148.3	5.3	1,134.3	1,948.5
2005	124.3	103.0	112.7	226.4	162.0	139.4	190.0	7.0	1,467.5	2,532.2
2006	114.0	94.5	105.2	214.8	151.5	127.4	172.1	7.1	1,342.0	2,328.6
2007	99.3	82.9	92.8	189.8	133.6	111.8	149.4	6.2	1,159.2	2,025.1
2008	95.9	80.3	90.5	187.8	130.2	109.2	143.6	6.0	1,112.0	1,955.6
2009	98.8	81.7	94.4	193.0	129.3	113.2	144.6	6.0	1,047.7	1,908.8
2010	124.7	102.3	119.3	243.7	161.2	141.8	178.7	7.6	1,286.9	2,366.1
2011	135.4	110.4	130.9	267.3	174.5	152.7	191.5	8.3	1,369.9	2,540.7
2012	111.8	90.2	108.6	221.5	143.4	126.4	154.6	6.9	1,117.2	2,080.5
2013	104.2	84.3	101.9	134.4	203.3	115.9	138.2	5.7	997.9	1,885.9
2014	85.4	70.0	84.7	169.1	111.6	94.8	112.4	4.4	807.7	1,540.1
2015	105.5	85.7	105.8	210.4	138.9	113.4	138.0	5.6	975.4	1,878.7
2016	112.4	91.3	114.5	226.0	150.1	120.4	145.7	5.9	1,027.8	1,994.0
2017	73.2	59.3	74.7	151.8	103.2	77.4	97.6	3.8	671.2	1,312.1
2018	69.3	56.1	72.0	101.3	147.6	73.8	93.9	3.5	633.6	1,251.1
2019	106.4	85.9	110.5	159.9	229.9	114.3	143.9	5.2	966.0	1,922.0
2020	13.5	10.8	14.2	20.7	29.7	14.9	18.2	0.6	121.5	244.1
2021	33.1	26.4	35.0	51.1	72.9	36.7	44.0	1.6	294.1	594.9
2022	76.8	61.4	81.4	118.2	168.3	84.6	99.9	3.6	668.6	1,362.8
2023	57.4	45.4	61.3	87.7	125.8	63.5	73.3	2.9	490.3	1,007.7
2024	82.4	64.7	86.7	164.4	139.7	89.9	103.6	4.0	690.4	1,425.8
<b>Total</b>	<b>2,668</b>	<b>2,186</b>	<b>2,533</b>	<b>4,703</b>	<b>3,825</b>	<b>2,964</b>	<b>3,863</b>	<b>143</b>	<b>28,715</b>	<b>51,598</b>

There are a number of factors that must always be taken into consideration when reviewing the financial results for any fiscal year, as well as when projecting potential results for subsequent reporting periods:

- The ticketing and laying of charges are outside of the POA program's control. Additionally, issues such as lack of judicial resources is also beyond our control. Although the POA Program has other sources of revenue (notably aggressive enforcement efforts targeting old or defaulted fines) the bulk of receipts is highly dependent upon the number, type and quality of new charges laid, as well as the attendance of trained officers at trials in disputed cases.
- Another significant and uncontrollable external revenue factor is the number of fines imposed by an independent and impartial judiciary in the exercise of their discretionary sentencing functions, in the event of the entering of convictions.
- The POA Program is highly vulnerable to certain uncontrollable external expenses, notably the provincial charges for Victim Fines Surcharges, adjudication and those for

Part III prosecutions, both of which are mandated by the Transfer Agreement.

## SECTION F - REVENUE DISTRIBUTION DETAILS

In accordance with the approved weighted assessment formula for 2023, distributions of net operating results over the course of the subject reporting year were effected as indicated in the detailed tabulation set forth in TABLE F-1 below:

**Table F-1: 2024 Revenue Distribution (Budget based on Weighted Assessment)**  
**As of December 31, 2024**

Weighted Assessment (\$)	[%]	% of County	2024  Budget	A	B	C	D	E (A+B+C+D)
				2024 Q1	2024 Q2	2024 Q3	2024 Q4	2024
				Jan-April Actuals	May - June Actuals	July- Oct Actuals	Nov - Dec Actuals	Total
Net County & Pelee Revenue			\$ 799,442.77	\$ 202,122.26	\$ 186,720.77	\$ 331,900.60	\$ 16,451.34	\$ 737,194.97
Net City of Windsor Revenue			\$ 679,468.23	\$ 188,943.13	\$ 174,545.87	\$ 310,259.43	\$ 15,378.65	\$ 689,127.08
<b>TOTAL</b>			<b>\$ 1,478,911.00</b>	<b>\$ 391,065.39</b>	<b>\$ 361,266.64</b>	<b>\$ 642,160.02</b>	<b>\$ 31,829.99</b>	<b>\$ 1,426,322.05</b>
<u>Allocation/Payment Summary</u>								
Amherstburg	2,765,847,056	11.31%	\$ 89,892.88	\$ 22,271.38	\$ 20,995.21	\$ 37,319.49	\$ 1,849.82	\$ 82,435.90
Essex	2,164,337,944	8.85%	\$ 70,343.21	\$ 17,634.51	\$ 16,429.23	\$ 29,203.35	\$ 1,447.52	\$ 64,714.61
Kingsville	2,894,844,716	11.83%	\$ 94,085.44	\$ 23,801.01	\$ 21,974.42	\$ 39,060.05	\$ 1,936.09	\$ 86,771.57
LaSalle	4,181,888,226	17.10%	\$ 135,915.67	\$ 48,829.94	\$ 31,744.21	\$ 56,426.09	\$ 2,796.88	\$ 139,797.12
Lakeshore	5,995,219,974	24.51%	\$ 194,850.82	\$ 34,032.86	\$ 45,508.99	\$ 80,893.32	\$ 4,009.64	\$ 164,444.82
Leamington	3,003,471,328	12.28%	\$ 97,615.91	\$ 24,651.15	\$ 22,798.99	\$ 40,525.75	\$ 2,008.74	\$ 89,984.63
Tecumseh	3,456,564,206	14.13%	\$ 112,341.90	\$ 28,430.65	\$ 26,238.36	\$ 46,639.31	\$ 2,311.77	\$ 103,620.10
Total County	24,462,173,450	51.400%	\$ 795,045.83	\$ 199,651.50	\$ 185,689.42	\$ 330,067.35	\$ 16,360.47	\$ 731,768.75
Pelee	135,866,714	0.285%	\$ 4,415.70	\$ 1,120.40	\$ 1,031.35	\$ 1,833.25	\$ 90.87	\$ 4,075.87
Windsor	22,994,155,428	48.315%	\$ 679,468.23	\$ 190,293.48	\$ 174,545.87	\$ 310,259.43	\$ 15,378.65	\$ 690,477.43
<b>TOTAL</b>	<b>47,592,195,592</b>	<b>100.0%</b>	<b>\$ 1,478,929.77</b>	<b>\$ 391,065.39</b>	<b>\$ 361,266.64</b>	<b>\$ 642,160.02</b>	<b>\$ 31,829.99</b>	<b>\$ 1,426,322.05</b>
Total County & Pelee	24,598,040,164	51.69%						
County	99.45%							
Pelee	0.55%							

Details of the quarterly payments are itemized below:

Quarter	Cheque Issuance Date	\$ Amount - County	\$ Amount - Pelee
Q1	May 2024	\$199,651.50	\$1,120.40
Q2	November 2024	\$185,689.42	\$1,031.35
Q3	January 2025	\$330,067.35	\$1,833.25
Q4	February 2025	\$16,360.47	\$90.87
<b>TOTAL</b>		<b>\$731,768.74</b>	<b>\$4,075.87</b>

## APPENDIX A – GLOSSARY OF TERMS

**Area** ~ Windsor/Essex Court Service Area, which encompasses the geographic territory of the City of Windsor, Essex County and Pelee Island

**ARO** ~ ARO, Inc., one of the registered Canadian collection agencies who have been retained in 2016 to assist the POA Program in the collection of defaulted fines owed by Canadian residents

**Bill 108** ~ amending legislation to the *Provincial Offences Act* which in 1998 added Part X thereto, enabling the transfer of administration of justice functions to the municipal sector

**Bill 197** ~ amending legislation to the *Provincial Offences Act* which in 2020 added additional expansion of remote court functions.

**City** ~ The Corporation of the City of Windsor, a single tier municipality continued as such under the *Municipal Act, 2001*

**Council** ~ the elected City of Windsor Municipal Council

**CAMS** ~ A Collection Agency Management System installed in 2014 used to track, record and document newly issued as well as defaulted fines.

**CBV** ~ CBV Collections Services, LTD, one of the registered Canadian collection agencies who have been retained in 2016 to assist the POA Program in the collection of defaulted fines owed by Canadian residents

**Early Resolution** ~ used to be known as First Attendance early resolution, slated for implementation in 2012. While taking a more formalistic approach, provision is made for convictions of those defendants who fail to appear for their meetings with the prosecutor

**Gatestone** ~ Gatestone & Co International Inc., one of the registered collection agencies who have been retained in 2016 to assist the POA Program in the collection of defaulted fines owed by Canadian residents

**ICON** ~ Integrated Courts Offences Network, being the provincial mainframe application used and relied upon by administration of justice staff in relation to all aspects of POA matters

**ISA** ~ the Intermunicipal Court Service Agreement underpinning the local POA Court operations for Windsor/Essex, entered into amongst the City and the other 9 municipalities together constituting the Area

**Liaison Committee** ~ the Windsor/Essex Court Service Area Liaison Committee erected pursuant to the ISA, being an advisory administrative body

**LSA** ~ Local Side Agreement, being one of the 2 contracts together constituting the Transfer Agreement

**MAG** ~ the Ministry of the Attorney General for the Province of Ontario

**MOU** ~ Memorandum of Understanding, being one of the 2 contracts comprising the Transfer Agreement

**MBNCanada (previously OMBI)** ~ The Municipal Benchmarking Network Canada (MBNCanada) is a groundbreaking initiative collecting data for more than 850 measures across thirty-seven (37) municipal service areas

**Part I** ~ that portion of the POA dealing with ticketing procedures for non-parking matters

**Part II** ~ that portion of the POA dealing with ticketing procedures for parking matters

**Part III** ~ that portion of the POA dealing with the issuance of summonses for persons to attend POA Court in order to be arraigned on Informations and thereafter to be dealt with by a Justice of the Peace. There are no provisions for out-of-court payments nor for failure-to-respond convictions

**POA** ~ *Provincial Offences Act* (Ontario)

**POA Court** ~ referring to that judicial complement of the Ontario Court of Justice, composed primarily of Justices of the Peace, whose duties include dealing with POA matters

**POA Office** ~ the premises where the City executes the POA administration of justice functions

**POA Program** ~ the City's operational structure for the delivery of POA administration of justice functions

**POA Transfer** ~ the transfer by the province to the City of POA administration of justice functions

**Serviced Municipalities** ~ those 9 signatories to the ISA for which the City is the service provider pursuant to the POA Transfer, consisting of Leamington, LaSalle, Tecumseh, Essex Town, Kingsville, Pelee, Amherstburg, Lakeshore and Essex County

**Transfer Agreement** ~ contractual arrangement between the City and MAG where the City became the local service provider for transferred administration of justice functions, composed of the MOU and the LSA

**Victim Fine Surcharge** ~ all fines levied under Part I and Part III of the POA are statutorily bumped-up by this surcharge. Where the base fine does not exceed \$1,000, the surcharge amount is applied in stepped amounts ranging from \$10 to \$125; fines over \$1,000 have a flat 25% surcharge added. All surcharge amounts are remitted without deduction to the province for appropriate application as determined by senior government

## Council Report: C 64/2025

**Subject: MTO Border Advisory System Agreement for Installation and Maintenance within City Right of Way - City Wide****Reference:**

Date to Council: May 12, 2025  
Author: Ian Day Senior Manager Transportation  
519-255-6247 x 6053  
iday@citywindsor.ca  
Public Works - Operations  
Report Date: 4/24/2025  
Clerk's File #: ST/14959

**To:** Mayor and Members of City Council

**Recommendation:**

That Council **APPROVE** entering into the Border Advisory System (BAS) Agreement with the Ministry of Transportation of Ontario (MTO), which authorizes City of Windsor Staff to install and maintain Bluetooth (BT) Travel Time readers in the City Right of Way at no cost to the City; and,

That Council **AUTHORIZE** the CAO and City Clerk to execute the BAS Agreement, including any subsequent amending agreements, provided all documentation is satisfactory in form to the City Solicitor, in financial content to the City Treasurer and in technical content to the Commissioner of Infrastructure Services; and,

That Council **AUTHORIZE** the Commissioner of Infrastructure Services or designate, to approve and/or reject future applications for additional BT Travel Time Reader installation, provided it is in the best interests of the City of Windsor.

**Executive Summary:**

N/A

**Background:**

The City of Windsor was initially contacted by the MTO in early 2021 to negotiate a partnership for the construction, operation and maintenance of a new BT Travel Time System in the MTO's West Region. The purpose of the BT Travel Time System is to provide travel time information for MTO's BAS so that the public are provided with border delay information for border crossings.

The BT Travel Time System shall provide travel time information to be displayed on MTO owned Variable Message Signs (VMS) for routes (separated car and truck travel times) at the following locations:

- a. US bound using the Windsor-Detroit tunnel.
- b. US bound using the Ambassador Bridge.
- c. US bound using the Gordie Howe International Bridge.

## **Discussion:**

BT Travel Time provides an estimated time of travel from a driver's current location to one or more destinations using a combination of detection technologies and variable message signs. Accordingly, traveller information would allow drivers to make their own route planning decisions.

Considerations for BT Travel Time System use may be warranted when:

- Alternate routes and border crossings are available to drivers that may detour based on the travel time information.
- There is no alternate route available, and travellers would benefit from information/delays for awareness purposes; and
- There are large fluctuations in border wait times.

The BT Travel Time System shall be comprised of eleven (11) BT readers with associated mounting, power and communications infrastructure required for operation of the BT units (refer to Appendix A). Installation of the units will be on City owned streetlight and traffic poles.

The BT Travel Time System will process the real-time detection data and field equipment status and generate travel times for the specified road segments which will be made available via secured internet services allowing the MTO central system to retrieve the BT Travel Time data for publishing on VMS.

The BT readers will measure and calculate vehicle travel times and speeds based on anonymous detection of devices equipped with the Bluetooth technology onboard vehicles. The BT readers shall measure travel time and speeds for a road segment based on detecting unique device addresses received from passing vehicles in the vicinity of the readers and matching the detected addresses at two different reader locations. The time of detection of a BT device at two different readers is used to measure the travel time and calculate the average speed for the road segment on which the readers are installed.

## **City Responsibilities**

1. The City shall supply, install and maintain the equipment in accordance with the standards and requirements as set out by the MTO.
2. The City shall be responsible for the installation and construction administration of all components of the Equipment at City site locations as shown in Appendix A. The City shall be responsible for billing all actual costs reasonably incurred for the procurement, installation and maintenance of the equipment to the MTO.

## **MTO Responsibilities**

1. The MTO shall be financially responsible for the reasonable costs of the City Works being completed by the City under this agreement.
2. MTO shall be responsible for the supply of spare electronic equipment as necessary throughout the maintenance period.

## **Risk Analysis:**

There are no risks associated with this agreement.

## **Climate Change Risks:**

### **Climate Change Mitigation**

Efficient traffic planning helps reduce vehicle idling and greenhouse gas emissions.

### **Climate Change Adaptation**

N/A

## **Financial Matters:**

All costs associated with the supply, installation, and maintenance of the BT readers as discussed in this report will be incurred by the City of Windsor Public Works department. These costs will be fully recovered via accounts receivable invoice from the MTO per the agreement.

Costs incurred will include all materials, labour, equipment, and supplies required to complete the work as agreed. In addition, an administrative fee on labour related costs and a corporate overhead fee on the total invoice value will be charged. This will assist the City in recovering costs of Public Works administrative and management staff, along



with the costs of internal support services provided (i.e. Finance, Legal, I.T., etc.) to support the work and management of the agreement and administrative processes.

**Consultations:**

Kate Tracey, Senior Legal Counsel

Michelle Moxley-Peltier, CEP Project Administrator

Cindy Becker, Financial Planning Administrator – Public Works

**Conclusion:**

It is recommended that Council approve administration entering into the Border Advisory System Agreement with the MTO.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Phong Nguy	(A) Executive Director Operations / Deputy City Engineer
David Simpson	Commissioner, Infrastructure Services and City Engineer
Dana Paladino	(A) Senior Executive Director Corporate Services
Andrew Daher	Commissioner Human and Health Services
Mark Spizzirri	Manager, Performance Measurement & Business Case Development
Janice Guthrie	Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

**Notifications:**

N/A

**Appendices:**

Appendix A - MTO Contract Drawings – BAS BT System

CONTRACT DRAWINGS

GWP 3031-22-00

# WEST REGION BORDER ADVISORY SYSTEM CITY OF WINDSOR BLUETOOTH DETECTORS

BOOK 1 OF 1  
ADVANCED TRAFFIC MANAGEMENT SYSTM



Ministry of Transportation



City of Windsor



WINDSOR, ON

KEY PLAN  
NOT TO SCALE

 LOCATIONS OF LIMITED ATMS WORKS (CITY OF WINDSOR)

WP No. 3031-22-00 Contract No. N/A

Work of ADVANCED TRAFFIC MANAGEMENT

SYSTEM - BORDER ADVISORY SYSTEM

BLUETOOTH READER DEPLOYMENT

Hwy No. N/A Region WEST

Location CITY OF WINDSOR

Length N/A km.

Reference Plans \_\_\_\_\_



Ministry of Transportation



City of Windsor

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DIMENSIONS ARE IN  
MILLIMETRES  
UNLESS OTHERWISE SHOWN  
NOT TO SCALE

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WP No	3031-22-00

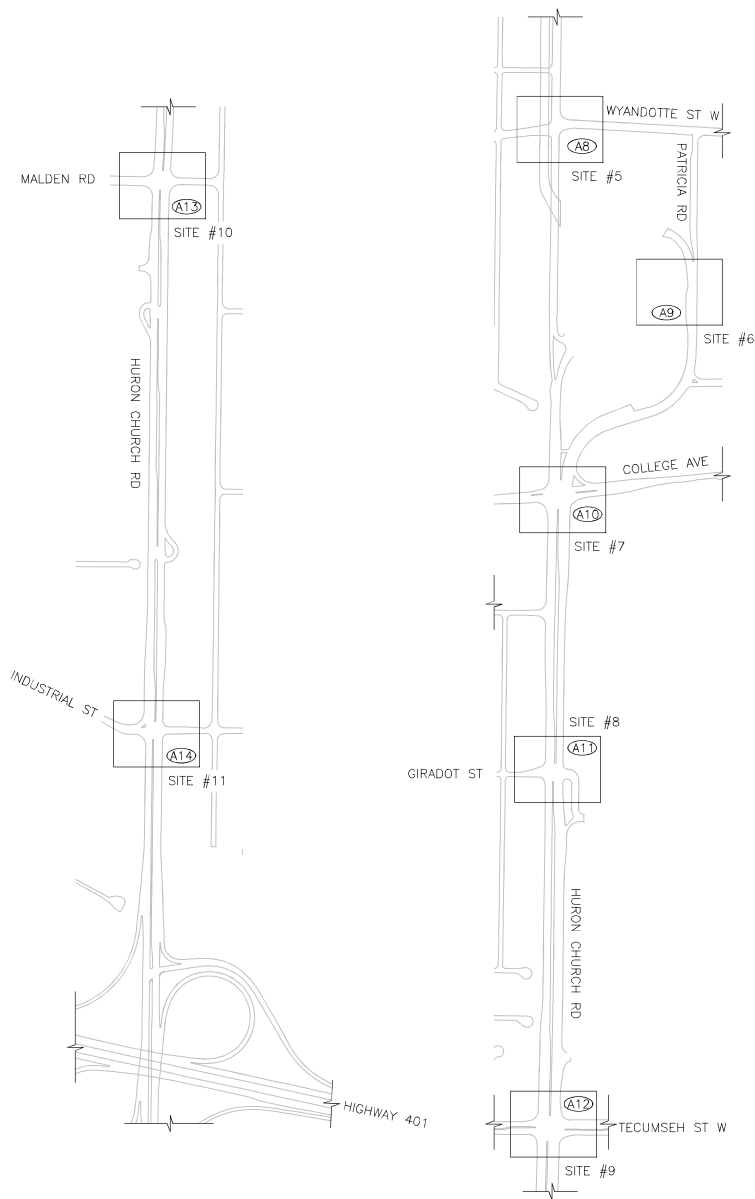
ADVANCED TRAFFIC MANAGEMENT SYSTEMS  
BLUETOOTH SYSTEM – INDEX

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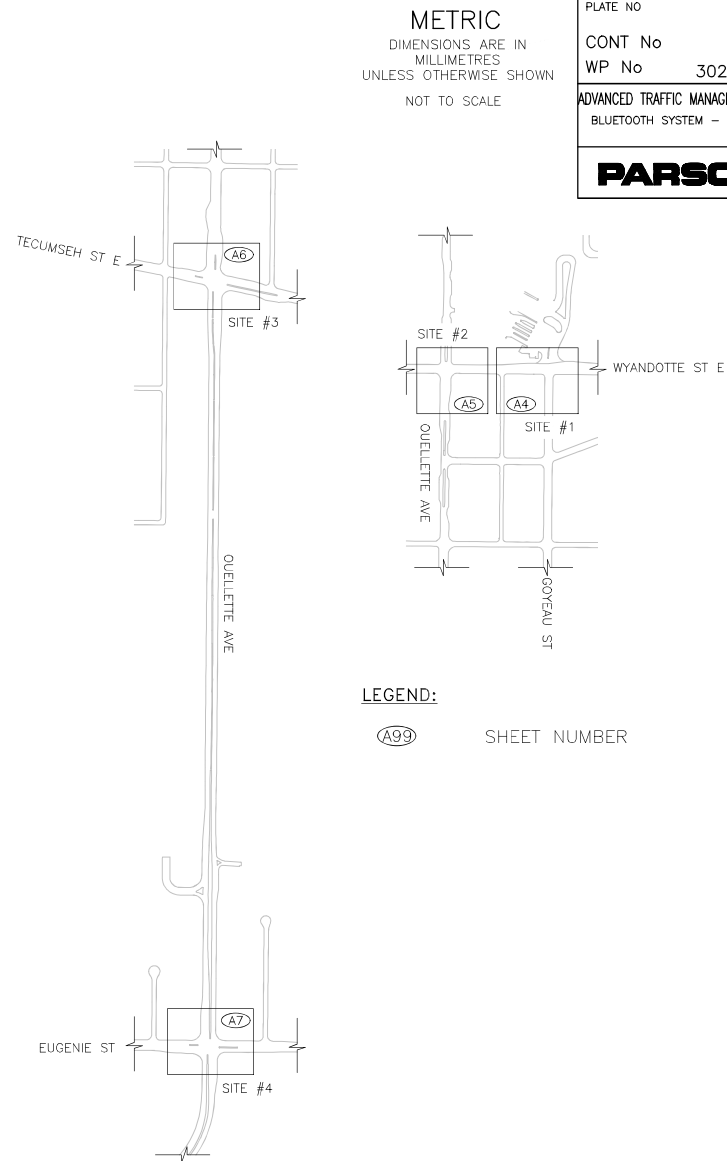
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AMBASSADOR BRIDGE



WINDSOR DETROIT TUNNEL

**METRIC**  
 DIMENSIONS ARE IN  
 MILLIMETRES  
 UNLESS OTHERWISE SHOWN  
 NOT TO SCALE

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 WP No 3021-22-00

ADVANCED TRAFFIC MANAGEMENT SYSTEMS  
 BLUETOOTH SYSTEM - SHEET INDEX

**PARSONS**

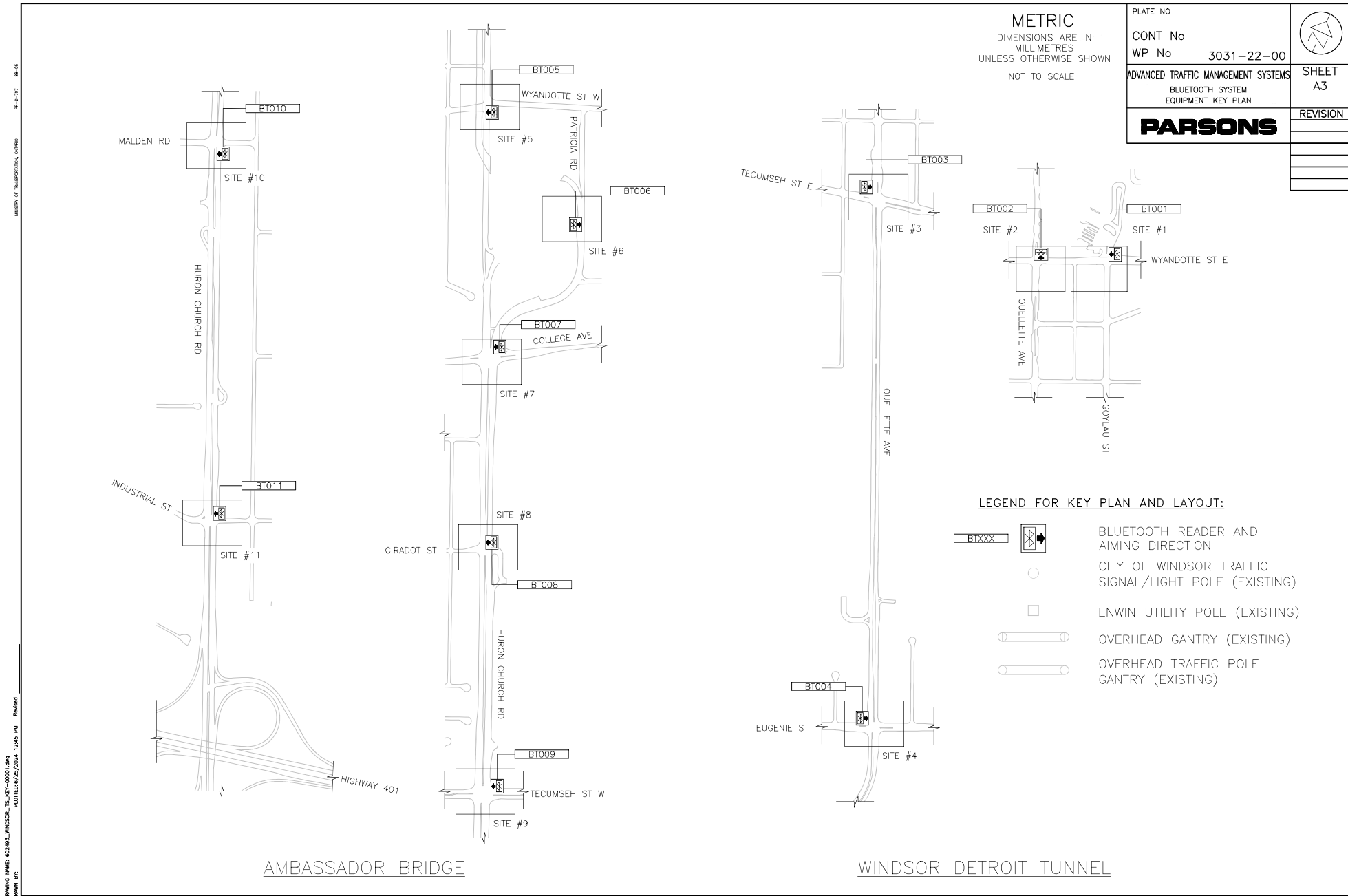


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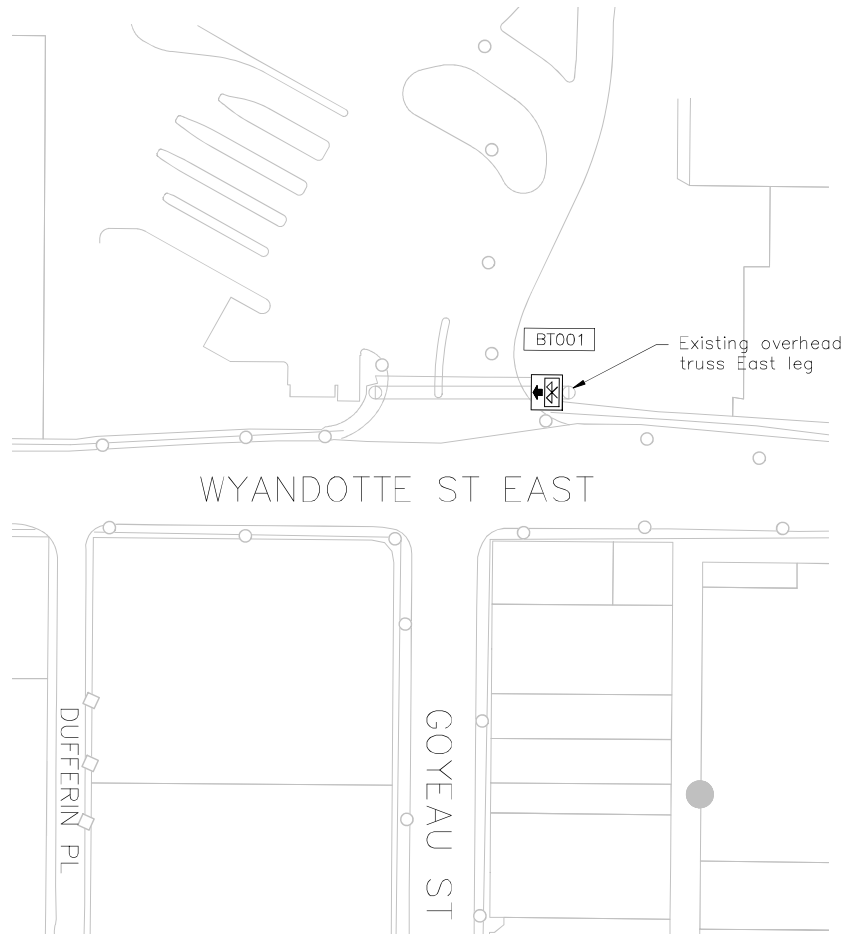
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**LEGEND:**

(A99) SHEET NUMBER



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**METRIC**  
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 MILLIMETRES  
 UNLESS OTHERWISE SHOWN

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 WP No 3031-22-00

ADVANCED TRAFFIC MANAGEMENT SYSTEMS  
 BLUETOOTH SYSTEM - LAYOUT - SITE #1 - BT001  
 WYANDOTTE ST E AT GOYEAU ST

**PARSONS**

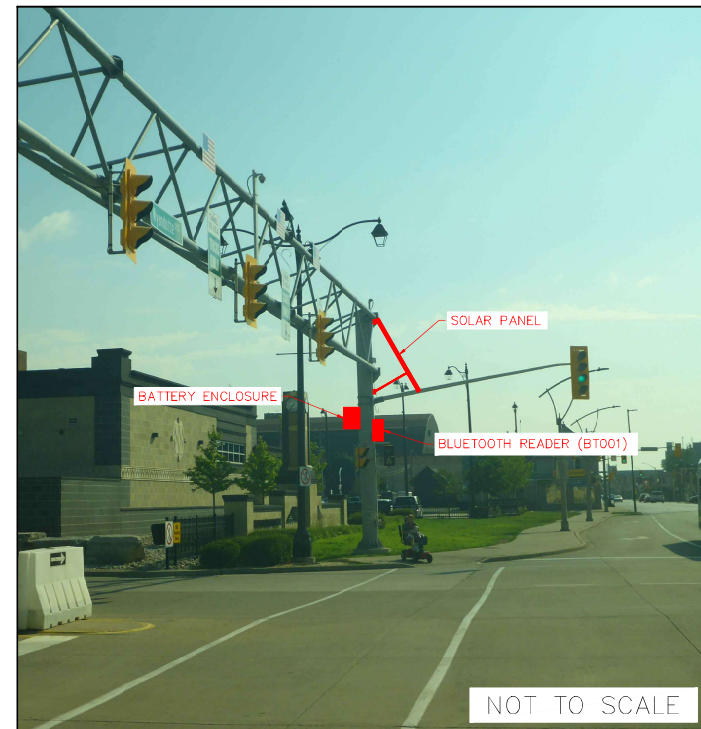


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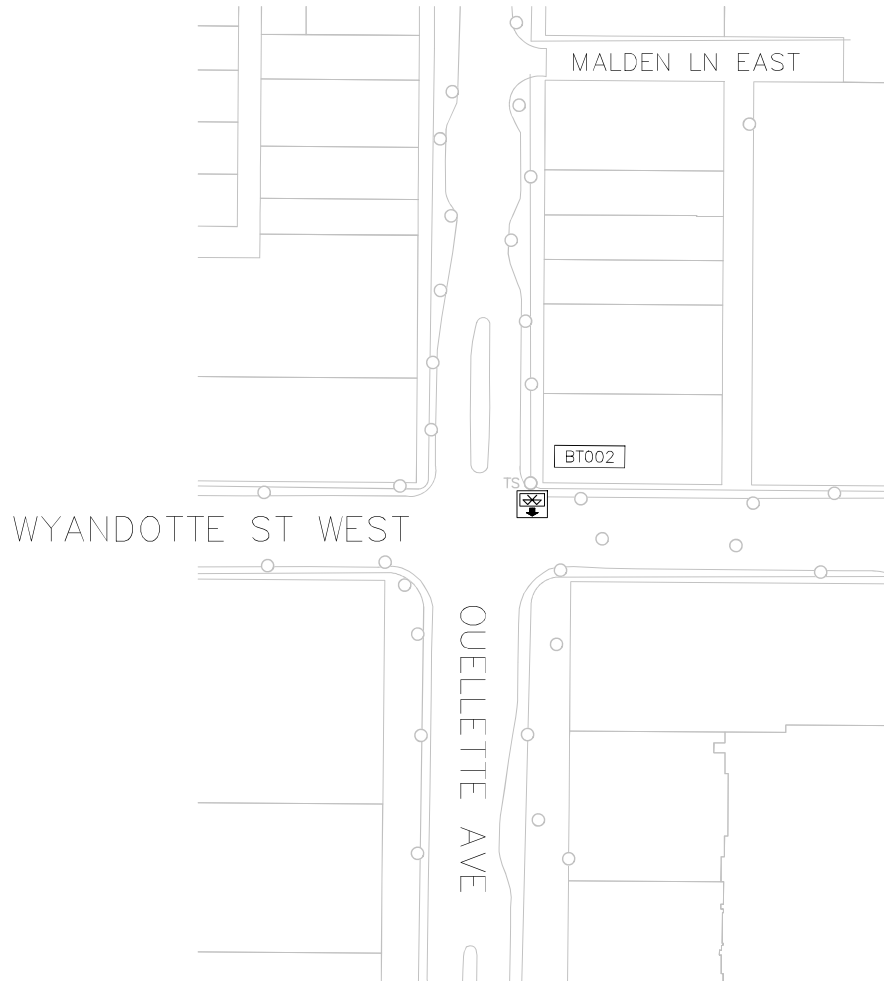
REVISION

**NOTES:**

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- D. THE BATTERY ENCLOSURE SHALL ALWAYS BE FACING AWAY FROM THE ROAD.
- E. REFER TO THE DETAIL DRAWINGS AND CONTRACT DOCUMENTS FOR SOLAR PANEL, BATTERY ENCLOSURE AND BLUETOOTH READER MOUNTING HEIGHT REQUIREMENTS UNLESS OTHERWISE SPECIFIED.
- F. ALL INSTALLED EQUIPMENT SHALL NOT OVERHANG BEYOND THE PEDESTRIAN SIDEWALK INTO THE VEHICLE TRAVELED LANE.



WYANDOTTE ST E AT GOYEAU ST (DWT ENTRANCE)



**METRIC**  
 DIMENSIONS ARE IN  
 MILLIMETRES  
 UNLESS OTHERWISE SHOWN

5m 0 10m  
 Horizontal

PLATE NO  
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 WP No 3031-22-00

ADVANCED TRAFFIC MANAGEMENT SYSTEMS  
 BLUETOOTH SYSTEM - LAYOUT - SITE #2 - BT002  
 WYANDOTTE ST E AT OUELLETTE AVE

**PARSONS**

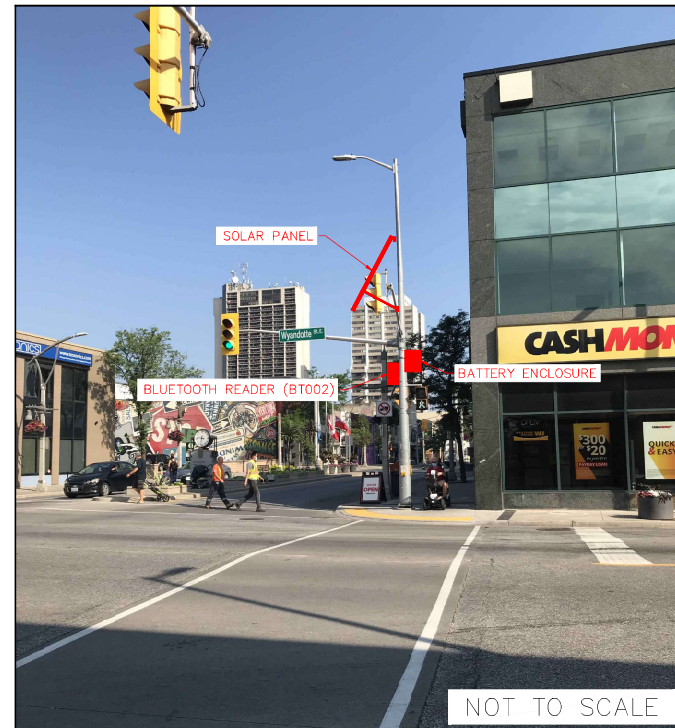


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REVISION

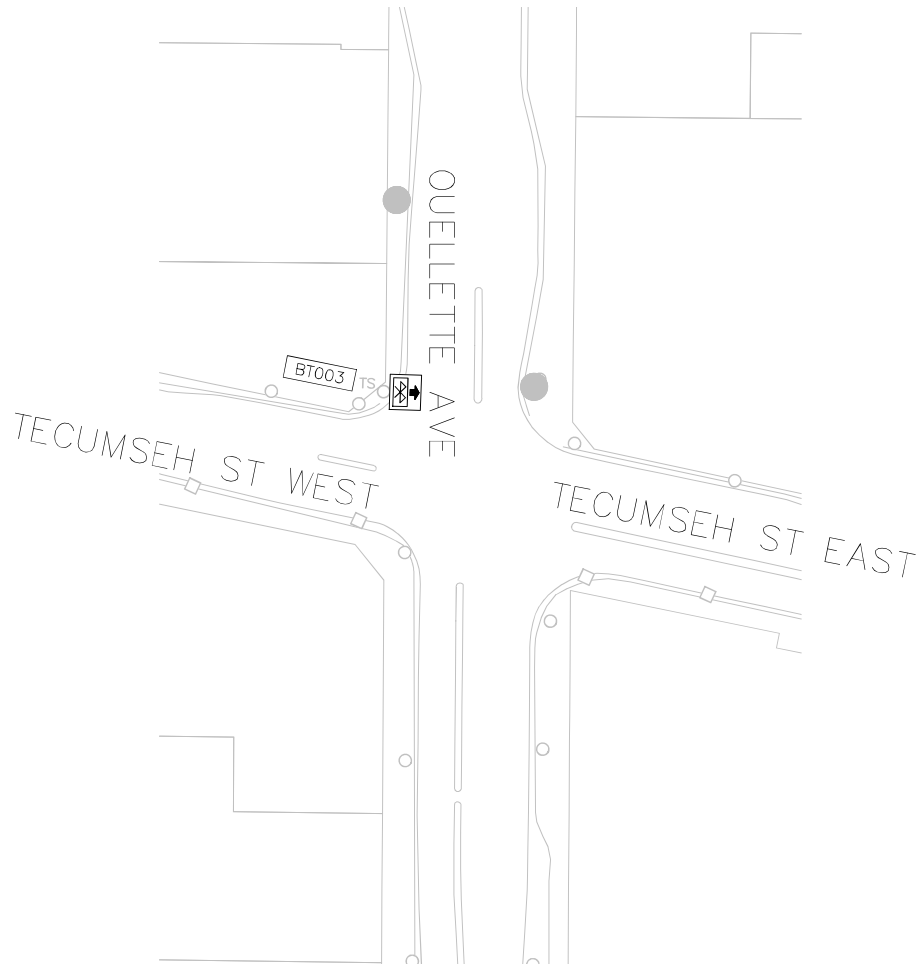
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WYANDOTTE ST E AT OUELLETTE AVE





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 DIMENSIONS ARE IN  
 MILLIMETRES  
 UNLESS OTHERWISE SHOWN

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PLATE NO  
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 WP No 3031-22-00

ADVANCED TRAFFIC MANAGEMENT SYSTEMS  
 BLUETOOTH SYSTEM - LAYOUT - SITE #3 - BT003  
 OUELLETTE AVE AND TECUMSEH ST

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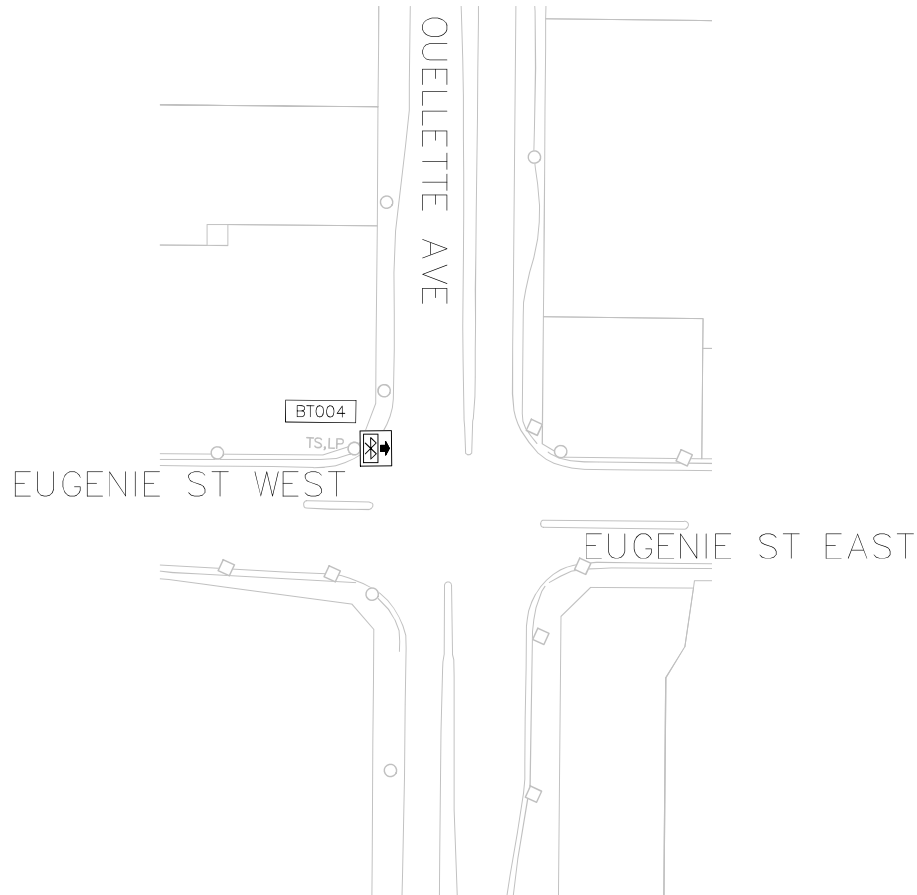
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OUELLETTE AVE AT TECUMSEH RD E



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 MILLIMETRES  
 UNLESS OTHERWISE SHOWN

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 WP No 3031-22-00

ADVANCED TRAFFIC MANAGEMENT SYSTEMS  
 BLUETOOTH SYSTEM - LAYOUT - SITE #4 - BT004  
 OUELLETTE AVE AND EUGENIE ST

**PARSONS**

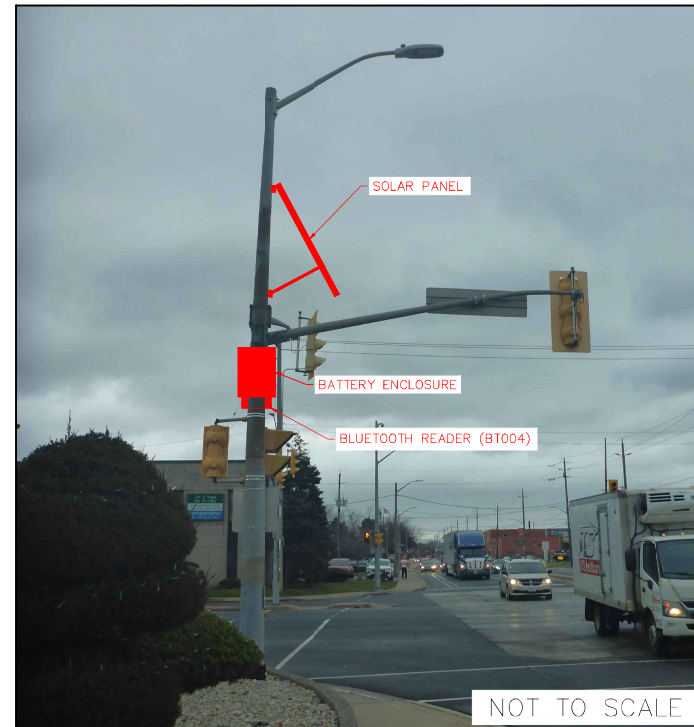


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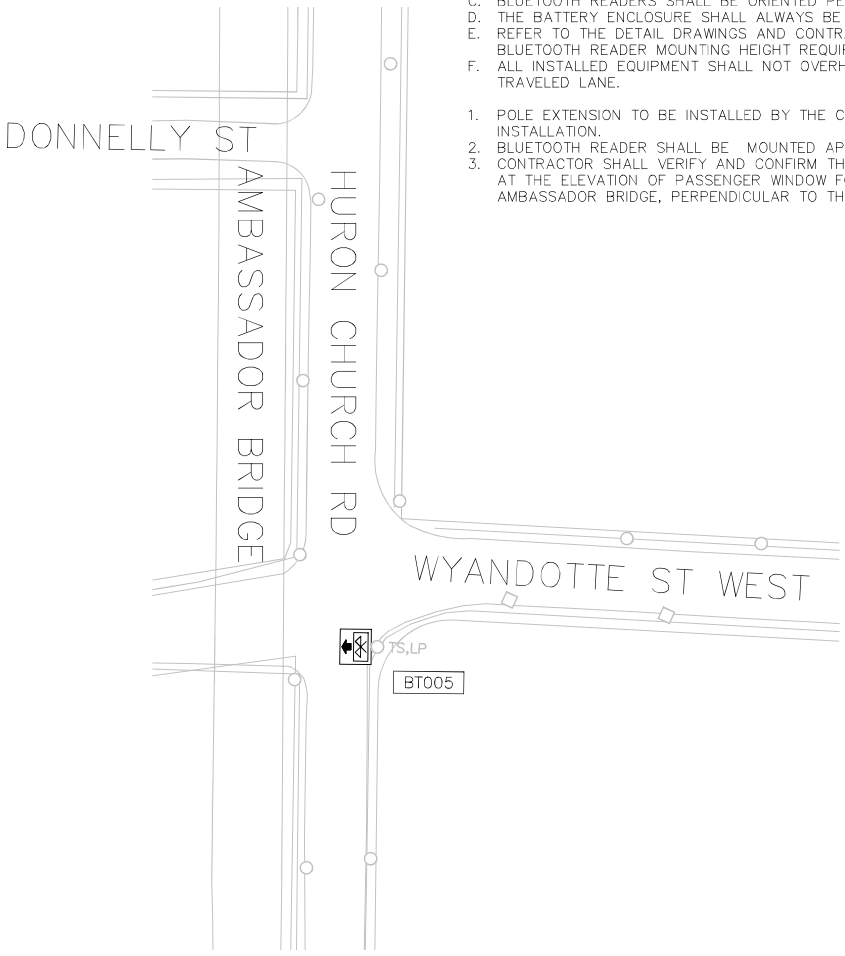
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OUELLETTE AVE AT EUGENIE ST



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  - F. ALL INSTALLED EQUIPMENT SHALL NOT OVERHANG BEYOND THE PEDESTRIAN SIDEWALK INTO THE VEHICLE TRAVELED LANE.
1. POLE EXTENSION TO BE INSTALLED BY THE CITY OF WINDSOR PRIOR TO BLUETOOTH READER SYSTEM INSTALLATION.
  2. BLUETOOTH READER SHALL BE MOUNTED APPROXIMATELY 11M FROM THE GROUND.
  3. CONTRACTOR SHALL VERIFY AND CONFIRM THE MOUNTING HEIGHT OF THE BLUETOOTH READER SO THAT IT IS AT THE ELEVATION OF PASSENGER WINDOW FOR A TYPICAL SEMI-TRACTOR TRAILER TRAVELING ON THE AMBASSADOR BRIDGE, PERPENDICULAR TO THE DIRECTION OF TRAFFIC.

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 UNLESS OTHERWISE SHOWN

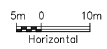


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 WP No 3031-22-00

ADVANCED TRAFFIC MANAGEMENT SYSTEMS  
 BLUETOOTH SYSTEM - LAYOUT - SITE #5 - BT005  
 HURON CHURCH RD AND WYANDOTTE ST W

**PARSONS**



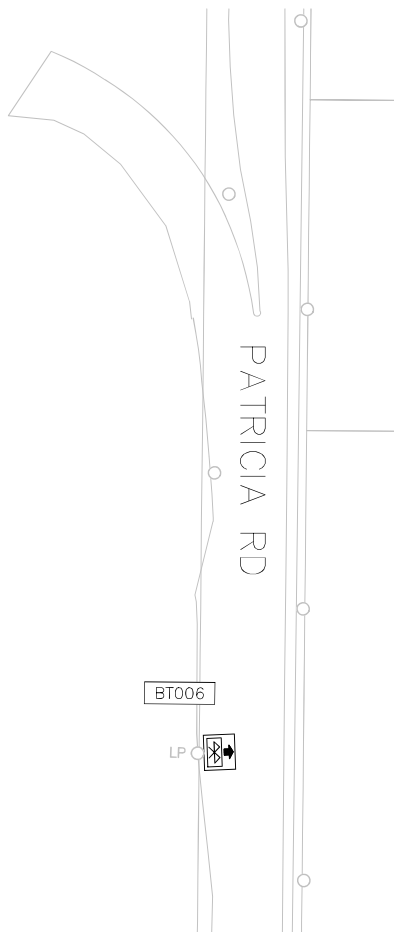
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REVISION



HURON CHURCH RD AT WYANDOTTE ST W

US TRUCK  
ENTRANCE



**METRIC**  
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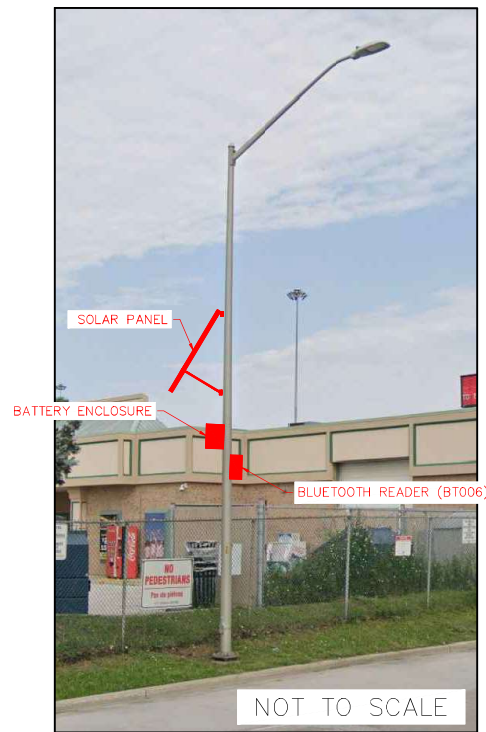


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WP No 3031-22-00
ADVANCED TRAFFIC MANAGEMENT SYSTEMS
BLUETOOTH SYSTEM - LAYOUT - SITE #6 - BT006
PATRICIA RD AND US TRUCK ENTRANCE
<b>PARSONS</b>

SHEET A9
REVISION

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PATRICIA AVE AT  
 AMBASSADOR BRIDGE TRUCK ENTRANCE



METRIC  
 DIMENSIONS ARE IN  
 MILLIMETRES  
 UNLESS OTHERWISE SHOWN

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 Horizontal

PLATE NO  
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 WP No 3031-22-00

ADVANCED TRAFFIC MANAGEMENT SYSTEMS  
 BLUETOOTH SYSTEM - LAYOUT - SITE #7 - BT007  
 HURON CHURCH RD AND COLLEGE AVE

**PARSONS**

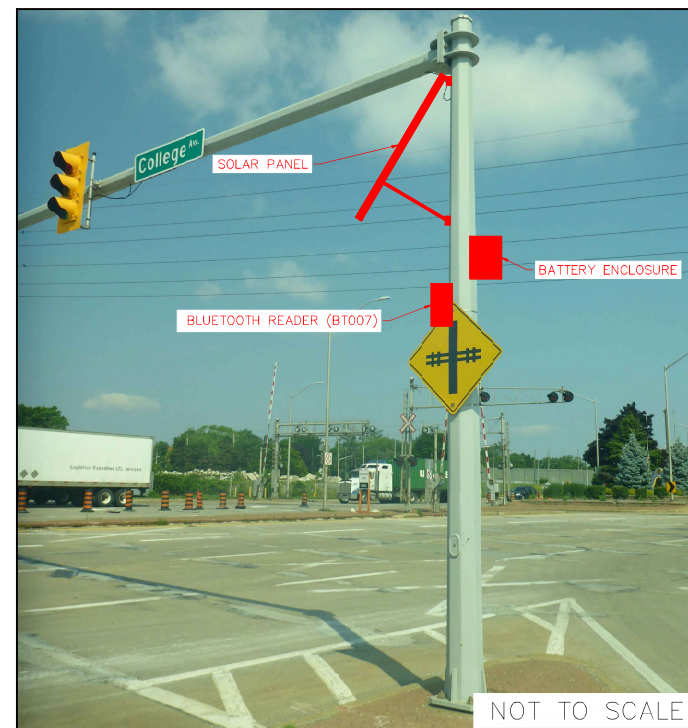


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REVISION

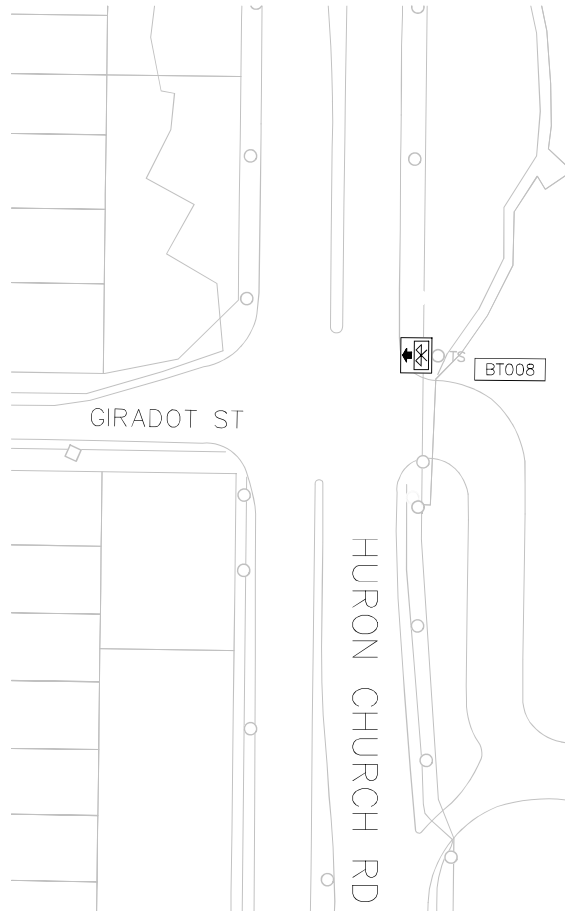
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HURON CHURCH RD AT COLLEGE AVE





**METRIC**  
 DIMENSIONS ARE IN  
 MILLIMETRES  
 UNLESS OTHERWISE SHOWN

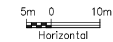


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 WP No 3031-22-00

ADVANCED TRAFFIC MANAGEMENT SYSTEMS  
 BLUETOOTH SYSTEM - LAYOUT - SITE #8 - BT008  
 HURON CHURCH RD AND GIRADOT ST

**PARSONS**



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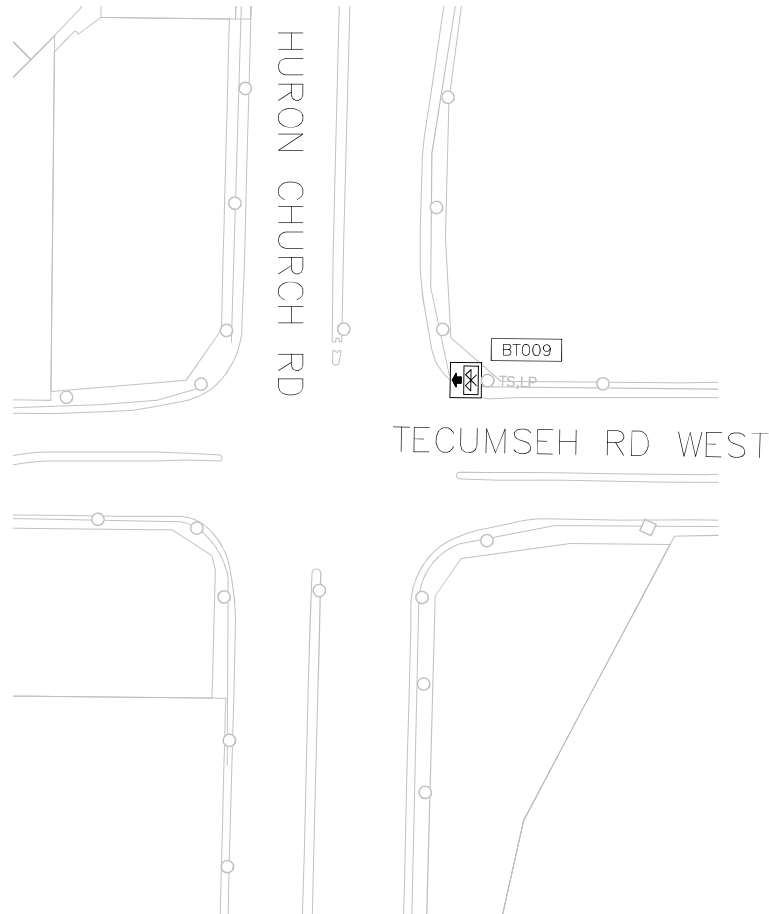
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HURON CHURCH RD AT GIRADOT ST



**METRIC**  
 DIMENSIONS ARE IN  
 MILLIMETRES  
 UNLESS OTHERWISE SHOWN



PLATE NO  
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 WP No 3031-22-00

ADVANCED TRAFFIC MANAGEMENT SYSTEMS  
 BLUETOOTH SYSTEM - LAYOUT - SITE #9 - BT009  
 HURON CHURCH RD AND TECUMSEH RD W

**PARSONS**



SHEET  
 A12

REVISION

NOTES:

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HURON CHURCH RD AT TECUMSEH RD W



**METRIC**  
 DIMENSIONS ARE IN  
 MILLIMETRES  
 UNLESS OTHERWISE SHOWN

5m 0 10m  
 Horizontal

PLATE NO  
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 WP No 3031-22-00

**ADVANCED TRAFFIC MANAGEMENT SYSTEMS**  
 BLUETOOTH SYSTEM - LAYOUT - SITE #10 - BT010  
 HURON CHURCH RD AND MALDEN RD

**PARSONS**



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**REVISION**

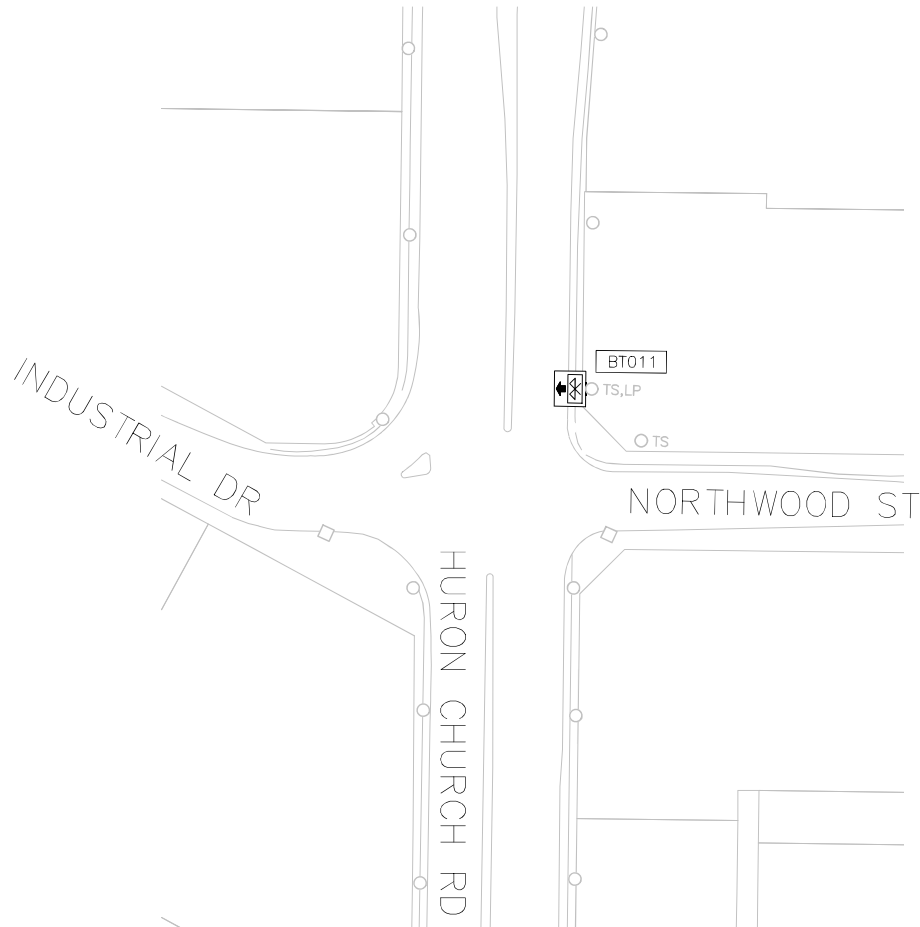
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HURON CHURCH RD AT MALDEN RD





**METRIC**  
DIMENSIONS ARE IN  
MILLIMETRES  
UNLESS OTHERWISE SHOWN

5m 0 10m  
Horizontal

PLATE NO  
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WP No 3031-22-00

ADVANCED TRAFFIC MANAGEMENT SYSTEMS  
BLUETOOTH SYSTEM - LAYOUT - SITE #11 - BT011  
HURON CHURCH RD AND INDUSTRIAL DR

**PARSONS**



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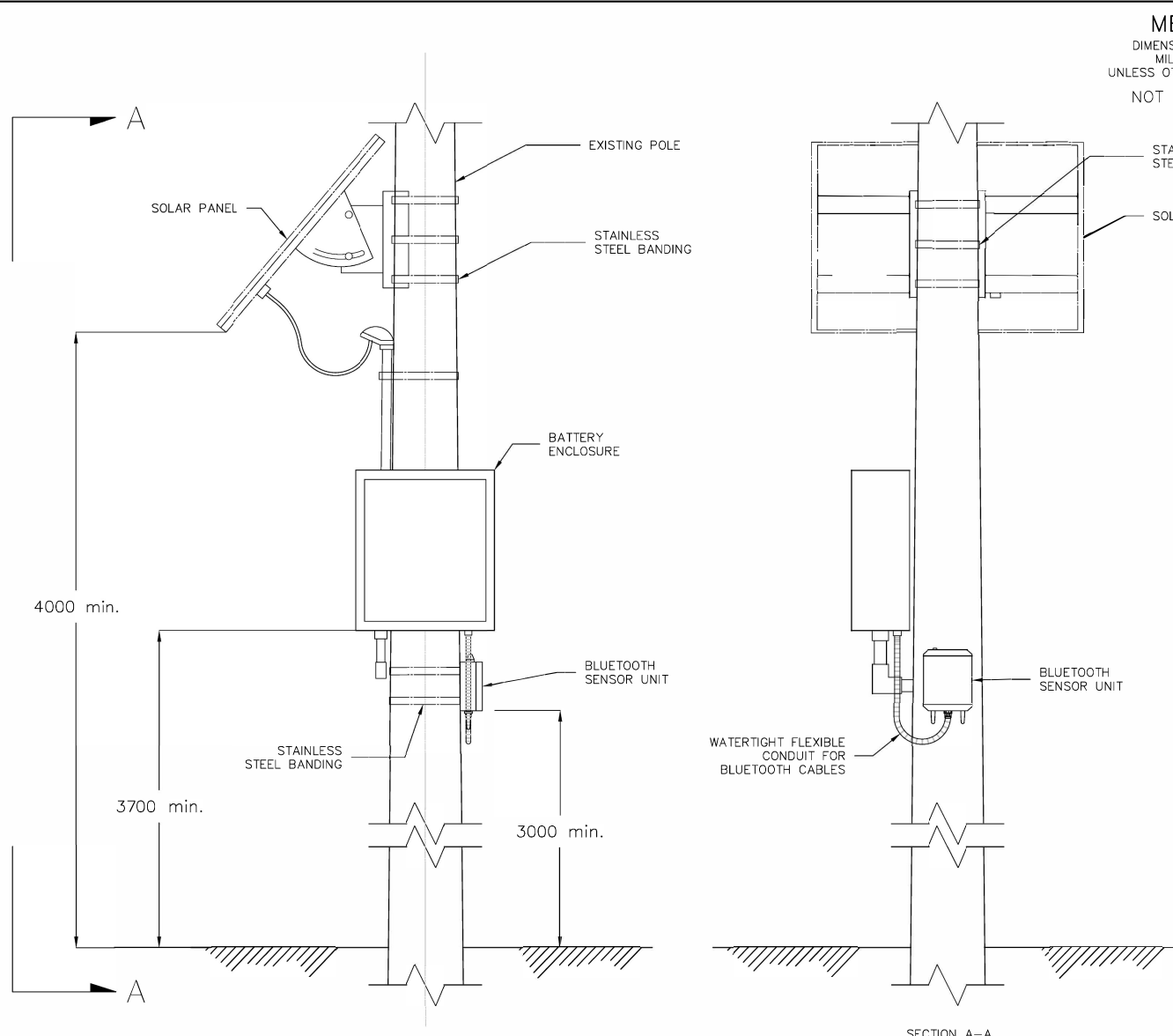
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HURON CHURCH RD AT NORTHWOOD ST



TYPICAL BLUETOOTH SYSTEM  
 POLE ARRANGEMENT

METRIC  
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 UNLESS OTHERWISE SHOWN  
 NOT TO SCALE

PLATE NO	
CONT No	
WP No	3031-22-00
ADVANCED TRAFFIC MANAGEMENT SYSTEMS BLUETOOTH SYSTEM MOUNTING DETAILS I	
Survey	Revised
<b>PARSONS</b>	

SHEET	A15
REVISION	

- NOTES:
- A. REFER TO THE CONTRACT DOCUMENTS AND MANUFACTURER'S INSTRUCTIONS FOR BATTERY ENCLOSURE, BLUETOOTH READER & SOLAR PANEL INSTALLATION.
  - B. SOLAR PANEL SHALL BE ORIENTED IN A PORTRAIT/VERTICAL ORIENTATION WHENEVER POSSIBLE AND POINTED SOUTHERLY.
  - C. THE BATTERY ENCLOSURE SHALL ALWAYS BE FACING AWAY FROM THE ROADWAY. IF POSSIBLE FOR FUTURE MAINTENANCE ACCESS THE BLUETOOTH READER SHALL BE ORIENTED ACCORDING TO THE AIMING DIRECTION INDICATED IN THE LAYOUT DRAWINGS.
  - D. CONTRACTOR SHALL GROUND THE BLUETOOTH READER AND SOLAR POWER SYSTEM TO THE EXISTING POLE GROUNDING.
  - E. ALL CONDUITS SHALL EXIT AT THE BOTTOM SIDE OF THE ENCLOSURE AND THE INSTALLATION SHALL BE WATERTIGHT.

**Council Report: C 67/2025**

**Subject: Amendments to CAO By-law 149-2024 – Authority to Settle Employment-Related Claims and Establishment of Position of the Deputy Chief Administrative Officer**

**Reference:**

Date to Council: May 12, 2025  
Author: Wira Vendrasco  
City Solicitor  
wvendrasco@citywindsor.ca  
519 225-6100 x6375

Joel Chillman  
Articling Student  
jchillman@citywindsor.ca  
519 255-6100 x6406  
Legal Services, Real Estate & Risk Management  
Report Date: 4/25/2025  
Clerk's File #: AS2025

**To:** Mayor and Members of City Council

**Recommendation:**

- I. That Council **APPROVE** an amendment to section 5(3) of the Chief Administrative Officer (CAO) By-law 149-2024 by adding a new subsection as follows:
  - (f) Settlement Authority:  
The Chief Administrative Officer is authorized to settle any employment-related matters, including claims, grievances, arbitrations and human rights claims, that have been filed or may be filed against the Corporation.
- II. That Council **APPROVE** an amendment to section 8 of the CAO By-law 149-2024 by adding a new subsection as follows:
  - (6) Settlement Authority:  
The Chief Administrative Officer is authorized to settle any employment-related matters, including claims, grievances, arbitrations and human rights claims, that have been filed or may be filed against the Corporation by employees or former employees of the Corporation below the level of Manager, or as the head of council may decide from time to time.

III. That Council **APPROVE** an amendment to the CAO By-law 149-2024 by adding new section 10.1 as follows:

10.1 Position of Deputy Chief Administrative Officer,

The position of Deputy Chief Administrative Officer is hereby established. The Deputy Chief Administrative Officer shall have the same responsibilities, duties and authorities as are assigned by this by-law to the Chief Administrative Officer, and are to be exercised in the absence of Chief Administrative Officer.

IV. That Council **AUTHORIZE** the City Solicitor to amend the CAO By-law 149-2024 accordingly.

**Executive Summary:**

N/A

**Background:**

Section 229 of the *Municipal Act, 2001*, S.O. 2001, c. 25 (“*Municipal Act*”) authorizes municipalities to appoint a Chief Administrative Officer. Section 23.1 of the *Municipal Act*, authorizes the Council of a municipality to delegate some of its powers and duties to an officer of the municipality, subject to the *Municipal Act*’s restrictions.

On September 23, 2024, Council passed the current CAO By-law 149-2024. This by-law is intended to clearly define the Chief Administrative Officer’s (CAO) responsibilities, duties and authorities. Section 5(3) of the CAO By-law outlines the CAO’s authority with respect to human resources when the head of council does not exercise the special powers and duties set out in Part VI.I of the *Municipal Act*. When the head of council does exercise the special powers and duties set out in Part VI.I of the *Municipal Act*, section 8 of the CAO By-law governs the CAO’s authority with respect to human resources.

Although the CAO By-law provides the CAO with certain authority over the Corporation’s human resources, the CAO By-law is unclear as to whether this includes the authority to settle employment-related claims, grievances, arbitrations and human rights claims (employment related claims). This is the reason for proposed amendments to both s. 5(3) and s. 8 of the CAO By-law.

Further, while the CAO By-law defines the CAO’s responsibilities and duties, it does not address the position of Deputy CAO.

**Discussion:**

It is recommended that the CAO By-law be amended to formally establish the CAO’s authority to settle employment-related claims, . Although it has been the long-time practise of CAOs to settle employment-related claims, it is better to codify this practise. As these types of settlements often involve employment considerations, such as modifying an employee’s duties or reinstating a dismissed employee, the proposed amendments regarding the CAO’s settlement authority are consistent with the human resources duties assigned to the CAO under the CAO By-law.

The Mayor has exercised the special powers and duties set out in Part VI.I of the *Municipal Act*, including those with respect to employment matters. Through Mayoral Decision MD 03-2023, the Mayor has delegated “all employment matters related to employees below the level of *manager*” to the CAO. As such, the Mayor retains responsibility for employment matters involving those at or above the level of manager.

When the Mayor exercises the special powers and duties set out in Part VI.I of the *Municipal Act*, the settling of a management-level employment-related claim or grievance requires the Mayor’s approval. This is the case regardless of the settlement’s monetary value. Under these circumstances, section 8 of the CAO By-law applies and the CAO’s authority to approve settlements is limited to settlements involving employees or former employees below the level of manager.

If the special powers and duties set out in Part VI.I of the *Municipal Act* were not applicable, the proposed amendment to section 5 of the CAO By-law establishes the CAO’s settlement authority without a specific monetary limit. This broad authority aligns with the overarching existing authority that the CAO has overall responsibility for personnel, and issues of quantum are dictated by legal precedent and negotiation.

The proposed amendment of the addition of section 10.1 of the CAO By-law formally establishes the Deputy CAO’s position in accordance with the provisions of MD 12-2025. The Deputy CAO has the same duties, responsibilities and authorities as the CAO and is to exercise these in the absence of the CAO.

In the event that both the CAO and Deputy CAO are absent then the CAO/Deputy CAO can delegate the duties, responsibilities and authority to a member of the Corporate Leadership Team on a temporary basis. The head of council may appoint a CAO/Deputy CAO during an extended period of absence by the CAO/Deputy CAO.

### **Risk Analysis:**

The proposed amendments to the CAO By-law pose little risk to the Corporation. Rather, formally establishing the CAO’s authority to settle employment-related claims, ensures that a consistent approval process is followed and reduces the risk that a settlement is agreed to without the requisite approval. The proposed amendments also formally establish the position of Deputy CAO.

### **Climate Change Risks**

#### **Climate Change Mitigation:**

N/A

#### **Climate Change Adaptation:**

N/A

### **Financial Matters:**

The proposed amendments to the CAO By-law have no inherent financial implications for the Corporation. The proposed amendments only seek to clarify and more formally establish the CAO’s authority to settle employment-related claims in alignment with

general practice. The amendments do not propose a monetary threshold, as, subject to Strong Mayor Powers, these decisions fall within the discretion of the CAO. However, the CAO may exercise judgement and seek approval of the Mayor and/or City Council, should the CAO deem such approval prudent or necessary.

### **Conclusion:**

The proposed amendments to the CAO By-law, as outlined in the recommendations section of this report, formally establish the CAO's authority to settle employment-related claims. These proposed amendments recognize that the CAO having settlement authority simplifies the process of settling many employment-related claims while also ensuring that the Mayor and/or Council, as the case may be, retains the authority to approve settlements in more significant claims and grievances. Finally, the proposed amendments to the CAO By-law formally establish the Deputy CAO's authority– a necessary step following the recent appointment of a Deputy CAO.

### **Approvals:**

<b>Name</b>	<b>Title</b>
Joel Chillman	Articling Student
Wira Vendrasco	City Solicitor
Andrew Daher	Commissioner, Corporate Services
Janice Guthrie	Commissioner, Finance/City Treasurer
Jelena Payne acting for Ray Mensour	Chief Administrative Officer

### **Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>

### **Appendices:**



## Council Report: C 61/2025

**Subject: 2025 Business Improvement Area Budget & Levy Approval - Ward 2, 3, 4, 5 & 6**
**Reference:**

Date to Council: May 12, 2025  
 Author: Cristina Stanis  
 Senior Tax Analyst  
 519 255 6100 Ext. 6929  
 cstanis@citywindsor.ca  
 Taxation & Financial Projects  
 Report Date: 4/22/2025  
 Clerk's File #: AF/14854 & MI2025

**To:** Mayor and Members of City Council

**Recommendation:**

**THAT** City Council **APPROVE** the 2025 Budget submissions from each of the nine (9) Business Improvement Area Boards being Downtown Windsor, Ford City, Via Italia (Erie Street), Olde Riverside Town Centre, Olde Sandwich Towne, Walkerville District, Ottawa Street, Pillette Village and Wyandotte Town Centre as presented in Appendices A through I and as summarized the table below Column A; and,

**THAT** City Council **APPROVE** the 2025 Levy requests for each of the nine (9) Business Improvement Areas being Downtown Windsor, Ford City, Via Italia (Erie Street), Olde Riverside Town Centre, Olde Sandwich Towne, Walkerville District, Ottawa Street, Pillette Village and Wyandotte Town Centre as summarized in the table below Column B; and,

**THAT** City Council **APPROVE** the 2025 Business Improvement Area Rates for each of the nine (9) Business Improvement Areas being Downtown Windsor, Ford City, Via Italia (Erie Street), Olde Riverside Town Centre, Olde Sandwich Towne, Walkerville District, Ottawa Street, Pillette Village and Wyandotte Town Centre as summarized in the table below Column C; and,

Business Improvement Area	2025 Recommended Budget  Column A	2025 Recommended Levy  Column B	2025 Rate  Column C
Downtown Windsor Business Improvement Area	\$921,100	\$764,550	0.00349916

Via Italia – Erie Street BIA	\$125,000	\$125,000	0.00573361
Olde Riverside Town Centre BIA	\$87,592	\$75,000	0.00748084
Olde Sandwich Towne BIA	\$613,958	\$67,100	0.00818123
Walkerville District BIA	\$85,000	\$75,000	0.0030847
Ottawa Street BIA	\$76,765	\$71,965	0.00325207
Pillette Village BIA	\$40,125	\$40,125	0.00359814
Wyandotte Town Centre BIA	\$94,000	\$94,000	0.00412554
Ford City BIA	\$70,400	\$47,400	\$600 flat fee

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

**Executive Summary:**

N/A

**Background:**

Presently, there are nine (9) Business Improvement Areas (BIA) within the City of Windsor. They include:

1. Downtown Windsor (DWBIA)
2. Ford City
3. Via Italia – Erie Street
4. Olde Riverside Town Centre
5. Olde Sandwich Towne
6. Walkerville District
7. Ottawa Street
8. Pillette Village
9. Wyandotte Town Centre

Sections 204 through to 215, Business Improvement Areas of the *Ontario Municipal Act, 2001* (the Act), provide the regulatory framework for the establishment and operations of BIAs. Section 204(1) provides that local municipalities may designate an area as an improvement area and may establish a Board of Management:



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

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

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

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

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

In addition to the requirements of the Act, the BIAs are required to comply with the BIA Governance By-law (49-2023). This By-law represents a set of uniform governance and procedural rules with an aim to improve consistency, transparency, and governance across the BIAs. Section XV1, Financial Administration, requires that *the Board shall adhere to the financial accountability requirements as set out in Schedule C*. Key financial accountability requirements include:

- Annual Budget: The Board shall submit its budget to Council and Council may approve it in whole or in part but may not add expenditures to it.
- Annual financial statements: Audited financial statements are required to be presented in conjunction with the annual report to Council.
- Reserve Funds: At no time shall the general operating reserve reach a level that exceeds 25% of the annual year's levy. Should the general operating reserve reach a level that is in excess of this maximum amount, the Board is required to develop a plan that will expend the funds with said plan being presented as part of the annual budget submission for approval by Council.

This report summarizes the reporting of the 2025 annual budgets of the BIAs to Council. Furthermore, it includes information on reserve funds and the BIAs compliance with the financial accountability requirements set out in the By-law as it relates to reserves.

The BIAs are currently working on their December 31, 2024, financial statements and annual reports.

## **Discussion:**

### **2025 Budget Submissions**

The 2025 BIA budgets (Appendices A through I), include identified expenditures which are consistent with the mandate of BIAs such as advertising and promotion, newsletters, beautification items, flower baskets, administrative costs, etc. The budgets were submitted to Administration in the requested format and by the determined deadline. Administration has performed a review of each budget to ensure consistency with the prior year and has clarified any items considered to be new or materially different than presented in the past. Administration ensured that previously committed amounts representing repayments to the City for capital projects were included in the annual budgets.

The Act requires that each BIA budget be discussed and approved at their respective annual general meetings attended by all members of the BIA. Administration confirmed that annual general meetings were held, through inquiry of BIA management and review of the meeting minutes. Nothing has come to our attention that would indicate that the budgets presented were not supported by the respective membership.

### **Downtown Windsor Business Improvement Area (DWBIA) – Appendix A**

Total budgeted revenue for 2025 is \$921,000, which is consistent with 2024. This is comprised of:

- The 2025 requested levy from BIA members of \$764,550, consistent with 2024.
- Federal and Provincial grants of \$70,000, consistent with 2024.
- Other revenue, comprised of sponsorships, promotion and events revenue, revenue from the Farmers Market, and miscellaneous revenue of \$86,550 for 2025, consistent with 2024.

Total budgeted expenditures for 2025 are \$921,100. Notable changes from 2024 include:

- Decrease in administrative expenditures of \$13,700 from 2024 (2025 - \$279,500; 2024 - \$293,200) primarily attributed to decreases in legal (\$12,500).
- Decrease in capital expenditures of \$65,000 from 2024 (2025 - \$248,000; 2024 - \$313,000) primarily attributed to the elimination of expenditures related to security cameras and safety measures (\$108,500) and a decrease in street cleaning expenditures (\$51,500). The BIA is exploring alternative approaches to enhance the safety downtown and is working on finding more cost-effective solutions for street cleaning, while ensuring the downtown remains clean and welcoming. The decrease in capital expenditures were partially offset by increases in decorative lighting expenditures (\$85,000) and seasonal decorations

(\$10,000), as the BIA has reallocated the resources to initiatives they believe would have a high-impact on the downtown.

- Increase in communications/marketing/promotion & events expenditures of \$78,700 (2025 - \$393,600; 2024 – \$314,900), reflecting the BIA’s commitment to enhancing community engagement and economic activity downtown. The higher expenditures are primarily attributed to an increase in advertising and marketing (\$16,750) as well as an increase in expenditures for promotion and events (\$60,500). The BIA will purchase a video wall to be used for sport watch parties (\$37,250) that will attract larger audiences downtown and enhance the community’s experience. The BIA has also enhanced its summer events calendar with the goal of increasing the foot traffic downtown, support local businesses and increase the vibrancy of the downtown core. For 2025, the BIA has allocated additional funding to Open Street events (\$71,000). The BIA will continue to host events and programs such as the Farmer Market, the Canada Day event, Good Green Reclamation Program, and the Windsor International Film Festival (WIFF). In addition to this, the BIA will host three (3) signature events, the Ouellette Car Cruise, Winter Fest, and the Volleyball Beach Bash.

As at December 31, 2023, the DWBIA had an accumulated surplus (reserve balance) of \$629,806 (2022 - \$608,689). The accumulated surplus (reserve balance) exceeds 25% of the operating levy and is therefore outside of compliance with the financial accountability requirements of the by-law. The 2025 budget submission for the BIA did not include a plan to expend those funds. The Board of Management for the DWBIA has been requested to submit a plan to expend these funds with the annual audited financial statements for the year-ended December 31, 2024.

### **Via Italia – Erie Street BIA– Appendix B**

Consistent with 2024, the 2025 requested budget and related levy due from BIA members is \$125,000. Notable changes in expenditures from 2024 include:

- Slight increase in administrative expenditures of \$364 from 2024 (2025-\$49,500; 2024 - \$49,136).
- Increase in capital expenditures of \$1,436 from 2024 (2025 - \$15,000; 2024 - \$13,564) primarily attributed to an increase in expenditures related to street furniture (\$2,500), decorations (\$1,200), planters (\$500), graffiti removal costs (\$500) and clean up charges (\$500). These higher expenditures were partially offset by decreases to expenditures related to banners (\$2,500) and the street safety project (\$1,864).
- Decrease in communications/marketing/promotion & events expenditures of \$1,800 (2025 – \$60,500; 2024 - \$62,300) primarily attributed to a decrease in expenditures related to the winter event/ sidewalk sale (\$2,000), partially offset by a minor increase of (\$500) in internet/ website related expenditures.

As at December 31, 2023, the Via Italia BIA had an accumulated surplus (reserve balance) of \$104,670 (2022 - \$97,635). The accumulated surplus (reserve balance)

exceeds 25% of the operating levy and is therefore outside of compliance with the financial accountability requirements of the by-law. The 2025 budget submission for the BIA did not include a plan to expend those funds. The Board of Management for the Via Italia BIA has been requested to submit a plan to expend these funds with the annual audited financial statements for the year-ended December 31, 2024.

### **Olde Riverside Town Centre BIA – Appendix C**

Consistent with 2024, the 2025 total budgeted revenue and related levy due from BIA members is \$75,000.

Total budgeted expenditures for 2025 are \$87,592. Notable changes in expenditures from 2024 include:

- Increase in administrative expenditures of \$12,311 from 2024 (2025 - \$30,811; 2024 - \$18,500) primarily due to an increase in salaries/wages/benefits (\$13,500). The increase in wages is related to the BIA Coordinator position. The coordinator will have more hours allocated in order to complete additional duties related to bookkeeping as well as managing the social media accounts for the BIA. Part of the increase was offset by a decrease in donations (\$1,000), AGM expenses (\$750) as well as accounting (\$750).
- Increase in capital expenditures of \$6,500 from 2024 (2025 - \$38,000; 2024 - \$31,500) primarily attributed to an increase in expenditures related to flowers/plants/ trees (\$12,500). The BIA is working on enhancing the green spaces across the entire BIA and is planning to hire a horticultural student to refresh and maintain the existing garden boxes. The BIA will be using different vendors for their planters that offer more tailored, high-quality services. Part of the funds will be allocated to purchase a watering cart and a storage shed as well as to hire staff to water the planters and gardens. Other increases in capital expenditures are related to street cleaning (\$3,000) and professional services (\$2,000) to update the website and transition it to a new platform that will allow the coordinator to make updates to the website on a regular basis. The increases are partially offset by decreases in expenditures related to street furniture (\$2,000), benches (\$4,000), seasonal decorations (\$3,000) and banners (\$2,000).
- Decrease in communications/marketing/promotion & events expenditures of \$19,719 (2025 - \$18,781; 2024 - \$38,500) primarily attributed to a decrease in the expenditures related to advertising and marketing (\$2,500) and promotions and events (\$18,000) due to the elimination of certain special events such as the Night Market, Open Streets and various Christmas activities. The Open Streets event will only take place in the Olde Riverside area once every 2 years. The BIA is still working on the details for the special events that it is planning to organize in 2025 and for now they have planned a Member's Spring Social.

As at December 31, 2023, the BIA had an accumulated surplus (reserve balance) of \$33,871 (2022 - \$9,762). The accumulated surplus (reserve balance) exceeds 25% of

the operating levy and is therefore outside of compliance with the financial accountability requirements of the by-law. The 2025 budget submission for the BIA includes a plan to expend part of the reserve fund (\$12,592), however, it does not outline a plan for the use of the remaining reserve fund. The Board of Management for the Olde Riverside Town BIA has been requested to submit a plan to expend these funds with the annual audited financial statements for the year-ended December 31, 2024.

### **Olde Sandwich Towne BIA – Appendix D**

Total budgeted revenue for 2025 is \$308,600 an increase of \$194,500 from 2024. This includes:

- The 2025 requested levy from BIA members of \$67,100, consistent with 2024.
- Community benefit grant of \$240,500, an increase of \$193,500 from 2024.
- Donations revenue of \$1,000, an increase of \$1,000 from 2024.

Total budgeted expenditures for 2025 are \$613,958, an increase of \$329,475 from 2024. Notable changes from 2024 include:

- Increase in administrative expenditures of \$8,701 from 2024 (2025 - \$67,252; 2024 - \$58,551) primarily attributed to increases in expenditures associated with salaries/ wages and benefits (\$10,100), accounting (\$2,300), audit (\$2,300) and meeting expenses (\$2,052), and partially offset by decreases in expenditures associated with consultants (\$7,901) and storage (\$1,000).
- Increase in capital expenditures of \$145,706 from 2024 (2025 - \$271,206; 2024 - \$125,500) primarily attributed to expenditures related to building a pergola (\$110,000) and for beautification planning (\$20,000) to develop a long-term beautification plan to improve the BIA district landscape. Additional increases in capital expenditures include benches (\$4,500), murals (\$8,000), hanging baskets (\$6,000), street cleaning (\$5,500) and miscellaneous repairs (\$27,706), partially offset by a decrease in seasonal decorations (\$48,000). The BIA will hire a contractor to handle the cleaning of the BIA district. In addition to the general maintenance activities, the BIA has launched a dedicated project and engaged professional cleaning companies to wash the properties of its members that have been impacted by construction-related debris and dust.
- Increase in communications/marketing/promotion & events expenditures of \$175,068 from 2024 (2025 – 275,500; 2024 - \$100,432) primarily attributed to increases in expenditures related to communication (\$40,000), advertising and marketing (\$145,000). The Board members intend to attend several conferences this year to engage with other municipalities and gather best practices for enhancing the BIA's appeal as a destination for both cycling tourism and general tourism. The BIA is planning a range of advertising and marketing initiatives, branding, and social media campaigns. Additionally, expenditures will be incurred related to signage and promotional videos in order to relaunch and promote the

Sandwich BIA following the 2024-25 construction and also promote the area as a destination for cycling tourism. The tourism campaign aims to attract both new visitors, specifically pedestrians and cyclists via the multi-use trail on the new bridge as well as visitors from Southwestern Ontario. There is a slight decrease in the budget allocated for promotions & events (\$9,932). For 2025, the BIA will host a variety of events such as Open Streets (\$9,000), Miracle on Sandwich (\$18,450), the Outdoor Market (\$18,550), a Halloween event (12,000), a spring event (\$9,500) and a St. Patrick's Day event (\$6,000).

As at December 31, 2023, the BIA had an accumulated surplus (reserve balance) of \$307,652 (2022 - \$95,456). The accumulated surplus (reserve balance) exceeds 25% of the operating levy and is therefore outside of compliance with the financial accountability requirements of the by-law. The 2025 budget submission for the BIA includes a plan to expend the funds as the 2025 budget includes a transfer from reserves of \$305,358 to fund expenditures.

### **Walkerville District BIA– Appendix E**

Total budgeted revenue for 2025 is \$85,000, a \$17,901 increase from 2024. This includes:

- The 2025 requested levy from BIA members of \$75,000, an increase of \$20,000 from 2024.
- Sponsorship and vendor registration revenue in total of \$10,000, an increase of \$2,000 from previous year.
- A decrease of \$4,099 in revenue related to GIC interest and Coachworx rebate.

Total budgeted expenditures for 2025 are \$85,000, an increase of \$17,901 from 2024. Notable changes from 2024 include:

- Increase in administrative expenditures of \$11,698 from 2024 (2025 - \$33,898; 2024 - \$22,200) primarily attributed to an increase in expenditures related to strategic planning (\$10,000). The BIA has engaged an external facilitator who has begun working with the Board to develop a strategic plan for the organization's future direction and the effective utilization of the available reserve fund.
- Increase in capital expenditures of \$4,392 from 2024 (2025 - \$23,352; 2024 - \$18,960) primarily attributed to an increase in expenditures related to planters (\$3,000), grant writing (\$3,000) and security (\$2,000) and partially offset by a decrease in street cleaning (\$3,000).
- Increase in communications/marketing/promotion & events expenditures of \$1,811 in comparison to 2024 (2025 - \$27,750; 2024 -\$25,939) primarily attributed to an increase in advertising and marketing expenditures (\$2,550), as a result of more funds being allocated to social media, branding collaborations and website maintenance. For 2025 the BIA will host several events, Art Walk

(\$9,000), the Holiday Walk (\$5,000) and Taste of Walkerville (\$9,000). The Taste of Walkerville is a new event that was introduced by the BIA in 2024 and proved to be successful.

As at the end of 2023, the BIA had an accumulated surplus (reserve balance) of \$61,810 (2022 - \$45,820). The accumulated surplus (reserve balance) exceeds 25% of the operating levy and is therefore outside of compliance with the financial accountability requirements of the by-law. The BIA is currently working on a strategic plan to ensure responsible use of the reserve funds.

### **Ottawa Street BIA– Appendix F**

Consistent with 2024, the 2025 requested budgeted and related levy due from BIA members is \$71,965. Notable changes in expenditures from 2024 include:

- Decrease in administrative expenditures of \$3,900 from 2024 (2025 - \$14,050; 2024 - \$ 17,950) primarily attributed to a decrease in printing (\$3,000) and insurance (\$1,500), partially offset by an increase in subscriptions (\$1,000).
- Decrease in capital expenditures of \$13,000 from 2024 (2025- \$22,000; 2024 - \$35,000). The decrease is primarily due to the elimination of expenditures related to banners (\$20,000) as well as decreases in expenditures for murals (\$2,000). The decreases are partially offset by an increase in expenditures for street furniture (\$3,000), seasonal decorations (\$2,000) and street cleaning (\$4,000). The BIA has hired a private contractor to handle the street cleaning during the busy months, April to December.
- Decrease in communications/marketing/promotion expenditures of \$4,885 (2025 - \$35,915; 2024 - \$40,800), primarily attributed to a decrease in promotions and events expenditures (\$4,500). For 2025 the BIA will host one main event, the Ottawa Street Tent (\$10,000) as well as smaller events like various Sidewalk Sales and Win Your Purchase.

As at December 31, 2023, the BIA had an accumulated surplus (reserve balance) of \$67,973 (2022 - \$79,196). The accumulated surplus (reserve balance) exceeds 25% of the operating levy and is therefore outside of compliance with the financial accountability requirements of the by-law. The 2025 budget submission for the BIA did not include a plan to use those funds. The Board of Management for the Ottawa BIA has been requested to submit a plan to expend these funds with the annual audited financial statements for the year ended December 31, 2024.

### **Pillette Village BIA – Appendix G**

The 2025 requested budget and related levy due from BIA members is \$40,125, a slight increase of \$125 from the 2024 budget. Notable changes in expenditures from 2024 include:

- Increase in administrative expenditures of \$2,323 from 2024 (2025 - \$15,884; 2024 - \$13,561) primarily attributed to an increase in salaries/ wages and benefits (\$1,500).
- A minor increase in capital expenditures of \$752 from 2024 (2025- \$15,741; 2024 - \$14,989) primarily attributed to an increase in street cleaning (\$500).
- Decrease in communications/marketing/promotion expenditures of \$2,950 (2025 - \$8,500; 2024 - \$11,450), primarily attributed to a decrease in advertising and marketing expenditures (\$1,850) as well as a decrease in promotions and events expenditures (\$1,000). For 2025, the BIA will host one event, the Street Sale (\$2,500).

Included in budgeted capital expenditures for 2025, is the annual capital repayment of \$10,600, as per City Council report CR87/2022 associated with the improved street furnishings and image rebranding project. As of December 31, 2024, \$84,800 remains to be collected from the membership levy. Installments of \$10,600 are due annually until 2032 to meet this commitment.

As at December 31, 2023, the BIA had an accumulated surplus (reserve balance) of \$22,218 (2022 - \$69,514). The accumulated surplus (reserve balance) exceeds 25% of the operating levy and is therefore outside of compliance with the financial accountability requirements of the by-law. The 2025 budget submission for the BIA did not include a plan to use those funds. The Board of Management for the Pilette Village BIA has been requested to submit a plan to expend these funds with the annual audited financial statements for the year-ended December 31, 2024.

### **Wyandotte Town Centre BIA – Appendix H**

Consistent with 2024, the 2025 requested budget and related levy due from the BIA members is \$94,000. Expenditures are consistent on a category-by-category basis.

As at December 31, 2023, the BIA had an accumulated surplus (reserve balance) of \$215,084 (2022 - \$223,799). The accumulated surplus (reserve balance) exceeds 25% of the operating levy and is therefore outside of compliance with the financial accountability requirements of the by-law. The 2025 budget submission for the BIA did not include a plan to expend those funds. The Board of Management for the Wyandotte BIA has been requested to submit a plan to expend these funds with the annual audited financial statements for the year-ended December 31, 2024.

### **Ford City BIA– Appendix I**

Total budget revenue for 2025 is \$70,400, a \$25,300 increase from 2024. This includes:

- The 2025 requested levy from BIA members of \$47,400, an increase of \$17,400 from 2024. The fixed levy amount has increased from \$400 per property to \$600 per property. In accordance with the Municipal Act, section 210 (1), notices of the proposed levy increase were sent by mail to all the business owners within the BIA boundaries. In addition to this, the property owners were responsible for



providing this notice to each tenant of a property who is required to pay all or part of the taxes on the property. Objections were accepted within 60 days from the date of the notice. The objections received did not meet the criteria set out in the Municipal Act section 210 (3), therefore the levy was increased to the stated amount of \$600 per property.

- Other revenue of \$23,000, an increase of \$7,900 from 2024, primarily attributed to an increase in revenue from sponsorships (\$2,000) and promotions and events (\$5,900).

Total budgeted expenditures for 2025 are \$70,400, an increase of \$17,600 from 2024. Notable changes from 2024 include:

- Increase in administrative expenditures of \$1,420 from 2024 (2025 - \$20,350; 2024 - \$18,930) primarily attributed to an increase in salaries/ wages and benefits (\$3,500) and accounting (\$400), offset by decreases in expenditures related to storage/ maintenance expense (\$1,900), and conference/ seminars (\$1,000).
- Decrease in capital expenditures of \$2,170 from 2024 (2025 – \$4,100; 2024 - \$6,270) primarily attributed to the elimination of expenditures related to signage (\$5,000) offset by an increase in expenditures related to street furniture (\$2,100) and planters (\$1,000). The BIA is planning to make some improvements to the Ford BIA area by installing bike racks.
- Increase in communications/marketing/promotion expenditures of \$18,350 (2025 - \$45,950; 2024 - \$27,600), primarily attributed to an increase in promotions and events expenditures (\$13,900), advertising and marketing (\$2,550) and communication (\$1,900). For 2025, the BIA will host the Dropped on Drouillard Event (\$36,000) and two Flea events (\$5,000).

As at December 31, 2023, the BIA had an accumulated surplus (reserve balance) of \$34,353 (2022 - \$41,762). The accumulated surplus (reserve balance) exceeds 25% of the operating levy and is therefore outside of compliance with the financial accountability requirements of the by-law. The Board of Management for the Ford BIA has submitted a plan to use reserves funds in 2025 and 2026 and is included for your reference in Appendix I with the 2025 budget submission.

### **Risk Analysis:**

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

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

## Climate Change Risks

### Climate Change Mitigation:

N/A

### Climate Change Adaptation:

N/A

### Financial Matters:

For 2025, where appropriate, Administration has issued interim payments equal to 50% of their 2024 approved budget, to fund BIA operations until such time as the 2025 rates and levies are finalized.

Following approval of the budgets and respective rates, and upon receipt of the 2024 annual audited financial statements, Administration will release a second payment to the BIAs. This payment represents the balance of the respective budgets for 2025, net of amounts due to the City on account of capital projects, other repayments and holdbacks.

Table 1 below summarizes the recommended 2025 budgets, related levy and rates that has been requested by each BIA. The levies will be billed and collected from property owners in each BIA boundary based upon the noted rates.

**Table 1**

### Business Improvement Area

#### 2025 Recommended Budget, Levy and Rates

<b>Business Improvement Area</b>	<b>2025 Recommended Budget  Column A</b>	<b>2025 Recommended Levy  Column B</b>	<b>2025 Rate  Column C</b>
Downtown Windsor Business Improvement Area	\$921,100	\$764,550	0.00349916
Via Italia – Erie Street BIA	\$125,000	\$125,000	0.00573361
Olde Riverside Town Centre BIA	\$87,592	\$75,000	0.00748084
Olde Sandwich Towne BIA	\$613,958	\$67,100	0.00818123
Walkerville District BIA	\$85,000	\$75,000	0.0030847
Ottawa Street BIA	\$76,765	\$71,965	0.00325207
Pillette Village BIA	\$40,125	\$40,125	0.00359814

Wyandotte Town Centre BIA	\$94,000	\$94,000	0.00412554
Ford City BIA	\$70,400	\$47,400	\$600 flat fee

## Annual Financial Statements

The BIA Governance By-law 49-2023, Schedule C, Financial Accountability Requirements, requires the following as it relates to the Annual Financial Statements:

- i) The Board is responsible to ensure that the financial information relating to each fiscal year end is provided to the auditors in a timely manner but no later than ninety days following the fiscal year-end.*
- ii) Audited financial statements are required to be presented in conjunction with the annual report to Council.*

The annual financial statements for the year-ended December 31, 2024, will be reported to Council in Q3 2025.

## Reserve Funds

The BIA Governance By-law 49-2023, Schedule C, Financial Accountability Requirements, requires the following as it relates to Reserve Funds:

- i) Any levy that is collected and not used in a current year shall be placed in a general operating reserve to be used in a subsequent year at the discretion of the Board. Expenditures from the reserve must be compliant with the Municipal Act and aligned with those that would typically be undertaken by the BIA. Where possible use of the reserve as a funding source is included in a budget submission the funding must be clearly identified as coming from the general operating reserve.*
- ii) At no time shall the general operating reserve reach a level that exceeds 25% of the annual year's levy. Should the general operating reserve reach a level that is in excess of this maximum amount, the Board is required to develop a plan that will expend the funds with said plan being presented as part of the annual budget submission for approval by Council. The excess funds shall be included as a revenue source in the annual operating budget for the year in which the funds will be spent in accordance with the plan.*
- iii) The Board may provide in its annual budget the establishment and maintenance of a specific purpose reserve fund to be used for special projects and or initiatives. Funds which are placed into these special purpose reserves must be used for the intended purpose. Reuse/redirection of funds previously set aside requires the approval of Council.*

- iv) A separate schedule of transactions made from either the general operating and specific purpose reserve from the preceding year shall be included a document in the annual financial statements.*

The following table outlines each BIA's compliance with provision ii), namely, that the general operating reserve exceeded 25% of the levy:

BIA	Compliance
Downtown Windsor BIA	Not in compliance. No plan provided with budget.
Via Italia BIA	Not in compliance. No plan provided with budget.
Olde Riverside Town Centre BIA	Not in compliance. Use of \$12,592 of reserve funds to fund 2025 expenditures.
Olde Sandwich Towne BIA	Not in compliance. Use of \$305,358 of reserve funds to fund 2025 expenditures.
Walkerville District BIA	Not in compliance. The Board is working on strategic plan to use reserve funds.
Ottawa Street BIA	Not in compliance. No plan provided with budget.
Pillette Village BIA	Not in compliance. No plan provided with budget.
Wyandotte Town Centre BIA	Not in compliance. No plan provided with budget.
Ford BIA	Not in compliance. Plan provided (Appendix I)

Administration has sent correspondence to the BIAs indicating that, in conjunction with the receipt of the annual audited financial statements for the year-ended December 31, 2024, that the Boards of the BIAs provide a plan to expend those funds in a manner that is compliant with the Municipal Act. Administration will continue to work with the BIAs on the plans to utilize the funds, and report back to Council with the presentation of the BIAs 2024 audited financial statements in Q3 2025.

### **Consultations:**

DWBIA

Ford City BIA

Via Italia BIA

Olde Riverside Town Centre BIA

Olde Sandwich Towne BIA  
Walkerville District BIA  
Ottawa Street BIA  
Pillette Village BIA  
Wyandotte Towne Centre BIA

**Conclusion:**

The approval of the BIA 2025 budgets and levies will provide each respective BIA with the necessary working capital to support the annual operating budget expenditures

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Lorie Gregg	Deputy Treasurer – Taxation, Treasury and Financial Projects
Wira Vedrasco	City Solicitor
Janice Guthrie	Commissioner of Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**

- 1 Appendix A - Downtown BIA (DWBIA) 2025 Budget
- 2 Appendix B - VIA Italia BIA 2025 Budget
- 3 Appendix C - Olde Riverside Town Centre BIA 2025 Budget
- 4 Appendix D - Olde Sandwich Towne BIA 2025 Budget
- 5 Appendix E - Walkerville District BIA 2025 Budget
- 6 Appendix F - Ottawa Street BIA 2025 Budget
- 7 Appendix G - Pillette Village BIA 2025 Budget
- 8 Appendix H - Wyandotte Towne Centre 2025 Budget
- 9 Appendix I - Ford City BIA 2025 Budget

APPENDIX A

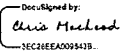
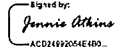
DOWNTOWN WINDSOR (DWBIA)

	2023	2024	2024	2025
	Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>REVENUE</b>				
BIA Levy	\$ 667,550	\$ 764,550	\$ -	\$ 764,550
<u>Government Grants</u>				
Federal or Provincial	\$ 50,000	\$ 70,000		\$ 70,000
Municipal				
<u>Other Revenue</u>				
Donations				
Sponsorships	\$ 46,500	\$ 25,000		\$ 25,000
Promotions & Events Revenue	\$ 5,800	\$ 5,750		\$ 5,750
Farmer's Market	\$ 50,800	\$ 50,800		\$ 50,800
Miscellaneous	\$ 5,000	\$ 5,000		\$ 5,000
<b>TOTAL REVENUE</b>	<b>\$ 825,650</b>	<b>\$ 921,100</b>	<b>\$ -</b>	<b>\$ 921,100</b>
<b>EXPENDITURES</b>				
<b>(includes non-recoverable HST)</b>				
Total Administrative	\$ 292,950	\$ 293,200	\$ -	\$ 279,500
Total Capital	\$ 283,950	\$ 313,000	\$ -	\$ 248,000
Total Marketing	\$ 247,250	\$ 314,900	\$ -	\$ 393,600
<b>TOTAL EXPENDITURES</b>	<b>\$ 824,150</b>	<b>\$ 921,100</b>	<b>\$ -</b>	<b>\$ 921,100</b>
<b>Surplus/Deficit</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

ACCUMULATED  
SURPLUS/(DEFICIT)

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

BUDGET DECLARATION TO BE SIGNED AFTER AGM

Board of Management Approval			24-Sep-24			23-Oct-24			General Membership Approval			24-Oct-24		
			Date	Month	Year	Date	Month	Year				Date	Month	Year
														
3/17/2025						3/17/2025								
Signature of Chair						Signature of Treasurer								
Date						Date								
If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.:														
Name: Debi Croucher Phone Number: 519-252-5723 ext. 210 Email Address: debi@downtownwindsor.ca														

APPENDIX A (CONT'D)

DOWNTOWN WINDSOR (DWBIA)		2023	2024	2024	2025
Administrative Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Staff	Salaries/Wages/Benefits	187,500	187,500		187,500
Other Admin.	Accounting				
	Audit	12,000	12,000		12,000
	AGM Expenses				
	Meeting Expenses (non AGM)	500	500		500
	Bank Charges	1,200	1,500		1,500
	Conferences/Seminars				
	Consultants				
	Donations				
	IT Support	3,000	5,000		4,000
	Strategic Plan				
	Memberships				
	Subscriptions				
	Insurance	11,000	11,000		11,000
	Legal	25,000	25,000		12,500
	Telephone	500			
	Postage & Courier	500	500		500
	Transportation & Travel				
	Office Supplies	3,250	2,700		2,500
	Office Equipment/Furniture/Maintenance	6,000	5,000		5,000
	Printing				
	Storage/Maintenance	2,500	2,500		2,500
	Rent/Lease	35,000	35,000		35,000
	Utilities				
	Other: Grant Writing	5,000	5,000		5,000
	Other: Property Standards Incentive				
Total Administrative Expenses		292,950	293,200	-	279,500

APPENDIX A (CONT'D)

DOWNTOWN WINDSOR (DWBIA)		2023	2024	2024	2025
Capital Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Capital</b>					
(Only include BIA portion of any cost-share initiatives)	City of Windsor Loan Repayment				
	Street Furniture				
	Benches				
	Alley Enhancements	1,500	1,500		3,500
	Signage				
	Decorative Lighting	57,000	15,000		100,000
	Decorations-Seasonal				10,000
	Decorations-Other				
	Banners				
	Murals				
	Planters				
	Hanging Baskets				
	Security Cameras & Safety Measures	108,550	108,500		0
	Signage				
	Technical/Professional Services				
	St Clair College/Univ. of Windsor	5,000	5,000		5,000
	Art Alley	5,000	2,500		2,500
<b>General Maintenance</b>					
	Flowers/Plants/Trees	11,000	12,000		10,000
	Snow Removal	15,000	15,000		15,000
	Decorations				
	Hydro				
	Graffiti Removal				
	Power Washing	10,000	15,000		15,000
	Needle Collection	4,500	4,500		4,500
	Street Cleaning	62,400	130,000		78,500
	Broken Windows	4,000	4,000		4,000
	Cleanup - Other (please specify)				
	Garage sweeper				
	Miscellaneous Repairs				
	Permit Fees				
	Security				
<b>Total Capital Expenses</b>		<b>283,950</b>	<b>313,000</b>	<b>0</b>	<b>248,000</b>



APPENDIX A (CONT'D)

DOWNTOWN WINDSOR (DWBIA)		2023	2024	2024	2025
Communications/Marketing/Promotions & Events		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Communications</b>					
	Memberships	6,500	10,000		6,000
	Member Services (Parking Tokens)	800	800		500
	Travel	250	250		1,000
	General Meeting Expense	500	500		500
	Board/Committee Meeting Expense	6,000	6,000		6,000
	Budget Meeting Expense	500	500		4,000
	Conference Expense	500	500		500
	Internet/Website	1,500	1,500		1,500
	Public Relations/Liaison	3,000	2,500		4,000
	DWBRA	1,000			
	DWBIA e-Commerce Platform	1,500			
<b>Advertising and Marketing</b>					
	Advertising & Promotional Items, Contents/Giveaways/Promotions	12,000	16,000		11,500
	Marketing/ Graphic Design	2,000	1,500		2,000
	Digital/ Print Advertising/ Website/ Brand Refresh	25,000	30,000		15,000
	Recruitment, Programming & Support	12,200	15,850		15,350
	Video Wall				37,250
	Website Development/Maintenance/CRM	4,500	2,000		1,000
	Wi-Fi	6,500			
	Welcome Kits	1,500			
<b>Promotions &amp; Events</b>					
	Canada Day	10,000	28,000		9,500
	Farmers Market	76,800	65,000		65,000
	Summer Event (Open Streets;	20,000	29,000		100,000
	Good Greens Food Reclamation Program		17,000		25,000
	Air Fair/ WIFF	26,000	25,000		25,000
	Night Market	200			
	Signature Event 1 (complete tab)	20,000	20,000		20,000
	Signature Event 2 (complete tab)	8,500	23,000		23,000
	Signature Event 3 (complete tab)		20,000		20,000
<b>Total</b>		<b>247,250</b>	<b>314,900</b>	<b>0</b>	<b>393,600</b>

APPENDIX A (CONT'D)

DOWNTOWN WINDSOR (DWBIA)		2023	2024	2024	2025
Signature Event 1 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Ouellette Car Cruise					
Event Dates:					
<b>Revenues</b>					
Must be shown on Cover Page	BIA Contribution	6,000	6,000		6,000
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships	10,000	10,000		10,000
	Festival Revenue	4,000	4,000		4,000
<b>Total Revenues</b>		20,000	20,000	0	20,000
<b>Expenditures</b>					
	Consultants				
	Entertainers				
	Fees - EMS				
	Fees - Police	3,400	3,400		3,400
	Permits	3,300	3,300		3,300
	Signage	1,500	1,500		1,500
	Barricades				
	Advertising/Promotion	4,500	4,500		4,500
	Waste Handling/Removal				
	Porto-potties				
	Staging/ Equipment Rentals	1,800	1,800		1,800
	Volunteers & Staffing	2,000	2,000		2,000
	Graphic Design, Photography, Video & Website	3,500	3,500		3,500
	Dash Palques				
<b>Total Expenditures</b>		20,000	20,000	0	20,000
Notes: Please provide description of the event					

APPENDIX A (CONT'D)

DOWNTOWN WINDSOR (DWBIA)		2023	2024	2024	2025
Signature Event 2 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Winter Fest					
Event Dates:					
Revenues					
Must be shown on Cover Page	BIA Contribution	6,000	6,000		6,000
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships	2,500	2,500		2,500
	Festival Revenue				
Total Revenues		8,500	8,500	0	8,500
Expenditures					
	Consultants				
	Parade		18,000		18,000
	Programming	5,250	3,000		5,000
	Fees - EMS				
	Fees - Police				
	Permits				
	Signage				
	Barricades				
	Advertising/Promotion	850	2,000		
	Waste Handling/Removal				
	Porto-potties				
	Staging				
	Lighting	2,400			
Total Expenditures		8,500	23,000	0	23,000
Notes: Please provide description of the event					

APPENDIX A (CONT'D)

DOWNTOWN WINDSOR (DWBIA)		2023	2024	2024	2025
Signature Event 3 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Volleyball Beach Bash Tournament					
Event Dates:					
Revenues					
Must be shown on Cover Page	BIA Contribution		15,000		20,000
	Federal/Provincial Grant				
	Municipal Grant				
	Donations		5,000		
	Sponsorships				
	Festival Revenue				
Total Revenues		0	20,000	0	20,000
Expenditures					
	Courts		5,000		2,000
	Equipment Rental		3,500		3,500
	Medallions & Prizes		4,000		4,000
	Security		2,500		2,500
	Staging/Equipment Rentals				
	Volunteers & Staffing		2,000		2,000
	Graphic Design, Photography		2,000		2,000
	Advertising & Promotion				3,000
	Website		1,000		1,000
Total Expenditures		0	20,000	0	20,000
Notes: Please provide description of the event					

APPENDIX A (CONT'D)  
DOWNTOWN WINDSOR (DWBIA)  
Commentary - 2024 Actual Expenditures

Explanation of Significant Variances (2024 Projected Actual vs. 2024 Approved Budget):

SUMMARY

(Include 2024 accomplishments; also indicate what was not accomplished in 2024 and why)

1. 2024 Accomplishments

See 2024 Year in Review Report & Video

Mandatory

REVENUES

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

2. Grants, Donations & Sponsorships

Variance  
-100%

3. Promotions, Events & Other Revenues

Variance  
-100%

EXPENDITURES

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

4. Administration

Variance  
-100%

5. Capital & General Maintenance

Variance  
-100%

7. Communications, Marketing, Promotions & Events

Variance  
-100%

8. Harmonized Sales Tax (HST) Rebates

Mandatory

APPENDIX A (CONT'D)  
DOWNTOWN WINDSOR (DWBIA)  
Commentary - 2025 Proposed Budget

Explanation of Significant Variances (2025 Proposed Budget vs. 2024 Approved Budget):

SUMMARY  
(Include any other pertinent information)

1. 2025 Goals and Objectives

The DWBIA Board's goals and objectives for 2025 centre primarily on safety and security, maintaining cleanliness, and driving visitation into the business district.

Mandatory

REVENUES

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

2. Grants, Donations & Sponsorships

Variance  
0%

3. Promotions, Events & Other Revenues

Variance  
0%

EXPENDITURES

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

4. Administration

Variance  
-5%

5. Capital & General Maintenance

In 2025, the DWBIA has realigned its strategic priorities, resulting in a \$160,000 reduction in the capital and general maintenance budget. This adjustment reflects a shift in focus toward more cost-effective solutions while maintaining the commitment to downtown upkeep and safety.

Key factors contributing to this variance include:

- Elimination of Funding for Security Cameras & Safety Measures: Following a strategic reassessment, alternative approaches are being explored to enhance downtown safety.
- Cost-Effective Street Cleaning Solutions: We are pursuing more efficient and financially sustainable methods for street cleaning on Ouellette Avenue (between Wyandotte and Giles Blvd.) while ensuring downtown remains clean and welcoming.

These changes allow us to reallocate resources to high-impact initiatives while maintaining a well-maintained and vibrant downtown core.

Variance  
-21%

7. Communications, Marketing, Promotions & Events

In 2025, the DWBIA has realigned its strategic priorities, leading to an increase of \$78,700 in the marketing budget. This adjustment reflects our commitment to enhancing community engagement and economic activity downtown.

Key investments contributing to this variance include:

- Expanded Summer Events Calendar: A greater number of summer events designed to drive foot traffic and increase vibrancy in the downtown core.
- Video Wall Purchase for Sports Watch Parties: A dynamic new addition to elevate public events, attract larger audiences, and enhance community experiences.

These initiatives align with our broader strategy to boost downtown activation, support local businesses, and create more engaging public spaces.

Variance  
25%

APPENDIX B

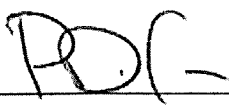

ERIE ST/VIA ITALIA BIA

	2023	2024	2024	2025
	Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>REVENUE</b>				
BIA Levy	\$ 125,000	\$ 125,000		\$ 125,000
<u>Government Grants</u>				
Federal or Provincial				
Municipal				
<u>Other Revenue</u>				
Donations				
Sponsorships				
Promotions & Events Revenue				
<b>TOTAL REVENUE</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ -</b>	<b>\$ 125,000</b>
<b>EXPENDITURES</b> (includes non-recoverable HST)				
Total Administrative	\$ 46,200	\$ 49,136	\$ -	\$ 49,500
Total Capital	\$ 23,000	\$ 13,664	\$ -	\$ 15,000
Total Marketing	\$ 55,800	\$ 62,300	\$ -	\$ 60,500
<b>TOTAL EXPENDITURES</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ -</b>	<b>\$ 125,000</b>
<b>Surplus/Deficit</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**ACCUMULATED  
SURPLUS/DEFICIT**

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

**BUDGET DECLARATION TO BE SIGNED AFTER AGM**

Board of Management Approval			General Membership Approval		
22	10	2024	22	10	2024
Date	Month	Year	Date	Month	Year
					
Signature of Chair			Signature of Treasurer		
Date			Date		
If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.					
Name:		Phone Number:		Email Address:	

APPENDIX B (CONT'D)

ERIE ST/VIA ITALIA BIA		2023	2024	2024	2025
Administrative Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Staff	Salaries/Wages/Benefits	28,000	30,000		30,000
Other Admin.	Accounting	1,500	2,000		2,000
	Audit	1,400	1,400		1,600
	AGM Expenses	150	200		300
	Meeting Expenses (non AGM)	500	500		300
	Bank Charges	250	300		300
	Conferences/Seminars				
	Consultants				
	Donations	700	700		700
	Strategic Plan				
	Memberships				
	Subscriptions				
	Insurance	4,364	4,500		4,600
	Legal				
	Telephone				
	Postage & Courier		200		200
	Transportation & Travel				
	Office Supplies	500	500		500
	Office Equipment/Furniture/Maintenance	200	200		
	Printing				
	Storage/Maintenance				
	Rent/Lease	8,136	8,136		8,200
	Utilities	500	500		800
	Other: (please specify)				
Total Administrative Expenses		\$46,200	\$49,136	\$0	\$49,500



APPENDIX B (CONT'D)

ERIE ST/VIA ITALIA BIA		2023	2024	2024	2025
Capital Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Capital</b>					
(Only include BIA portion of any cost-share initiatives)	City of Windsor Loan Repayment				
	Street Furniture				2,500
	Benches				
	Alley Enhancements				
	Signage	500	200		500
	Decorative Lighting				
	Decorations-Seasonal	10,000	5,000		5,000
	Decorations-Other		1,000		2,200
	Banners	5,000	2,500		
	Murals				
	Planters	2,000	1,500		2,000
	Hanging Baskets				
	Signage				
	Technical/Professional Services				
	PLEASE SPECIFY				
	Street Safety Project	4,000	1,864		
<b>General Maintenance</b>					
	Flowers/Plants/Trees				
	Snow Removal				
	Decorations				
	Hydro				
	Graffiti Removal				500
	Power Washing				
	Needle Collection				
	Street Cleaning				
	Broken Windows				
	Cleanup - Other (please specify)				500
	Miscellaneous Repairs				
	Permit Fees	1,500	1,500		1,800
	Security				
<b>Total Capital Expenses</b>		<b>\$23,000</b>	<b>\$13,564</b>	<b>\$0</b>	<b>\$15,000</b>

APPENDIX B (CONT'D)

ERIE ST/VIA ITALIA BIA		2023	2024	2024	2025
Communications/Marketing/Promotions & Events		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Communications</b>					
	Memberships	150	1,000		1,000
	Subscriptions				
	Professional Development				
	Travel				
	General Meeting Expense				
	Board/Committee Meeting Expense				
	Budget Meeting Expense				
	Conference Expense				
	Internet/Website	1,150	1,500		2,000
	Member Services (Parking Tokens)				
	Public Relations/Liaison				
<b>Advertising and Marketing</b>					
	Advertising	10,000	10,000		10,000
	Printing – (Flyers, Brochures, etc...)	500	800		500
	Marketing Design				
	Branding				
	Retail Recruitment				
	Social Media				
	Signage				
	Sponsorships				
	Newsletter				
	Website Development/Maintenance				
	Wi-Fi				
<b>Promotions &amp; Events</b>					
	Canada Day				
	Christmas				
	Easter				
	Spring Event (Please specify)				
	Summer Event (Please specify)				
	Carrousel of Nations/Italian Village	30,000	35,000		35,000
	Tour Di Via Italia Bike Races	10,000	10,000		10,000
	Winter Event (Please specify)	4,000	4,000		2,000
	New Event				
	Sidewalk Sale				
	Signature Event 1 (complete tab)				
	Signature Event 2 (complete tab)				
	Events PLEASE SPECIFY				
<b>Total</b>		<b>\$55,800</b>	<b>\$62,300</b>	<b>\$0</b>	<b>\$60,500</b>

APPENDIX B (CONT'D)

ERIE ST/VIA ITALIA BIA		2023	2024	2024	2025
Signature Event 1 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Carrousel of Nations/ Italian Village					
Event Dates:					
<b>Revenues</b>					
Must be shown on Cover Page	BIA Contribution	30,000	35,000		35,000
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue				
<b>Total Revenues</b>		30,000	35,000	0	35,000
<b>Expenditures</b>					
	Consultants				
	Entertainers	10,000	15,000		15,000
	Fees - EMS				
	Fees - Police	2,000	2,000		2,000
	Permits	2,000	2,000		1,500
	Signage	500	500		500
	Barricades	400	400		400
	Advertising/Promotion	1,500	1,400		1,000
	Waste Handling/Removal	700	700		600
	Porto-potties				
	Staging	4,400	4,500		4,500
	Security	4,000	4,000		5,000
	Staff to Guard all barricades	3,500	3,500		3,500
	Equipment Rentals ( generators etc.)	1,000	1,000		1,000
<b>Total Expenditures</b>		30,000	35,000	0	35,000
Notes: Please provide description of the event					

APPENDIX B (CONT'D)

ERIE ST/VIA ITALIA BIA		2023	2024	2024	2025
Signature Event 2 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Tour di Via Italia Bike Race					
Event Dates:					
<b>Revenues</b>					
Must be shown on Cover Page	BIA Contribution	10,000	10,000		10,000
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue				
<b>Total Revenues</b>		10,000	10,000	0	10,000
<b>Expenditures</b>					
	Consultants				
	Entertainers				
	Fees - EMS	1,500	1,500		1,500
	Fees - Police	3,500	3,500		3,500
	Permits	2,000	2,000		2,000
	Signage				
	Barricades	1,500	1,500		1,500
	Advertising/Promotion	1,500	1,500		1,500
	Waste Handling/Removal				
	Porto-potties				
	Staging				
	Security				
	Staff to Guard all barricades				
	Equipment Rentals ( generators etc.)				
<b>Total Expenditures</b>		10,000	10,000	0	10,000
Notes: Please provide description of the event					

APPENDIX B (CONT'D)  
 ERIE ST/VIA ITALIA BIA  
 Commentary - 2024 Actual Expenditures

Explanation of Significant Variances (2024 Projected Actual vs. 2024 Approved Budget):

**SUMMARY**

*(Include 2024 accomplishments; also indicate what was not accomplished in 2024 and why)*

**1. 2024 Accomplishments**

Carousel of the Nations- Italian Village held over a three day weekend; TDVI & St. Angela Fest weekends were held; Butterfly Fest was held. Community Garden maintained and enhanced; Open Streets held successfully within the BIA for the first time. Multiple public forums initiated and hosted by BIA with WPS and City of Windsor for enhancing safety within neighbourhood.

Mandatory

**REVENUES**

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

**2. Grants, Donations & Sponsorships**

Variance  
#DIV/0!

**3. Promotions, Events & Other Revenues**

Variance  
#DIV/0!

**EXPENDITURES**

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

**4. Administration**

Variance  
-100%

**5. Capital & General Maintenance**

Variance  
-100%

**7. Communications, Marketing, Promotions & Events**

Variance  
-100%

**8. Harmonized Sales Tax (HST) Rebates**

HST Rebate being filed for \$19,592

Mandatory

APPENDIX B (CONT'D)  
ERIE ST/VIA ITALIA BIA  
Commentary - 2025 Proposed Budget

Explanation of Significant Variances (2025 Proposed Budget vs. 2024 Approved Budget):

**SUMMARY**

*(Include any other pertinent information)*

**1. 2025 Goals and Objectives**

To continue to invest in streetscaping & beautification. Grand opening of bocce courts, and enhance the community garden further. Continue to foster relationships with community partners and stakeholders to attract more business to area. Build on safety initiatives with WPS and COW to address current issues. To build on success of 2024 Italian Carrousel, and other banner events like the weekends of TDVI, St. Angela Fest, and Butterfly Fest.

Mandatory

**REVENUES**

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

**2. Grants, Donations & Sponsorships**

Variance  
#DIV/0!

**3. Promotions, Events & Other Revenues**

Variance  
#DIV/0!

**EXPENDITURES**

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

**4. Administration**

Variance  
-100%

**5. Capital & General Maintenance**

Variance  
-100%

**7. Communications, Marketing, Promotions & Events**

Variance  
-100%

APPENDIX C



OLDE RIVERSIDE TOWN CENTRE BIA

	2023	2024	2024	2025
	Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>REVENUE</b>				
BIA Levy	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Government Grants				
Federal or Provincial				
Municipal				
Other Revenue				
Donations				
Sponsorships				
Promotions & Events Revenue				
<b>TOTAL REVENUE</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>
<b>EXPENDITURES</b> (Includes non-recoverable HST)				
Total Administrative	\$ 20,950	\$ 18,500	\$ 17,793	\$ 30,811
Total Capital	\$ 25,400	\$ 31,500	\$ 23,906	\$ 38,000
Total Marketing	\$ 28,650	\$ 38,500	\$ 31,415	\$ 18,781
<b>TOTAL EXPENDITURES</b>	<b>\$ 75,000</b>	<b>\$ 88,500</b>	<b>\$ 73,114</b>	<b>\$ 87,592</b>
<b>Surplus/Deficit</b>	<b>\$ -</b>	<b>\$ 13,500</b>	<b>\$ 1,886</b>	<b>\$ 12,592</b>

**ACCUMULATED  
SURPLUS/(DEFICIT)**

Beginning Balance		\$ 33,871	\$ 35,757
Use of Reserve			-\$ 12,592
Addition to reserve		\$ 1,886	
Ending Balance		\$ 35,757	\$ 23,165

**BUDGET DECLARATION TO BE SIGNED AFTER AGM**

Board of Management Approval			General Membership Approval		
5	Nov	24	5	Nov	24
Date	Month	Year	Date	Month	Year
					
Date			Date		
Nov 18/24			NA		
Signature of Chair			Signature of Treasurer		
If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.:					
LAURA TUCKER 519-941-0499 chair@oldersidebia@gmail.com					
Name:		Phone Number:		Email Address:	
				laura@tucker.ca	

APPENDIX C (CONT'D)

OLDE RIVERSIDE TOWN CENTRE BIA		2023	2024	2024	2025
Administrative Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Staff	Salaries/Wages/Benefits	11,000	12,000	11,504	25,500
Other Admin.	Accounting	500	750	565	
	Audit	1,130	1,500	1,921	2,000
	AGM Expenses	370	750		
	Meeting Expenses (non AGM)				
	Bank Charges				
	Conferences/Seminars				
	Consultants				
	Donations	2,000	1,000	690	
	Strategic Plan				
	Memberships			281	281
	Subscriptions				200
	Insurance	3,000	2,000	1,894	1,900
	Legal				
	Telephone	700			480
	Postage & Courier	50			
	Transportation & Travel				
	Office Supplies	200	500	241	250
	Office Equipment/Furniture/Maintenance				
	Printing	500		117	200
	Storage/Maintenance	1,500			
	Rent/Lease				
	Utilities				
	Other: (please specify)				
	Gifts			580	
Total Administrative Expenses		20,950	18,500	17,793	30,811



APPENDIX C (CONT'D)

OLDE RIVERSIDE TOWN CENTRE BIA		2023	2024	2024	2025
Capital Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Capital</b>					
(Only include BIA portion of any cost-share initiatives)	City of Windsor Loan Repayment	7,500			
	Street Furniture		2,000		
	Benches		4,000		
	Alley Enhancements				
	Signage				
	Decorative Lighting			275	
	Decorations-Seasonal		3,000		
	Decorations-Other				
	Banners		3,000	1,619	1,000
	Murals	500	2,000		2,000
	Planters	15,000			
	Hanging Baskets				
	Signage				
	Technical/Professional Services				2,000
<b>General Maintenance</b>					
	Flowers/Plants/Trees		17,500	19,479	30,000
	Snow Removal				
	Decorations				
	Hydro				
	Graffiti Removal				
	Power Washing				
	Needle Collection				
	Street Cleaning	2,350		2,533	3,000
	Broken Windows				
	Cleanup - Other (please specify)				
	Miscellaneous Repairs				
	Permit Fees				
	Security				
	Please Specify				
	Garden Supplies	50			
<b>Total Capital Expenses</b>		<b>25,400</b>	<b>31,500</b>	<b>23,906</b>	<b>38,000</b>

APPENDIX C (CONT'D)

OLDE RIVERSIDE TOWN CENTRE BIA		2023	2024	2024	2025
Communications/Marketing/Promotions & Events		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Communications</b>					
	Memberships			281	281
	Subscriptions				
	Professional Development				
	Travel				
	General Meeting Expense			657	700
	Board/Committee Meeting Expense				
	Budget Meeting Expense				
	Conference Expense				
	Internet/Website	300	500	268	300
	Member Services (Parking Tokens)				
	Public Relations/Liaison				
<b>Advertising and Marketing</b>					
	Advertising	2,500	12,000	4,211	8,000
	Printing – (Flyers, Brochures, etc...)				
	Marketing Design	2,850		1,133	1,500
	Branding				
	Retail Recruitment				
	Social Media				
	Signage	1,000			
	Sponsorships				
	Newsletter				
	Website Development/Maintenance	1,000			
	Wi-Fi				
	Please spe City permit for street banners			700	
<b>Promotions &amp; Events</b>					
	Canada Day				
	Christmas	1,000	2,500	3,000	
	Easter				
	Spring Event (Please specify)		1,000		
	Summer Event (Please specify)		9,000		
	Fall Event (Please specify)		13,500	11,980	
	Winter Event (Please specify)				
	Sidewalk Sale				
	Signature Event 1 (complete tab)	20,000		9,185	8,000
	Signature Event 2 (complete tab)				0
	Please specify				
<b>Total</b>		<b>28,650</b>	<b>38,500</b>	<b>31,415</b>	<b>18,781</b>

## APPENDIX C (CONT'D)

OLDE RIVERSIDE TOWN CENTRE BIA		2023	2024	2024	2025
Signature Event 1 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Olde Riverside BIA Event					
Event Dates:					
Revenues					
Must be shown on Cover Page	BIA Contribution	20,000			
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue				
Total Revenues		20,000	0	0	0
Expenditures					
	Insurance	250			
	Entertainers			3,646	
	Fees - EMS				
	Security	1,750			
	Permits	400		700	
	Tent	12,500			
	Barricades				
	Advertising/Promotion	3,950		400	
	Waste Handling/Removal				
	Chairs/Tables/Porta Potties				
	Supplies				
	Awards				
	Decorations				
	DJ				
	Other	1,150		4,439	8,000
Total Expenditures		20,000	0	9,185	8,000

Notes: September 22 marked the first year Riverside had the incredible opportunity to participate in Open Streets Windsor—a vibrant celebration of community, culture, and wellness put on by the City of Windsor. Rather than host our fall event this year, the board decided to make use of the closed streets and make our HUB a huge hit of Open Streets. We used our allocated event funding to add entertainment and activities along our BIA to increase foot traffic to our area and give our businesses plenty of opportunity to sell their wares, and engage with and keep the participants nourished with our culinary offerings. Activities/entertainment included live music, a community art project, a magician, face painting, street/carnival games and more. The BIA and over a dozen participating members distributed over 1000 giveaways to participants while enjoying the unique engagement opportunity. Giveaways included cookies, safety lights, bubble wands and more.

## APPENDIX C (CONT'D)

OLDE RIVERSIDE TOWN CENTRE BIA		2023	2024	2024	2025
Signature Event 2 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name:					
Event Dates:					
Revenues					
Must be shown on Cover Page	BIA Contribution				
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue				
Total Revenues		0	0	0	0
Expenditures					
	Consultants				
	Entertainers				
	Fees - EMS				
	Fees - Police				
	Permits				
	Signage				
	Barricades				
	Advertising/Promotion				
	Waste Handling/Removal				
	Porto-potties				
	Staging				
Total Expenditures		0	0	0	0
Notes: Please provide description of the event					

APPENDIX C (CONT'D)  
OLDE RIVERSIDE TOWN CENTRE BIA  
Commentary - 2024 Actual Expenditures

Explanation of Significant Variances (2024 Projected Actual vs. 2024 Approved Budget):

**SUMMARY**

*(Include 2024 accomplishments; also indicate what was not accomplished in 2024 and why)*

**1. 2024 Accomplishments**

A major accomplishment of 2024 is our participation in Open Streets East End Edition – see event details. We also continued our annual Veteran Banner project with the Royal Canadian Legion Branch 255.

Mandatory

**REVENUES**

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

**2. Grants, Donations & Sponsorships**

None

Variance  
#DIV/0!

**3. Promotions, Events & Other Revenues**

None

Variance  
#DIV/0!

**EXPENDITURES**

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

**4. Administration**

Variance  
-4%

**5. Capital & General Maintenance**

We didn't spend everything allocated for capital because the City repaired our benches for us.

Variance  
-24%

**7. Communications, Marketing, Promotions & Events**

The majority of our marketing efforts planned in 2024 will be executed in 2025.

Variance  
-18%

**8. Harmonized Sales Tax (HST) Rebates**

Mandatory

APPENDIX C (CONT'D)  
 OLDE RIVERSIDE TOWN CENTRE BIA  
 Commentary - 2025 Proposed Budget

Explanation of Significant Variances (2025 Proposed Budget vs. 2024 Approved Budget):

SUMMARY

(Include any other pertinent information)

**1. 2025 Goals and Objectives**

We will also execute our marketing ideas for the region which include photography and drone footage, improve lighting, and look at grants for street art in partnership with the Royal Canadian Legion Branch 255.

Mandatory

REVENUES

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

**2. Grants, Donations & Sponsorships**

We hope to apply for grants this year in partnership with the Royal Canadian Legion Branch 255.

Variance  
#DIV/0!

**3. Promotions, Events & Other Revenues**

The marketing committee has ideas for a Olde Riverside t-shirt redesign that could be a revenue generator.

Variance  
#DIV/0!

EXPENDITURES

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

**4. Administration**

Because 2024 was off to a later start because of the City's take-over of BIAs, we do expect 2025 to increase in admin because we'll have all 12 months.

Variance  
67%

**5. Capital & General Maintenance**

We plan to work on our gardens this Spring. The City is currently growing plants we've requested (Thank you!) and we have a gardener who will plant them and tend to them this spring/summer.

Variance  
21%

**7. Communications, Marketing, Promotions & Events**

We understand Open Streets East End Edition will be every other year so we have earmarked some funding for an event in 2025 but no details.

Variance  
-51%

APPENDIX D

OLDE SANDWICH TOWNE BIA

	2023	2024	2024	2025
	Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>REVENUE</b>				
BIA Levy	\$ 67,100	\$ 67,100		\$ 67,100
<u>Government Grants</u>				
Federal or Provincial				
Municipal				
WDBA Grant	\$ 200,000	\$ 47,000		\$ 240,500
<u>Other Revenue</u>				
Donations				\$ 1,000
Sponsorships				
Promotions & Events Revenue	\$ 2,000			\$ -
<b>TOTAL REVENUE</b>	<b>\$ 269,100</b>	<b>\$ 114,100</b>	<b>\$ -</b>	<b>\$ 308,600</b>
<b>EXPENDITURES</b>				
<b>(Includes non-recoverable HST)</b>				
Total Administrative	\$ 64,390	\$ 58,551	\$ -	\$ 67,252
Total Capital	\$ 95,500	\$ 125,500	\$ -	\$ 271,206
Total Marketing	\$ 156,350	\$ 100,432	\$ -	\$ 275,500
<b>TOTAL EXPENDITURES</b>	<b>\$ 316,240</b>	<b>\$ 284,483</b>	<b>\$ -</b>	<b>\$ 613,958</b>
<b>Surplus/Deficit</b>	<b>-\$ 47,140</b>	<b>-\$ 170,383</b>	<b>\$ -</b>	<b>-\$ 305,358</b>

**ACCUMULATED  
SURPLUS/(DEFICIT)**

Beginning Balance				
Use of Reserve	- 47,140.00	- 170,383		-\$ 305,358
Addition to Reserve				
Ending Balance			\$ -	-\$ 305,358

**BUDGET DECLARATION TO BE SIGNED AFTER AGM**

Board of Management Approval			25	02	2025	General Membership Approval			25	02	2025
			Date	Month	Year				Date	Month	Year
Nicole Sekela			25 02 2025			Mike Divincenzo			25 02 2025		
Signature of Chair			Date			Signature of Treasurer			Date		
If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below:											
Cheryl Jones			519-300-2807			519-300-2807			bookkeeper@clsoll.com		
Name:			Phone Number:			Phone Number:			Email Address:		

APPENDIX D (CONT'D)

OLDE SANDWICH TOWNE BIA		2023	2024	2024	2025
Administrative Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Staff	Salaries/Wages/Benefits	27,840	43,000		53,100
Other Admin.	Accounting	800	1,200		3,500
	Audit	1,500	1,200		3,500
	AGM Expenses				
	Meeting Expenses (non AGM)		1,000		3,052
	Bank Charges				
	Conferences/Seminars				
	Consultants		7,901		-
	Beautification Planning 2024-2028	30,000			
	Donations	500	500		600
	Strategic Plan				
	Memberships				
	Subscriptions				
	Insurance	1,900	1,900		2,000
	Legal				
	Telephone				
	Postage & Courier				
	Transportation & Travel				
	Office Supplies	500	500		1,500
	Office Equipment/Furniture/Maintenance				
	Printing				
	Storage/Maintenance	1,000	1,000		-
	Rent/Lease				
	Utilities	50	50		-
	Other: (please specify)				
	Welcome and/or Condolence Planters	300	300		-
Total Administrative Expenses		\$ 64,390	\$ 58,551	\$ -	\$ 67,252



APPENDIX D (CONT'D)

OLDE SANDWICH TOWNE BIA		2023	2024	2024	2025
Capital Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Capital</b>					
(Only include BIA portion of any cost-share initiatives)	City of Windsor Loan Repayment				
	Street Furniture				
	Benches				4,500
	Alley Enhancements				
	Signage				
	Decorative Lighting				
	Decorations-Seasonal	86,000	86,000		48,000
	Decorations-Other				
	Banners				
	Murals	8,000	8,000		16,000
	Planters (Pergola)	1,000	1,000		111,000
	Hanging Baskets				6,000
	Signage				
	Technical/Professional Services				
	Beautification Planning 2024-2028		30,000		50,000
<b>General Maintenance</b>					
	Flowers/Plants/Trees				
	Snow Removal				
	Decorations				
	Hydro				
	Graffiti Removal				
	Power Washing				
	Needle Collection				
	Street Cleaning	500	500		6,000
	Broken Windows				
	Cleanup - Other (please specify)				
	Miscellaneous Repairs				27,706
	Permit Fees				
	Security				
	Please specify (MacKenzie Hall rental)				2,000
<b>Total Capital Expenses</b>		\$ 95,500	\$ 125,500	\$ -	\$ 271,206

APPENDIX D (CONT'D)

OLDE SANDWICH TOWNE BIA		2023	2024	2024	2025
Communications/Marketing/Promotions & Events		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Communications</b>					
	Memberships				
	Subscriptions				
	Professional Development				5,000
	Travel				5,000
	General Meeting Expense				
	Board/Committee Meeting Expense				
	Budget Meeting Expense				
	Conference Expense				30,000
	Internet/Website				
	Member Services (Parking Tokens)				
	Public Relations/Liaison				
<b>Advertising and Marketing</b>					
	Advertising	1,000	1,000		26,000
	Printing – (Flyers, Brochures, etc...)	750	1,000		6,000
	Marketing Design	62,100			
	Branding				20,000
	Retail Recruitment				20,000
	Social Media	7,000	7,000		47,000
	Signage				20,000
	Sponsorships		500		500
	Newsletter	1,500			
	Website Development/Maintenance	500	7,500		7,500
	Wi-Fi				
	Promotional Videos	2,000			15,000
<b>Promotions &amp; Events</b>					
	Canada Day				
	Christmas				
	Easter				
	Spring Event (Sandwich food event)		5,500		9,500
	St. Patrick's Day		2,000		6,000
	Summer Event (Please specify)				
	Fall Event (Halloween)		8,000		12,000
	Winter Event (Please specify)				
	Sidewalk Sale				
	Signature Event 1 (complete tab)	15,600	15,600		9,000
	Signature Event 2 (complete tab)	33,800	28,000		18,450
	Signature Event 3	32,100	24,332		18,550
	Please specify				
<b>Total</b>		<b>\$ 156,350</b>	<b>\$ 100,432</b>	<b>\$ -</b>	<b>\$ 275,500</b>

APPENDIX D (CONT'D)

OLDE SANDWICH TOWNE BIA		2023	2024	2024	2025
Signature Event 1 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Open Streets					
Event Dates:					
Revenues					
Must be shown on Cover Page	BIA Contribution	13,600	13,600		9,000
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue	2,000	2,000		0
Total Revenues		15,600	15,600	0	9,000
Expenditures					
	Consultants	4,000	4,000		1,000
	Entertainers	7,000	7,000		5,000
	Fees - EMS				
	Fees - Police				
	Permits				
	Signage	1,000	1,000		
	Barricades	500	500		
	Advertising/Promotion	2,000	2,000		1,000
	Waste Handling/Removal				2,000
	Porto-potties	600	600		
	Staging	500	500		
Total Expenditures		15,600	15,600	0	9,000

Notes: Please provide description of the event

**APPENDIX D (CONT'D)**

OLDE SANDWICH TOWNE BIA		2023	2024	2024	2025
Signature Event 2 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Miracle in Sandwich					
Event Dates:					
<b>Revenues</b>					
Must be shown on Cover Page	BIA Contribution	12,800	28,000		18,450
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue				
	WDBA Grant	21,000			
<b>Total Revenues</b>		<b>33,800</b>	<b>28,000</b>	<b>0</b>	<b>18,450</b>
<b>Expenditures</b>					
	Consultants	4,000	4,000		1,000
	Entertainers	2,000	2,000		7,000
	Fees - EMS				
	Fees - Police				
	Permits	1,000	1,000		
	Signage	1,200	1,100		
	Barricades	500			
	Advertising/Promotion	19,000	13,400		3,200
	Waste Handling/Removal	500	500		7,000
	Porto-potties	600	500		
	Staging	1,000	1,000		
	Others	3,000	3,000		
	Donations to Participating Organizations		500		
	Supplies	1,000	1,000		250
	Rental of Space				
	Tree Decorating Day-Consultant				
<b>Total Expenditures</b>		<b>33,800</b>	<b>28,000</b>	<b>0</b>	<b>18,450</b>

Notes: Please provide description of the event

APPENDIX D (CONT'D)

OLDE SANDWICH TOWNE BIA		2023	2024	2024	2025
Signature Event 2 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Sandwich Outdoor market					
Event Dates:					
Revenues					
Must be shown on Cover Page	BIA Contribution	3,100	3,100		18,550
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue				
	WDBA Grant	29,000	29,000		
Total Revenues		32,100	32,100	0	18,550
Expenditures					
	Consultants	15,000	10,500		1,000
	Entertainers	6,000	5,000		7,000
	Fees - EMS				
	Fees - Police				
	Permits				
	Signage	1,100	1,100		
	Barricades				
	Advertising/Promotion	10,000	7,232		3,300
	Waste Handling/Removal				7,000
	Porto-potties		500		
	Staging				
	Others				
	Donations to Participating Organizations				
	Supplies				250
	Rental of Space				
	Tree Decorating Day-Consultant				
Total Expenditures		32,100	24,332	0	18,550

Notes: Please provide description of the event

APPENDIX D (CONT'D)  
OLDE SANDWICH TOWNE BIA  
Commentary - 2024 Actual Expenditures

Explanation of Significant Variances (2024 Projected Actual vs. 2024 Approved Budget):

SUMMARY

(Include 2024 accomplishments; also indicate what was not accomplished in 2024 and why)

1. 2024 Accomplishments

Mandatory

REVENUES

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

2. Grants, Donations & Sponsorships

Variance  
-100%

3. Promotions, Events & Other Revenues

Variance  
#DIV/0!

EXPENDITURES

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

4. Administration

Variance  
-100%

5. Capital & General Maintenance

Variance  
-100%

7. Communications,Marketing, Promotions & Events

Variance  
-100%

8. Harmonized Sales Tax (HST) Rebates

Mandatory

APPENDIX D (CONT'D)									
OLDE SANDWICH TOWNE BIA									
Commentary - 2025 Proposed Budget									
Explanation of Significant Variances (2025 Proposed Budget vs. 2024 Approved Budget):									
SUMMARY									
(Include any other pertinent information)									
1. 2025 Goals and Objectives									
Following a year (2024) of massive construction impact and the removal of all of our infrastructure (lamp posts, raised beds, etc.) we have to invest in plants, banners, signage, etc. to replace much of the "beautification" items we lost during the project. Also due to construction interruptions the general membership of the BIA saw a notable drop off in patronage that has yet to fully rebound, so we intend to invest in marketing campaigns and assistance to the BIA members to help them reestablish and grow their customer base.								Mandatory	
REVENUES									
Provide explanations for significant variances only, i.e. <b>plus or minus 10%</b> variance for each section below									
2. Grants, Donations & Sponsorships									
The \$240,000 in grant money from the Gordie Howe International Bridge Co. Community Benefits will arrive in two segments in 2025, this money is targeted in two projects One being a tourism campaign, both aiming to attract new visitors specifically pedestrians and cyclists via the multi use trail on the new bridge as well as visitors from SW Ontario. The second project will be used to encourage engagement via beautification and infrastructure.								Variance #DIV/0!	
3. Promotions, Events & Other Revenues									
The tourism campaign, aims to attract new visitors specifically pedestrians and cyclists via the multi use trail on the new bridge as well as visitors from SW Ontario. The beautification project will be used to encourage engagement via beautification and infrastructure. Including the replacement of the pergola at Sandwich and Mill with a unit reflecting the heritage of the Sandwich Heritage Conservation District under the Ontario Heritage Act. To provide architectural and historical conservation of the district's unique character.								Variance #DIV/0!	
EXPENDITURES									
Provide explanations for significant variances only, i.e. <b>plus or minus 10%</b> variance for each category below									
4. Administration									
We intend to further interact with BIAs in the city and Essex County as well as explore conferences with the OBIAA. Also we often need to rent rooms in Mackenzie hall as it is an accessible property.								Variance 15%	
5. Capital & General Maintenance									
The impact of the construction has led to the necessity of further maintenance of BIA assets as well as projects including hiring companies to wash the properties of the general membership of the BIA due to construction debris and dust.								Variance 116%	
7. Communications, Marketing, Promotions & Events									
This variance is prominently covered in the aforementioned tourism campaign and the "re-launch" of Sandwich Town following the 2024-25 construction.								Variance 174%	

APPENDIX E



WALKERVILLE DISTRICT BIA

	2023	2024	2024	2025
	Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>REVENUE</b>				
BIA Levy	\$ 55,000	\$ 55,000	\$ 56,605	\$ 75,000.00
Transfer from Reserves				
Government Grants				
Federal or Provincial				
Municipal				
Other Revenue				
Donations				
Coachworx Rebate		\$ 2,600	\$ -	
Sponsorships/vendor reg	\$ 1,500	\$ 8,000	\$ 14,275	\$ 10,000.00
Promotions & Events Revenue	\$ 4,500			
GIC Interest		\$ 1,499	\$ 1,499	
<b>TOTAL REVENUE</b>	<b>\$ 61,000</b>	<b>\$ 67,099</b>	<b>\$ 72,379</b>	<b>\$ 85,000.00</b>
<b>EXPENDITURES</b>				
<b>(Includes non-recoverable HST)</b>				
Total Administrative	\$ 15,500	\$ 22,200	\$ 22,071	\$ 33,898
Total Capital	\$ 18,390	\$ 18,960	\$ 25,637	\$ 23,352
Total Marketing	\$ 27,110	\$ 25,939	\$ 39,224	\$ 27,750
<b>TOTAL EXPENDITURES</b>	<b>\$ 61,000</b>	<b>\$ 67,099</b>	<b>\$ 86,932</b>	<b>\$ 85,000</b>
<b>Surplus/Deficit</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,553</b>	<b>\$ -</b>

**ACCUMULATED  
SURPLUS/(DEFICIT)**

Beginning Balance			\$ 61,810	
Use of Reserve			-\$ 14,553	
Addition to Reserve				
Ending Balance			\$ 47,257	\$ -

**BUDGET DECLARATION TO BE SIGNED AFTER AGM**

Board of Management Approval			General Membership Approval		
14	JAN	2025	04	FEB	2025
Date	Month	Year	Date	Month	Year
					
Signature of Chair			Signature of Treasurer		
Date			Date		
If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.:					
HOWARD SPINNER		519-819-8923	519-972-5640		MONARCHMATTRESS@ROGERS.COM
Name:	Phone Number:	Phone Number:	Email Address:		



APPENDIX E (CONT'D)

WALKERVILLE DISTRICT BIA		2023	2024	2024	2025
Administrative Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Staff	Salaries/Wages/Benefits	12,000	18,000	\$ 18,848.00	\$ 18,600.00
Other Admin.	Accounting	1,000	1,900	\$ 1,700.00	
	Audit				\$ 1,900.00
	AGM Expenses	517	567	\$ -	\$ 450.00
	Meeting Expenses (non AGM)				
	Bank Charges	33	33	\$ 33.00	\$ 33.00
	Conferences/Seminars				
	Consultants				
	Donations				
	Strategic Plan				\$ 10,000.00
	Memberships				\$ 250.00
	Subscriptions				
	Insurance	1,450	1,500	\$ 1,490.00	\$ 1,565.00
	Legal				
	Telephone				
	Postage & Courier				
	Transportation & Travel				
	Office Supplies				
	Office Equipment/Furniture/Maintenance				
	Printing	500	200		\$ 1,000.00
	Storage/Maintenance				
	Rent/Lease				
	Utilities				
	Monthly Board meetings				\$ 100.00
Total Administrative Expenses		\$15,500	\$22,200	\$ 22,071.00	\$ 33,898.00

APPENDIX E (CONT'D)

WALKERVILLE DISTRICT BIA		2023	2024	2024	2025
Capital Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Capital</b>					
(Only include BIA portion of any cost-share initiatives)	City of Windsor Loan Repayment				
	Pedestrian Walkways -Bump outs	1,750			
	Street Furniture				
	Benches				
	Alley Enhancements				
	Signage				
	Decorative Lighting				
	Decorations-Seasonal	2,725	4,500		\$ 5,000.00
	Decorations-Other		200	\$ 650.00	
	Banners				
	Murals			\$ 1,500.00	
	Planters			\$ 9,138.00	\$ 3,000.00
	Hanging Baskets				
	Signage				
	Technical/Professional Services				
<b>General Maintenance</b>					
	Flowers/Plants/Trees	775	850		
	Snow Removal				
	Decorations			\$ 203.00	
	Hydro				
	Graffiti Removal				
	Power Washing				
	Needle Collection				
	Street Cleaning	2,500	5,000	\$ 706.00	\$ 2,000.00
	Broken Windows				
	Cleanup - Other (please specify)				
	Miscellaneous Repairs			\$ 900.00	\$ 352.00
	Permit Fees	640	410		
	Security	10,000	8,000	\$ 12,540.00	\$ 10,000.00
	Grant Writing				\$ 3,000.00
<b>Total Capital Expenses</b>		<b>\$18,390</b>	<b>\$18,960</b>	<b>\$25,637</b>	<b>\$23,352</b>

APPENDIX E (CONT'D)

WALKERVILLE DISTRICT BIA		2023	2024	2024	2025
Communications/Marketing/Promotions & Events		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Communications</b>					
	Memberships	500		\$ 448.00	
	Subscriptions				
	Professional Development				
	Travel				
	General Meeting Expense				
	Board/Committee Meeting Expense				
	Budget Meeting Expense				
	Conference Expense				
	Internet/Website	1,500	300	\$ 1.00	
	Member Services (Parking Tokens)				
	Public Relations/Liaison				
<b>Advertising and Marketing</b>					
	Advertising		2,000		\$ 1,750.00
	Printing – (Flyers, Brochures, etc...)	400	200		
	Marketing Design				
	Branding Collaborator			\$ 1,070.00	\$ 1,000.00
	Retail Recruitment				
	Social Media				\$ 1,500.00
	Signage-Directory			\$ 519.00	
	Sponsorships				
	Newsletter				
	Website Development/Maintenance				\$ 500.00
	Wi-Fi				
	Please specify				
<b>Promotions</b>					
	Canada Day				
	Christmas				
	Easter				
	Spring Event (Please specify)				
	Summer Event (Please specify)				
	Art Walk				
	Fall Event Taste of Walkerville				
	Holiday Walk			\$ 10,571.00	\$ 5,000.00
	Winter Event (Please specify)				
	Sidewalk Sale				
	Signature Event 1 (ART WALK))	14,710	12,669	\$ 14,020.00	\$ 9,000.00
	Signature Event 2 (Taste of Walkerville)	10,000	10,770	\$ 12,495.00	\$ 9,000.00
	Walking Tour			\$ 100.00	
<b>Total</b>		<b>\$27,110</b>	<b>\$25,939</b>	<b>\$39,224</b>	<b>\$ 27,750.00</b>

APPENDIX E (CONT'D)

WALKERVILLE DISTRICT BIA		2023	2024	2024	2025
Signature Event 1 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Art Walk					
<b>Revenues</b>					
Must be shown on Cover Page	BIA Contribution	13,710		\$ 8,180.00	\$ 6,000.00
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships	1,000			
	Festival Revenue				
	Vendor Registrations			\$ 5,840.00	\$ 3,000.00
<b>Total Revenues</b>		14,710	12,669	\$ 14,020.00	\$ 9,000.00
<b>Expenditures</b>					
	Consultants				
	Entertainers	6,327		\$ 5,789.00	\$ 5,000.00
	Fees - EMS				
	Fees - Police				
	Permits	213		\$ 1,145.00	\$ 500.00
	Signage				
	Barricades			\$ 674.00	
	Advertising/Promotion	2,000		\$ 986.00	\$ 600.00
	Waste Handling/Removal	195			
	Porto-potties	175		\$ 486.00	\$ 500.00
	Staging	1,000			
	Security	1,200		\$ 855.00	\$ 500.00
	Co-ordinator	2,800		\$ 1,735.00	\$ 700.00
	Street Cleaning	800		\$ 2,270.00	\$ 700.00
	Misc			\$ 80.00	\$ 500.00
<b>Total Expenditures</b>		\$14,710	\$12,669	\$ 14,020.00	\$ 9,000.00
Notes: Please provide description of the event					
Wyandotte Street closed in the BIA for vendors and merchants to display their wares. Outdoor patios very popular for most of tl Lots of music & entertainment					
For 2025 this event will be a one day event only					

## APPENDIX E (CONT'D)

WALKERVILLE DISTRICT BIA		2023	2024	2024	2025
Signature Event 2 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Taste of Walkerville					
November					
Revenues					
Must be shown on Cover Page	BIA Contribution				\$ 5,000.00
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				\$ 2,000.00
	Festival Revenue				
	Vendor registrations				\$ 2,000.00
Total Revenues					\$ 9,000.00
Expenditures					
	Consultants				
	Entertainers				\$ 4,500.00
	Fees - EMS				
	Fees - Police				
	Permits				\$ 600.00
	Signage				
	Barricades				
	Advertising/Promotion				\$ 2,000.00
	Waste Handling/Removal				
	Porto-potties				\$ 500.00
	Staging				
	Street				\$ 300.00
	Co-ordinator				\$ 600.00
	Security				\$ 500.00
Holiday decorations					
Total Expenditures		\$0	\$10,770	\$ -	\$ 9,000.00
Notes: Please provide description of the event					
*****					
<p><b>Proposed budget for event 2 is the "The Taste of Walkerville" held in September.</b></p> <p>This is a one day event Last year was the first time and was very successful</p>					

APPENDIX E (CONT'D)  
WALKERVILLE DISTRICT BIA  
Commentary - 2024 Actual Expenditures

Explanation of Significant Variances (2024 Projected Actual vs. 2024 Approved Budget):

**SUMMARY**

(Include 2024 accomplishments; also indicate what was not accomplished in 2024 and why)

**1. 2024 Accomplishments**

New event added "Taste of Walkerville"	Mandatory
--	-----------

**REVENUES**

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

**2. Grants, Donations & Sponsorships**

Sponsorship and vendor registrations higher than expected	Variance 35%
---	-----------------

**3. Promotions, Events & Other Revenues**

New promotion added -A taste of Walkerville"	Variance 0%
--	----------------

**EXPENDITURES**

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

**4. Administration**

	Variance -1%
--	-----------------

**5. Capital & General Maintenance**

20 cement planters added and most of the individual planters removed ---Security increased	Variance 35%
--	-----------------

**7. Communications,Marketing, Promotions & Events**

3rd major event added "A Tase of Walkerville" added to the marketing mix. day events will now become 1 day events	2 Variance 51%
--	----------------------

**8. Harmonized Sales Tax (HST) Rebates**

HST REBATE FOR 2024 \$7,786.91	Mandatory
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APPENDIX E (CONT'D)  
WALKERVILLE DISTRICT BIA  
Commentary - 2025 Proposed Budget

Explanation of Significant Variances (2025 Proposed Budget vs. 2024 Approved Budget):

SUMMARY

(Include any other pertinent information)

1. 2025 Goals and Objectives

BIA LEVY INCREASED FROM \$55,000.00 TO \$75,000.00.. Strategic planning now under way.. A new event in 2024 (A Taste of Walkerville) proved to be very successful and will return in 2025.

Mandatory

REVENUES

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

2. Grants, Donations & Sponsorships

3 EVENTS PLANNED -HIGHER SPONSORSHIP EXPECTED PLUS VENDOR REGISTRATIONS

Variance  
25%

3. Promotions, Events & Other Revenues

3 main events now only 1 day events.. Hard to predict any additional sponsorship from the merchants

Variance  
-100%

EXPENDITURES

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

4. Administration

Strategic planning expected to be +\$10,000.00

Variance  
53%

5. Capital & General Maintenance

\$3000.00 allocated for a grant writer

Variance  
23%

7. Communications, Marketing, Promotions & Events

3 main events now only one day instead of 2

Variance  
7%

APPENDIX F

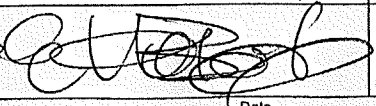
OTTAWA STREET BIA

	2023	2024	2024	2025
	Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>REVENUE</b>				
BIA Levy	\$ 71,965	\$ 71,965	\$ 71,965	\$ 71,965
Government Grants				
Federal or Provincial				
Municipal				
Other Revenue				
Donations				
Sponsorships			\$ 2,250	
Promotions & Events Revenue			\$ 200	
<b>TOTAL REVENUE</b>	<b>\$ 71,965</b>	<b>\$ 71,965</b>	<b>\$ 74,415</b>	<b>\$ 71,965</b>
<b>EXPENDITURES</b>				
<i>(Includes non-recoverable HST)</i>				
Total Administrative	\$ 17,445	\$ 17,950	\$ 12,674	\$ 14,050
Total Capital	\$ 16,500	\$ 35,000	\$ 31,999	\$ 22,000
Total Marketing	\$ 38,020	\$ 40,800	\$ 32,882	\$ 35,915
<b>TOTAL EXPENDITURES</b>	<b>\$ 71,965</b>	<b>\$ 93,750</b>	<b>\$ 77,555</b>	<b>\$ 71,965</b>
<b>Surplus/Deficit</b>	<b>\$ -</b>	<b>\$ 21,785</b>	<b>\$ 3,140</b>	<b>\$ -</b>

ACCUMULATED  
SURPLUS/(DEFICIT)

Beginning Balance				
Use of Reserve		- 21,785.00	\$ 3,140	\$ -
Addition to Reserve				
Ending Balance			\$ 3,140	\$ -

BUDGET DECLARATION TO BE SIGNED AFTER AGM

Board of Management Approval			08/11/2024			General Membership Approval			08/11/2024		
Date	Month	Year	Date	Month	Year	Date	Month	Year	Date	Month	Year
Ettore Bonato			04-Jan-25			Ettore Bonato					
Signature of Chair			Date			Signature of Treasurer			Date		
If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below:											
Name:		Phone Number:		Phone Number:		Email Address:					



APPENDIX F (CONT'D)

OTTAWA STREET BIA		2023	2024	2024	2025
Administrative Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Staff	Salaries/Wages/Benefits	6,000	6,000	5,500	5,500
Other Admin.	Accounting	375			
	Audit	1,250	1,600	1,700	2,000
	AGM Expenses		300	500	500
	Meeting Expenses (non AGM)				
	Bank Charges	200	300	318	400
	Conferences/Seminars	300			
	Consultants				
	Donations				
	Strategic Plan				
	Memberships				
	Subscriptions	750		800	1,000
	Insurance	3,500	3,500	1,800	2,000
	Legal				
	Telephone				
	Postage & Courier	100	100		100
	Transportation & Travel				
	Office Supplies	600	800	138	250
	Office Equipment/Furniture/Maintenance	270	250	150	300
	Printing	3,000	4,000	823	1,000
	Storage/Maintenance				
	Rent/Lease				
	Utilities	1,100	1,100	945	1,000
	Other: (please specify)				
Total Administrative Expenses		17,445	17,950	12,674	14,050

APPENDIX F (CONT'D)

OTTAWA STREET BIA		2023	2024	2024	2025
Capital Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Capital</b>					
(Only include BIA portion of any cost-share initiatives)	City of Windsor Loan Repayment				
	Street Furniture				3,000
	Benches				
	Alley Enhancements				
	Signage				
	Decorative Lighting				
	Decorations-Seasonal	2,000	3,000	5,201	5,000
	Decorations-Other				
	Banners	5,000	20,000	15,798	
	Murals	2,000	5,000	1,000	3,000
	Planters				
	Hanging Baskets				
	Signage				
	Technical/Professional Services				
	Other: Please specify				
<b>General Maintenance</b>					
	Flowers/Plants/Trees				
	Snow Removal				
	Decorations				
	Hydro				
	Graffiti Removal				
	Power Washing				
	Needle Collection				
	Street Cleaning	5,000	5,000	8,750	9,000
	Broken Windows				
	Cleanup - Other (please specify)				
	Miscellaneous Repairs				
	Permit Fees	2,500	2,000	1,250	2,000
	Security				
	Please specify				
<b>Total Capital Expenses</b>		<b>16,500</b>	<b>35,000</b>	<b>31,999</b>	<b>22,000</b>

**APPENDIX F (CONT'D)**

OTTAWA STREET BIA		2023	2024	2024	2025
Communications/Marketing/Promotions & Events		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Communications</b>					
	Memberships		800	800	1,000
	Subscriptions	750			
	Professional Development				
	Travel				
	General Meeting Expense				500
	Board/Committee Meeting Expense				
	Budget Meeting Expense				
	Conference Expense				
	Internet/Website	600	600	350	600
	Member Services (Parking Tokens)				
	Public Relations/Liaison				
<b>Advertising and Marketing</b>					
	Advertising	770		150	400
	Printing – (Flyers, Brochures, etc...)	3,000	3,000		3,000
	Marketing Design				
	Branding				
	Retail Recruitment				
	Social Media	15,000	17,000	14,357	15,715
	Signage				
	Sponsorships				
	Newsletter				
	Website Development/Maintenance	400	400	125	200
	Wi-Fi				
<b>Promotions &amp; Events</b>					
	Canada Day				
	Christmas				
	Easter				
	Spring Event (Sidewalk Sale)			500	500
	Win Your Purchase Restaurant Aid				
	Summer Event (Sidewalk Sale)				1,000
	Smaller Open Streets			3,600	
	Fall Event (Please specify)				
	Winter Event (Please specify)				
	Win Your Purchase	2,500	2,500	2,000	2,500
	Sidewalk Sale	2,500	1,500	500	500
	Signature Event 1 (complete tab)	12,500	15,000	10,500	10,000
	Signature Event 2 (complete tab)				
	Please specify				
<b>Total</b>		<b>38,020</b>	<b>40,800</b>	<b>32,882</b>	<b>35,915</b>

APPENDIX F (CONT'D)

OTTAWA STREET BIA		2023	2024	2024	2025
Signature Event 1 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Ottawa Street Tent					
Event Dates:					
Revenues					
Must be shown on Cover Page	BIA Contribution	12,500	15,000	13,630	10,000
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue				
Total Revenues		12,500	15,000	13,630	10,000
Expenditures					
	Consultants				
	Entertainers	2,500	2,000	1,650	2,000
	Fees - EMS				
	Fees - Police	1,000	2,500	1,500	
	Permits	1,350	1,000	1,250	900
	Signage	150	200	580	450
	Barricades	250	700	650	250
	Advertising/Promotion	500	500	500	500
	Waste Handling/Removal	500	500	450	
	Porto-potties		500	750	750
	Staging	1,850	1,700	1,250	1,400
	Insurance	1,150	1,200		
	Security	2,200	3,500	4,000	3,000
	Special Event Insurance	1,000		800	500
Equipment Rental	50	1,000	250	250	
Total Expenditures		12,500	15,300	13,630	10,000
Notes: Please provide description of the event					

APPENDIX F (CONT'D)

OTTAWA STREET BIA		2023	2024	2024	2025
Signature Event 2 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name:					
Event Dates:					
Revenues					
Must be shown on Cover Page	BIA Contribution				
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue				
Total Revenues		0	0	0	0
Expenditures					
	Consultants				
	Entertainers				
	Fees - EMS				
	Fees - Police				
	Permits				
	Signage				
	Barricades				
	Advertising/Promotion				
	Waste Handling/Removal				
	Porto-potties				
	Staging				
Total Expenditures		0	0	0	0
Notes: Please provide description of the event					

**APPENDIX F (CONT'D)**  
**OTTAWA STREET BIA**  
**Commentary - 2024 Actual Expenditures**

**Explanation of Significant Variances (2024 Projected Actual vs. 2024 Approved Budget):**

**SUMMARY**

*(Include 2024 accomplishments; also indicate what was not accomplished in 2024 and why)*

**1. 2024 Accomplishments**

The BIA is proud that all store fronts are occupied and we maintained a good balance of the budget. Ottawa Street looks great.

Mandatory

**REVENUES**

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

**2. Grants, Donations & Sponsorships**

The BIA was able to get some sponsorship for street events, names were announced over social media.

Variance  
#DIV/0!

**3. Promotions, Events & Other Revenues**

We had some rental booths at our street event, but we ran into a snag; the e-mail account used was hacked and some of the booths paid the hacker money. It was reported and better security measures happened.

Variance  
#DIV/0!

**EXPENDITURES**

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

**4. Administration**

The BIA paid for the coordinator only, half of what most ask for, keeping our costs down.

Variance  
-29%

**5. Capital & General Maintenance**

We hired a private contractor to keep Ottawa Street and the adjoining alleys clean during the good weather months, April to December.

Variance  
-9%

**7. Communications, Marketing, Promotions & Events**

The BIA has finally achieved proper social media platforms which we have total control over. It belongs to us!!!

Variance  
-19%

**8. Harmonized Sales Tax (HST) Rebates**

We are receiving some HST returns.

Mandatory

**APPENDIX I (CONT'D)**  
**OTTAWA STREET BIA**  
**Commentary - 2025 Proposed Budget**

**Explanation of Significant Variances (2025 Proposed Budget vs. 2024 Approved Budget):**

**SUMMARY**

*(Include any other pertinent information)*

**1. 2025 Goals and Objectives**

The budget will stay as is for now, we are in negotiations to expand our BIA. Beautification is our main goal.

Mandatory

**REVENUES**

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

**2. Grants, Donations & Sponsorships**

The BIA is always searching for ways to increase the money available to help Ottawa Street achieve the best look possible. We do not qualify for many grants at the moment, but still searching.

Variance  
#DIV/0!

**3. Promotions, Events & Other Revenues**

We are looking for potential doners, and trying to come up with a sponsorship package to entice a look atleast.

Variance  
#DIV/0!

**EXPENDITURES**

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

**4. Administration**

As far as the board sees, the admin cost should not be going up for the next year.

Variance  
-22%

**5. Capital & General Maintenance**

We will be hiring the same street cleaner as 2024, an independent contractor, and luckily, the price will not go up.

Variance  
-37%

**7. Communications, Marketing, Promotions & Events**

There might be a slight raise in price through marketing, pormoting Ottawa Street as a must see destination. We do have an idea for another sort of event and is still in the works to figure out where, when, how.

Variance  
-12%

APPENDIX G

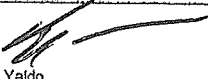
PILLETTE VILLAGE BIA

	2023	2024	2024	2025
	Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>REVENUE</b>				
BIA Levy	\$ 40,000	\$ 40,000	\$ 39,048	\$ 40,125
<u>Government Grants</u>				
Federal or Provincial				
Municipal				
<u>Other Revenue</u>				
Donations				
Sponsorships				
Promotions & Events Revenue				
<b>TOTAL REVENUE</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$39,048</b>	<b>\$40,125</b>
<b>EXPENDITURES</b>				
<i>(Includes non-recoverable HST)</i>				
Total Administrative	\$ 14,375	\$ 13,561	\$ 14,919	\$ 15,884
Total Capital	\$ 15,225	\$ 14,989	\$ 16,489	\$ 15,741
Total Marketing	\$ 10,400	\$ 11,450	\$ 7,640	\$ 8,500
<b>TOTAL EXPENDITURES</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 39,048</b>	<b>\$ 40,125</b>
<b>Surplus/Deficit</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**ACCUMULATED  
SURPLUS/(DEFICIT)**

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

**BUDGET DECLARATION TO BE SIGNED AFTER AGM**

Board of Management Approval			General Membership Approval		
10/10/2024			17/10/2024		
Date	Month	Year	Date	Month	Year
 Terry Yaldo			Nov 6, 2024		
Signature of Chair		Date	Signature of Treasurer		Date
If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below:					
Bridget Scheuerman		519 970-9029	519 995-6866		bscheuerman38@gmail.com
Name:		Phone Number:	Phone Number:		Email Address:



APPENDIX G (CONT'D)

PILLETTE VILLAGE BIA		2023	2024	2024	2025
Administrative Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Staff	Salaries/Wages/Benefits	8,000	6,500	8,000	8,000
					510
Other Admin.	Accounting	500	500	508	1,921
	Audit	1,200	1,700	1,921	200
	AGM Expenses	200	150	192	100
	Meeting Expenses (non AGM)		100		
	Bank Charges				
	Conferences/Seminars				
	Consultants				
	Donations	200	800		500
	Strategic Plan				
	Memberships				
	Subscriptions				
	Insurance	1,900	1,961	2,062	2,110
	Legal				
	Telephone				
	Postage & Courier	25	25	95	99
	Transportation & Travel				
	Office Supplies	100	75	96	150
	Office Equipment/Furniture/Maintenance				
	Printing	150	150	350	499
	Storage/Maintenance	1,700	1,500	1,695	1,695
	Rent/Lease				
	Utilities				
	Gifts	400	100		100
	Other: (please specify)				
Total Administrative Expenses		\$ 14,375	\$ 13,561	\$ 14,919	\$ 15,884

## APPENDIX G

(CONT'D)

PILLETTE VILLAGE BIA		2023	2024	2024	2025
Capital Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Capital</b>					
(Only include BIA portion of any cost-share initiatives)	City of Windsor Loan Repayment	10,600	10,600	10,600	10,600
	Street Furniture				
	Benches				
	Alley Enhancements				
	Signage				
	Decorative Lighting				
	Decorations-Seasonal	1,500			
	Decorations-Other				
	Banners				
	Murals				
	Planters				
	Hanging Baskets				
	Signage				
	Technical/Professional Services				
<b>General Maintenance</b>					
	Flowers/Plants/Trees	1,000	2,000	339	2,000
	Snow Removal				
	Decorations				
	Hydro				
	Graffiti Removal				
	Power Washing				
	Needle Collection				
	Street Cleaning	1,000	1,000	4,000	1,500
	Broken Windows				
	Cleanup - Other (please specify)				
	Plant Watering	1,000	1,250	1,500	1,500
	Garden Supplies	25	75	50	41
	Miscellaneous Repairs	100	64		100
	Permit Fees				
	Security				
	PLEASE SPECIFY				
<b>Total Capital Expenses</b>		\$ 15,225	\$ 14,989	\$ 16,489	\$ 15,741

APPENDIX G (CONT'D)

PILLETTE VILLAGE BIA		2023	2024	2024	2025
Communications/Marketing/Promotions & Events		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Communications</b>					
	Memberships				
	Subscriptions				
	Professional Development				
	Travel				
	General Meeting Expense				
	Board/Committee Meeting Expense				
	Budget Meeting Expense				
	Conference Expense				
	Internet/Website	400	1,100	450	1,000
	Member Services (Parking Tokens)				
	Public Relations/Liaison				
<b>Advertising and Marketing</b>					
	Advertising	5,000	1,800	4,000	5,000
	Printing – (Flyers, Brochures, etc...)				
	Marketing Design		4,650	0	0
	Branding				
	Retail Recruitment				
	Social Media				
	Signage				
	Sponsorships				
	Newsletter				
	Website Development/Maintenance		400	0	0
	Wi-Fi				
<b>Promotions &amp; Events</b>					
	Canada Day				
	Christmas				
	Easter				
	Spring Event (Please specify)				
	Summer Event (Please specify)				
	Fall Event (Please specify)				
	Winter Event (Please specify)				
	Sidewalk Sale				
	Signature Event 1 (complete tab)	5,000	3,500	1,423	2,500
	Signature Event 2 (complete tab)			1,767	
	Please Specify				
<b>Total</b>		<b>\$ 10,400</b>	<b>\$ 11,450</b>	<b>\$ 7,640</b>	<b>\$ 8,500</b>

APPENDIX G (CONT'D)

PILLETTE VILLAGE BIA		2023	2024	2024	2025
Signature Event 1 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Street Sale					
Event Dates: July 27, 2024					
<b>Revenues</b>					
Must be shown on Cover Page	BIA Contribution	5,000	3,500		2,500
	Federal/Provincial Grant			1,060	
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue				
<b>Total Revenues</b>		5,000	3,500	1,060	2,500
<b>Expenditures</b>					
	Consultants				
	Entertainers	300	500	400	500
	Fees - EMS				
	Fees - Police				
	Permits	210	212	349	350
	Signage	500	500		
	Barricades				
	Advertising/Promotion	2,500	2,500	496	1,250
	Waste Handling/Removal				
	Porto-potties				
	Staging	1,000	300	1,348	
	Printing	490		300	400
<b>Total Expenditures</b>		5,000	4,012	2,893	2,500
Notes: Please provide description of the event					

APPENDIX ( (CONT'D)  
PILLETTE VILLAGE BIA  
Commentary - 2024 Actual Expenditures

Explanation of Significant Variances (2024 Projected Actual vs. 2024 Approved Budget):

SUMMARY

(Include 2024 accomplishments; also indicate what was not acclompished in 2024 and why)

1. 2024 Accomplishments

Had successful Street Sale and a very successful first time Open Streets. Maintained cleanliness throughout the BIA. Starting on Phase 2 of Capital Works. Good communication with businesses and property owners.

Mandatory

REVENUES

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

2. Grants, Donations & Sponsorships

Variance  
#DIV/0!

3. Promotions, Events & Other Revenues

Variance  
#DIV/0!

EXPENDITURES

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

4. Administration

Additional time required of Executive Director to continue work on Phase 2 of Capital Works and the addition of Open Streets led to going beyond budgted amount. This will continue into 2025 with the addition of the Auditor General project.

Variance  
10%

5. Capital & General Maintenance

Weather prevented our maintenance person from completing his work. Also the many rainy days did not require that he water as much,

Variance  
-3%

7. Communications,Marketing, Promotions & Events

We have combined Advertising with marketing and this might explain the variance, We maintain a solid marketing approach through social media and this has reduced some areas of communications and led to a more practical approach.

Variance  
-33%

8. Harmonized Sales Tax (HST) Rebates

\$1,661.47 (as of October 28, 2024)

Mandatory

APPENDIX I (CONT'D)  
PILLETTE VILLAGE BIA  
Commentary - 2025 Proposed Budget

**Explanation of Significant Variances (2025 Proposed Budget vs. 2024 Approved Budget):**

**SUMMARY**

*(Include any other pertinent information)*

**1. 2025 Goals and Objectives**

--

Mandatory
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**REVENUES**

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

**2. Grants, Donations & Sponsorships**

--

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

**3. Promotions, Events & Other Revenues**

--

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

**EXPENDITURES**

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

**4. Administration**

--

Variance 17%
-----------------

**5. Capital & General Maintenance**

--

Variance -7%
-----------------

**7. Communications, Marketing, Promotions & Events**

--

Variance -26%
------------------

## APPENDIX H

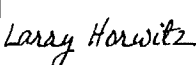

## WYANDOTTE TOWNE CENTRE BIA

	2023	2024	2024	2025
	Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>REVENUE</b>				
BIA Levy	\$ 94,000	\$ 91,000	\$ -	\$ 94,000
Government Grants				
Federal or Provincial				
Municipal				
Other Revenue				
Donations				
OTHER: PLEASE SPECIFY				
Rent				
Sponsorships				
Promotions & Events Revenue				
<b>TOTAL REVENUE</b>	<b>\$ 94,000</b>	<b>\$ 91,000</b>	<b>\$ -</b>	<b>\$ 94,000</b>
<b>EXPENDITURES</b>				
(includes non-recoverable HST)				
Total Administrative	\$31,500	\$31,500	\$0	\$31,500
Total Capital	\$43,750	\$43,750	\$0	\$43,750
Total Marketing	\$18,750	\$18,750	\$0	\$18,750
<b>TOTAL EXPENDITURES</b>	<b>\$94,000</b>	<b>\$94,000</b>	<b>\$0</b>	<b>\$94,000</b>
<b>Surplus/Deficit</b>	<b>\$0</b>	<b>-\$3,000</b>	<b>\$0</b>	<b>\$0</b>

ACCUMULATED  
SURPLUS/(DEFICIT)

Beginning Balance				\$163,126
Use of Reserve				\$0
Addition to Reserve				
Ending Balance			\$163,126	\$163,126

## BUDGET DECLARATION TO BE SIGNED AFTER AGM

Board of Management Approval	13-11-2024	13-11-2024	General Membership Approval	13-11-2024
	Date Month Year	Date Month Year		Date Month Year
				
13-11-2024		13-11-2024		13-11-2024
Signature of Chair	Date	Date	Signature of Treasurer	Date
If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.:				
Name:	Phone Number:	Phone Number:	Email Address:	

APPENDIX H (CONT'D)

WYANDOTTE TOWNE CENTRE BIA		2023	2024	2024	2025
Administrative Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Staff	Salaries/Wages/Benefits	12,000	12,000		12,000
Other Admin.	Accounting	3,500	3,500		3,500
	Audit	1,400	1,400		1,400
	AGM Expenses	500	500		500
	Meeting Expenses (non AGM)	1,200	1,200		1,200
	Bank Charges	1,200	1,200		1,200
	Conferences/Seminars				
	Consultants	1,800	1,800		1,800
	Donations				
	Strategic Plan	1,200	1,200		1,200
	Memberships				
	Subscriptions				
	Insurance	1,400	1,400		1,400
	Legal	1,100	1,100		1,100
	Telephone				
	Postage & Courier				
	Transportation & Travel				
	Office Supplies	1,000	1,000		1,000
	Office Equipment/Furniture/Maintenance	500	500		500
	Printing	1,200	1,200		1,200
	Storage/Maintenance				
	Rent/Lease	3,500	3,500		3,500
	Utilities				
	Other: (please specify)				
	HST Paid				
Total Administrative Expenses		\$ 31,500	\$ 31,500	\$ -	\$ 31,500



## APPENDIX H

(CONT'D)

WYANDOTTE TOWNE CENTRE BIA		2023	2024	2024	2025
Capital Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Capital</b>					
(Only include BIA portion of any cost-share initiatives)	City of Windsor Loan Repayment				
	Street Furniture				
	Benches				
	Alley Enhancements				
	Signage	1,500	1,500		1,500
	Decorative Lighting	5,000	5,000		5,000
	Decorations-Seasonal	5,000	5,000		5,000
	Decorations-Other				
	Banners	2,500	2,500		2,500
	Murals				
	Planters				
	Hanging Baskets				
	Signage				
	Technical/Professional Services	1,000	1,000		1,000
	Other: Please specify				
<b>General Maintenance</b>					
	Flowers/Plants/Trees	3,000	3,000		3,000
	Snow Removal				
	Decorations	2,500	2,500		2,500
	Hydro	1,250	1,250		1,250
	Graffiti Removal				
	Power Washing	1,000	1,000		1,000
	Needle Collection				
	Street Cleaning	18,000	18,000		18,000
	Broken Windows	3,000	3,000		3,000
	Cleanup - Other (please specify)				
	Miscellaneous Repairs				
	Permit Fees				
	Security				
<b>Total Capital Expenses</b>		\$ 43,750	\$ 43,750	\$ -	\$ 43,750

APPENDIX H (CONT'D)

WYANDOTTE TOWNE CENTRE BIA		2023	2024	2024	2025
Communications/Marketing/Promotions & Events		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Communications</b>					
	Memberships				
	Subscriptions				
	Professional Development				
	Travel				
	General Meeting Expense	250	250		250
	Board/Committee Meeting Expense	250	250		250
	Budget Meeting Expense	250	250		250
	Conference Expense				
	Internet/Website	500	500		500
	Member Services (Parking Tokens)				
	Public Relations/Liaison				
<b>Advertising and Marketing</b>					
	Advertising	2,000	2,000		2,000
	Printing – (Flyers, Brochures, etc...)	500	500		500
	Marketing Design				
	Branding				
	Retail Recruitment				
	Social Media	2,500	2,500		2,500
	Signage				
	Sponsorships				
	Newsletter				
	Website Development/Maintenance	2,500	2,500		2,500
	Wi-Fi				
	Please specify				
<b>Promotions &amp; Events</b>					
	Canada Day				
	Christmas				
	Easter				
	Spring Event (Please specify)				
	Parades	10,000	10,000		10,000
	Summer Event (Please specify)				
	Fall Event (Please specify)				
	Winter Event (Please specify)				
	Sidewalk Sale				
	Signature Event 1 (complete tab)				0
	Signature Event 2 (complete tab)				0
<b>Total</b>		<b>\$18,750</b>	<b>\$18,750</b>	<b>\$0</b>	<b>\$18,750</b>

APPENDIX H (CONT'D)

WYANDOTTE TOWNE CENTRE BIA		2023	2024	2024	2025
Signature Event 1 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name:					
Event Dates:					
<b>Revenues</b>					
Must be shown on Cover Page	BIA Contribution				
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue				
<b>Total Revenues</b>		0	0	0	0
<b>Expenditures</b>					
	Consultants				
	Entertainers				
	Fees - EMS				
	Fees - Police				
	Permits				
	Signage				
	Barricades				
	Advertising/Promotion				
	Waste Handling/Removal				
	Porto-potties				
	Staging				
<b>Total Expenditures</b>		0	0	0	0
Notes: Please provide description of the event					

APPENDIX H (CONT'D)

WYANDOTTE TOWNE CENTRE BIA		2023	2024	2024	2025
Signature Event 2 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name:					
Event Dates:					
<b>Revenues</b>					
Must be shown on Cover Page	BIA Contribution				
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue				
<b>Total Revenues</b>		0	0	0	0
<b>Expenditures</b>					
	Consultants				
	Entertainers				
	Fees - EMS				
	Fees - Police				
	Permits				
	Signage				
	Barricades				
	Advertising/Promotion				
	Waste Handling/Removal				
	Porto-potties				
	Staging				
<b>Total Expenditures</b>		0	0	0	0
Notes: Please provide description of the event					

APPENDIX H (CONT'D)  
WYANDOTTE TOWNE CENTRE BIA  
Commentary - 2024 Actual Expenditures

Explanation of Significant Variances (2024 Projected Actual vs. 2024 Approved Budget):

**SUMMARY**

*(Include 2024 accomplishments; also indicate what was not accomplished in 2024 and why)*

**1. 2024 Accomplishments**

--

Mandatory
-----------

**REVENUES**

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

**2. Grants, Donations & Sponsorships**

--

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

**3. Promotions, Events & Other Revenues**

--

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

**EXPENDITURES**

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

**4. Administration**

--

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

**5. Capital & General Maintenance**

--

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

**7. Communications, Marketing, Promotions & Events**

--

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

**8. Harmonized Sales Tax (HST) Rebates**

--

Mandatory
-----------

APPENDIX H (CONT'D)  
WYANDOTTE TOWNE CENTRE BIA  
Commentary - 2025 Proposed Budget

Explanation of Significant Variances (2025 Proposed Budget vs. 2024 Approved Budget):

**SUMMARY**

*(Include any other pertinent information)*

**1. 2025 Goals and Objectives**

--

Mandatory

**REVENUES**

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

**2. Grants, Donations & Sponsorships**

--

Variance  
#DIV/0!

**3. Promotions, Events & Other Revenues**

--

Variance  
#DIV/0!

**EXPENDITURES**

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

**4. Administration**

--

Variance  
0%

**5. Capital & General Maintenance**

--

Variance  
0%

**7. Communications, Marketing, Promotions & Events**

--

Variance  
0%


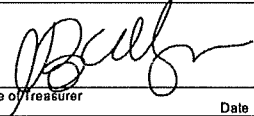
APPENDIX I  
FORD CITY BIA

	2023	2024	2024	2025
	Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>REVENUE</b>				
BIA Levy	\$ 30,000	\$ 30,000	\$ 30,000	\$ 47,400.00
<u>Government Grants</u>				
Federal or Provincial				
Municipal				
<u>Other Revenue</u>				
Donations				
Sponsorships	\$ 6,000	\$ 11,000	\$ 11,500	\$ 13,000
Promotions & Events Revenue	\$ 4,000	\$ 4,100	\$ 8,850	\$ 10,000
<b>TOTAL REVENUE</b>	<b>\$ 40,000</b>	<b>\$ 45,100</b>	<b>\$ 50,350</b>	<b>\$ 70,400</b>
<b>EXPENDITURES</b> (Includes non-recoverable HST)				
Total Administrative	\$ 16,870	\$ 18,930	\$ 20,726	\$ 20,350
Total Capital	\$ 4,770	\$ 6,270	\$ 1,275	\$ 4,100
Total Marketing	\$ 18,360	\$ 27,600	\$ 2,280	\$ 45,950
<b>TOTAL EXPENDITURES</b>	<b>\$ 40,000</b>	<b>\$ 52,800</b>	<b>\$ 24,280</b>	<b>\$ 70,400</b>
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ 7,700</b>	<b>\$ 26,070</b>	<b>\$ -</b>

ACCUMULATED  
SURPLUS/(DEFICIT)

Beginning Balance				
Use of Reserve		7,700.00		\$ -
Addition to Reserve				
Ending Balance			\$ -	\$ -

BUDGET DECLARATION TO BE SIGNED AFTER AGM

Board of Management Approval		21, October 2024		General Membership Approval		4, November 2024		
Date	Month	Year	Date	Month	Year	Date	Month	Year
								
Signature of Chair			Date Nov 5, 2024			Signature of Treasurer		
						Date 05, 11, 2024		
If budget is prepared by someone other than the Treasurer, please provide the name of the contact person below.:								
Name: Kaitlyn Kams Phone Number: 519-562-0450 Phone Number: Email Address: kaitlyn@fordcity.ca								

APPENDIX I (CONT'D)

FORD CITY BIA		2023	2024	2024	2025
Administrative Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Staff	Salaries/Wages/Benefits	11,400	11,500	15,108	15,000
Other Admin.	Accounting	400	450	508	550
	Audit	1,130	1,600	1,921	2,000
	AGM Expenses	250	175	150	200
	Meeting Expenses (non AGM)				
	Bank Charges		50	50	100
	Conferences/Seminars		1,000	-	
	Consultants				
	Donations	200	200	400	200
	Strategic Plan				
	Memberships				
	Subscriptions				
	Insurance	2,000	2,000	2,020	2,050
	Legal				
	Telephone				
	Postage & Courier		5		100
	Transportation & Travel				
	Office Supplies				100
	Office Equipment/Furniture/Maintenance				
	Printing	50	50	50	50
	Storage/Maintenance	1,440	1,900	519	-
	Rent/Lease				
	Utilities				
	Other: (please specify)				
Total Administrative Expenses		16,870	18,930	20,726	20,350



## APPENDIX I

(CONT'D)

FORD CITY BIA		2023	2024	2024	2025
Capital Expenses		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Capital</b>					
(Only include BIA portion of any cost-share initiatives)	City of Windsor Loan Repayment				
	Street Furniture				2,100
	Benches				
	Alley Enhancements				
	Signage				
	Decorative Lighting				
	Decorations-Seasonal		970	200	500
	Decorations-Other		300	75	500
	Banners				
	Murals				
	Planters	570		1,000	1,000
	Hanging Baskets	3,000			
	Signage		5,000	0	0
	Technical/Professional Services				
<b>General Maintenance</b>					
	Flowers/Plants/Trees	500			
	Snow Removal				
	Decorations				
	Hydro				
	Graffiti Removal				
	Power Washing				
	Needle Collection				
	Street Cleaning				
	Broken Windows				
	Cleanup - Other (please specify)	500			
	Miscellaneous Repairs	200			
	Permit Fees				
	Security				
<b>Total Capital Expenses</b>		<b>4,770</b>	<b>6,270</b>	<b>1,275</b>	<b>4,100</b>

**APPENDIX I (CONT'D)**

FORD CITY BIA		2023	2024	2024	2025
Communications/Marketing/Promotions & Events		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
<b>Communications</b>					
	Memberships			1,859	1,900
	Subscriptions				
	Professional Development				
	Travel				
	General Meeting Expense				
	Board/Committee Meeting Expense				
	Budget Meeting Expense				
	Conference Expense				
	Internet/Website				
	Member Services (Parking Tokens)				
	Public Relations/Liaison				
<b>Advertising and Marketing</b>					
	Advertising	1,000	100	80	150
	Printing – (Flyers, Brochures, etc...)				
	Marketing Design				1,000
	Branding				1,000
	Retail Recruitment				
	Social Media				500
	Signage				
	Sponsorships				
	Newsletter				
	Website Development/Maintenance	360	400	341	400
	Wi-Fi				
<b>Promotions &amp; Events</b>					
	Canada Day				
	Christmas				
	Easter				
	Spring Event (Please specify)				
	Summer Event (Please specify)				
	Fall Event (Please specify)				
	Winter Event (Please specify)				
	Sidewalk Sale				
	Signature Event 1 (complete tab)	17,000	22,100		36,000
	Signature Event 2 (complete tab)		5,000		5,000
	Please specify				
<b>Total</b>		<b>18,360</b>	<b>27,600</b>	<b>2,280</b>	<b>45,950</b>

## APPENDIX I (CONT'D)

FORD CITY BIA		2023	2024	2024	2025
Signature Event 1 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Dropped on Drouillard					
Event Dates: Third Saturday in August					
<b>Revenues</b>					
Must be shown on Cover Page	BIA Contribution	7,000	7,000	10,000	13,000
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships	6,000	11,000	11,500	13,000
	Festival Revenue	4,000	4,100	7,800	10,000
<b>Total Revenues</b>		<b>17,000</b>	<b>22,100</b>	<b>29,300</b>	<b>36,000</b>
<b>Expenditures</b>					
	Consultants	1,000	1,000	3,000	3,000
	Entertainers	5,000	5,500	13,458	18,500
	Fees - EMS	1,125		0	0
	Fees - Police	800	1,000	1,300	1,400
	Permits	1,126	900	900	900
	Signage	749	100		
	Baricades	1,200	1,000	1,300	1,400
	Advertising/Promotion	1,000		400	500
	Waste Handling/Removal	1,000	500	500	500
	Porto-pottles	3,000	1,000	1,124	1,200
	Staging		1,900	500	600
	Misc	1,000	9,200	5,967	8,000
<b>Total Expenditures</b>		<b>17,000</b>	<b>22,100</b>	<b>28,449</b>	<b>36,000</b>
Notes: Please provide description of the event					
<p>Windsor's only all-day urban street and culture festival, in the heart of Ford City on Drouillard Road. This festival is packed with events and attractions such as live art, food, drink, live music, car show, skateboarding and plenty of local vendors for attendees to enjoy!</p> <p>The event will include a street closure that will take place along Drouillard Rd. between Trenton St. and Richmond St. including some of Whelpton St. which houses 20+ of Ford City's most iconic businesses.</p> <p>Join us for this unique opportunity to celebrate art, music, food and drink in Windsor's most beloved neighbourhood.</p> <p>This is an all ages event.</p>					

## APPENDIX I (CONT'D)

FORD CITY BIA		2023	2024	2024	2025
Signature Event 2 - Supporting Information		Approved Budget	Approved Budget	Projected Actual	Proposed Budget
Event Name: Ford City FLEA					
Event Dates: Spring & Fall					
Revenues					
Must be shown on Cover Page	BIA Contribution		5,000	1,300	5,000
	Federal/Provincial Grant				
	Municipal Grant				
	Donations				
	Sponsorships				
	Festival Revenue			2,000	
Total Revenues		0	5,000	3,300	5,000
Expenditures					
	Consultants				
	Entertainers		2,700	1,000	2,000
	Fees - EMS			0	
	Fees - Police			0	
	Permits		1,000	150	200
	Signage				
	Barricades		500	0	
	Advertising/Promotion		300	100	600
	Waste Handling/Removal				
	Porto-potties		500	0	
	Staging				2,200
Total Expenditures		0	5,000	1,250	5,000
Notes: Please provide description of the event					
The numbers outlined for 2025 are for two Ford City Flea events (Spring and Fall) and the additional of a Ford City Music event.					

**APPENDIX I (CONT'D)**  
**FORD CITY BIA**  
**Commentary - 2024 Actual Expenditures**

**Explanation of Significant Variances (2024 Projected Actual vs. 2024 Approved Budget):**

**SUMMARY**

*(Include 2024 accomplishments; also indicate what was not accomplished in 2024 and why)*

**1. 2024 Accomplishments**

2024 was another big year for the FCBIA. Our biggest accomplishments was in the area of our events, specifically Dropped on Drouillard, where we welcome 5,000+ patrons to the neighbourhood. Another big win for the FCBIA was the traffic calming additions we made to Drouillard Rd. We have been waiting a long time for the addition of traffic calming and it is really making a positive impact on the safety of the BIA.

Mandatory

**REVENUES**

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

**2. Grants, Donations & Sponsorships**

N/A

Variance  
5%

**3. Promotions, Events & Other Revenues**

The cost of Dropped on Drouillard 2024 increased, which pushed the BIA to seek more sponsorships and vendors to help create event revenue to pay for the event.

Variance  
116%

**EXPENDITURES**

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

**4. Administration**

N/A

Variance  
9%

**5. Capital & General Maintenance**

The BIA originally wanted to make capital improvements such as outfitting the lightpoles to have hydro options. However, the cost of this was higher than anticipated. The proposed Capital costs for 2025 are much more manageable and achievable.

Variance  
-80%

**7. Communications, Marketing, Promotions & Events**

Majority of the communications, marketing and promotions are all allocated to Dropped on Drouillard under the signature event page. Additionally, the BIA joined the local Business Chamber of Commerce as a member to help better support our membership.

Variance  
-92%

**8. Harmonized Sales Tax (HST) Rebates**

TBD. Still waiting for the amount.

Mandatory

## APPENDIX I (CONT'D)

### FORD CITY BIA

#### Commentary - 2025 Proposed Budget

#### Explanation of Significant Variances (2025 Proposed Budget vs. 2024 Approved Budget):

##### SUMMARY

*(Include any other pertinent information)*

##### 1. 2025 Goals and Objectives

Other than continuing to host events that will benefit the BIA businesses, a goal of the FCBIA is to continue to add and improve on capital maintenance and additions. For example, we would like to acquire more bike racks/ bike parking to encourage active transportation to the neighbourhood, with the future goal of getting bike lanes within the BIA. We will continue to actively seek and support new small businesses to come to the neighbourhood to occupy the empty buildings within the BIA.

Mandatory

##### REVENUES

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

##### 2. Grants, Donations & Sponsorships

As Dropped on Drouillard costs increase, it is always our goal to increase our sponsorships each year to make the festival bigger and better than ever.

Variance  
18%

##### 3. Promotions, Events & Other Revenues

Majority of the variance relates to the proposed increase of the FCBIA levy from \$400 to \$600 annually. The increased levy will help to offset additional costs and allow our reserve funds to go to capital expenses as outlined below.

Variance  
144%

##### EXPENDITURES

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

##### 4. Administration

Variance  
8%

##### 5. Capital & General Maintenance

The FCBIA no longer needs an external storage unit which has elevated funds. We would like to use our reserve funds to make capital improvements such as adding more bike racks.

Variance  
-35%

##### 7. Communications, Marketing, Promotions & Events

The addition of two Ford City Flea Markets plus a possible Ford City music event on top of Dropped on Drouillard.

Variance  
66%



## **Ford City BIA Financial Planning 2025-2026 Use of Reserves**

The Ford City BIA (FCBIA) is dedicated to serving our community of businesses and residents within the BIA. The Board of Directors, alongside our Executive Director, has compiled a list of items that will pull from the FCBIA's reserve funds to be in compliance with the City of Windsor's bylaws. Please see the items listed below.

**Marketing | Ford City Flash:** Ford City Flash is a new marketing initiative that the FCBIA launched in March 2025. This is a printed quarterly newsletter, highlighting the people, places and events within the neighbourhood. Honorariums are provided to the writer and graphic designer of the newsletter and printing costs are also paid by FCBIA. The average cost of one issue is \$1,300. This initiative will be carried on in 2025-2026.

**Streetscaping and Outdoor Furniture:** The purchasing of bike racks and other beautification efforts (florals, plants, watering services, street cleaning etc). Two bike racks have already been purchased in 2025 using reserve funds. There is also the potential of expanding the Lot Shop program by purchasing an additional shed. With the change in the City of Windsor's floral hanging basket program, additional funds from the BIA will need to go towards beautification which will be planned out by the Board of Directors.

**Events:** The FCBIA is known for its large-scale events such as Dropped on Drouillard. Dropped on Drouillard costs approximately \$30,000 on average. With the rise in material and services costs, reserve funds will always be used for events such as Dropped on Drouillard and Ford City Flea.

**Public Art:** Drouillard Road has many gaps that can be filled with art installations and activations. Working with Drygoods Gallery and Artcite Inc, we are looking at starting a micro grant program to invite artists to fill in the gaps of the neighbourhood with art installations and activations. The goal is to have a pilot program launched and tested during Dropped on Drouillard 2025.



## Council Report: C 66/2025

**Subject: Properties Under Municipal Vesting Consideration - Wards 4, 6, 8, 9**
**Reference:**

Date to Council: May 12, 2025  
 Author: Angela Lonsbery  
 Manager, Revenue and Collections  
 519-255-6100 ext. 6557  
 alonsbery@citywindsor.ca  
 Taxation & Financial Projects  
 Report Date: 4/25/2025  
 Clerk's File #: AF2025

**To:** Mayor and Members of City Council

**Recommendation:**

As relates to the properties located at:

PROPERTY ADDRESS	PROPERTY ROLL NUMBER	WARD
0 Parent Ave	3739-030-180-02500-0000	4
0 Westminster Blvd	3739-060-020-02501-0000	6
0 Aristotle Cres	3739-070-110-01877-0000	9
0 Buckingham Dr.	3739-070-470-06425-0000	8

THAT City Council **AUTHORIZE** the properties be vested in the name of the Municipality; and,

THAT City Council **AUTHORIZE** the City Treasurer/designate to remove from the tax roll property taxes estimated in the amount of \$25,006 (inclusive of education tax) plus any additional levies or penalties that may be added from the date of this report until the date of actual removal and the amount be funded as follows:

- \$24,666 to be charged against the provision for property tax write-off (Dept ID 0224140) and,
- \$340 to be recovered by way of a charge back to the Province of Ontario.



and,

THAT City Council **DIRECT** that all future costs associated with the ongoing ownership of the vested properties held for sale, until such time as the properties can be sold, be charged to available operating budgets or the Capital Expenditure Reserve (Fund 160) as appropriate.

### **Executive Summary:**

N/A

### **Background:**

Part XI of the *Ontario Municipal Act* provides formal direction and authority to municipalities with regards to the collection of outstanding property taxes by way of a tax lien and tax sale. While it is not Administration's intent to remove ownership from individuals, at times it is necessary when all other efforts to collect tax arrears have been exhausted. At the November 20, 2024, tax sale there were three properties offered for tax sale where no compliant bids were received and significant tax arrears relative to the assessed value remained outstanding. Additionally, there is one unsold property dating to the November 22, 2023, tax sale for Council's consideration.

Following a tax sale there are four options available to City Council under current legislation:

The first option is to vest the ownership of the properties within two years of the tax sale in the name of the municipality and remove the tax arrears from the tax roll. The decision to vest a property is not taken lightly and the risks and financial costs associated with ownership must be weighed. As a result of vesting, the City may have to expend funds to manage the properties undertaken and address property standards or other issues. Where applicable, a review of tenancies, structural issues and building/property standard compliance orders must be undertaken and carefully considered.

The second option is to allow the two-year vesting period to expire and return the property to the owner. Should Council choose not to vest, the tax sale process would be deemed completed and the tax arrears certificate cancelled, returning the property to the registered owner as if the process had never occurred. Council could at this point direct that the outstanding property taxes be written off. Administration does not support this course of action as it could set an unwarranted precedent and could appear prejudicial to others in tax arrears. The fundamental guiding principle behind the collection of tax arrears is that municipal taxes are due and payable by the respective property owners and the City is prepared to undertake the final collection of those taxes in the form of ownership transfer, as authorized by the legislation, when all other collection avenues have been exhausted.

The third option is to re-advertise the unsold tax sale properties a second time within a period of two years after the original tax sale date. Considering the unsuccessful

collection activity to date, the failed tax sale attempts, and the subsequent increase in minimum tender amounts from ongoing tax levies and administrative charges since the failed tax sales, Administration estimates the probability of receiving future tender bids as low.

The fourth option is to allow the two-year vesting period to expire, register a new tax arrears certificate and recommence the tax collection and tax sale process. Similar to the third option, Administration estimates the probability of receiving future tender bids as low.

For the four properties listed in this report, Administration considers vesting the ownership of the properties in the name of the Municipality in the best interest of the Municipality.

### **Discussion:**

Administration has reviewed vesting considerations including property standard compliance orders and the resources required to manage the additional properties. Because all four properties are vacant land, concerns related to tenancies, structural issues and building compliance are not applicable. Administration also considers various factors such as viable opportunities to convert these lands for municipal use or sell them through multiple listing services. Although the properties may sell at less than the current assessed value, this process would serve to reinstate them onto the tax roll as taxable properties, such that the payment of future municipal taxes could be realized.

#### **0 Parent Ave – Vacant Residential Land Roll # 3739-030-180-02500-0000**

As of April 1, 2025, this property is assessed as residential land in the amount of \$3,900. The property is a long, narrow parcel that looks to have been parted off yet abuts the rear of three properties: 867 Tuscarora St (3739-030-180-02900-0000), 877-885 Tuscarora St (3739-030-180-02800-0000) and 719-725 Parent St (3739-030-180-02600-0000).

#### **0 Westminster Blvd – Vacant Residential Land Roll # 3739-060-020-02501-0000**

As of April 1, 2025, this property is assessed as residential land in the amount of \$3,800. The property is a closed remnant alley running along the rear of 983 Westminster Blvd (3739-060-020-02500-0000) and cannot be developed on its own.

#### **0 Aristotle Cres – Vacant Residential Land Roll # 3739-070-110-01877-0000**

As of April 1, 2025, this property is assessed as residential land in the amount of \$3,700. The property is a small parcel of land located beside a railway corridor and cannot be developed on its own.

## **0 Buckingham Dr. – Vacant Residential Land Roll # 3739-070-470-06425-0000**

As of April 1, 2025, this property is assessed as residential land in the amount of \$6,600. The property is part of a closed alley behind 2519 Buckingham Dr. (3739-070-470-06420-0000) and 2527 Buckingham Dr. (3739-070-470-06415-0000).

### **Next Steps**

Subsequent to vesting, Real Estate Services will prepare a report for Council's consideration declaring the above-mentioned parcels as surplus and will provide recommendations on final disposition.

### **Risk Analysis:**

The decision to vest after a failed tax sale always carries a certain level of risk since the City becomes the registered owner of the property and is then liable for the ongoing maintenance and security for the property and environmental concerns. At the time of writing there are no known environmental concerns with the four properties in this report and building standard and compliance issues have already been addressed.

Upon vesting, a request will be made to the Municipal Property Assessment Corporation (MPAC) to have the property classification changed to exempt status. This will limit exposure with regards to the accumulation of any further taxes.

Even if a vested property is in good condition, it may take several months or even years before there is an interested purchaser. Until such time as a purchaser is located, the care and custody of these properties will remain the responsibility of the City, requiring the dedication of staff resourcing and related funding to effectively monitor and maintain the properties in good condition.

Given the longstanding arrears against the properties, a decision other than to vest will likely result in these property tax collection matters being revisited in future years resulting in even more lost taxation revenue and staff resource time.

### **Climate Change Risks**

#### **Climate Change Mitigation:**

N/A

#### **Climate Change Adaptation:**

N/A

### **Financial Matters:**

Given the property locations and size, it is likely that upon disposition these properties will be sold at a nominal value. As such, upon vesting, the accumulated property tax arrears will be removed from the individual property tax accounts. Outstanding property taxes for the four properties at time of writing are \$25,006, of

which \$24,666 is the estimated municipal share which includes accumulated penalties and charges which have been added to the account to date. The municipal share of the taxes for these transitional properties will be written off as uncollectable. The education share of taxes estimated in the amount of \$340 will be charged back as a recovery from the Province of Ontario.

The following chart outlines the proposed costs and related funding as it relates to the four properties:

<b>Address</b>	<b>Roll Number</b>	<b>Total Unpaid Property Taxes \$</b>
0 Parent Ave	3739-030-180-02500-0000	3,642
0 Westminster Blvd	3739-060-020-02501-0000	4,393
0 Aristotle Cres	3739-070-110-01877-0000	5,816
0 Buckingham Dr	3739-070-470-06425-0000	11,155
<b>Total Expenses</b>		<b>25,006</b>
<b>Provision for Property Tax Write-Off</b>		<b>24,666</b>
<b>Provincial Education Recovery</b>		<b>340</b>
<b>Total Revenue</b>		<b>25,006</b>

Following vesting until such time as the properties can be sold, should there be any future costs associated with the ongoing ownership of the vested properties that those expenditures be charged to available operating budgets or the Capital Expenditure Reserve (Fund 160) as appropriate.

### **Consultations:**

Denise Wright – Manager Real Estate Services

Stephanie Santos – Coordinator Real Estate Services

Kevin Alexander – Planner III - Special Projects

Stacey McGuire – Executive Director Engineering / Deputy City Engineer

Rob Vani – Deputy Chief Building Official Inspections

Rory Sturdy – Supervisor of By-Law Enforcement

James Chacko – Executive Director, Parks, Recreation and Facilities

### **Conclusion:**

The properties indicated in the report have been offered at tax sale, no compliant bids were received and significant tax arrears relative to the assessed value remain

outstanding. To bring conclusion to the tax sale process that commenced in prior years, Administration is recommending that the properties be vested to the City of Windsor.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Lorie Gregg	Deputy Treasurer - Taxation, Treasury and Financial Projects
Wira Vendrasco	City Solicitor
Janice Guthrie	Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**



## Council Report: C 68/2025

## Subject: 2025 Tax Policy Decisions and Establishment of the 2025 Final Property Tax Rates - City Wide

### Reference:

Date to Council: May 12, 2025  
 Author: Angela Lonsbery  
 Manager, Revenue and Collections  
 519-255-6100 Ext 6557  
 alonsbery@citywindsor.ca  
 Taxation & Financial Projects  
 Report Date: 4/25/2025  
 Clerk's File #: AF/14854 & AF2025

To: Mayor and Members of City Council

### Recommendation:

THAT City Council **RECEIVE** the information contained in the 2025 Tax Policy Report; and,

THAT City Council **APPROVE** the following Tax Policy Principles used to calculate the 2025 Final Property Tax Rates:

1. THAT the use of Optional Tax Classes of office building, shopping center, parking lot/vacant commercial land, and large industrial **CONTINUE** to be used in the establishment of annual property tax rates.
2. THAT tax reductions for the first sub-class of farmland awaiting development (FAD 1) continue to **BE REDUCED ANNUALLY** by the allowed 10% in taxation year 2025; and,

THAT City Council **APPROVE** the 2025 Tax Ratios and Municipal Tax Rates as presented:

Tax Class	2025 Ratio	2025 Municipal Tax Rate	2025 Education Tax Rate
Residential	1.000000	0.01942293	0.00153000
Farmland	0.250000	0.00485573	0.00038250
New Multi-Residential	1.000000	0.01942293	0.00153000
Multi-Residential	2.000000	0.03884586	0.00153000
Commercial	2.013994	0.03911766	0.00880000
Office Building	2.013994	0.03911766	0.00880000
Shopping Centre	2.013994	0.03911766	0.00880000
Parking Lot	1.016719	0.01974766	0.00822145
Industrial	2.315779	0.04497921	0.00880000

Large Industrial	2.932755	0.05696270	0.00880000
Pipeline	1.928249	0.03745225	0.00880000

and;

THAT City Council **APPROVE** the 2025 Final Property Tax collection dates as presented:

In Person	Pre-Authorized Payment Plans		
Due Date/Instalment	Due Date/Instalment	Mid-Month	End of Month
		July 15, 2025	July 31, 2025
July 16, 2025	July 16, 2025	August 15, 2025	August 29, 2025
September 17, 2025	September 17, 2025	September 15, 2025	September 29, 2025
November 19, 2025	November 19, 2025	October 15, 2025	October 31, 2025
		November 17, 2025	November 28, 2025

and,

THAT City Council **MAINTAIN** the prescribed maximum rate for late payment charges as follows:

- 1 ¼% of the amount of tax due and unpaid as a penalty for non-payment on the first day of default; and,
- 1 ¼% of the amount of tax due and unpaid as interest for non-payment on the first day of each month; and,

THAT City Council **APPROVE** the continuation of the financial assistance programs as reported by Administration; and,

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

### Executive Summary:

N/A

### Background:

On February 21, 2025, Mayoral decision MD06-2025 was upheld by Council at which time the 2025 Budget was deemed finalized and approved. The 2025 Budget included a total property tax levy requirement of \$505.0 million, inclusive of \$53.4 million in provincial education tax.

Consistent with prior years, and to ensure adequate cash resources until such time as the budget is approved and final tax rates are established, Administration issued interim property tax bills in January 2025 totaling \$244.2 million, representing 50% of the 2024 property tax levy, inclusive of the provincial education levy. The 2025 final tax bills will reflect the remaining levy to be collected.

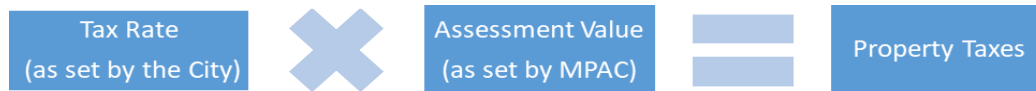
To satisfy the traditional billing cycle for the 2025 final property tax bills, City Council must provide direction on property tax related policy and administrative matters. This

direction serves to balance the levy amongst property tax classes and property owners. Once final direction is received, Administration will finalize the tax policy process which includes finalization of the 2025 tax rates and completion of the 2025 final property tax billing process.

## Discussion:

### Part 1 – 2025 Property Tax Rate Variables

Taxes paid by property owners are calculated by applying tax rates to the assessed property value.



The property tax charged for an individual property can change year over year because of any one or a combination of the following: A) provincial changes to the education rate, B) an assessment value change, C) a change in the municipal levy requirement or D) tax policy and/or tax ratio changes that shift tax burdens between tax classes and properties.

### A – Provincial Education Taxes

#### Education Tax Rates

Municipalities have **no** control over the education tax rates that apply to property classes within their jurisdiction as they are set annually by the Ministry of Finance. The rate applied is set equally across the Province. Where previously business class education rates were set for each municipality, as part of the 2020 Ontario Budget measures, the Province announced a reduction in tax rates for business classes which brought all business education tax rates to the same level for the 2021 taxation year. Those rates listed in the table below have remained unchanged from 2021 to 2025.

<b>Tax Class</b>	<b>2025 Education Rate</b>
Residential/Multi-Residential	0.00153000
Commercial/Office Building/Shopping Centre	0.00880000
Parking Lot	0.00822145
Industrial Residual	0.00880000
Large Industrial	0.00880000

Based upon the 2025 rates indicated above, an estimated total of \$53.4 million will be collected and remitted for education taxes.

### Municipally Retained Education Tax (PIL's)

Properties that are owned by either Federal or Provincial agencies are subject to Payment in Lieu of Taxes (PILs). For certain properties that are deemed fully taxable, municipalities are allowed to retain the education portion of the tax levy for municipal purposes. Council will recall from previous tax policy reports that the



Province's decision to reduce Business Education Tax (BET) rates in 2021 introduced potential revenue risks for municipalities.

To address municipal concerns, the Province assured municipalities that the education rates in effect as of the 2020 taxation year would be used to calculate payments in lieu of taxes (PILs) for properties where municipalities were entitled to retain the education portion. Despite the Province's attempt to maintain inflated education rates for certain PIL properties, Federal rules require the lower taxable rate be used resulting in a shortfall in City revenue. This discrepancy would result in a 2025 revenue shortfall of \$349,932 if all government entities assessed in these assessment classes paid at the lower rate. The estimated shortfall however is only \$75,360 because City owned and Provincial PILs are paying in accordance with the prescribed rate and only Federal properties are at risk.

There has been much discussion with regards to this discrepancy at both the Provincial and Federal level however, to date, no concessions have been made to provide municipalities with additional revenue because of the higher regulated rates. The City of Ottawa filed a case over the reduced PIL tax payments. On February 19, 2025, the Federal Court released its decision regarding the case of *Ottawa (City) v. Canada (Public Services and Procurement)*. The Federal Court ruled in favor of the Federal government, affirming that the Payments in Lieu of Taxes Act grants the Minister discretion in determining property values and applicable tax rates for PILs. The Court found that the Minister's application of the reduced business education tax rate was within this discretionary authority and did not contravene the Act's provisions. After careful consideration, in order to preserve its appeals rights, the City of Ottawa filed a Notice of Appeal on March 21, 2025. Administration will continue to monitor the Ottawa case and provide an update to Council when a final resolution is reached. In the meantime, the accumulated shortfall of \$299,280 for the combined years 2021 to 2024 has been fully accounted for in the allowance for doubtful accounts, forming part of the annual consolidated financial statements for the City of Windsor.

## **B – Property Assessment**

### **Provincial Reassessment Update**

Assessment value and property classification is the responsibility of the Municipal Property Assessment Corporation (MPAC). All properties in Ontario are valued consistently, using industry accepted valuation approaches, which are anchored to market conditions for an established base year. That assessment value has traditionally been applied to a property over a four-year period. Decreases in property values from the previous base year are effective immediately and remain lower throughout the four years. Increases in property value are phased-in equally over the four years ("phase-in rules").

The January 1, 2019, property tax assessment was placed on hold due to the pandemic. As such, property values in Ontario continue to be based upon market conditions which prevailed on or around January 1, 2016. At this juncture, Administration does not have any further information on the timing of the reassessment or the magnitude of change that can reasonably be expected.

## Assessment Growth

As physical changes are made to a property through demolitions, construction, and/or improvements, MPAC updates the assessment value. Property owners are also able to appeal their assessment and/or classification on an annual basis. As settlements are reached the assessment values can be changed for the years covered by the appeal and each year thereafter to current. These changes are generally referred to as changes due to assessment growth.

To measure the annual changes due to assessment growth, MPAC provides a “revised” returned roll as at the end of the taxation year. This revised roll takes the properties as originally provided at the end of the previous year and updates those properties for changes that occurred during the year. A comparison of the revised roll to the original roll determines the annual growth.

The financial impact of the budgeted 2024 growth for the 2025 taxation year resulted in an estimated additional \$4.9 million in municipal property taxes. This amount was included in the 2025 budget as additional revenue used to offset budgetary pressures **without** impacting existing taxpayers.

## C – The Municipal Levy

The municipal property tax rate is determined annually based upon the requirements of the annual municipal budget levy. The approved 2025 Budget included a total municipal property tax levy requirement of \$451.6 million broken down as follows:

Municipal Levy Raised by Existing Rate Payers	\$ 446,720,049
Municipal Assessment Growth	4,851,143
<b>Total Municipal Levy</b>	<b>\$ 451,571,192</b>

## D – Tax Policy Decisions

### Property Tax Classes and Use of Optional Tax Classes

All properties in Ontario are placed into **seven** main property classifications being:

- |  |                     |
|--|---------------------|
| 1. Residential                             | 5. Farmland         |
| 2. Multi-Residential/New Multi-Residential | 6. Pipeline         |
| 3. Commercial                              | 7. Managed Forest * |
| 4. Industrial                              |                     |

\* The City does not have taxable assessment in this property class

In addition, municipalities can use optional property classes which can be considered a sub-component of the main classes of commercial and industrial noted above.

Commercial (Main Class)	Industrial (Main Class)
Commercial – Residual	Industrial – Residual
Office Building	Large Industrial
Shopping Centre	
Parking Lot/Vacant Land	

The use of optional tax classes is not new and came from the application of a

business occupancy tax (BOT), which existed prior to 1998. To date, the City of Windsor has continued to maintain all optional commercial and industrial tax classes addressing the differential in rates through annual tax policy decisions.

The choice to opt out of any or all optional classes does exist on an annual basis. By eliminating one or more of the optional classes, there is the possibility that there will be tax shifts as the class(es) eliminated essentially become one. In this regard, depending upon the magnitude of the tax shifts, Ministerial consent may be required. Once a decision to combine or eliminate the optional class(es) is made, municipalities cannot go back to using the optional classes.

Administration has in the past modelled for City Council the impacts that would result from a collapse of the optional classes. When done for the purposes of lowering the tax burden of one or more class(es) Administration has consistently recommended against this course of action due to significant and immediate impacts within the main class. It is likely that Ministerial consent would also be withheld given the very significant shifts. Alternatively, should Council want to provide tax relief to one or more tax class(es) it could be done by way of the tax ratio movement which can be completed over a period of time and therefore lessens the tax shifting impacts. Ministerial consent in this case will still need to be received however this can be supported by way of a business case.

In past years, Administration has modelled the impact of both a full collapse and moderate tax ratio movement with regards to optional classes. As of 2017, and because of ratio reductions, there is no longer a different rate applied to the optional classes of Shopping Centre and Office Building.

Administration is not recommending a change to the use of optional property classes. Council is required to ratify this recommendation on an annual basis.

## **Farmland Reductions**

Farmland property, used for farming operations, is taxed at a rate that is mandated at 25% of the residential rate (i.e., a mandatory 75% discount is applied). Properties which are included in the category of “awaiting development” recognizes that a plan of sub-division has been approved and takes into consideration that development has not yet occurred or completed.

There are two sub-classes of farmland awaiting development: a) FAD 1, those that have a registered plan in place and b) FAD 2, those that have development occurring but not complete. Municipalities can establish a discount rate, where appropriate, for the tax treatment of each sub-class. For the first sub-class, FAD 1 where a registered plan is in place a discount of no less than 25% can be applied. The current discount rate is 35%. In 2022, City Council made the decision to reduce the FAD 1 discount annually for the years 2022 through 2025 by 10% until such time as the 25% established rate is reached (i.e. a tax rate of 75% of the full rate). For clarity, the following chart illustrates the current discount rate and year-over-year reduction of the FAD 1 discount.

Baseline - 2021	Discount rate of 65% (Tax rate that is 35% of full tax rate)
-----------------	--

2022	Discount rate of 55% (Tax rate that is 45% of full tax rate)
2023	Discount rate of 45% (Tax rate that is 55% of full tax rate)
2024	Discount rate of 35% (Tax rate that is 65% of full tax rate)
<b>2025</b>	<b>Discount rate of 25% (Tax rate that is 75% of full tax rate)</b>

The second sub-class FAD 2 applies where building permits have been registered against the property and development may be in progress in various stages. There is no discount applied to this sub-class.

Considering the anticipated development on remaining farmlands, Administration is recommending that Council continue the process to reduce the discounts provided to sub-class FAD 1 in order that development in those areas be reflective of full property taxation from start of development through to completion.

### **Municipal Tax Ratios**

The setting of municipal tax ratios is one of the most complex and significant decisions in the process for establishing tax rates. Tax ratios reflect the relationship that the tax rate, for each of the seven main property classes and optional classes, bears to the residential property class. Tax ratios, when applied to the tax class assessment, results in a weighted assessment. It is this weighted assessment that is then used within a mathematical formula to calculate the tax rates for each class. Municipal tax ratios therefore assist in the determination as to how much of the municipal levy will be paid by each tax class. The changing of tax ratios will affect the percentage of the overall levy that is collected from each tax class. To demonstrate the relationship between assessment and tax ratios please refer to Appendix A.

While there may be a tendency to equate or compare tax ratios and rates to other municipalities, strong caution should be used to not assume that a higher ratio automatically results in higher taxes. Total taxes result from both the impact of property assessment and property tax rates. According to the 2024 BMA Study, Windsor's tax ratios and rates were higher than our peer municipalities (populations over 100,000) however the overall tax burden as paid by taxpayers was at or lower than our peers in **9 out of 12** categories (Appendix B).

### **Starting Ratios and Ratio Movement**

Starting ratios reflect the results of policy decisions made in the prior year and form the "status quo" or "baseline" scenario for further ratio movements. Tax ratios were introduced in 1998 and reflected the tax distribution amongst property classes immediately prior to the new legislation. At that time, the Province established "Ranges of Fairness" which were to be used as a guideline for the setting of tax ratios (Appendix C). The expectation by the Province was that municipalities would lower tax ratios over time to fall within the ranges of fairness. However, this goal, as established by the Province, has been unachievable largely due to constant fluctuations in property assessment values and valuation methods/programs, fluctuating economic conditions (recessionary periods) which preclude an ability for any one class of property owner to absorb significant tax

increases that may result, and other Provincial policy announcements which mandate certain tax policy for select property classes and establishment of new property classes.

When assessment value fluctuations have been factored into tax ratio equations, the ability to reach the ranges of fairness has been severely compromised. Administration has demonstrated in past reports through tax scenario modelling that the negative consequences due to the shifting of property taxes from one class outweighed the benefits of the lower tax ratio. In other words, Administration has shown that a downward movement of a tax ratio for one class does cause a shift of the relative share of taxes being paid by that class onto the other tax classes. Conversely, as a result of significant assessment value decreases, taxes may be shifted from one class to another. In this case tax ratios may need to be moved upwards in order to maintain the distribution of property taxes amongst the classes. Caution must always be used when moving tax ratios upwards or downwards as there is the possibility of longer term and possible unintended consequences.

Further to this, Provincial thresholds were also put into place that set a ceiling on where tax ratios should be. In other words, municipalities were generally precluded from increasing tax ratios. However, where an increase was allowed, if a tax ratio were to exceed the threshold, the class would be considered “levy restricted” (discussed below).

The 2025 Starting Tax Ratios (Appendix C) are calculated based upon maintaining the tax allocation which was set in the previous year.

### **Levy Restrictions**

Levy restrictions only apply where the tax ratio is set above the Provincial threshold. To be levy restricted means that the class will not have to share, in full or in part, any increase as a result of a municipal tax levy increase. The levy restriction was intended to act a deterrent from moving ratios upwards.

Previously, if levy restricted, only 50% of any municipal tax levy increase is passed onto the class. With changes in regulations relating to the multi-residential tax class, the levy restriction for the class is set at 100%. This means that no municipal levy increase can be passed onto this class until the ratio is 2.0 or less.

When a class becomes levy restricted, City Council has the option to either:

- a) Leave the ratio as is and accept the restriction in place. In doing so, the affected class will continue to pay the same proportionate share of taxes as paid in prior year however any budget levy increase will be paid by all other non-restricted classes; or
- b) Make changes to the tax ratio for the class affected by the levy restriction, either as a one-time adjustment or as an adjustment over time, so as to achieve a ratio that is lower than the threshold. In doing so, the restricted class will then share in any future year budget levy increases.

In some cases, due to the levy restriction, the tax ratio will automatically lower

each year. In this situation, City Council may choose to allow the class to fall below the threshold without any additional intervention.

Currently, all business classes are at or below the provincial threshold and therefore not considered to be levy restricted. No further downward changes are required to avoid any levy restriction implications in the setting of the 2025 tax rates.

### **Tax Ratio Movement**

In previous years, Council has strategically chosen to reduce ratios of the business classes (multi-residential, commercial, and industrial) downward towards the provincial thresholds. This decision was based upon preserving the interests of the business sector, who have generally been in favour of lower tax ratios and who argued that reducing ratios would stimulate economic development in the community and facilitate competitiveness and tax parity with other municipal jurisdictions. Historic data would suggest that lowering the tax ratios for business classes during periods of good economic conditions supports long-term financial stability in years where the business tax base is compromised. The ability to move ratios downwards was also facilitated by relatively stable assessment changes.

Further reductions are therefore not being recommended in terms of lowering the municipal tax rate for business classes.

### **E - Establishment of 2025 Tax Rates**

The following chart outlines the resulting 2025 Municipal and Education Tax Rates that will be applied to each property class. More detailed information is contained in Appendix D.

#### **2025 Tax Ratios and Rates**

<b>Tax Class</b>	<b>2025 Ratio</b>	<b>2025 Municipal Tax Rate</b>	<b>2025 Education Tax Rate</b>
Residential	1.000000	0.01942293	0.00153000
Farmland	0.250000	0.00485573	0.00038250
New Multi-Residential	1.000000	0.01942293	0.00153000
Multi-Residential	2.000000	0.03884586	0.00153000
Commercial	2.013994	0.03911766	0.00880000
Office Building	2.013994	0.03911766	0.00880000
Shopping Centre	2.013994	0.03911766	0.00880000
Parking Lot	1.016719	0.01974766	0.00822145
Industrial	2.315779	0.04497921	0.00880000
Large Industrial	2.932755	0.05696270	0.00880000
Pipeline	1.928249	0.03745225	0.00880000

Using the aforementioned rates, a property owner with a residential assessment of \$163,000 can expect an increase in property tax of \$101.86.

### **Part 2 – Financial Assistance, Billing Timelines and Late Payment Charges**

## Financial Assistance Programs

To aid struggling property owners the municipality offers three financial assistance programs:

- The Tax Repayment Program is available to all property owners and involves Collection staff working with taxpayers to develop a repayment plan over a period of up to five years.
- The Tax Relief Program is available to single family residential property owners that meet program eligibility criteria. This Program involves the cancellation of property taxes for a period of up to two years.
- The Tax Deferral Program is available to aid low-income seniors and low-income persons with disabilities that meet program eligibility criteria. This Program involves the deferral of year-over-year increases in property taxes until such time as the property is sold or the applicant no longer qualifies.

Administration is not recommending a change to the existing financial assistance programs.

## Regular Tax Billing and Instalment Due Dates

Administration is recommending that the process for preparation and mailing of the final 2025 tax bills proceed consistently with historical timelines. Final tax bills will be prepared for mailing mid-June with the first instalment due in July, followed by September and November. Following approval of this report, Administration will finalize the billing process with a mailing date on or around June 18, 2025.

Council is required to set the due dates upon which tax payments must be made. Property owners are able to make payments on their own or utilize one of the City's pre-authorized payment plans (PAP). The due dates for the final tax billing installments have historically been set in the months of July, September and November to allow for a longer period between due dates for those taxpayers who chose to make payment on their own. The withdrawal dates for the monthly pre-authorized payment plans would be set so as to receive all tax payments between July and November.

## 2025 Final Property Tax Collection Dates

In Person	Pre-Authorized Payment Plans		
Due Date/Instalment	Due Date/Instalment	Mid-Month	End of Month
		July 15, 2025	July 31, 2025
July 16, 2025	July 16, 2025	August 15, 2025	August 29, 2025
September 17, 2025	September 17, 2025	September 15, 2025	September 29, 2025
November 19, 2025	November 19, 2025	October 15, 2025	October 31, 2025
		November 17, 2025	November 28, 2025

Pre-Authorized Payment Plan dates indicated are for those property owners who are current with their property taxes (non-arrears). A separate PAP plan is

available to those taxpayers who have fallen into arrears and require assistance in getting current. Taxpayers in this situation are encouraged to contact Administration who will assist on a case-by-case basis.

### **Supplemental and Omitted Tax Bills**

Following the completion of the final billing process, Administration is required to complete eight (8) additional billing cycles which reflect updated assessment information received from MPAC. These are known as supplemental and omitted assessments and reflect changes to property assessment values since the return of the roll in December 2024. Changes can include additions, demolitions, property severances and/or consolidations and new construction and can be retroactive applied to two previous tax years. The due dates set for these billings typically fall in line with one of the scheduled dates above with the last date no later than December 31, 2025.

### **Late Payment Charges**

Council, by way of by-law, must resolve the rate to be used where there is non-payment of property taxes. The topic of late payment charges has been heavily debated in past years and can be contentious in terms of balancing the request to assist property owners who have fallen behind in their taxes against the need for the municipality to exercise prudent fiscal management. Administration has previously and consistently recommended to Council the retention of the existing rates for late payment charges as such charges represent a fundamental component of a strong collection system and secure the ongoing and continued timely payment of property taxes which thereby safeguards the ability of the Corporation to fund municipal services. No changes to the existing rates have been recommended for 2025.

### **Risk Analysis:**

The establishment of tax policy is complex. It is not sufficient to only look at one determining factor such as tax rates or property value for purposes of meaningful comparison. The proper comparison of tax burdens across municipalities needs to be based on similar sized properties within municipalities that provide similar services. As always, City Council is also cautioned to carefully weigh the impacts of any decisions to change the existing tax policy to ensure that any short-term outcomes are not outweighed in terms of longer-term implications which could be much harder to reverse. Administration is recommending that there be no change to the tax ratios used in the determination of the 2025 tax rates and that the tax rate discount on the FAD 1 sub-class of farmland continues to be reduced. Should City Council request that additional information be provided prior to accepting this recommendation, direction would need to be very clear in terms of what changes should be presented. Administration will be commencing the process for the preparation of the 2025 final tax bills. A delay in the setting of the 2025 property tax rates could impact the timing for the release and mailing of the tax bills.



## **Climate Change Risks**

**Climate Change Mitigation:** N/A

**Climate Change Adaptation:** N/A

## **Financial Matters:**

Based upon the recommendations contained in this report, Administration will begin the process of preparing and mailing the 2025 final property tax bills. The total estimated levy for 2025 will be \$505.0 million inclusive of the education levy.

Based upon the rates presented above, the average residential homeowner will see an increase of 3.07% or \$101.86. It should be noted that this residential tax rate increase of 3.07% is slightly above the noted 2.98% increase in total property tax levy which was approved for the municipal levy as a whole. This is primarily due to tax shifting to the residential tax class that occurs through the required process of the setting of ratios for the other property classes as well as the difference of the education tax distribution which is not the same as the municipal tax allocation.

The timing for the mailing and the payment dates have been set on a similar and consistent basis with previous years with instalment dates being due in July, September, and November.

## **Consultations:**

Municipal Tax Equity Consultants (MTE) Inc.

## **Conclusion:**

Direction with regards to tax policy decisions as well as assessment changes determine how the total tax levy is apportioned among classes and amongst individual property owners. Following Council direction, Administration will finalize the 2025 tax rates and begin the process for the production and mailing of the 2025 final property tax bills.

## **Planning Act Matters:**

N/A

## **Approvals:**

<b>Name</b>	<b>Title</b>
Lorie Gregg	Deputy Treasurer – Taxation, Treasury and Financial Projects
Wira Vendrasco	City Solicitor
Janice Guthrie	Commissioner of Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**

- 1 A - Relationship Between Assessment and Tax Ratios
- 2 B - Comparison of Relative Taxes Paid for All Property Classes
- 3 C - 2025 Start Ratios and Provincial Ranges of Fairness
- 4 D - 2025 Tax Ratio and Rate Scenario

## Relationship Between Assessment and Tax Ratios

Figure 1 shows the percentage of assessment that is derived from each property category based on the 2025 unweighted assessment values.

**Figure 1:**  
2025 Full CVA

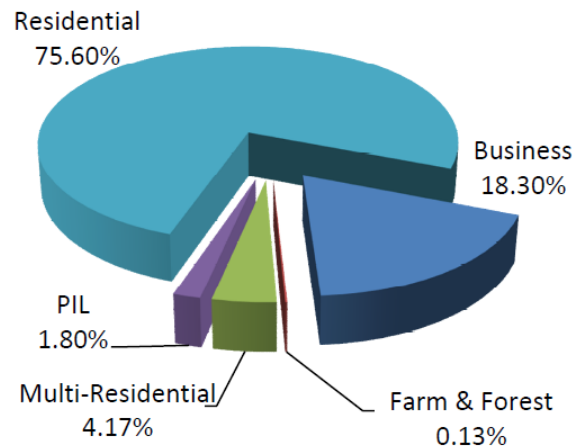
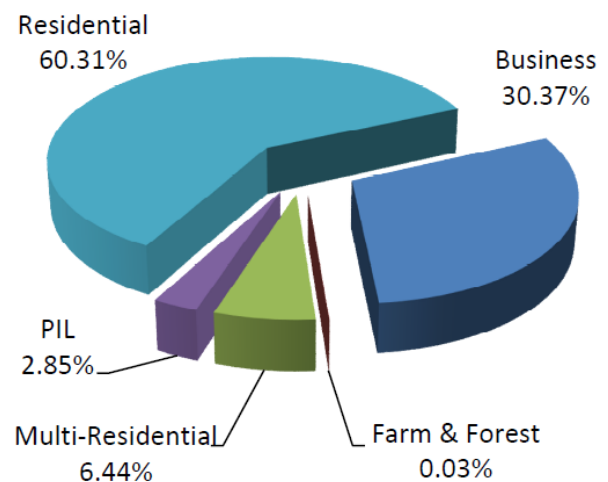


Figure 2 demonstrates the distribution of the tax levy after applying the tax ratios to the 2025 assessment values.

**Figure 2:**  
2025 General Levy



## Appendix B

### Comparison of Relative Taxes Paid for all Property Classes Source: 2024 BMA Study

Tax Class Comparisons – Typical Properties	Low	High	Average	Windsor	Higher/Lower	%
<b>Residential – Detached Bungalow</b> Based on a detached 3-bedroom, single storey home with 1.5 bathrooms and 1 car garage.	\$3,725	\$7,143	\$4,872	\$3,850	Lower	79.02%
<b>Residential – Two Storey Home</b> Based on 2 storeys, 3-bedroom home with 2.5 bathrooms, two-car garage. Total area of the house is approximately 2,000 sq. ft. of living space.	\$4,917	\$9,731	\$6,121	\$6,633	Higher	108.36%
<b>Residential – Senior Executive</b> Based on a detached 2 storey, 4-5 bedrooms, 3 baths, 2-car garage with approximately 3,000 sq. ft. of living space.	\$5,740	\$16,273	\$8,263	\$8,423	Higher	101.94%
<b>Multi-Residential – Walk-Up Apartments</b> Multi-residential apartments containing more than 6 self-contained units, 2-4 storeys high.	\$847	\$2,548	\$2,056	\$1,698	Lower	82.59%
<b>Multi-residential – Mid / High-Rise Apartment</b> Based on a multi-residential property of more than 6 self-contained units and over 4 stories high. Comparison of taxes is based on a per unit basis.	\$1,015	\$3,360	\$2,345	\$2,120	Lower	90.41%
<b>Commercial – Neighbourhood Shopping</b> Typically, the smallest type of centre comprised of retail tenants that cater to everyday needs such as drug stores, variety stores and hardware stores. Can vary in size from 4,000 to 10,000 sq. ft. Comparison of taxes is based on a per square foot of floor area.	\$3.71	\$7.07	\$5.20	\$3.71	Lower	71.35%
<b>Commercial – Office Building</b> Per square foot of gross leasable area.	\$2.73	\$5.01	\$3.84	\$3.23	Lower	84.11%
<b>Commercial – Hotels</b> Taxes per suite	\$1,145	\$3,580	\$1,820	\$1,274	Lower	70.00%
<b>Commercial – Motels</b> Taxes per suite	\$870	\$2,624	\$1,601	\$1,995	Higher	124.61%
<b>Standard Industrial</b> Under 125,000 sq. ft. in size. Comparison of taxes based on a per square foot of floor area.	\$1.08	\$3.88	\$2.14	\$1.93	Lower	90.19%
<b>Large Industrial</b> Greater than 125,000 sq. ft. Comparison of taxes based on a per square foot of floor area.	\$0.56	\$2.85	\$1.34	\$1.31	Lower	97.76
<b>Industrial Vacant Land</b> Based on taxes per acre.	\$892	\$25,107	\$11,206	\$4,893	Lower	43.66%

Source: 2024 BMA Management Consulting Inc. (Ontario Municipalities with Populations > 100,000)

## Appendix C

### 2025 Start Ratios and Provincial Ranges of Fairness

Tax Class	2025 Start Ratios	Provincial Range of Fairness	Provincial Threshold	Subject to Levy Restriction
Residential	1.000000	1.0 – 1.0		N/A
Farm	0.250000	0.0 – 0.25		N/A
Pipeline	1.928249	0.6 – 0.7		N/A
New Multi-Residential	1.000000	1.0 – 1.1		N/A
Multi-Residential	2.000000	1.0 – 1.1	2.0**	No
*Commercial – Broad Class	1.978165	0.6 – 1.1	1.98	No
Commercial	2.013994			
Office Building	2.013994			
Shopping Centre	2.013994			
Vacant Land-Commercial/Parking Lot	1.016719			
*Industrial – Broad Class	2.591002	0.6 – 1.1	2.63	No
Industrial	2.315779			
Large Industrial	2.932755			

\* It is the commercial and industrial broad class that is compared to the provincial threshold when determining if levy restrictions apply.

\*\* Previous threshold was 2.74, change implemented in 2017.

2025 Tax Ratio and Rate Scenario  
Municipal Budget Levy of \$451,571,192

Projected Tax Ratios, Rates and Overall Tax Impact by Class

							Tax Impact on \$163,000 of Assessment Not Impacted by Assessment Change	
	2025				2024			
Tax Class	Start Ratios	Municipal Tax Rate	Education Tax Rate	Total Tax Rate	Actual Total Tax Rate	% Change	\$ Change	% Change from 2024
Residential	1.000000	0.01942293	0.00153000	0.02095293	0.02032805	3.07%	101.86	3.07%
Farm	0.250000	0.00485573	0.00038250	0.00523823	0.00508201	3.07%	25.46	3.07%
Pipeline	1.928249	0.03745225	0.00880000	0.04625225	0.04504732	2.67%	196.40	2.67%
New Multi-Residential	1.000000	0.01942293	0.00153000	0.02095293	0.02032805	3.07%	101.86	3.07%
Multi-Residential	2.000000	0.03884586	0.00153000	0.04037586	0.03912610	3.19%	203.71	3.19%
Commercial	2.013994	0.03911766	0.00880000	0.04791766	0.04665916	2.70%	205.14	2.70%
Office Building	2.013994	0.03911766	0.00880000	0.04791766	0.04665916	2.70%	205.14	2.70%
Shopping Centre	2.013994	0.03911766	0.00880000	0.04791766	0.04665916	2.70%	205.14	2.70%
Parking Lot/Vacant Commercial Land	1.016719	0.01974766	0.00822145	0.02796911	0.02733378	2.32%	103.56	2.32%
Industrial	2.315779	0.04497921	0.00880000	0.05377921	0.05233213	2.77%	235.87	2.77%
Large Industrial	2.932755	0.05696270	0.00880000	0.06576270	0.06393008	2.87%	298.72	2.87%

Estimated Impact on Average Residential Homeowner

	2025	2024
Assessment	\$ 163,000	\$ 163,000
Total Tax Bill	\$ 3,415.33	\$ 3,313.47
Net Tax Increase/(Decrease)	\$ 101.86	
% Change	3.07%	



**Council Report: C 69/2025**

**Subject: City of Windsor Tariff Impact and Response – City Wide**

**Reference:**

Date to Council: May 12, 2025

Author: Doran Anzolin

Executive Initiatives Coordinator

danzolin@citywindsor.ca

519-255-5200 ext. 6479

CAO Office

Report Date: 4/28/2025

Clerk's File #: GM/14960

**To:** Mayor and Members of City Council

**Recommendation:**

THAT the report of the Executive Initiatives Coordinator dated April 28, 2025, entitled "City of Windsor Tariff Impact and Response – City Wide" **BE RECEIVED**; and,

THAT City Council **APPROVE** the administrative actions outlined in the City of Windsor Tariff Impact and Response – City Wide report; and,

THAT City Council **ADVOCATE** to the Provincial and Federal Governments to provide direct stimulus funding to municipalities to support the continuation of critical infrastructure projects amid tariffs and economic uncertainty.

**Executive Summary:**

**Recommendation:** The City of Windsor Tariff Impact and Response report recommends that City Council approve the outlined administrative actions and advocate to the Provincial and Federal Governments for direct stimulus funding to support critical infrastructure projects amid tariffs and economic uncertainty.

**Background:** Recent U.S. tariffs on Canadian imports, including automobiles, auto parts, steel, and aluminum, have significant implications for the Windsor-Essex region, which is heavily dependent on cross-border trade. Canada's reciprocal tariffs on U.S. goods have increased the cost of essential materials for infrastructure projects, putting pressure on the City's budget and potentially causing delays in current and future projects. The increased costs are particularly challenging for infrastructure development, where some materials must be sourced from the U.S., further complicating the City's ability to complete key projects on time and within budget.

**Discussion:** The report outlines several key areas affected by the tariffs:

**1. Municipal Impacts and Mitigation Strategies:**

- **Risk Categorization:** Infrastructure capital projects are categorized into three risk levels (nominal, moderate, high) based on their reliance on U.S.-sourced materials. Nominal risk projects can proceed as planned, moderate risk projects require careful assessment and cost management, and high-risk projects need thorough review and alternative sourcing strategies.
- **Procurement Strategy:** The City is implementing a comprehensive procurement strategy to reduce exposure to tariff-related cost increases. This includes enhancing closed solicitation processes, adapting open procurements, engaging with suppliers, and revisiting certification requirements. Administration will continue to adhere to the Purchasing By-law 93-2012, as well as other City By-laws, policies, and procedures, and will report to Council as appropriate.
- **Cost Management:** The City is applying mitigation strategies such as cost management to absorb tariff-related cost increases within project budgets.
- **Grant and Funding Impact:** The City is working with funding providers to address cost increases due to tariffs on a case-by-case basis and adjusting project estimates for future funding applications to manage tariff impacts.

**2. Collaboration and Support for Residents and Businesses:** The City is working with upper levels of government and key community partners to support residents and businesses impacted by tariffs.

**3. Municipal Responses Across Ontario:** Other municipalities, such as Toronto, Hamilton, and Ottawa, are adopting various strategies to mitigate tariff impacts. These strategies include prioritizing Canadian suppliers, advocating for financial support, and exploring alternative trade solutions.

**4. Advocacy Efforts and Policy Response:** The City is actively advocating against tariffs through various channels, including the Border Mayor Alliance, the Association of Municipalities of Ontario, the Federation of Canadian Municipalities, and the Ontario Big City Mayors. These efforts aim to highlight the negative impact of tariffs on both Canadian and American communities and to seek targeted financial support for municipalities.

**Conclusion:** The City of Windsor is implementing a comprehensive procurement strategy to reduce exposure to tariff-related cost increases. This strategy includes enhancing closed solicitation processes, adapting open procurements, engaging with suppliers, revisiting certification requirements, and continuing to adhere to the Purchasing By-law. Administration is monitoring the evolving impacts of tariffs and adapting strategies to ensure the continuity of municipal services and operations. The City and the country continue to operate at a level of uncertainty with the U.S. tariffs that will likely call for further mitigating and adaptive strategies to address ongoing and future challenges.



## Background:

On February 24, 2025, CR86/2025 was approved which included the following motions:

- That the correspondence from the Association of Municipalities of Ontario (AMO) regarding Policy Update—Action on Tariffs and trade dated February 11, 2025, **BE RECEIVED**; and,
- That Administration **BE DIRECTED** to report back on the impact that the implementation of bilateral tariffs between the United States and Canada have, and to assess the risks along with any opportunities that exist within that context; and that the issue of inter-provincial trade **BE RECEIVED** as well.

Further, at the April 14<sup>th</sup> City Council meeting, Council approved a number of motion as it relates to tariffs as outlined in decision number CR140/2025, which included a specific motion for City of Windsor Administration to implement:

- **BE IT FURTHER RESOLVED THAT** the City of Windsor **ENDORSE** the federal and provincial call for a 'Buy Canadian' policy for all municipal procurement processes, prioritizing Canadian-made goods and services wherever reasonably feasible both financially and operationally to support local and domestic businesses and workers; and

On March 26, 2025, U.S. President Donald Trump announced a 25% tariff on all imported automobiles that do not comply with the Canada-United States-Mexico Agreement (CUSMA), effective April 3, 2025. A separate 25% tariff on non-CUSMA-compliant auto parts will take effect on May 3, 2025. Additionally, on April 29, 2025, the Trump Administration introduced a reimbursement program to encourage domestic auto production. Starting May 3, U.S.-built vehicles will be eligible for a 3.75% reimbursement, decreasing to 2.5% in the second year before being phased out. The credit can be applied to offset tariff-related costs from any country except China. These measures are designed to shift auto manufacturing and supply chains to the U.S. by reducing reliance on foreign imports.

This announcement follows the U.S. decision on March 12, 2025, to impose a 25% tariff on all steel and aluminum imports, including those from Canada, further escalating trade tensions. In response, Canada introduced counter-tariffs of 25% on \$29.8 billion worth of U.S. steel and aluminum imports on March 13, 2025. These measures are in addition to Canada's earlier \$30 billion retaliatory tariffs on U.S. consumer goods announced on March 4, 2025.

In addition to the U.S. effort to reshore domestic manufacturing, these tariffs are driven by a broader strategy to protect American industries from foreign competition, encouraging more production within the country. The U.S. also views the tariffs as a tool to address perceived trade imbalances and respond to what it considers unfair trade practices. Beyond economic motives, these measures are linked to border security concerns, including illegal immigration and fentanyl trafficking. In response, the Canadian government has committed \$1.3 billion over six years to enhance border security and address U.S. concerns.

The Windsor-Essex region is particularly vulnerable to these trade disruptions due to its economic dependence on cross-border trade, especially in the agriculture, manufacturing, and automotive sectors. In 2022, the region exported approximately \$9.78 billion in motor vehicles and \$4.49 billion in motor vehicle parts. A recent study from the Canadian Chamber of Commerce ranked Windsor as the third hardest-hit city in Canada due to these tariffs, further highlighting the region's economic exposure and the need for immediate support and strategic response.

Due to Canada's reciprocal tariffs on certain U.S. goods and materials, the City of Windsor faces direct impacts as a consumer. These tariffs have significantly increased the cost of essential goods, including materials for infrastructure projects. As a result, the City's budget is under pressure, and current and future projects may face delays. The increased costs are particularly challenging for infrastructure development, where some materials must be sourced from the U.S., further complicating the City's ability to complete key projects on time and within budget.

This report provides an update on how these tariffs may impact the City of Windsor's operations, services, and broader community. It outlines:

1. **Municipal Impacts and Mitigation Strategies** – How tariffs could affect City operations and services, and the adaptive strategies the City is implementing to mitigate risks.
2. **Collaboration and Support for Residents and Businesses** – How City administration is working with upper levels of government and key community partners to support those impacted.
3. **Municipal Responses Across Ontario** – An overview of how other Ontario municipalities are responding to the tariffs.
4. **Advocacy Efforts & Policy Response** – Current advocacy avenues and coordinated efforts to challenge U.S. tariffs and highlight their negative impact on both Canada and the U.S.

This report will also be accompanied by a P&C Memo for Council's consideration.

## **Discussion:**

### **Impact of Tariffs on Current, Pending, and Future Projects**

Given the recent announcements of tariffs by the United States and Canada, the City has reviewed the impact of these tariffs on current and future projects.

There are many active operating agreements and capital construction projects underway across the corporation, each at varying stages of completion. To assess the potential impact of tariffs on key infrastructure capital projects, Administration has categorized them into three levels of risk and will assess whether or not they are discretionary. Non-discretionary projects will proceed as follows:

- **Nominal/Low Risk:** These projects can proceed as planned, as they primarily rely on Canadian-sourced materials and/or are labor-intensive rather than material-dependent in a manner which should not impact project cost.

- **Moderate/Medium Risk:** These projects are recommended to move forward with caution. Raw materials should be carefully assessed for tariff implications, and any cost escalations must be mitigated, managed, or reasonably absorbed within the project budget.
- **High Risk:** These projects require thorough review before proceeding. Depending on their priority, they should advance with caution, ensuring a comprehensive evaluation of raw material costs and tariff implications. For these projects, it is imperative to identify 10 – 20 high dollar value items that are subject to tariffs and attempt to find cost-effective alternate sources of supply that are not subject to tariffs. If cost increases cannot be effectively mitigated, managed, or absorbed, further discussion will be required before implementation.

Discretionary projects will still be assessed based on risk, but the relative priority of such projects will be reassessed in the context of available funding and overall feasibility within the capital budget program.

The table below outlines these risk categories and identifies projects within each category based on Administration's tariff impact analysis.

Nominal/Low Risk	Moderate/Medium Risk	High Risk
Road reconstruction	Sewer rehab projects	Pumping stations
Mill and pave program	Concrete panel repairs	Building renovations, additions, and new construction
Road resurfacing	Sewer relining	Equipment replacements (e.g. HVAC, boilers)
Municipal drain works (mainly excavation)	Water and Road only projects	Fleet replacement
Utility cut restoration/bits and pieces		Pollution control chemical supplies
Preventative maintenance: spray injection patching, crack sealing, sewer catch basin cleaning		Traffic equipment
Sewer inspection		Wastewater treatment plan upgrades / retention treatment basins
Consulting services		

As outlined in the table above, the majority of materials used for road and sewer projects—including concrete, aggregates, and asphalt—are sourced from Canada and are expected to remain unaffected by U.S. tariffs. However, for other City projects, such as sewer relining, the City may need to explore alternative sourcing options. This could include adjusting specifications to accept certifications and alternative products available from European and Canadian suppliers.

While some materials, such as coated rebar and various brass fittings sourced from the U.S., will result in budget increases, these impacts are expected to be minor. However, projects classified as high-risk are particularly vulnerable to tariff-related cost escalations, as these materials are unlikely to be sourced from anywhere other than U.S. suppliers. Many of these high-risk projects are also priority initiatives critical to the City's growth and prosperity or have grant funding with strict eligibility and timeline requirements, limiting the City's flexibility in mitigating tariff impact.

**Administration action:** Administration will continue to monitor and assess the impact of tariffs on projects and has categorized them by risk level. For moderate-risk projects, mitigation strategies such as alternative sourcing and cost management will be applied. High-risk projects will undergo further review before proceeding, with efforts to explore procurement flexibility where feasible while ensuring compliance with funding requirements and timelines. In addition, all planned projects—regardless of risk—will be reviewed to determine if they are discretionary in nature, with project priority reassessed based on available funding and capital budget feasibility.

### **Impact of Tariffs on Grants and Third-Party Funding**

The City's capital plan contemplates several significant funding contributions from external sources, including senior levels of government. These funds are critical to ensure project execution with funding amounts based on estimated projects costs developed at the time of application. Similar to the inflationary pressures experienced during COVID-19, the impact of tariffs is expected to increase costs. To date, the City's experience has been that once a project proposal has been approved and funded through a grant program, there may be no opportunity to revise contribution amounts despite cost increases. Recent wording provided in several Contribution Agreements has confirmed this practice as it relates to increases in project costs. It is uncertain at this time, however, if allowances will be made for the impact of tariffs.

The City currently has a number of grant applications which are active or pending review. In total, these grants represent a combined \$205 million in requested grant funding, supporting \$478 million in project work. With respect to existing agreements (DMAF, Banwell, Transit ICIP, etc.), Administration will look to work with funding providers to address cost increases due to tariffs on a case-by-case basis. As the City makes application for future funding programs, there is the opportunity to adjust project estimates and/or propose additional language to be included in funding agreements to ensure that the impact of tariffs is managed.

**Administrative action:** Administration will continue to monitor and assess the impact of tariffs on projects funded through grants and third-party contributions. Where cost increases occur, Administration will work with funding partners on a case-by-case basis to address impacts within existing agreements.

### **City of Windsor Tariff Mitigation Procurement Strategy**

In response to the impact of U.S. tariffs, and as approved in decision number CR140/2025, the City of Windsor is implementing a comprehensive procurement strategy to mitigate financial risks and ensure the continuity of municipal services and operations. It is not intended to restrict all purchases exclusively to Canadian suppliers, but rather to take a strategic approach in reducing exposure to tariff-related cost increases.

It is recognized that depending on supply and demand, products from Canadian suppliers may not be readily available, or financially advantageous, in all circumstances. It is important to note that even when materials are procured from Canadian vendors, some of their raw inputs may still originate from the United States and therefore may be subject to tariffs. This could lead to increased costs on Canadian-sourced goods despite their domestic point of sale. Furthermore, if more municipalities adopt a similar “Buy Canadian” approach in response to tariffs, increased demand on Canadian suppliers may place upward pressure on pricing due to supply constraints. These dynamics will be monitored as part of the City’s procurement strategy.

It should also be noted that tariffs are applied when goods cross the border, so the applicable tariffs at the time of solicitation closing and shipment of goods may differ. In addition, there is a potential that U.S. sourced goods are currently in stock with Canadian vendors, prior to the implementation of tariffs and in those cases tariffs would not be applicable.

When sourcing goods from other jurisdictions, it’s important these goods are shipped directly to Canada, as goods shipped to or through the U.S. before arriving in Canada may be subject to and charged U.S. tariffs, with no drawbacks (credits) available.

To adapt to the evolving trade environment, the City is taking the following procurement measures:

- **Enhanced Closed Solicitation Processes**

- Currently, procurements under \$100,000 are conducted through closed, “invite-only” solicitation processes (e.g., RFQ, SPO).
- Staff will be directed to actively seek ways to mitigate tariff impacts when issuing these procurements.
- Updates to Purchasing By-law 93-2012 are underway, including a recommendation to increase the threshold for open, competitive procurements to \$130,000. If approved, procurements below this threshold could continue to be handled through closed solicitations.

- Closed procurement solicitations will request vendors:
  - Ensure the total quoted price includes tariffs, if applicable.
  - Where reasonable to do so, provide a breakdown of the goods that are subject to tariffs, if applicable.
- **Adaptations for Open Procurements:** For procurements posted nationally and electronically, the City will introduce measures to reduce reliance on products attracting tariffs by:
  - **Clarity in Solicitation documents:** To provide certainty to procurements and to potential bidders, the City is clearly instructing bidders on how to address tariffs. Bidders will be required to include the cost of tariffs, as of the closing date of the solicitation, in their bid submission. The lowest bidder be required to provide a breakdown of the applicable tariff costs from their sub-trades. Standard contract language has been updated to include indexing, a mechanism to allow for increases and decreases to the project cost due to potential tariff fluctuations, to alleviate any undue risk to either party.
  - **Specification Flexibility:** Administration is working proactively with consultants by requesting they provide either generic specifications on raw materials or recommend cost-effective alternative makes and models to add purchasing flexibility. When City staff develop specifications, departments must investigate and include generic specifications where possible.
  - **Supplier Engagement:** Where time permits, the City will engage with suppliers in advance of releasing a solicitation to explore tariff mitigation methods. Some suppliers have vast knowledge of available alternates but may not have time to suggest alternates during the solicitation process. This engagement may result in a more exhaustive list material alternates.
  - **Alternative Procurement Processes:** In cases where specifications cannot be revised in time, solicitations may be issued as a Prequalification/Tender or RFP that includes a separate evaluation of cost-effective alternate goods and materials that are not subject to tariffs.
  - **Standardization and Certification Adjustments:** Where appropriate, the City may reconsider certain standardization or certification requirements to replace raw materials and goods that are now subject to tariffs.
  - **Change Orders:** Solicitation documents and resulting contracts will include strict rules surrounding change orders to address tariff implications. Suppliers will be required to take reasonable measures to mitigate the impact of tariffs. If mitigation methods are not available or feasible, reimbursement of tariffs will be strictly limited to the actual costs, with no mark-up or additional fees permitted.

While this strategy will help mitigate tariff impacts, it is not feasible to apply a blanket policy to all City procurement activities. Some essential goods and materials can only be sourced from U.S. suppliers, including:

- **Wastewater Pollution Control Chemicals and Equipment:** Most treatment chemicals and specialized equipment have no alternative suppliers outside the U.S.
- **Fire Trucks and Fleet:** Most fire trucks and other key operational fleet vehicles are manufactured in the U.S.
- **Parks and Recreation Equipment:** Most heavy equipment used for park maintenance and operations is supplied by U.S. manufacturers.
- **IT Hardware and Software:** Many IT systems and software used by the City are essential for daily operations and cannot be easily replaced by non-U.S. alternatives, including, but not limited to the City's ERP system, some security software, and PCI compliance software.

Purchasing By-law 93-2012 currently dictates when the CAO can approve an award, and where Council approval is required. The CAO has the authority to approve an award of an RFT and sole source or RFP for Professional Services in excess of \$100,000, provided there is funding and it is within budget. Council approval must be sought where there is insufficient budget, for an RFP that is not Professional Services and exceeds \$150,000 or where the City Solicitor, Purchasing Manager, or the CAO, feel it would be in the best interests of the City to do so. Administration intends to continue to follow the Purchasing By-law, as well as all City By-laws, Policies and Procedures, when determining when to report to Council.

The City remains committed to reducing tariff-related costs where possible while ensuring that critical municipal services and infrastructure projects continue without disruption. This adaptive procurement strategy will be regularly reviewed as the tariff situation evolves.

**Administrative action:** Administration will implement the tariff mitigation procurement strategy to reduce exposure to tariff-related cost increases. This includes promoting flexibility in product specifications, and revisiting certification requirements to allow for broader sourcing options. In addition, Administration will monitor market trends, including potential cost escalations from increased demand for Canadian-sourced materials, and will adjust procurement strategies accordingly to maintain value for money and service continuity. Lastly, Administration will continue to adhere to Purchasing By-law 93-2012, ensuring that if a project exceeds its approved budget allocation, or if it presents an elevated risk to the overall capital budget program, Administration will return to City Council to seek further direction and approval. For further information, see the corresponding P&C Memo.

## **Other Measures Taken by Administration in Response to Tariffs**

Administration has implemented several internal measures to proactively monitor, assess, and respond to the impacts of tariffs. Building on lessons learned from the COVID-19 response, the City has established a Tariff Working Group, a dedicated committee tasked with ensuring that the City of Windsor remains prepared for the economic and operational challenges posed by these tariffs. This group meets weekly and is co-chaired by the CAO and the Mayor, bringing together key senior officials from across the corporation. The committee's objectives include:

- Monitoring and evaluating the ongoing economic and operational impacts of tariffs.
- Facilitating cross-departmental communication to identify risks, opportunities, and mitigation strategies.
- Developing adaptive responses to safeguard municipal services, projects, and financial stability.
- Engaging with upper levels of government and community partners to coordinate efforts and advocacy initiatives.
- Stimulus and Support for Capital and Operational Budgets: If stimulus programs are introduced by upper levels of government, this committee will mobilize and identify the required information for applications and prioritize funding based on the tariffs' impact on the City's budget.

Recognizing the importance of aligning municipal actions with broader tariff response efforts, the City has implemented parameters for U.S. work-related travel approvals. Until further notice, all discretionary travel to the U.S. for work purposes is suspended. Travel will only be approved if it meets the following criteria:

- It is mandatory (e.g., regulatory or compliance-related).
- No Canadian alternative opportunity exists.
- A virtual participation option is unavailable.
- The travel provides a measurable or strategic benefit to the City that cannot be obtained elsewhere.

This approach ensures that City resources are allocated strategically while reinforcing Windsor's commitment to supporting Canadian businesses and minimizing unnecessary exposure to tariff-related costs. Through these initiatives, the City is taking a proactive and measured approach to navigating the challenges posed by tariffs, ensuring that municipal operations remain resilient.

## **City of Windsor: Community Impact and Support**

While the full impact of U.S. tariffs remains uncertain, Windsor—one of Canada's key automotive and manufacturing hubs—stands at the forefront of these economic challenges. The U.S. is Windsor's largest trading partner, accounting for 96% of the



city's exports, with the automotive sector being the most vulnerable. Windsor's auto industry and related parts production represent over 50% of the city's total exports and are expected to be among the most negatively impacted sectors.

With more than 21% of Windsor-Essex's workforce employed in manufacturing, the region is highly susceptible to disruptions in trade. It is estimated that exports from Windsor-Essex could decline by approximately \$1.49 billion within the first year of the tariff imposition, leading to broader economic repercussions, including a slowdown in local business activity and regional GDP.

Beyond direct economic impacts, tariffs could also jeopardize several of Windsor's key municipal priorities, including:

- Strengthening the Core of Downtown Windsor, as economic uncertainty may hinder investment and development.
- Timing of developments and interest developers on the Housing Solutions Made for Windsor EOI process.
- Meeting the City's housing targets under the Building Faster Fund (BFF), which aims to deliver 1,300 new housing units by 2026. Increased construction costs could threaten Windsor's ability to meet these goals.
- Rising Transit Windsor ridership, as job losses and financial strain may result in fewer residents being able to afford personal vehicles, placing additional pressure on public transit services.

To mitigate the impact of tariffs, the City is actively implementing strategic responses, including supporting local businesses, diversifying trade partnerships, and exploring new markets for key industries. The City remains in continuous communication with high-priority foreign direct investment (FDI) clients, including electric vehicle manufacturers, who are closely monitoring the situation.

The Economic Development department has also shifted its focus toward providing greater support and retention for existing local businesses. Working with key partners and upper levels of government, the City is helping businesses navigate available government supports and services.

In collaboration with Invest Windsor-Essex and the Windsor-Essex Chamber of Commerce, the City participates on the Economic and Trade Task Force as of February 3, 2025. This task force meets weekly to assess and respond to tariff-related challenges, gather data from local businesses, and present a unified voice to higher levels of government on both sides of the border.

The City's Employment & Social Services department, specifically the Windsor Regional Employment Network (WREN), is actively working with the Province of Ontario, specifically the Ministry of Labour, Immigration, Training, and Skills Development (MLITSD), to prepare for potential business downsizing or closures in Windsor-Essex, Chatham-Kent, and Sarnia-Lambton.

In the event of layoffs, WREN is prepared to:

- Engage directly with affected employers to provide support for impacted workers.
- Offer information sessions, workshops, and employment referrals through Employment Ontario organizations.
- Provide dedicated intake staff to connect unemployed individuals with job placement services.
- Assist with retraining opportunities for laid-off workers to help them transition into new employment.

### **Transit Windsor Challenges**

Tariffs are also expected to increase costs and delay critical Transit Windsor infrastructure projects, particularly those supported by federal funding through the Investing in Canada Infrastructure Program (ICIP). While the full extent of these impacts remains uncertain, key Transit Windsor projects at risk of cost escalation and delays include:

- Transit Garage Equipment Replacement
- Transit Garage Building Addition & Interior Improvements
- Fleet Replacement
- Transit Terminal Rehabilitations
- Other planned infrastructure projects

### **Affordable Housing and Emergency Shelter Impact**

Another significant concern is the impact of tariffs on affordable housing construction. With job losses, rising housing costs, and a lack of affordable housing, Windsor could see an increase in homelessness and strain on an already at or near full capacity emergency shelter system. Additionally, as construction materials become more expensive, it will become even more difficult to expand and improve housing options for vulnerable residents. Local homelessness and emergency shelter data will continue to be monitored. Furthermore, the City will continue to explore and advocate for funding opportunities from upper levels for supportive and affordable housing projects.

### **Tariff Advocacy Efforts**

The City is actively collaborating with key partners to advocate to government officials on both sides of the border about the harmful impact of tariffs on Canadian and American communities alike. Below is an overview of the key advocacy avenues driving these efforts:

1. **Border Mayor Alliance:** The Border Mayor Alliance, chaired by Mayor Drew Dilkens, represents municipalities along the Canada-U.S. border and is advocating for targeted financial support from federal and provincial governments

to help border-dependent communities affected by tariffs. Canadian BMA members are also meeting directly with U.S. mayors to highlight the negative effects these tariffs will have on American communities, including job losses, economic strain, and higher costs for businesses and consumers. By uniting in their advocacy, they are urging their respective upper-level governments to reconsider the tariffs.

2. **Association of Municipalities of Ontario (AMO):** AMO is actively working to protect Ontario's economy from the negative impacts of U.S. tariffs. They have called for significant investments in community housing and municipal infrastructure to safeguard jobs and drive future productivity. AMO is also collaborating with federal and provincial governments to harness municipal procurement as a tool in tariff responses.
3. **Federation of Canadian Municipalities (FCM):** FCM is leading a coordinated response to U.S. tariffs by working closely with federal and provincial partners, as well as U.S. counterparts. They have participated in tri-national trade summits to highlight the shared consequences of tariffs and are advocating for an end to these economic disruptions. FCM emphasizes the critical role of municipalities in driving economic growth and resilience.
4. **Ontario Big City Mayors (OBCM):** OBCM is taking a proactive stance against U.S. tariffs by implementing local policies such as "Buy Local, Buy Canadian" procurement strategies. They are also engaging directly with U.S. policymakers and advocating for changes to procurement rules to support local industries. Similar to other advocacy organizations, OBCM's have also advocated for funding to municipalities for critical infrastructure projects.

### **Other Ontario Municipal Responses to U.S. Tariffs**

Toronto has implemented a comprehensive Economic Action Plan to support businesses, workers, and residents affected by U.S. tariffs. Key initiatives include prioritizing Canadian suppliers in procurement, providing an Industrial Property Tax Deferral Program for eligible industrial property owners for six-months, and launching a concierge service to support the manufacturing sector. The city is also collaborating with regional partners and federal agencies to reduce reliance on U.S. supply chains and advocate for alternative trade solutions.

The majority of Ontario municipalities, including Hamilton and Ottawa, have adopted similar strategies. Most have recommended a "Buy Canadian" procurement policy, called on the federal government to eliminate interprovincial trade barriers, and requested financial support for businesses and residents affected by tariffs.

Many municipalities are also advocating for direct relief and stimulus funding to offset increased costs they will absorb due to tariffs. Additionally, efforts to diversify supply chains beyond the U.S. are underway, with municipalities working alongside businesses to explore alternatives in European and Asian markets. These collective efforts aim to mitigate economic disruptions and protect local economies from prolonged tariff impacts.

## **Risk Analysis:**

The imposition of tariffs presents a moderate to severe financial risk to the City of Windsor, as outlined in the Financial Matters section of this report. In addition to the financial impacts, tariffs pose a significant risk to the City's ability to deliver key infrastructure projects on time and within budget, primarily due to the increased cost of materials. This, in turn, threatens the City's broader economic growth, investment attraction, and overall prosperity. Critical strategic priorities — including maintaining, improving, and expanding core infrastructure, supporting economic diversification, and enhancing community supports and quality of life — are undermined by the uncertainty and financial pressures created by tariffs.

The administrative actions outlined in this report, the continued monitoring of tariff impacts on City operations through the City of Windsor Tariff Working Group, and the ongoing exploration of adaptive strategies provide important risk mitigation measures to help guide the City through this period of uncertainty and maintain momentum toward achieving strategic objectives.

## **Climate Change Risks:**

### **Climate Change Mitigation**

N/A

### **Climate Change Adaptation**

N/A

## **Financial Matters:**

Ultimately, tariffs will have a significant financial impact on the municipality, affecting both operational and capital budgets, through increased costs on raw materials and finished goods. The City's current 2025 10-year capital plan considers \$2.24B in expenditures, with just over \$312M of that budgeted in 2025. This does not include work currently underway that would also be subject to tariff impacts. While determining the exact financial impact of tariffs on the overall capital plan is challenging, a recent report by Oxford Economics has suggested that tariff impacts on planned municipal infrastructure expenditures could increase infrastructure costs by 2.1%. Based on Administration's review of our current capital plan, the approved projects identified, and our City's unique reliance on goods procured from the United States, we expect that the actual impact could be substantially higher.

While all projects in the capital plan are reviewed annually for inflationary impacts, much like the pressures faced during the COVID-19 pandemic, current projects could not have contemplated the current threat of tariffs being proposed. Project contingencies, while helpful in mitigating minor to modest price fluctuations, are not expected to be able to fully support the potential magnitude of proposed tariff impacts.

In an effort to manage and address significant inflationary impacts, Council approved, as part of the 2023 Capital Budget, the creation of the Corporate Inflation Mitigation project, 7235001. This project was established to mitigate overages in tender pricing resulting from excess inflation however it is likely that these funds may need to be considered to address tariff impacts as well.

Although all efforts to complete projects as approved under the current capital plan will be undertaken, Administration inevitably, in conjunction with adjustments to procurement strategies, form of Agreements and other contract language, will need to look to reduce the scope or scale of some work or consider the deferral of some projects.

Similarly, with regards to operating expenditures that include supplies and purchases of goods and services, there will likely be a budgetary impact. However in this case, there is no identified funding source which could be used to mitigate any cost escalations. The City's Budget Stabilization Reserve, which is typically used to fund one-time or unexpected costs, cannot be considered as a sustainable funding source for increased costs. Departments will need to assess the impacts of tariffs as it relates to their operating expenditures and consider all mitigating measures including selection of suppliers, deferral of expenditures and/or reduced scope of works. Future budget development will need to specifically consider the degree to which departments have been impacted and will need to develop strategies and alternative funding options rather than to pass on increases through the tax levy.

Administration will continue to closely monitor the tariff impacts. Financial controls have been put into place to identify, where possible, direct tariff charges so as to quantify the impacts on both capital and operating expenditures. Administration will further continue to work on developing further strategies and guidelines that can be used to deal with proposed tariffs and their impact on project pricing as well as to lobby for stimulus funding from senior levels of government.

### **Consultations:**

Matthew Johnson, Executive Director of Economic Development

Natasha Gabbana, Senior Manager of Asset Planning

Colleen Middaugh, Manager of Corporate Projects

Joshua Meloche, Senior Legal Counsel

Mark Nazarewich, Deputy City Solicitor

Stacey McGuire, Executive Director Engineering, Deputy City Engineer

Alex Vucinic, Executive Director of Information Technology (A)

Tanya Antoniwi, Executive Director of Employment & Social Services

Jim Lyons, Executive Director, Windsor Construction Association

**Conclusion:**

In the weeks and months ahead, Administration will continue to monitor the evolving impacts of tariffs on City services, operations, and the broader community, providing updates to City Council as needed. Administration will continue to identify solutions, mitigate impacts, and adapt as necessary.

**Planning Act Matters:**

N/A

**Approvals:**

Name	Title
Dawn Lamontagne	Purchasing Manager (A)
Michael Chantler	Commissioner of Community Services
David Simpson	Commissioner of Infrastructure Services and City Engineer
Dana Paladino	Commissioner of Human & Health Services (A)
Andrew Daher	Commissioner of Corporate Services
Janice Guthrie	Commissioner of Finance and City Treasurer
Jelena Payne	Commissioner of Economic Development Deputy Chief Administrative Officer
Jelena Payne acting for Ray Mensour	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**

**Council Report: C 71/2025**

**Subject: Municipal Diversity in Recruitment Policy for the Windsor Police Service Board - City Wide**

**Reference:**

Date to Council: May 12, 2025  
Author: Katherine Donaldson  
Corporate Policy Coordinator  
519-255-6100 x 6533  
kdonaldson@citywindsor.ca  
Policy, Gaming, Licensing & By-Law Enforcement  
Report Date: 4/29/2025  
Clerk's File #: SP2025

**To:** Mayor and Members of City Council

**Recommendation:**

**THAT** Council **APPROVE** the Diversity in Recruitment Policy for the Windsor Police Service Board.

**Executive Summary:**

N/A

**Background:**

A new requirement under Subsection 28(1) of the Community Safety and Policing Act (CSPA), 2019, requires every municipality that maintains a police service board to "prepare and, by resolution, approve a diversity plan to ensure that the members of the municipal board appointed by the council are representative of the diversity of the population in the municipality."

Once approved, Council must consider the diversity plan when it appoints members to the Windsor Police Service Board. Subsection 33(1) of the CSPA, provides that in appointing or reappointing a member of a police service board, the appointing body must consider:

- a) The need to ensure that the police service board is representative of the area it serves, having regard for the diversity of the population in the area;
- b) The need for the police service board to have members with the prescribed competencies, if any; and

- c) Any applicable diversity plan.

In accordance with Subsection 31(3) of the CSPA, Council passed a resolution respecting the Board's composition at its meeting held on July 8, 2024, confirming the composition of the Windsor Police Service Board to be seven (7) members comprised as follows:

- a) The head of the municipal council or, if the head chooses not to be a member of the board, another member of the council appointed by resolution of the council;
- b) Two members of the council appointed by resolution of the council;
- c) One person appointed by resolution of the council, who is neither a member of the council nor an employee of the municipality; and
- d) Three persons appointed by the Lieutenant Governor in Council, as provided in Subsection 31(5) of the Community Safety and Policing Act.

### **Discussion:**

In line with the requirements of the CPSA, three members of the Windsor Police Service Board (the Board) are appointed by the provincial government while three are members of municipal Council appointed through Council resolution. The current recruitment process for the public member of the Board is completed in line with the recruitment practices for all agencies, boards and commissions associated with the City of Windsor. When a recruitment is to take place at the beginning of a new term of Council or if an interim appointment is required, the vacancy is advertised in print, on various social media platforms and on the City of Windsor's website. The application includes several questions specifically tailored to the duties of board members. It also includes a section for voluntary disclosure of membership of identified equity-deserving groups to assist in ensuring all City agencies, boards and commissions are inclusive and reflective of the community. This disclosure forms part of the application that is then reviewed by Council in-camera to ensure that the protection of personal information is upheld.

*The Diversity in Recruitment Policy for the Windsor Police Service Board*, attached as APPENDIX A, will provide additional guidance and direction to Council during the appointment process to ensure the equitable and inclusive participation of the public on the Board. This will assist in achieving the goal of ensuring that the City's agencies, boards and commissions, as much as possible, achieve a balance between a variety of technical expertise, professional and lived experience, knowledge and other representation.

### **Risk Analysis:**

If this policy is not approved by Council, the City risks not being in compliance with legislated requirements as set forth in the CSPA.



## **Climate Change Risks**

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

N/A

### **Financial Matters:**

Subsection 34(4) of the CSPA provides that the members of the Police Service Board appointed by the Lieutenant Governor in Council or the Minister, shall be remunerated in accordance with the regulations made by the Minister. Those Members of Council and the public member appointed to the Board receive remuneration. This remuneration is funded through the Board's annual budget.

### **Consultations:**

Various Municipalities

Diversity and Accessibility Officer

### **Conclusion:**

Although legislatively required, the adoption of the Municipal Diversity in Recruitment Policy for the Windsor Police Service Board aligns with actions already taken by the City to ensure that there is equitable and inclusive participation of the public on the Board. The adoption of a formal policy solidifies the City's commitments to these intentions.

### **Approvals:**

<b>Name</b>	<b>Title</b>
Katherine Donaldson	Corporate Policy Coordinator
Vincenza Mihalo	Executive Director of Human Resources
Steve Vlachodimos	City Clerk
Andrew Daher	Commissioner of Corporate Services
Ray Mensour	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**

- 1 Appendix A - Municipal Diversity in Recruitment Policy for the Windsor Police Service Board

# THE CORPORATION OF THE CITY OF WINDSOR POLICY

Service Area:	<b>Corporate Services</b>	Policy No.:	
Department:	<b>Office of the City Clerk</b>	Approval Date:	
Division:	Council Services	Approved By:	
		Effective Date:	
Subject:	<b>Diversity in Recruitment Policy for the Windsor Police Service Board</b>	Procedure Ref.:	
<b>Review Date:</b>		<i>Pages:</i>	Replaces:
Prepared By:	Corporate Policy Coordinator/ Administrative Director of the Windsor Police Service Board		Date:

## 1. POLICY

1.1. The City of Windsor supports the Windsor Police Service Board (the Board) and its commitment to excellence in service through the strength of its people, teamwork, integrity and values.

## 2. PURPOSE

2.1. This policy is meant to ensure that the members of the Windsor Police Service Board appointed by City Council are representative of the diversity of the population in the City of Windsor, in accordance with Subsection 28(1) of the *Community Safety and Policing Act, 2019* (the Act).

## 3. SCOPE

3.1. This policy applies to all Council appointments and reappointments to the Board, which include:

- Two Council Members appointed by Council resolution;
- The Council Chair, or a designated Council Member if the Chair is ineligible or declines;
- One public member appointed by Council resolution, who is neither a Council Member nor a municipal employee.

3.2. This policy does not apply to the three members appointed by the Lieutenant Governor in Council under *the Act*.

3.3. This policy supplements any other applicable policies and legislative requirements.

## 4. RESPONSIBILITY

4.1. To ensure compliance with statutory requirements, this Diversity Policy shall be provided to all decision-making bodies for consideration in any process to appoint or reappoint a Member of Council or public member to the Windsor Police Service Board, as applicable.

- 4.2.** All City Employees who administer the appointment process for a public member in accordance with the Appointment Policy (undertaking, for example, matters such as outreach, recruitment, communications, initial application screening, providing support to decision-making bodies, and writing relevant reports) must also consider the requirements of this plan in any applicable activities.
- 4.3.** The Office of the City Clerk is responsible for the maintenance and review of this policy as well as the keeping of any documents associated with the provision of this policy.

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

### **5.1. Appointment of elected Members of Council to the Board**

Processes to appoint a Member of Council to the Windsor Police Service Board may include but not be limited to the following:

- A survey to Council Members on preferred appointments, with recommendations made by the Striking Committee

In order to promote diversity in the appointment process and increase the application, this policy will be included in Council orientation materials. Council must consider this policy when making appointments, per Subsection 33(1) of *the Act*.

### **5.2 Appointment of the Public Member to the Board**

The City will implement proactive outreach and recruitment aligned with its Diversity and Inclusion Initiative, ensuring representation from, but not limited to, Indigenous, racialized, disabled, gender-diverse, 2SLGBTQQIA+, and both urban and rural communities.

- Equity and inclusion principles will be upheld through clear deadlines, standardized evaluation criteria, and accommodations for diverse communication needs.
- Recruitments will include advertisements in print, on the City of Windsor website and all social media channels as well as outreach to community organizations and relevant professional groups

### **5.3 Additional Considerations**

To further enhance diversity in applicants and appointments, staff will consider:

- Using plain language in recruitment materials for accessibility.
- Incorporating optional self-identification in applications to inform selection panel decisions.
- Providing education to selection panels on bias, discrimination, and systemic barriers.

- 5.4.** This policy will be proactively posted to the City's website, subject to any specific requirements provided by any regulations. Any reports on the implementation of the plan will be published online in accordance with any regulations.

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

- 6.1.** Documents generated as a result of this policy will be maintained in accordance with the Corporation's Record Retention By-law 12599.



**Committee Matters: SCM 105/2025**

**Subject: Official Plan Amendment and Zoning By-law Amendment Applications for 0 Wellington Avenue & 673 Wellington Avenue, Z-005/25 [ZNG-7284] & OPA 195 [OPA-7285], Ward 3**

Moved by: Councillor Kieran McKenzie  
Seconded by: Councillor Angelo Marignani

Decision Number: **DHSC 715**

- I. THAT Schedule "A" of Volume I: The Primary Plan of the City of Windsor Official Plan **BE AMENDED** by designating the lands located on the west side of Wellington Avenue between Wyandotte Street West and Elliott Street West, described as Lots 43 to 53, Plan 68, as a Special Policy Area.
- II. THAT the City of Windsor Official Plan, Volume II, Chapter 1 - Special Policy Areas, **BE AMENDED** by adding site specific policies as follows:
  - 1.xx. **West side of Wellington Avenue between Wyandotte Street West and Elliott Street West**
    - 1.xx.1 The property described as Lots 43 to 53, Plan 68, known municipally as 0 Wellington Avenue (Roll No. 040-230-00800) and 673 Wellington Avenue, situated on the west side of Wellington Avenue between Wyandotte Street West and Elliott Street West, is designated on Schedule A: Planning Districts & Policy Areas in Volume I - The Primary Plan.
    - 1.xx.2 Notwithstanding Section 6.4.3.2 of the City of Windsor Official Plan, Volume I, Chapter 6 - Land Use:
      - a) A retail store shall be an additional permitted ancillary use.
- III. THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning for the lands located on the west side of Wellington Avenue between Wyandotte Street West and Elliott Street West, described as Lots 43 to 53, Plan 68 (PIN No. 01205-0133 LT & PIN No. 01205-0134 LT), by adding a site specific provision to allow a Retail Store as an additional permitted main use, subject to the following additional regulations:

**528. WEST SIDE OF WELLINGTON AVENUE BETWEEN WYANDOTTE STREET WEST AND ELLIOTT STREET WEST**

(1) For the lands comprising of Lots 43 to 53, Plan 68 (PIN No. 01205-0133 LT & PIN No. 01205-0134 LT), a *Retail Store* shall be an additional permitted *main use* subject to the following additional provisions:

1. Section 18.2.5.10 shall not apply.
2. Notwithstanding Table 24.20.5.1, a minimum of 42 parking spaces shall be provided for a *Retail Store* use occupying the ground floor of the existing building as it existed on April 7, 2025.
3. Notwithstanding Section 24.26.5, a *parking space* and *accessible parking space* shall be permitted in a required front yard.
4. Notwithstanding Section 25.5.10.3, a poured in place concrete curb shall not be required to bound the west limit of a *parking area* having 0.00 metres of separation from the west interior lot line.
5. Notwithstanding Section .2 of Table 25.5.20.1, the minimum separation for a *parking area* from Wellington Avenue shall be 2.65 metres.
6. Notwithstanding Section .3 of Table 25.5.20.1, the minimum separation for a *parking area* from the west interior lot line shall be 0.00 metres.  
[ZDM 3; ZNG/7284]

IV. THAT, at the discretion of the City Planner, Deputy City Planner, or Site Plan Approval Officer, the following **BE SUBMITTED** with an application for Site Plan Approval:

- a. Planning Justification Report, prepared by Oakview Land Use Planning, dated January 21, 2025.
- b. Traffic Impact / Parking Study, prepared by RC Spencer Associates Inc., dated January 2025; and,

- V. THAT Administration **BE DIRECTED** to consult with the Windsor Essex County Health Unit (WECHU) for comment with respect to process in terms of oversight for the proposed use of the property, given the previous use of the site; and that the information **BE PROVIDED** to Council when the report moves forward for consideration.

Carried.

Report Number: S 33/2025  
Clerk's File: Z/14931 & Z/14930

**Clerk's Note:**

1. The recommendation of the Development & Heritage Standing Committee and Administration are **not** the same.
2. Please refer to Item 7.3 from the Development & Heritage Standing Committee held on April 7, 2025.
3. To view the stream of this Standing Committee meeting, please refer to:  
<https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20250407/-1/10548>



**Subject: Official Plan Amendment and Zoning By-law Amendment  
Applications for 0 Wellington Avenue & 673 Wellington Avenue, Z-005/25  
[ZNG-7284] & OPA 195 [OPA-7285], Ward 3**

**Reference:**

Date to Council: April 7, 2025  
Author: Brian Nagata, MCIP, RPP  
Planner II - Development Review  
(519) 255-6543 ext. 6181

Planning & Building Services  
Report Date: 3/10/2025  
Clerk's File #: Z/14931 & Z/14930

**To:** Mayor and Members of City Council

**Recommendation:**

- I. THAT Schedule "A" of Volume I: The Primary Plan of the City of Windsor Official Plan **BE AMENDED** by designating the lands located on the west side of Wellington Avenue between Wyandotte Street West and Elliott Street West, described as Lots 43 to 53, Plan 68, as a Special Policy Area.
- II. THAT the City of Windsor Official Plan, Volume II, Chapter 1 - Special Policy Areas, **BE AMENDED** by adding site specific policies as follows:
  - 1.xx. **West side of Wellington Avenue between Wyandotte Street West and Elliott Street West**
    - 1.xx.1 The property described as Lots 43 to 53, Plan 68, known municipally as 0 Wellington Avenue (Roll No. 040-230-00800) and 673 Wellington Avenue, situated on the west side of Wellington Avenue between Wyandotte Street West and Elliott Street West, is designated on Schedule A: Planning Districts & Policy Areas in Volume I - The Primary Plan.
    - 1.xx.2 Notwithstanding Section 6.4.3.2 of the City of Windsor Official Plan, Volume I, Chapter 6 - Land Use:
      - a) A retail store shall be an additional permitted ancillary use.
- III. THAT Zoning By-law 8600 **BE AMENDED** by changing the zoning for the lands located on the west side of Wellington Avenue between Wyandotte Street West and Elliott Street West, described as Lots 43 to 53, Plan 68 (PIN No. 01205-0133 LT & PIN No. 01205-0134 LT), by adding a site specific provision to allow a

Retail Store as an additional permitted main use, subject to the following additional regulations:

**528. WEST SIDE OF WELLINGTON AVENUE BETWEEN WYANDOTTE STREET WEST AND ELLIOTT STREET WEST**

(1) For the lands comprising of Lots 43 to 53, Plan 68 (PIN No. 01205-0133 LT & PIN No. 01205-0134 LT), a *Retail Store* shall be an additional permitted *main use* subject to the following additional provisions:

1. Section 18.2.5.10 shall not apply.
2. Notwithstanding Table 24.20.5.1, a minimum of 42 parking spaces shall be provided for a *Retail Store* use occupying the ground floor of the existing building as it existed on April 7, 2025.
3. Notwithstanding Section 24.26.5, a *parking space* and *accessible parking space* shall be permitted in a required front yard.
4. Notwithstanding Section 25.5.10.3, a poured in place concrete curb shall not be required to bound the west limit of a *parking area* having 0.00 metres of separation from the west interior lot line.
5. Notwithstanding Section .2 of Table 25.5.20.1, the minimum separation for a *parking area* from Wellington Avenue shall be 2.65 metres.
6. Notwithstanding Section .3 of Table 25.5.20.1, the minimum separation for a *parking area* from the west interior lot line shall be 0.00 metres.

[ZDM 3; ZNG/7284]

- IV. THAT, at the discretion of the City Planner, Deputy City Planner, or Site Plan Approval Officer, the following **BE SUBMITTED** with an application for Site Plan Approval:
- a. Planning Justification Report, prepared by Oakview Land Use Planning, dated January 21, 2025.
  - b. Traffic Impact / Parking Study, prepared by RC Spencer Associates Inc., dated January 2025.

**Executive Summary:**

N/A

**Background:**

**Application Information:**

**Location:** 673 Wellington Avenue  
(Lots 43 to 51, Plan 68; Roll No. 040-230-00700; PIN No. 01205-0133 LT)

0 Wellington Avenue  
(Lots 52 & 53, Plan 68; Roll No. 040-230-00800; PIN No. 01205-0134 LT)

**Ward:** 3

**Planning District:** River West

**Zoning District Map:** 3

**Owner:** 1000621124 Ontario Inc.

**Applicant:** Same as Owner

**Authorized Agent:** Robert Brown, RPP (Oakview Land Use Planning)

**Proposal:**

The applicant intends to redevelop the subject property by converting the existing vacant industrial building and paved outdoor storage yard to a retail store (grocery store) with a 42 space parking area.

The applicant is requesting an amendment to the Official Plan to add a Special Policy Area to the subject property to allow a retail store as an additional permitted ancillary use within an Industrial land use designation.

The applicant is requesting a concurrent amendment to Zoning By-law 8600 to add a site-specific provision to allow a retail store as an additional permitted main use under the MD1.2 zoning with the following additional regulations to:

- Reduce the number of required parking spaces for a retail store from 79 to 42;
- Reduce the minimum parking area separation from Wellington Avenue and the west interior lot line; and
- Nullify the maximum gross floor area provision for a retail store under the MD1.2 zoning, prohibition against parking within a required front yard, and provision requiring the west limit of the parking area to be bound by a poured in place concrete curb.

**Submitted Information:** Conceptual Site Plan (See Appendix A), Deed, Official Plan Amendment Application, Planning Justification Report (See Appendix H), Topographic Survey (See Appendix I), Traffic Impact / Parking Study (See Appendix J) and Zoning By-law Amendment Application

**Site Information:**

Official Plan	Zoning	Current Use	Previous Use
Industrial	Manufacturing District 1.2 (MD1.2)	Vacant Industrial Building	Manufacturing Facility
Lot Width	Lot Depth	Lot Area	Lot Shape
134.4 m	36.9 m	4,951.5 m <sup>2</sup>	Rectangular
<i>All measurements are based on the Topographic Survey, dated April 8, 2024, prepared by Verhaegen Land Surveyors</i>			

The subject property contains a one (1) storey 1,785.0 m<sup>2</sup> vacant industrial building with a paved outdoor storage yard. The remainder of the subject property is maintained as landscaped open space.



## KEY MAP - Z-005-25 [ZNG-7284] & OPA 195 [OPA-7285]

 SUBJECT LANDS



PART OF ZONING DISTRICT MAP 3

N.T.S.

## REZONING

Applicant: 1000621124 Ontario Inc.

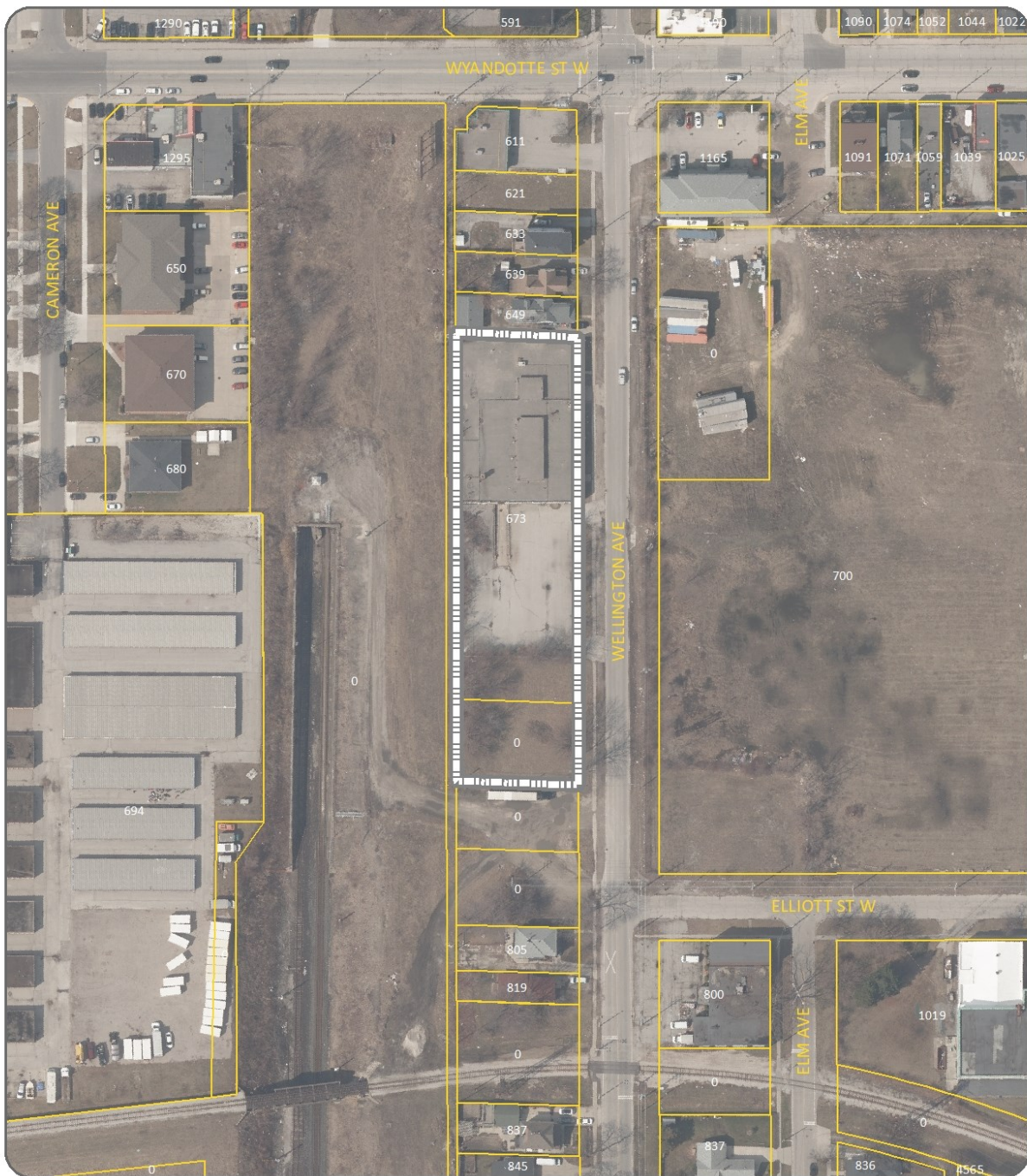


SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT

DATE : FEBRUARY, 2025  
FILE NO. : Z-005/25, ZNG/7284





# NEIGHBOURHOOD MAP - Z-005-25 [ZNG-7284] & OPA 195 [OPA-7285]



SUBJECT LANDS

## **Neighbourhood Characteristics:**

The subject property is located on the eastern side of the River West neighbourhood. The River West neighbourhood constitutes the area north of Tecumseh Road West, east of Huron Church Road, south of the Detroit River and west of the Canadian Pacific Railway corridor.

## **Surrounding Land Uses:**

### ***North:***

- Adult entertainment parlour
- Low density residential
- Medium density residential
- Retail

### ***East:***

- Place of entertainment and recreation
- Retail

### ***South:***

- Essex Terminal Railway Co. rail corridor
- Low density residential
- Retail
- Warehouse

### ***West:***

- Canadian Pacific Railway rail corridor
- Low density residential
- Medium density residential
- Self-storage facility

## **Municipal Infrastructure:**

- Wellington Avenue is classified as a local road, which has a two-lane cross section with streetlights on the east side, a sidewalk on the west side, and no curbs and gutters.
- Combined sewer and watermain are located within the Wellington Avenue right-of-way.

## **Discussion:**

The Provincial Planning Statement, 2024 (PPS) provides policy direction on matters of provincial interest related to land use planning and development and sets the policy foundation for regulating the development and use of land province-wide, helping achieve the provincial goal of meeting the needs of a fast-growing province while enhancing the quality of life for all Ontarians.



The following policies of the PPS are considered relevant in discussing provincial interests related to these amendments:

## **Chapter 2: Building Homes, Sustaining Strong and Competitive Communities**

### **2.1 Planning for People and Homes**

Policy 2.1.6 states:

*Planning authorities should support the achievement of complete communities by:*

*a) accommodating an appropriate range and mix of land uses, ..... employment, ..... to meet long-term needs;*

1. Refer to the response provided to PPS Policy 2.8.1.1.a) herein.

*b) improving accessibility for people of all ages and abilities by addressing land use barriers which restrict their full participation in society; and*

1. Compliance with the Barrier-Free Design requirements of the *Ontario Building Code* and accessibility requirements under *Ontario Regulation 191/11 Integrated Accessibility Standards to the Accessibility for Ontarians with Disabilities Act, 2005* will be addressed through the Building Permit application process.

## **2.8 Employment**

### **2.8.1 Supporting a Modern Economy**

Policy 2.8.1.1 states:

*Planning authorities shall promote economic development and competitiveness by:*

*a) providing for an appropriate mix and range of employment, institutional, and broader mixed uses to meet long-term needs;*

1. These amendments will allow for adaptive reuse (repurposing of an underutilized industrial building) to establish a retail store (grocery store) to serve the day to day needs of the surrounding neighbourhood while maintaining the Industrial land use designation and MD1.2 zoning to accommodate future employment uses.

2. The subject property's location adjacent to the Canadian Pacific Railway rail corridor could make it desirable for employment uses once again if there is shift back towards freight train for the movement of goods and supplies.

*b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;*

1. Refer to the response provided to PPS Policy 2.8.1.1.a) herein.

c) *identifying strategic sites for investment, monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment;*

1. Refer to the responses provided to PPS Policies 2.8.1.1.a) & 2.8.2.4 herein.

d) *addressing land use compatibility adjacent to employment areas by providing an appropriate transition to sensitive land uses*

1. The subject property has been used for industrial purposes since 1912 and coexisted with the sensitive land uses to the north since that time (City of Windsor Directories).

2. These amendments will allow for a retail store use which is more compatible than the majority of uses permitted under the MD1.2 zoning and Industrial land use designation.

## 2.8.2 Employment Areas

Policy 2.8.2.4 states:

*Planning authorities shall assess and update employment areas identified in official plans to ensure that this designation is appropriate to the planned function of employment areas. In planning for employment areas, planning authorities shall maintain land use compatibility between sensitive land uses and employment areas in accordance with policy 3.5 to maintain the long-term operational and economic viability of the planned uses and function of these areas.*

1. Over the past several decades, the surrounding industrial area has been gradually transitioning through the departure of industrial uses and establishment of new commercial uses in their place.

2. The appropriateness of the Industrial land use designation for this area should be re-evaluated through the Comprehensive Official Plan Review, which is scheduled to commence in 2025.

One or more of the responses provided to the policies of PPS Chapter 2 and/or the Official Plan referenced herein also speak to the following relevant PPS Policies:

<b>Chapter 2: Building Homes, Sustaining Strong and Competitive Communities</b>	
<b>2.3 Settlement Areas and Settlement Area Boundary Expansions</b>	
<b>2.3.1 General Policies for Settlement Areas</b>	
<b>Policy 2.3.1.1 - Settlement areas shall be the focus of growth and development. Within settlement areas, growth should be focused in, where</b>	

<i>applicable, strategic growth areas, including major transit station areas.</i>	
<b>Policy 2.3.1.2</b> - <i>Land use patterns within settlement areas should be based on densities and a mix of land uses which:</i>	<b>Sub Policies</b> <i>a) efficiently use land and resources, b) optimize existing and planned infrastructure and public service facilities, d) are transit-supportive, as appropriate</i>
<b>2.4 Strategic Growth Areas</b>	
<b>2.4.1 General Policies for Strategic Growth Areas</b>	
<b>Policy 2.4.1.1</b> - <i>Planning authorities are encouraged to identify and focus growth and development in strategic growth areas</i>	
<b>2.9 Energy Conservation, Air Quality and Climate Change</b>	
<b>Policy 2.9.1</b> - <i>Planning authorities shall plan to reduce greenhouse gas emissions and prepare for the impacts of a changing climate through approaches that:</i>	<b>Sub Policy a)</b> <i>support the achievement of compact, transit-supportive, and complete communities</i>
<b>Chapter 3: Infrastructure and Facilities</b>	
<b>3.4 Airports, Rail and Marine Facilities</b>	
<b>3.6 Sewage, Water and Stormwater</b>	
<b>Policy 3.6.2</b> - <i>Municipal sewage services and municipal water services are the preferred form of servicing for settlement areas to support protection of the environment and minimize potential risks to human health and safety. For clarity, municipal sewage services and municipal water services include both centralized servicing systems and decentralized servicing systems</i>	

## Official Plan

Relevant excerpts from Volume I of the Official Plan are attached as Appendix C. The following policies from these excerpts are considered relevant in discussing this amendment's conformity with the Official Plan.

**Table 1 - Volume I Schedules**

<b>Schedule</b>	<b>Designation</b>
Schedule A - Planning Districts & Policy Areas	River West
Schedule A-1 - Special Policy Areas	N/A
Schedule B - Greenway System	N/A
Schedule C - Development Constraints	N/A
Schedule C-1 - Archaeological Potential	N/A
Schedule D - Land Use	Industrial
Schedule E - City Centre Planning District	N/A
Schedule F - Roads & Bikeways	N/A
Schedule F-1 - Railways	Abutting Rail Corridor (Canadian Pacific Railway)
Schedule G - Civic Image	N/A
Schedule H - Baseplan Development Phasing	N/A
Schedule J - Urban Structure Plan	N/A

## **Volume I**

### **Chapter 6 - Land Use:**

#### **6.1 Goals**

This amendment complies with the following applicable land use goals:

- *The retention and expansion of Windsor's employment base. (Goal 6.1.4)*
- *Convenient and viable areas for the purchase and sale of goods and services (Goal 6.1.5)*

#### **6.4 Employment**

##### **6.4.1 Objectives**

*The following objectives and policies establish the framework for development decisions in Employment areas.*

- *To ensure that employment uses are developed in a manner which are compatible with other land uses. (Objective 6.4.1.3)*
- *To accommodate a full range of employment activities in Windsor (Objective 6.4.1.4)*

- *To enhance the quality of employment areas by providing for complementary services and amenities. (Objective 6.4.1.5)*
- *To locate employment activities in areas which have sufficient and convenient access to all modes of transportation (Objective 6.4.1.6)*

## **6.4.2 General Policies**

### **Site Plan Control**

*Council shall require all development within areas designated as Industrial and Business Park to be subject to site plan control, with the exception of Public Open Space uses. (Policy 6.4.2.4)*

- The proposed development is subject to Site Plan Control.

### **Areas in Transition**

*Council may support the redevelopment of older and/or abandoned Industrial or Business Park areas to other land uses provided: (Policy 6.4.2.7)*

- *(a) the proponent can demonstrate that:*
  - *(i) the redevelopment of the area would not be detrimental to other Industrial or Business Park uses still operating in the area; and*
    - These amendments will not be detrimental to the Industrial uses still operating in the area [BASF (845 Wyandotte Street West) and Border City Storage Ltd. (1019 Elliott Street West)]
  - *(ii) the redevelopment of the area is in keeping with the long term transition of the entire area to similar uses;*
    - Over the past several decades, the surrounding industrial area has been gradually transitioning through the departure of industrial uses and establishment of new commercial uses in their place.
- *(b) the environmental conditions of the site do not preclude development (see Environment chapter); and*
  - The previous industrial use of the subject property does not preclude the proposed retail store development.
- *(c) subject to an amendment to this Plan that is consistent with the appropriate policies for the desired land use.*
  - Refer to the responses provided to PPS Policies and Official Plan Policies herein.

## **6.4.3 Industrial Policies**

*The Industrial land use designation provides for a broad range of industrial uses which, because of their physical and operational characteristics, are more appropriately*

*clustered together and separated from sensitive land uses. This designation is also applied to certain older industrial areas of Windsor where such a separation may not have been achieved.*

## **Evaluation Criteria**

*At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed industrial development is: (Policy 6.4.3.4)*

- *(a) feasible having regard to the other provisions of this Plan, provincial legislation, policies and appropriate guidelines and support studies for uses:*
  - *(iii) where traffic generation and distribution is a provincial or municipal concern; and*
    - The applicant submitted a Traffic Impact / Parking Study in support of the proposed development.
    - The Transportation Planning Department reviewed and deemed the traffic impact component of the study to be acceptable.
  - *(v) adjacent to sensitive land uses and/or heritage resources.*
    - Refer to the response provided to PPS Policy 2.8.1.1.e) herein.
- *(c) capable of being provided with full municipal physical services and emergency services;*
  - Refer to the responses provided to Official Plan Policy 6.4.3.3 (c) herein.
  - The subject property is served by Essex-Windsor EMS, Windsor Fire & Rescue Services (Fire Hall No. 4) & Windsor Police Service.
- *(d) provided with adequate off-street parking; and*
  - The applicant submitted a Traffic Impact / Parking Study in support of a reduction in the required number of parking spaces for a retail store from 79 to 42.
  - The Transportation Planning Department does not agree with the parking analysis, however accepts the parking reduction since the deficiency has no effect on the surrounding area and only effects the future business itself. There is additional site area that may be added to the parking area if needed in the future.
- *(e) compatible with the surrounding area in terms of siting, orientation, setbacks, parking and landscaped areas.*
  - The applicant is not proposing any changes to the building footprint, orientation or height.
  - The proposed parking area and landscaping will be reviewed in detail through the Site Plan Control process.

- A Landscape Plan prepared by a certified full member of the Ontario Association of Landscape Architects is typically included as a condition of Site Plan Approval.

## **Design Guidelines**

*The following guidelines shall be considered when evaluating the proposed design of an Industrial development: (Policy 6.4.3.5)*

- *(a) the ability to achieve the associated policies as outlined in the Urban Design chapter of this Plan;*
  - Refer to the response provided to Official Plan Policy 8.11.2.19 herein.
- *(b) the provision of appropriate landscaping or other buffers to enhance:*
  - *(i) all parking lots, and outdoor loading, storage and service areas; and*
    - Refer to the responses provided to Official Plan Policy 6.4.3.4 (e) herein.
  - *(ii) the separation between the industrial use and adjacent sensitive uses, where appropriate.*
    - Refer to the response provided to PPS Policy 2.8.1.1.e) herein.

## **Chapter 8 - Urban Design:**

### **8.11 Streetscape**

#### **8.11.2 Policies**

#### **Partial Screening of Parking Lots**

*Council will encourage the partial screening of surface parking lots through the use of low fences, walls, berms and other landscape elements, and through the location of lots away from street view, while still permitting views for orientation and safety (Policy 8.11.2.19)*

- Refer to the responses provided to Official Plan Policy 6.4.3.4 (e) herein.
- The requested reduction in minimum parking area separation from Wellington Avenue from 3.00 metres to 2.65 metres leaves adequate width to accommodate sufficient screening of the parking area from street view.
- The requested reduction in minimum parking area separation from the west interior lot line from 0.90 metres to 0.00 metres is necessary to accommodate the minimum parking aisle width for the westerly most row of parking spaces.
  - The reduction of the minimum parking area separation is appropriate in this situation based on the following factors:

- The subject property is bordered by the Canadian Pacific Railway rail corridor to the west.
- There is a natural buffer of dense vegetation bordering the west interior lot line.
- There is no street view of the parking area from west of the subject property.
- The minimum separation area is already predominantly covered with asphalt paving as part of the outdoor storage yard.

### **Location of Surface Parking Lots**

*Council will encourage parking lots that avoid large expanses fronting the road. (Policy 8.11.2.21)*

- The configuration of the subject property and location of the existing industrial building does not allow for the parking area to be located in the rear yard or setback further from Wellington Avenue.
- Notwithstanding these factors, the proposed parking area and landscaping will be reviewed in detail through the Site Plan Control process with partial screening from the street view likely being required to be installed.

### **Chapter 11 - Tools:**

Land use compatibility throughout Windsor is an implementation goal to be achieved when administering a planning tool under this Chapter. Compatibility between land uses is also an objective of the Zoning By-law Amendment planning tool (Policy 11.6.1.2).

- Land use compatibility was considered as part of the evaluation of the applicable Official Plan and PPS policies referenced herein.

Policy 11.6.3.3 states:

- *When considering applications for Zoning By-law amendments, Council shall consider the policies of this Plan and will, without limiting the generality of the foregoing, consider such matters as the following:*
  - *(a) The relevant evaluation criteria contained in the Land Use Chapter of this Plan, Volume II: Secondary Plans & Special Policy Areas and other relevant standards and guidelines;*
  - *(b) Relevant support studies;*
  - *(c) The comments and recommendations from municipal staff and circularized agencies;*
  - *(d) Relevant provincial legislation, policies and appropriate guidelines; and*
  - *(e) The ramifications of the decision on the use of adjacent or similar lands.*
- This amendment is not anticipated to have any ramifications on the use of adjacent or similar lands.



The aforesaid matters were considered as part of the evaluation of the applicable Official Plan and PPS policies referenced herein.

### **Zoning By-Law**

Relevant excerpts from Zoning By-law 8600 are *attached* as Appendix D.

The subject property is within a MD1.2 zone of Zoning By-law 8600, which does not permit a retail store use.

The applicant is requesting an amendment to Zoning By-law 8600 to add a site-specific provision to allow a retail store as an additional permitted main use under the MD1.2 zoning with the following additional regulations:

- Section 18.2.5.10: Gross Floor Area - Retail Store - maximum of the MD1.2 Provisions shall not apply;
- Notwithstanding Table 24.20.5.1 - Required Parking Spaces, 42 parking spaces shall be provided for a *Retail Store* use occupying the ground floor of the existing building as it existed on April 7, 2025;
- Notwithstanding Section 24.26.5: Location of Parking, Visitor Parking or Accessible Parking Spaces, a *parking space* and accessible parking space shall be permitted in a required front yard;
- Notwithstanding Section 25.5.10.3: Construction and Maintenance of Parking Area, a curb shall not be required to bound the west limit of a *parking area* having 0.00 metres of separation from the west interior lot line;
- Notwithstanding Section .2 of Table 25.5.20.1 - Parking Area Separation, the minimum separation for a *parking area* from Wellington Avenue shall be 2.65 metres; and
- Notwithstanding Section .3 of Table 25.5.20.1 - Parking Area Separation, the minimum separation for a *parking area* from the west interior lot line shall be 0.00 metres.

The applicant's request for a site-specific provision in the Planning Rationale Report has been considered and is supported in this report for the reasons noted herein.

No other zoning deficiencies have been identified or supported.

A draft amending by-law is attached as Appendix G. Subsection 24 (1) of the *Planning Act*, R.S.O. 1990, c. P.13., prohibits a by-law from being passed that does not conform with the Official Plan. As discussed through the Official Plan section herein, the proposed amendment conforms to the applicable policies of the Official Plan.

### **Risk Analysis:**

N/A

## **Climate Change Risks**

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

N/A

### **Financial Matters:**

N/A

### **Consultations:**

Comments received from City Departments, external agencies and members of the public on this application were taken into consideration when preparing this report. A record of the comments is included as Appendix E herein.

There are no objections to the proposed amendment.

The applicant hosted an in-person public open house on November 19, 2024, at the Windsor International Aquatic and Training Centre. Notice of the open house was issued to owners of properties within 200.0 metres of the subject property. The open house was attended by two (2) residents. Comments in opposition to these amendments were received by email from the Multifood Supermarket at 799 Crawford Avenue.

The Public Open House section of the Planning Justification Report summarizes the comments and questions raised at the open house and through the said email and includes corresponding responses.

Comments received were taken into consideration when preparing this report.

Public Notice: Statutory notice was advertised in the Windsor Star, a local daily newspaper. A courtesy notice was mailed to property owners and residents within 200 metres of the subject property.

### **Conclusion:**

The *Planning Act* requires that a decision of Council in respect of the exercise of any authority that affects a planning matter, “shall be consistent with” *Provincial Planning Statement 2024*. The recommended zoning amendment has been evaluated for consistency with the Provincial Planning Statement 2024 and conformity with the policies of the City of Windsor Official Plan.

The recommended Zoning By-law and Official Plan amendments are consistent the PPS, conform with the policy direction of the City of Windsor Official Plan (as

recommended for amendment), are compatible with existing and permitted uses in the surrounding neighbourhood and constitutes good planning.

### **Planning Act Matters:**

I concur with the above comments and opinion of the Registered Professional Planner.

*Greg Atkinson, MCIP, RPP*  
*Manager of Development*

*Neil Robertson, MCIP, RPP*  
*City Planner*

I am not a Registered Professional Planner and have reviewed as a Corporate Team Leader

*JP*

*JM*

### **Approvals:**

<b>Name</b>	<b>Title</b>
Brian Nagata	Planner II - Development Review
Greg Atkinson	Deputy City Planner
Neil Robertson	City Planner
Aaron Farough	Senior Legal Counsel
Jelena Payne	Commissioner, Economic Development
Joe Mancina	Chief Administration Officer

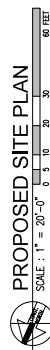
### **Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>

### **Appendices:**

- 1 Appendix A - Conceptual Site Plan
- 2 Appendix B - Site Images
- 3 Appendix C - Excerpts from Official Plan Volume I
- 4 Appendix D - Excerpts from Zoning By-law 8600
- 5 Appendix E - Consultations
- 6 Appendix F - Draft OPA 195
- 7 Appendix G - Draft Amending By-law
- 8 Appendix H - Planning Justification Report
- 9 Appendix I - Topographic Survey
- 10 Appendix J - Traffic Impact - Parking Study—available at [www.citywindsor.ca](http://www.citywindsor.ca) due to size

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# A1.0



## **APPENDIX “B” Site Photos**

(Google Street View - November 2023)

(Additional Site Photos included within Appendix H - Planning Justification Report)



*Figure 1 - Looking northwest towards subject property from Wellington Avenue*



*Figure 2 - Looking northwest towards subject property from Wellington Avenue*



*Figure 3- Looking southwest towards subject property from Wellington Avenue*

## **APPENDIX “C”**

### **Excerpts from Official Plan Volume I**

#### **6. Land Use**

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##### **6.1 Goals**

In keeping with the Strategic Directions, Council’s land use goals are to achieve:

<i>EMPLOYMENT</i>	6.1.4	The retention and expansion of Windsor’s employment base.
<i>COMMERCIAL</i>	6.1.5	Convenient and viable areas for the purchase and sale of goods and services.

##### **6.4 Employment**

Employment lands provide the main locations for business and industrial activities. In order to strengthen Windsor’s economy, meet the land and infrastructure needs of employment activities and address concerns over compatibility, employment land uses are provided under two designations on Schedule D as either Industrial or Business Park.

The following objectives and policies establish the framework for development decisions in Employment areas.

##### **6.4.1 Objectives**

<i>ASSESSMENT BASE</i>	6.4.1.2	To expand Windsor’s assessment base by attracting employers and economic development.
<i>COMPATIBLE DEVELOPMENT</i>	6.4.1.3	To ensure that employment uses are developed in a manner which are compatible with other land uses.

<i>RANGE OF USES</i>	6.4.1.4	To accommodate a full range of employment activities in Windsor.
<i>SUPPORT SERVICES</i>	6.4.1.5	To enhance the quality of employment areas by providing for complementary services and amenities.
<i>ACCESSIBLE</i>	6.4.1.6	To locate employment activities in areas which have sufficient and convenient access to all modes of transportation.

**6.4.2****General Policies**

<i>SITE PLAN CONTROL</i>	6.4.2.4	Council shall require all development within areas designated as Industrial and Business Park to be subject to site plan control, with the exception of Public Open Space uses.
<i>AREAS IN TRANSITION</i>	6.4.2.7	<p>Council may support the redevelopment of older and/or abandoned Industrial or Business Park areas to other land uses provided:</p> <ul style="list-style-type: none"> <li>(a) the proponent can demonstrate that: <ul style="list-style-type: none"> <li>(i) the redevelopment of the area would not be detrimental to other Industrial or Business Park uses still operating in the area; and</li> <li>(ii) the redevelopment of the area is in keeping with the long term transition of the entire area to similar uses;</li> </ul> </li> <li>(b) the environmental conditions of the site do not preclude development (see Environment chapter); and</li> <li>(c) subject to an amendment to this Plan that is consistent with the appropriate policies for the desired land use.</li> </ul>



### 6.4.3 Industrial Policies

The Industrial land use designation provides for a broad range of industrial uses which, because of their physical and operational characteristics, are more appropriately clustered together and separated from sensitive land uses. This designation is also applied to certain older industrial areas of Windsor where such a separation may not have been achieved.

#### *PERMITTED USES*

##### 6.4.3.1

Uses permitted in the Industrial land use designation identified on Schedule D: Land Use include establishments which may exhibit any or all of the following characteristics:

- (a) large physical size of site or facilities;
- (b) outdoor storage of materials or products;
- (c) large production volumes or large product size;
- (d) frequent or continuous shipment of products and/or materials;
- (e) long hours of production and shift operations;
- (f) likelihood of nuisances, such as noise, odour, dust or vibration;
- (g) multi-modal transportation facilities;
- (h) is dependent upon, serves or otherwise complements the industrial function of the area; and (amended by OPA #22 – 07/16/02)
- (i) service and repair facilities. (amended by OPA #22 – 07/16/02)

*ANCILLARY  
USES*

## 6.4.3.2

In addition to the uses permitted above, Council may also permit the following ancillary uses in areas designated as Industrial on Schedule D: Land Use without requiring an amendment to this Plan:

- (a) Open Space uses;
- (b) convenience stores and restaurants provided that:
  - (i) by their size the uses are designed to serve the employees in the Industrial area; and
  - (ii) the evaluation criteria of policy 6.5.3.7 are satisfied.
- (c) adult entertainment parlours provided that:
  - (i) such uses are a minimum of 150 metres from lands used or zoned for residential, institutional or open space purposes; and
  - (ii) the evaluation criteria of policy 6.5.3.7 are satisfied, with the exception of the requirement that the proponent demonstrate that market impacts on other commercial areas is acceptable.
- (d) Motor vehicle sales; club; athletic or sports facility; wholesale store; the sale of goods produced by an industrial use and accessory thereto; retail sale of building supplies and materials, home improvement products, nursery products. **(amended by OPA #22 – 07/16/02)**

*LOCATIONAL  
CRITERIA*

## 6.4.3.3

Industrial development shall be located where:

- (a) the industrial use can be sufficiently separated and/or buffered from sensitive land uses;
- (b) there is access to an arterial road;
- (c) full municipal physical services can be provided;
- (d) industry related traffic can be directed away from residential areas;
- (e) peak period public transportation service can be provided; and
- (f) there is access to designated truck routes.

*EVALUATION  
CRITERIA*

## 6.4.3.4

At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed industrial development is:

- (a) feasible having regard to the other provisions of this Plan, provincial legislation, policies and appropriate guidelines and support studies for uses:
  - (i) within or adjacent to any area identified on Schedule C: Development Constraint Areas and described in the Environment chapter of this Plan;
  - (ii) within a site of potential or known contamination;
  - (iii) where traffic generation and distribution is a provincial or municipal concern; and

- (iv) adjacent to sensitive land uses and/or heritage resources.
- (b) in keeping with the goals, objectives and policies of any secondary plan or guideline plan affecting the surrounding area;
- (c) capable of being provided with full municipal physical services and emergency services;
- (d) provided with adequate off-street parking; and
- (e) compatible with the surrounding area in terms of siting, orientation, setbacks, parking and landscaped areas.

*DESIGN  
GUIDELINES*

6.4.3.5

The following guidelines shall be considered when evaluating the proposed design of an Industrial development:

- (a) the ability to achieve the associated policies as outlined in the Urban Design chapter of this Plan;
- (b) the provision of appropriate landscaping or other buffers to enhance:
  - (i) all parking lots, and outdoor loading, storage and service areas; and
  - (ii) the separation between the industrial use and adjacent sensitive uses, where appropriate.
- (c) motorized vehicle access is oriented in such a manner that industry related traffic will be discouraged from using Local Roads where other options are available;

- (d) pedestrian and cycling access is accommodated in a manner that is distinguishable from the access provided to motorized vehicles and is safe and convenient;
- (e) loading bays and service areas are located to avoid conflict between pedestrian circulation, service vehicles and movement along the public right-of-way; and
- (f) the design of the development encourages and/or accommodates public transportation services.
- (g) The design of the development encourages the retention and integration of existing woodlots, vegetation and drainage corridors where feasible to provide amenity areas for employees and to create a positive visual image of industry in Windsor. **(added by OPA #60-05/07/07-B/L85-2007-OMB Decision/Order No.2667, 10/05/2007)**

## **8. Urban Design**

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### **8.11 Streetscape**

#### **8.11.2 Policies**

##### *PARTIAL SCREENING OF PARKING LOTS*

- 8.11.2.19 Council will encourage the partial screening of surface parking lots through the use of low fences, walls, berms and other landscape elements, and through the location of lots away from street view, while still permitting views for orientation and safety.

LOCATION OF  
SURFACE  
PARKING LOTS

8.11.2.21

Council will encourage parking lots that avoid large expanses fronting the road.

## **11. Tools**

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### **11.6 Zoning**

#### **11.6.1 Objectives**

COMPATIBLE  
USES

11.6.1.2

To ensure compatibility between land uses.

#### **11.6.3 Zoning By-law Amendment Policies**

EVALUATION  
CRITERIA

11.6.3.3

When considering applications for Zoning By-law amendments, Council shall consider the policies of this Plan and will, without limiting the generality of the foregoing,

- (a) The relevant evaluation criteria contained in the Land Use Chapter of this Plan, Volume II: Secondary Plans & Special Policy Areas and other relevant standards and guidelines;
- (b) Relevant support studies;
- (c) The comments and recommendations from municipal staff and circularized agencies;
- (d) Relevant provincial legislation, policies and appropriate guidelines; and
- (e) The ramifications of the decision on the use of adjacent or similar lands.

## **APPENDIX “D”**

### **Excerpts from Zoning By-law 8600**

## **SECTION 18 - MANUFACTURING DISTRICTS 1. (MD1.)**

**[ZNG/3590; ZNG/4046; ZNG/5364; ZNG/6194]**

(B/L 8614 Jun 23/1986; B/L 9057 Jul 7/1987; B/L 10238 May 30/1990; B/L 33-2001 Oct 23/2001 OMB Order 1716 PL010233; B/L 370-2001 Nov 15/2001; B/L 363-2002 Dec 31/2002; B/L 375-2004 Dec 21/2004; Jan 12/2005 OMB Order 0055 PL040243; B/L 324-2004 Jun 13/2006 OMB Order 1695; B/L 141-2006 Aug 24/2006; B/L 142- 2006 Aug 24/2006; B/L 17-2009 Mar 3/2009; B/L 31-2013 Mar 28/2013; B/L 48-2014 Apr 14/2014; B/L 169/2018 Nov 19/2018; B/L 54-2021 May 4/2021)

### **18.2 MANUFACTURING DISTRICT 1.2 (MD1.2)**

#### **18.2.1 PERMITTED USES**

*Ambulance Service*  
*Building Materials Recycling Store*  
*Bulk Storage Facility*  
*Business Office*  
*Contractor's Office*  
*Equipment Rental Shop*  
*Food Catering Service*  
*Food Processing Facility*  
*Laundry Plant*  
*Manufacturing Facility*  
*Medical Appliance Facility*  
*Micro-Brewery*  
*Public Parking Area*  
*Repair Shop – Heavy*  
*Repair Shop – Light*  
*Self-Storage Facility*  
*Towing Service*  
*Warehouse*  
*Water Transportation Facility*  
*Welding Shop*  
*Any of the following Ancillary Uses:*  
*Automobile Sales Lot*  
*Car Wash Automatic*  
*Car Wash Coin Operated*  
*Club*  
*Food Outlet – Drive-through*  
*Food Outlet – Take-out*  
*Gas Bar*

*Health Studio**Restaurant**Restaurant with Drive-through**Retail Store – Equipment & Supplies**Veterinary Office**Wholesale Store*Any of the following *Existing Uses*:*Transport Terminal*Any use accessory to any of the above uses, including a *Caretaker's Residence or a Retail Store***18.2.3 PROHIBITED USES**Outdoor storage of *aggregate***18.2.5 PROVISIONS**

- |     |  |  |
|-----|--|--|
| .4  | Building Height – maximum  | 14.0 m                                       |
| .5  | Front Yard Depth – minimum   | 6.0 m  |
| .7  | Side Yard Width – minimum  |  |
|     | a) From a <i>side lot line</i> that abuts a <i>lot</i> on which a <i>dwelling</i> or <i>dwelling unit</i> is located | 6.0 m  |
|     | b) From an <i>exterior lot line</i> :  | 3.0 m  |
| .8  | Landscaped Open Space Yard - minimum   | 15.0% of <i>lot area</i>                     |
| .10 | Gross Floor Area – <i>Retail Store</i> – maximum   | 25.0% of the GFA of the <i>main building</i> |

## SECTION 24 - PARKING, LOADING AND STACKING PROVISIONS

(B/L 8627 Jul 8/1986; B/L 9057 Jul 7/1987; B/L 9882 Jul 31/1989; B/L 10358 Jul 16/1990; B/L 10473 Nov 5/1990; B/L 10993 May 4/1992; B/L 11093 Jul 20/1992; B/L 11157 Sep 21/1992; B/L 11780 Mar 28/1994; B/L 12234 Jul 14/1995; B/L 12429 Jan 8/1996; B/L 12819 Mar 17/1997; B/L 30-1998 Mar 2/1998; B/L 162-1998 Jun 24/1998; B/L 264-1999 Oct 19/1999; B/L 33-2001 Oct 23/2001 OMB Order 1716 PL01023; B/L 370-2001 Nov 15/2001; B/L 363-2002 Dec 31/2002; B/L 92-2003 May 6/2003; B/L 269-2003 Sep 15/2003; B/L 69-2004 Mar 31/2004; B/L 144-2004 Jun 11/2004; B/L 375-2004 Dec 21/2004; B/L 46-2005 Mar 23/2005; B/L 212-2005 Sep 22/2005; B/L 204-2006 Nov 30/2006; B/L 166-2007 Oct 5/2007; B/L 110-2009 Nov 20/2009 OMB Order PL090722 Dec 4/2009; B/L 164-2010 Nov 17/2010; B/L 129-2012 Oct 2/2012; B/L 95-2019 Sep 27/2019)



## 24.20 PARKING SPACE PROVISIONS

### 24.20.5 REQUIRED PARKING SPACES – ALL OTHER AREAS AND USES NOT LISTED IN TABLES 24.20.1.1 AND 24.20.3.1

(B/L 144-2015 Nov 6/2015; B/L 169-2018 Dec 19/2018)

- .1 The required minimum number of parking spaces shall be as shown opposite the respective use as shown in Table 24.20.5.1:

TABLE 24.20.5.1 – REQUIRED PARKING SPACES	
USE	PARKING RATE – MINIMUM
Retail Store	1 for each 22.5 m <sup>2</sup> GFA

## 24.26 LOCATION OF PARKING, VISITOR PARKING OR ACCESSIBLE PARKING SPACES

- .5 A parking space, visitor parking space or accessible parking space is prohibited in a required front yard or required landscaped open space yard, except on a lot occupied by a single-unit dwelling, semi-detached dwelling, duplex dwelling or a townhome dwelling unit, a parking space, visitor parking space or accessible parking space is permitted in a required front yard.

## SECTION 25 - PARKING AREA PROVISIONS

[ZNG/4249]

(B/L 9057 Jul 7/1987; B/L 12429 Jan 8/1996; B/L 33-2001 Oct 23/2001 OMB Order 1716 PL010233; B/L 370-2001 Nov 15/2001; B/L 167-2003 Jun 27/2003; B/L 167- 2003 Jun 27/2003; B/L 132-2011 Aug 5/2011; B/L 53-2012 Jun 1/2012; B/L 18-2015 Mar 4/2015)

### 25.5 GENERAL PROVISIONS

#### 25.5.10 CONSTRUCTION AND MAINTENANCE OF PARKING AREA

- .3 A curb shall bound the perimeter of a parking area and shall separate a landscaped open space yard, landscaped open space island or parking area separation from the parking area.

#### 25.5.20 PARKING AREA SEPARATION

- .1 A parking area separation shall be provided as shown in Table 25.5.20.1:

TABLE 25.5.20.1 – PARKING AREA SEPARATION		
	PARKING AREA FROM	MINIMUM SEPARATION
.2	Any other street	3.00 m
.3	An interior lot line or alley	0.90 m

## **APPENDIX “E”**

### **Consultations**

#### **CALDWELL FIRST NATION COMMUNITY**

No comments provided

#### **ENGINEERING - DEVELOPMENT**

We have reviewed the subject Rezoning application and have the following comments:

##### **Sewers**

If possible existing connections should be utilized. Any redundant connections shall be abandoned in accordance with the City of Windsor Engineering Best Practice B.P 1.3.3.

A sanitary sampling manhole may be required on any new sanitary connection at the property line to the satisfaction of the City Engineer, if one does not already exist.

The applicant will be required to submit, prior to the issuance of permits, a stormwater management plan in accordance with Windsor Essex Region Stormwater Management Standards Manual, restricting stormwater runoff to pre development levels. This will include, at a minimum:

- Submission of stormwater management review fee,
- Stormwater management report stamped by a professional engineer
- Site servicing drawings stamped by a professional engineer
- Stormwater management check list (see link below)

For more information of SWM requirements, visit: link

<https://essexregionconservation.ca/wp-content/uploads/2018/12/WE-Region-SWM-Standards-Manual.pdf>.

<https://www.citywindsor.ca/business/buildersanddevelopers/Documents/Checklist-Rational-Method.pdf>

##### **Right-of-Way**

Wellington Avenue is classified as Local Road according to the Official Plan requiring a right-of-way width of 20.10 m; the current right-of-way is 24.40 m. Therefore, no conveyance is currently required.

In summary we have no objection to the proposed development. If you have any further questions or concerns, please contact Juan Florian, of this department at [jflorian@citywindsor.ca](mailto:jflorian@citywindsor.ca)

**[Juan Paramo - Development Engineer]**

**ENGINEERING - R.O.W.**

No comments provided

**ENWIN UTILITIES LTD. - HYDRO ENGINEERING****Comments to Stage 1: Planning Consultation Application (PC-041/23)**

No Objection to rezoning

Please note the following distribution and services:

- Overhead 27.6kV primary distribution pole line and associated down guy wires/ anchors across the street to the Northeast of the property.
- Overhead 16kV primary distribution pole line and associated down guy wires/ anchors adjacent to the West limit of the property.
- Overhead existing 120/240V transformer bank and distribution adjacent to the West limit of the property.
- Overhead 120/240V secondary triplex distribution, adjacent to the West limit of the property.
- Overhead 347/600V secondary quadruplex distribution across the street to the Northeast of the property.
- Overhead 347/600V secondary quadruplex distribution adjacent to the West limit of the property.
- Overhead 120/240V secondary triplex service attached to the above noted address.
- Overhead 347/600V secondary quadruplex service attached to the above noted address.
- Overhead 347/600V secondary quadruplex service attached to the property to the West of the above-mentioned address.
- Overhead 120/240V secondary triplex service attached to the property West of the above-mentioned address.
- Overhead 120/240V secondary triplex service attached to 649 Wellington Ave.

\*Proposed buildings and/or building additions must have adequate clearance requirements from all hydro distribution and services.

We recommend referring to the Occupational Health and Safety Act for minimum safe limits of approach during construction and the Ontario Building Code for adequate clearance requirements for New Buildings and/or Building Additions.

**[Tia McCloskey - Hydro Engineering Technologist]**

**ENWIN UTILITIES LTD. - WATER ENGINEERING****Comments to Stage 1: Planning Consultation Application (PC-041/23)**

Water Engineering has no objections. There is an existing 50mm domestic service and a 150mm fire service to the property.

**[Bruce Ogg - Water Project Review Officer]**

**PLANNING DEPARTMENT - HERITAGE****Comments to Stage 1: Planning Consultation Application (PC-041/23)**

No supporting information required.

There is no apparent built heritage concern with this property and it is located on an area of low archaeological potential.

Nevertheless, the Applicant should be notified of the following archaeological precaution.

1. Should archaeological resources be found during grading, construction or soil removal activities, all work in the area must stop immediately and the City's Planning & Building Department, the City's Manager of Culture and Events, and the Ontario Ministry of Citizenship and Multiculturalism must be notified and confirm satisfaction of any archaeological requirements before work can recommence.
2. In the event that human remains are encountered during grading, construction or soil removal activities, all work in that area must be stopped immediately and the site secured. The local police or coroner must be contacted to determine whether or not the skeletal remains are human, and whether the remains constitute a part of a crime scene. The Local police or coroner will then notify the Ontario Ministry of Citizenship and Multiculturalism and the Registrar at the Ministry of Government and Consumer Services if needed, and notification and satisfactory confirmation be given by the Ministry of Citizenship and Multiculturalism.

**Contacts:**

Windsor Planning & Building Department:

519-255-6543 x6179, [ktang@citywindsor.ca](mailto:ktang@citywindsor.ca), [planningdept@citywindsor.ca](mailto:planningdept@citywindsor.ca)

Windsor Manager of Culture and Events (A):

Michelle Staadegaard, (O) 519-253-2300x2726, (C) 519-816-0711,  
[mstaadegaard@citywindsor.ca](mailto:mstaadegaard@citywindsor.ca)

Ontario Ministry of Citizenship and Multiculturalism

Archaeology Programs Unit, 1-416-212-8886, [Archaeology@ontario.ca](mailto:Archaeology@ontario.ca)

Windsor Police: 911

Ontario Ministry of Government & Consumer Services

A/Registrar of Burial Sites, War Graves, Abandoned Cemeteries and Cemetery Closures, 1-416-212-7499, [Crystal.Forrest@ontario.ca](mailto:Crystal.Forrest@ontario.ca)

**[Tracy Tang - Heritage Planner]**

**PLANNING DEPARTMENT - LANDSCAPE ARCHITECT****Comments to Stage 1: Planning Consultation Application (PC-041/23)**

The proposed site plan does not indicate any landscape open space area. Per Zoning Bylaw 8600, MD1.2 requires 15% minimum. It is strongly recommended that the landscape open space requirement should be maintained as a 15% minimum or greater from a climate change perspective and reduction of the urban heat island effect for the type of proposed development regardless of the rezoning.

**[Stefan Fediuk - Landscape Architect / Acting Senior Urban Designer]**

**PLANNING DEPARTMENT - SITE PLAN CONTROL****Comments to Stage 1: Planning Consultation Application (PC-041/23)**

The development proposal is subject to Site Plan Control pursuant to the Planning Act and City of Windsor By-law 1-2004. Where preceding development applications are required, inclusive of Official Plan and Zoning By-law Amendments, request for Site Plan Control Pre-Consultation Stage 1 may be made following completion of the requisite Development and Heritage Standing Committee meeting at <https://ca.cloudpermit.com/login>.

**[Jacqueline Cabral - Clerk Steno]**

**TRANSPORTATION PLANNING****Comments to Stage 1: Planning Consultation Application (PC-041/23)**

All exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).

All accesses shall conform to the TAC Geometric Design Guide for Canadian Roads and the City of Windsor Standard Engineering Drawings, driveway must comply with AS-203 and AS-204, straight flares only.

**Parking Study**

All parking must comply with ZBL 8600 otherwise a parking study would be required, please see the parking study scope. Per zoning by-law, a 76 parking spaces, 2 Type-A and 2 Type-B accessible parking space, 4 Bike spaces and 1 Loading space is required. The updated site plan must show the proposed space and its sizes.

**Parking Study Scope:****Comments to Stage 1: Planning Consultation Application (PC-041/23)**

The purpose/scope of the parking study, prepared by a qualified transportation consultant, is to indicate that the supply given will meet the demand required for the proposed use of the development. This should include justification on the deviation from the by-law requirements. The study may include a survey of parking demand at similar proxy sites

and/or review from published sources for justification. Furthermore, this study can include changes/measures from the developer that can be implemented to result in a decrease in parking demand on the site. Overall, the applicant must demonstrate through the parking study that reduced parking standards will not negatively impact the parking supply in the area or result in spill-over parking in adjacent areas.

### Transportation Impact Study

If a new access is proposed onto an arterial road, or the traffic generated by the development is greater than 100 trips based on the Transportation department's calculations, or the traffic generated from the development is anticipated to result in an intersection or driveway turning movement becoming critical or will make it worse, then a Transportation Impact Study will be required. Please see Transportation Impact Study Scope attached.

### **[Siddharth Dhiman - Transportation Planner I]**

#### **Comments to Stage 2: Planning Consultation Application (PC-101/24)**

#### Transportation Planning Memo (January 17, 2025)

*....Transportation Planning received and reviewed the Traffic Impact / Parking Study conducted by RRC Spencer Associates Inc. file number 24-1603 dated July 2024. Transportation Planning has no comment on Traffic Impact Study part. ....*

Document available upon request

#### Transportation Planning Memo (February 5, 2025)

Document available upon request

#### Transportation Planning Memo (February 7, 2025)

Document available upon request

Email accompanying Transportation Planning Memo

*To summarize, Transportation Planning rejected the parking study as it did not prove that the proposed number of parking will be sufficient for the future development nor provided any alternates to compensate the reduction. However, we agree on the parking reduction as it will not affect the neighbourhood. There is no need to revise the parking study.*

### **[Elara Mehrilou- Transportation Planner I]**

#### **WALPOLE ISLAND FIRST NATION**

No comments provided

**APPENDIX “F”**  
**Draft OPA 195**

**DRAFT**

**AMENDMENT NO. 195**

**TO THE**

**OFFICIAL PLAN**

**CITY OF WINDSOR**

Part D (Details of the Amendment) of the following text and attached map of the City of Windsor Official Plan constitute Amendment No. 195.

Also included, but not constituting part of the Amendment, are explanations of Purpose, Location, Background, and Implementation of the Amendment

**A. PURPOSE:**

The purpose of this amendment is to apply a special policy area to the subject lands that would permit a retail store as an additional permitted ancillary use on the subject lands.

**B. LOCATION:**

The amendment applies to the land described as Lots 43 to 53, Plan 68, located on the west side of Wellington Avenue between Wyandotte Street West and Elliott Street West, known municipally as 0 Wellington Avenue (Roll No. 040-230-00800) and 673 Wellington Avenue.

**Ward: 3      Planning District: River West**

**ZDM: 3**

**C. BACKGROUND:**

The site is designated “Industrial” on Schedule D: Land Use of the City of Windsor Official Plan. The objectives and policies of the Industrial land use designation establish the framework for development decisions in Industrial areas within the City of Windsor.

The applicant proposes to redevelop the subject property by converting the existing vacant industrial building to a retail store (grocery store) and paved outdoor storage yard to a 42 space parking area.

**D. DETAILS OF THE AMENDMENT:**

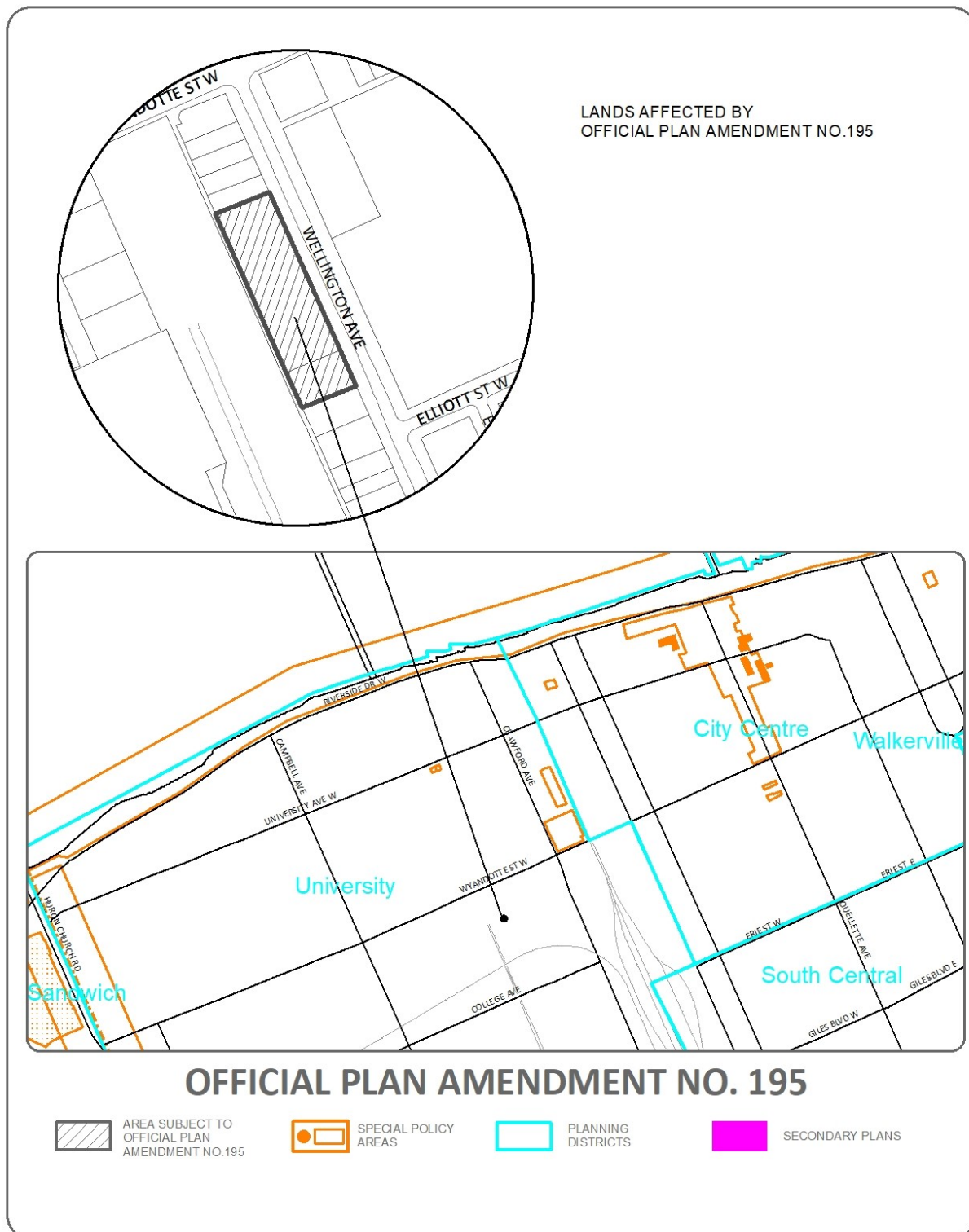
That the City of Windsor Official Plan, Volume I, Schedule A: Planning Districts & Policy Areas **BE AMENDED** by adding a Special Policy Area to the subject lands that will allow for a retail store as an additional permitted ancillary use within an Industrial land use designation.

**E. IMPLEMENTATION:**

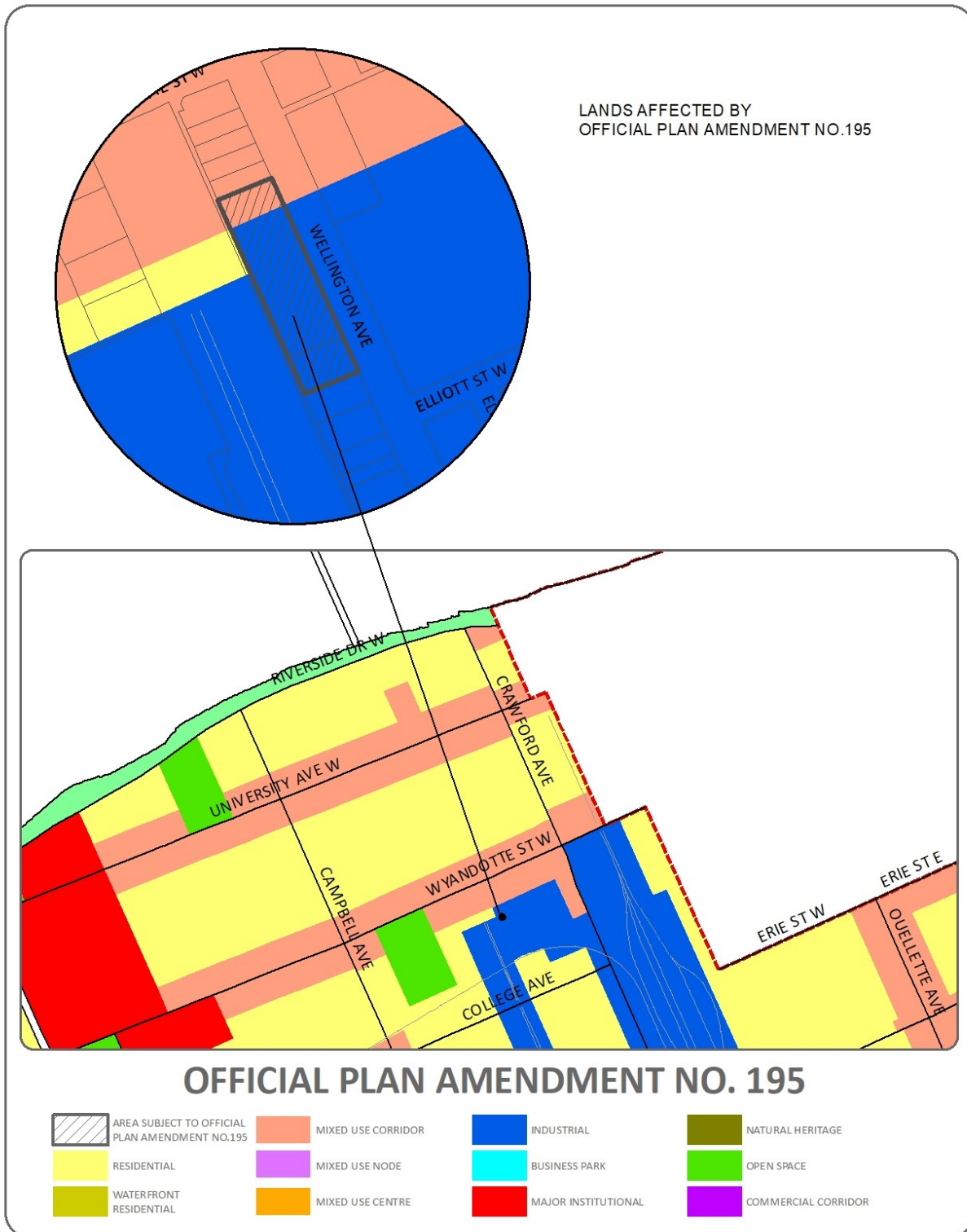
- i. Amend Schedule A: Planning Districts & Policy Areas, of the City of Windsor Official Plan, Volume I, by adding a Special Policy Area that will allow for a retail store as an additional permitted ancillary use within an Industrial land use designation.
- ii. This amendment shall be implemented through the amendment to Zoning By-law 8600 as recommended in Report Number S 033/2025 (Z-005/25; ZNG-7284).
- iii. The proposed development on the subject lands is deemed a development per Section 41(1) of the *Planning Act*; therefore, Site Plan Control shall be an additional tool for the implementation of this amendment.



## SCHEDULE A



## SCHEDULE D



## APPENDIX "G"

### Draft Amending By-law

B Y - L A W   N U M B E R                      -2025

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600  
CITED AS THE "CITY OF WINDSOR ZONING BY-LAW"

Passed the                      day of                      , 2025.

**WHEREAS** it is deemed expedient to further amend By-law Number 8600 of the Council of The Corporation of the City of Windsor, cited as the "City of Windsor Zoning By-law" passed the 31st day of March, 1986, as heretofore amended:

**THEREFORE** the Council of The Corporation of the City of Windsor enacts as follows:

1. That subsection 1 of Section 20, of said by-law, is amended by adding the following clause:

**528. WEST SIDE OF WELLINGTON AVENUE BETWEEN WYANDOTTE STREET  
WEST AND ELLIOTT STREET WEST**

For the lands comprising of Lots 43 to 53, Plan 68, PIN No. 01205-0133 LT and PIN No. 01205-0134 LT, a *Retail Store* shall be an additional permitted *main use* and the following shall apply:

1. Section 18.2.5.10 shall not apply.
2. Notwithstanding Table 24.20.5.1, 42 parking spaces shall be provided for a *Retail Store* use occupying the ground floor of the existing building as it existed on April 7, 2025.
3. Notwithstanding Section 24.26.5, a *parking space* and *accessible parking space* shall be permitted in a required front yard.
4. Notwithstanding Section 25.5.10.3, a poured in place concrete curb shall not be required to bound the west limit of a *parking area* having 0.00 metres of separation from the west interior lot line.
5. Notwithstanding Section .2 of Table 25.5.20.1, the minimum separation for a *parking area* from Wellington Avenue shall be 2.65 metres.
6. Notwithstanding Section .3 of Table 25.5.20.1, the minimum separation for a *parking area* from the west interior lot line shall be 0.00 metres.

[ZDM 3; ZNG/7284]

2. The said by-law is further amended by changing the Zoning District Maps or parts thereof referred to in Section 1, of said by-law and made part thereof, so that the lands described in Column 3 are delineated by a broken line and further identified by the zoning symbol shown in Column 5:

1. Item Number	2. Zoning District Map Part	3. Lands Affected	4. Official Plan Amendment Number	5. Zoning Symbol	6. New Zoning Symbol
1	3	Lots 43 to 53, Plan 68, PIN No. 01205-0133 LT and PIN No. 01205-0134 LT (located on the west side of Wellington Avenue between Wyandotte Street West and Elliott Street West)	195	MD1.2	MD1.2 S.20(1)528

DREW DILKENS, MAYOR

CLERK

First Reading - , 2025

Second Reading - , 2025

Third Reading - , 2025

**SCHEDULE 2**

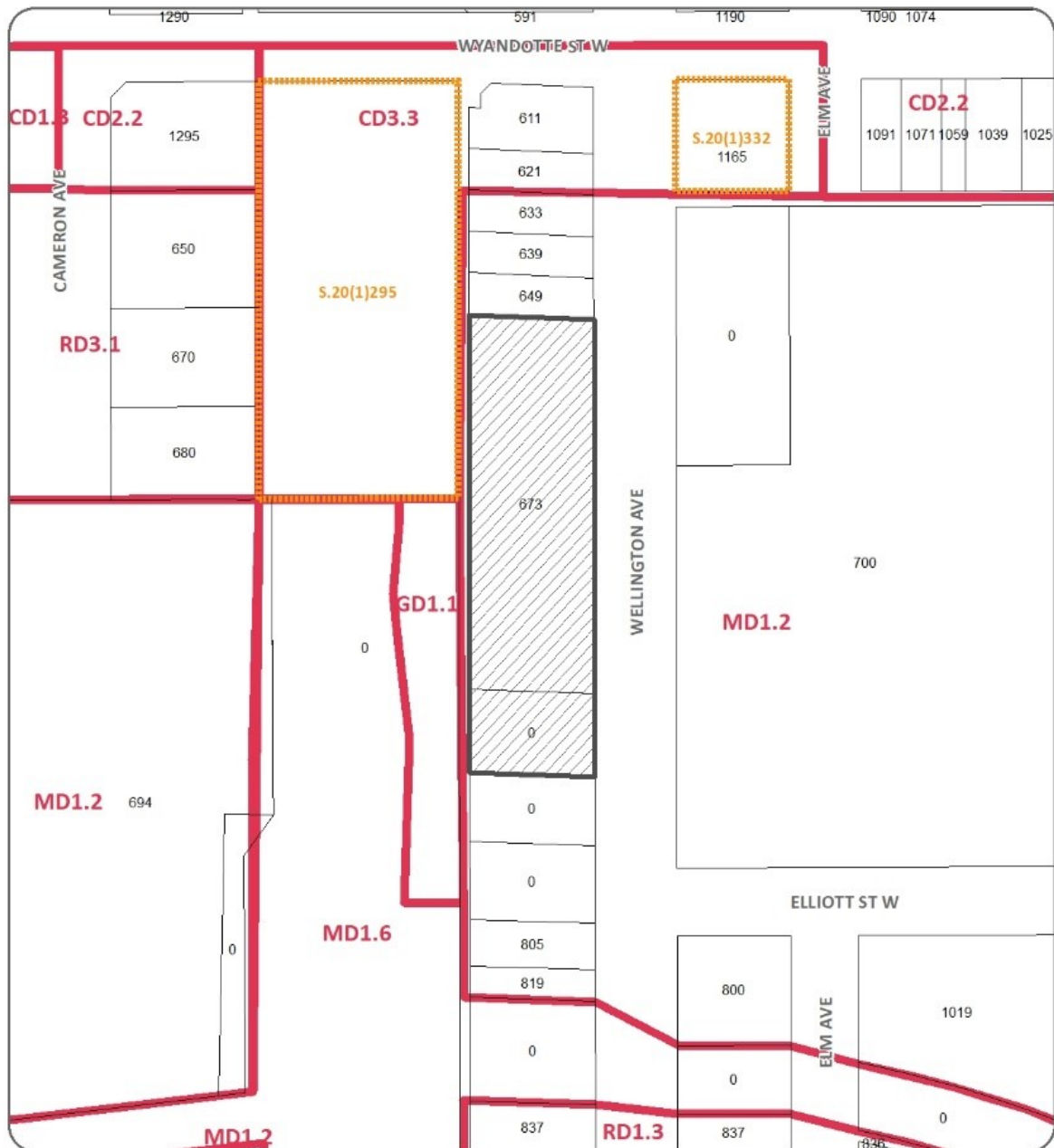
1. By-law \_\_\_\_\_ has the following purpose and effect:

To amend the zoning of the lands located on the west side of Wellington Avenue between Wyandotte Street West and Elliott Street West, legally described as Lots 43 to 53, Plan 68, PIN No. 01205-0133 LT and PIN No. 01205-0134 LT, so as to permit the conversion of the existing vacant industrial building to a retail store (grocery store) and paved outdoor storage yard to a 42 space parking area.

The amending by-law maintains the MD1.2 zoning on the subject land and adds a special zoning provision permitting a retail store as an additional permitted main use with the following additional regulations to:

- Reduce the number of required parking spaces for a retail store use occupying the ground floor of the existing building as it existed on April 7, 2025, from 79 to 42;
- Reduce the minimum parking area separation from Wellington Avenue and the west interior lot line; and
- Nullify the maximum gross floor area provision for a retail store under the MD1.2 zoning, prohibition against parking within a required front yard and provision requiring the west limit of the parking area to be bound by a poured in place concrete curb.

2. Key map showing the location of the lands to which By-law \_\_\_\_\_ applies.



PART OF ZONING DISTRICT MAP 3

**SCHEDULE 2**

Applicant: 1000621124 Ontario Inc.

**SUBJECT LANDS**

PLANNING &amp; BUILDING DEPARTMENT

N.T.S.

DATE : FEBRUARY, 2025  
FILE NO. : Z-005/25, ZNG/7284



6 Royal Cres., PO Box 188  
Pain Court, Ontario N0P 1Z0  
(519) 809-4539  
rbrown@oakviewlup.ca

**Date:** January 21, 2025

**To:** City of Windsor, Planning Department

**RE:** Planning Justification Report for  
Proposed Application for Official Plan Amendment &  
Zoning By-law Amendment  
673 Wellington, Lots 43 to 53, Plan 68

**Roll # 3739 040 230 00700**

**Author:** Robert Brown, H. Ba, MCIP, RPP

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## **Purpose**

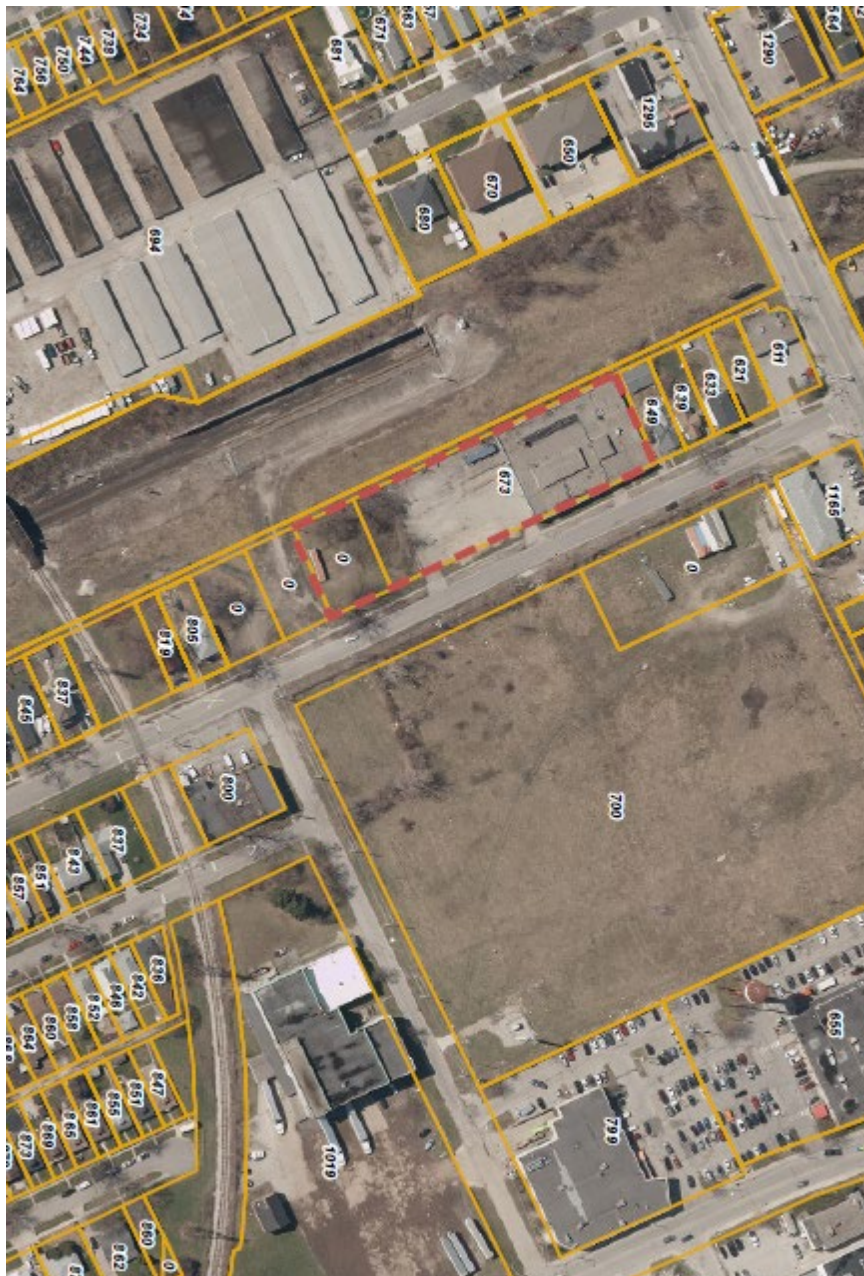
To provide an overview of the related land use planning considerations in support of a site-specific Official Plan and Zoning By-law amendment to:

- i) Amend the current designation of the subject lands to add a retail store (grocery) as an additional permitted use and address any necessary site-specific zoning provisions, and
- ii) rezone the subject lands to a site-specific Manufacturing District 1.2 (MD1.2) to"
  - a. limit permitted uses to implement the Official Plan amendment;
  - b. establish site specific regulations to address the following:
    - i. grant relief from the limitation of retail space specific to a retail store (grocery store), and;
    - ii. reduce or grant relief for the location of parking from the east and west lot lines.



## Background

The property owner of 673 Wellington Ave. purchased the subject property with the hope of converting the existing building on the site to a grocery store. The applicant operates an existing market which is located to the north at 1165 Wyandotte St. W. The subject site will provide a new, larger location to better serve the existing needs of the surrounding area. The property is located on the west side of Wellington Ave, just south of Wyandotte St. W (See Figure One) It has a lot area of 0.4 ha (1 ac.) with 109.7 m (360 ft.) of frontage and a depth of 36.8 m (121 ft.). The existing building is approximately 1,780.2 sq. m (19,161.9 sq. ft.) and housed an automotive parts manufacturing business.



673 Wellington Ave









Looking west at the additional lands to be used for parking



Looking north along Wellington Ave.





## Planning Rationale

### 1) Provincial Planning Statement (2024)

The Provincial Planning Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development. The lands are consider Employment and specifically designated Industrial by the Windsor Official Plan.

#### Section 2.8 Employment

##### 2.8.1 Supporting a Modern Economy

1. Planning authorities shall promote economic development and competitiveness by:

- a) providing for an appropriate mix and range of employment, institutional, and broader mixed uses to meet the long-term needs;

**Comment:** The intent of the OPA is to add a site-specific policy that will add the proposed grocery store use as an additional permitted use and not remove the lands from the Employment Area. This will provide immediate flexibility to permit the added use while also maintaining the lands within the Employment Area in the long-term.

- b) Providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of exiting and future businesses;

**Comment:** There has not been a strong Employment type use presence in the area for some time. The subject property was one of very few active employment type uses however the property has been for sale for some time with little to no interest in industrial redevelopment. The reuse of the subject lands for a supportive type use to the surrounding residential area could act as spark of interest to the consideration of a different mix of uses.

- c) Identifying strategic sites for investment, monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment;

**Comment:** The subject lands, based on the lack of industrial uses or redevelopment demonstrate that the site and the area as a whole may no longer be a strategic location for employment uses. Their location away from current industrial clusters and major transportation routes could be considered as a key barrier to investment in the area.

- d) Encouraging intensification of employment uses and compatible, compact, mixed-use development to support the achievement of complete communities; and

**Comment:** With a commercial corridor and residential uses to the north as well as residential use south and west the surrounding area of employment lands seems to an isolated island with limited demand for employment type redevelopment. Consideration of site-specific permission of the proposed use could be a good approach at testing what type of possible redevelopment might prove better suit to the long-term use of the area.

- e) Addressing land use compatibility adjacent to employment areas by providing an appropriate transition to sensitive lands uses.

**Comment:** Although the subject lands have been located next to a residential use for many years the proposed commercial development offers a more compatible use and a better transition between the sensitive residential area as well as providing a use that can support both the residential uses in the area and any potential industrial or mixed-use redevelopment into the future.

## 2.8.2 Employment Areas

4. Planning authorities shall assess, and update employment areas identified in official plans to ensure that this designation is appropriate to the planned function of employment areas. In planning for employment areas, planning authorities shall maintain land use compatibility between sensitive lands uses and employment areas in accordance with policy 3.5 to maintain the long-term operational and economic viability of the planned uses and function of these areas.

**Comment:** It appears clear from the lack of redevelopment and demand for the reuse of even existing facilities for employment use, in combination with surrounding uses that the planned function of the area for employment lands is in need of reassessment. A use such as that proposed could offer separation from more sensitive land uses and lead to a more mixed-use area and transition away from large scale, less compatible uses.

## 2) Official Plan – City of Windsor

Employment lands within the City of Windsor are the main locations for industrial and business activities. On Schedule D of the Official Plan these lands are either Industrial or Business Park. When reviewing Schedule D of the Official Plan (Figure Two) it is a reasonable assumption to conclude that the subject area's proximity to the rail lines is likely the rationale for its industrial designation. The subject property is located in an area between Wyandotte St W to the north,

College to the south, Cameron to the west and Crawford to the east. Within this area are three different designations, industrial, residential and mixed-use corridor.

The mixed use and residential areas have generally remained utilized for these uses and, in some cases, redeveloped or intensified. The industrial land uses in the same area appear to have not been fully used for many years with little evidence of redevelopment or even full utilization of what is in the area. The subject property has been for lease or sale on more than one occasion and the lands to the immediate east have been vacant for much of the last 8 to 10 years.

In reviewing Section 6.4 Employment (Objectives) there are items which I believe are applicable to the subject lands as follows:

6.4.1.3 To ensure that employment uses are developed in manner which are compatible with other land uses.

**Comment:** With residential uses to the north and south perhaps a transition to a more supportive use (commercial – grocery store) can be both more compatible and service the needs of the residents given the lack of industrial uses to service but also act as a buffer should employment uses return.

6.4.1.6 To locate employment activities in areas which have sufficient and convenient access to all modes of transportation.

**Comment:** Despite being close to rail lines none of the industrial uses have direct or easy access to the rail corridor. Wellington Ave is a local road and does not appear to be in a condition to support industrial traffic nor is it well located with direct access to truck routes.

6.4.1.9 To maintain and develop viable industrial areas.

**Comment:** From a review of the aerial mapping back to 2000 and the street view images back to 2009 this area, from an industrial standpoint, does not appear to be viable based on the lack of redevelopment or intensification of any kind.

6.4.1.10 To provide highly visible and attractive locations for business development.

**Comment:** The subject location is not what could be considered as “on the beaten path.” Wellington Ave is not a highly travelled street (see TIS for traffic volumes) and not designed as such. Although it can be accessed via Wyandotte or College neither of these are considered highly visible locations for industrial development.

## General Policies 6.4.2

In this section 6.4.2.7 speaks of areas in transition and outlines the following:

“Council may support the redevelopment of older and/or abandoned Industrial or Business Park areas to other land uses provided:

- a) The proponent can demonstrate that:
  - i) The redevelopment of the area would not be detrimental to other Industrial or Business Park uses still operating in the area.

**Comment:** The subject property was the only active industrial use north of Elliott St West isolated at the north end of the industrial designation and across from a large industrial parcel that has been vacant for several years. It is also noteworthy that there has been a grocery store located to the east on Crawford for many years directly across from the BASF plant.

- ii) The redevelopment of the area is in keeping with the long-term transition of the entire area to similar uses;

**Comment:** There is no active redevelopment of the area in question, however a transition to mixed use and/or residential in the area would seem to be a compatible option versus the redevelopment or expansion of very limited industrial uses. Property at 700 Wellington had been chosen as the location of the new H4 Homelessness and Housing Help Hub. While this is no longer the case it does demonstrates that the continued use of the area for industrial purposes is not the potential preferred option moving forward. Based on this placing the lands within a site-specific policy area to permit the proposed grocery store could help lead to a future transition to a mixed use corridor or perhaps a mixed use node given the plans for the H4 hub.

### Industrial Policies 6.4.3

The Industrial policies of the Official Plan would not be favourable to the consideration of a grocery store, even as a supportive use. The policies do however hold some relevance when considering the proposed amendment in terms of continuing industrial uses versus that of a mixed-use corridor.

For example, the locational criteria of Section 6.4.3.3 note that, “Industrial development shall be located where:

- a) The industrial use can be sufficiently separated and/or buffered from sensitive lands uses;

**Comment:** The existing property has been in close proximity to residential uses for quite some time. A change to a commercial use, although not entirely ideal can provide a greater degree of compatibility to that of ongoing or new industrial development.

- b) There is access to an arterial road;

**Comment:** Wyandotte St W is the only arterial road (Class II) to the north.

- d) Industry related traffic can be directed away from residential areas;

**Comment:** Related traffic must travel north to access Wyandotte St W as both an arterial and truck route. Alternatively, College Ave is a truck route however is a Class I collector and requires travel through more residential areas. (Figure Three)

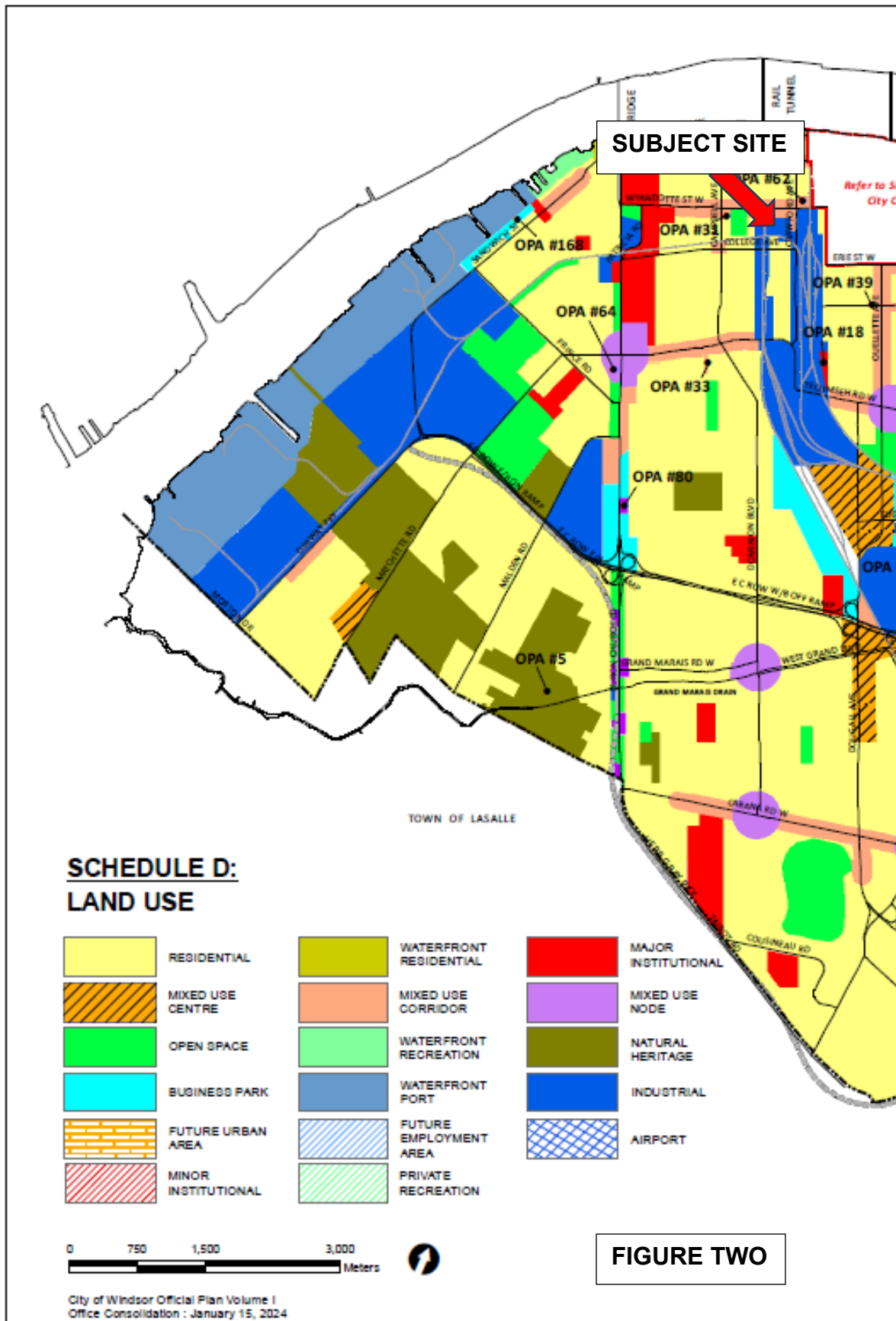
- f) There is access to designated truck routes

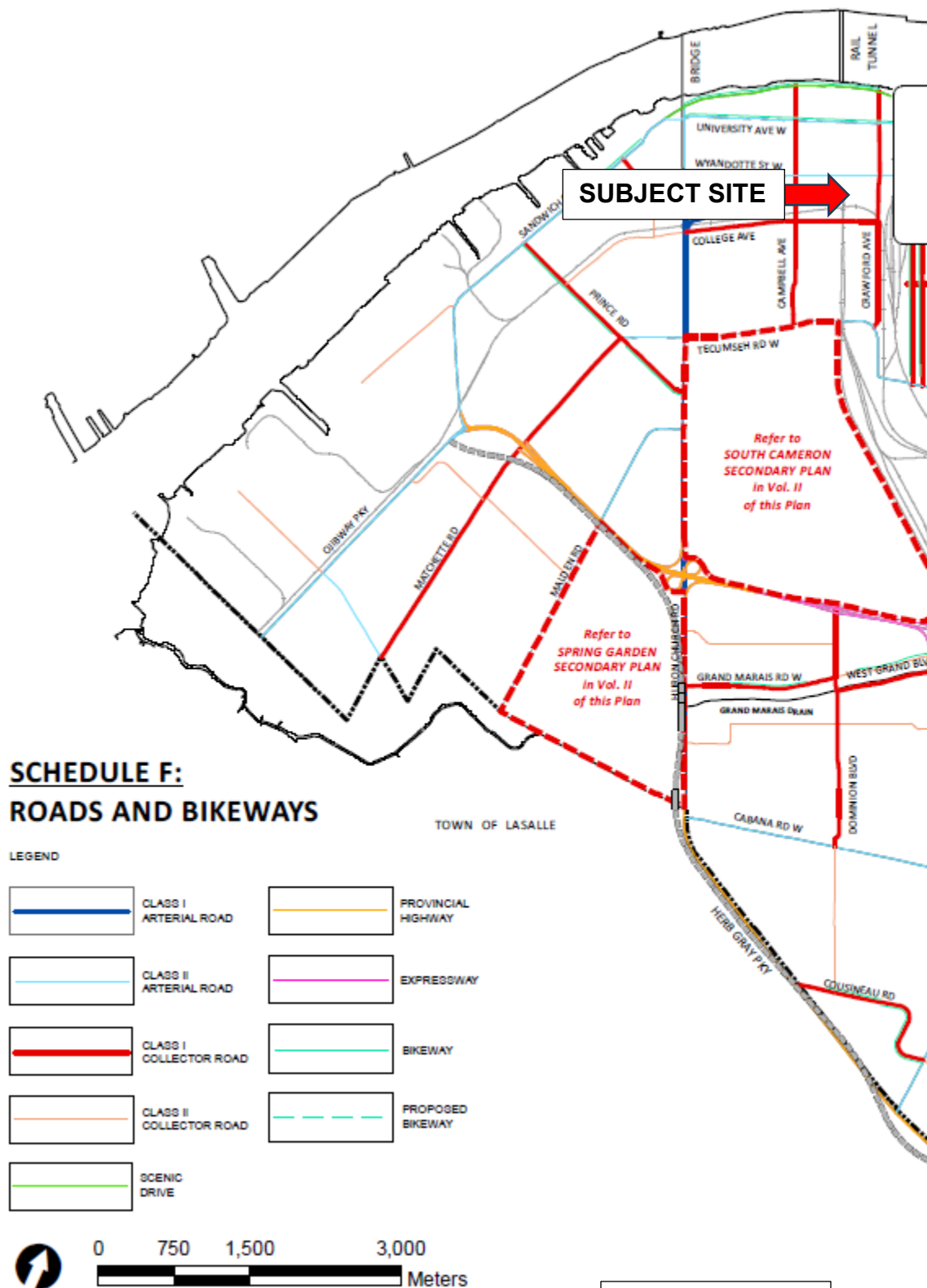
**Comment:** Wyandotte St W is a designated truck route to the north, while College Ave is a truck route to the south. (Figure Four)

If the subject lands were being considered for new industrial uses, there are clearly some circumstances that make the site less desirable. The proposed grocery store will still require truck access for deliveries but offers a use that will be more supportive of the area and lend itself to better land use compatibility in the long term.

A draft of the proposed OPA is attached as Appendix A.

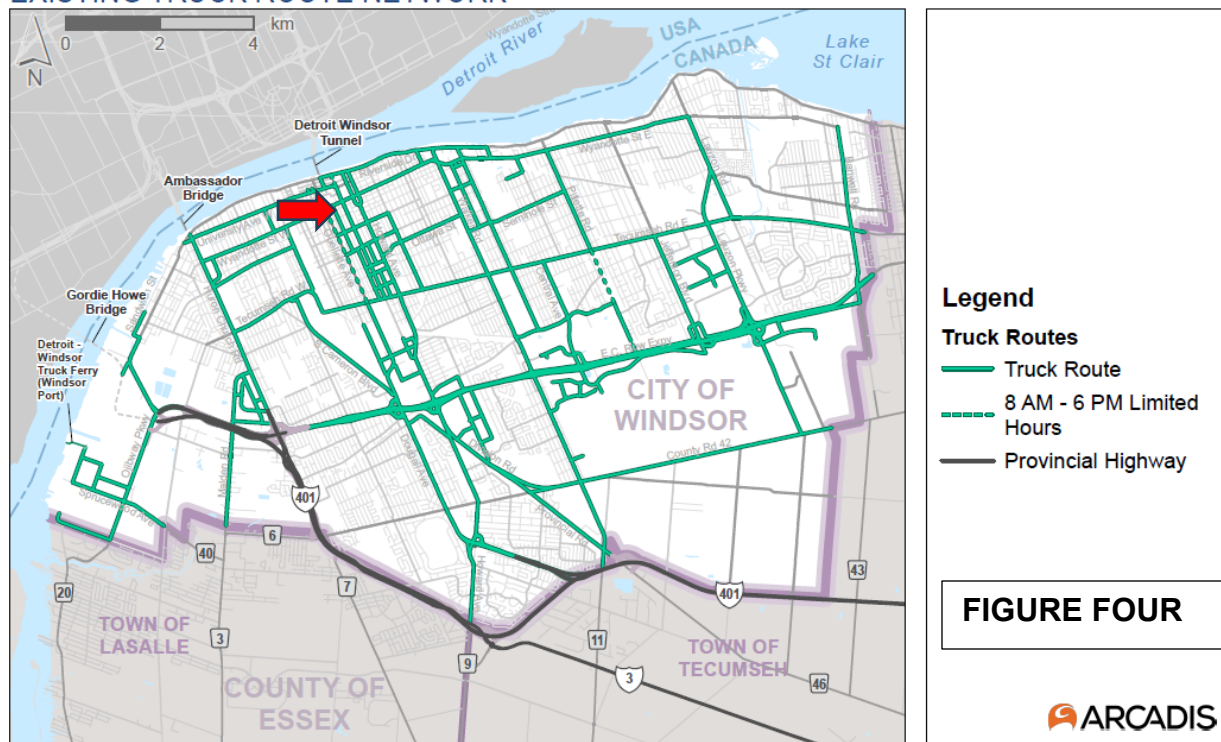






City of Windsor Official Plan Volume I  
 Office Consolidation : January 15, 2024  
 APPROVED by Section 43 Request for Review  
 Decision of Blair S. Taylor, Issued December 4, 2015  
 OMB Case No. PL080049 - April 26, 2016

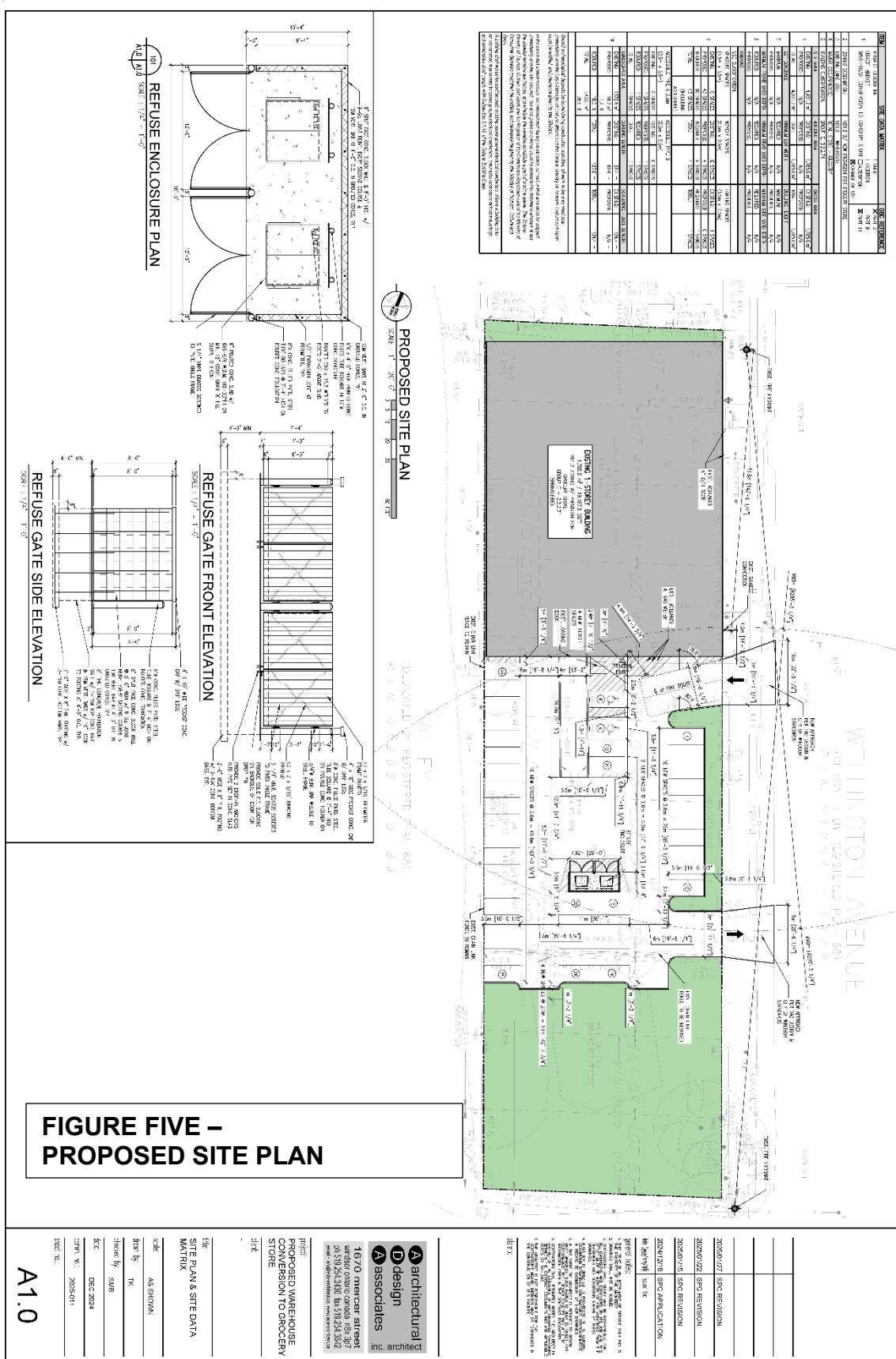
## CITY OF WINDSOR TRUCK ROUTE STUDY EXISTING TRUCK ROUTE NETWORK



### 3) Site Plan Approval

If the proposed redevelopment is permitted through the addition of a site-specific special policy in the Official Plan and amended zoning the change in use of the property and building will result in the need for site plan approval. An initial concept site layout was prepared (Figure Five) in support of the current planning approval requests. There is no new building being proposed on the site. Much of the redevelopment will be interior improvements. The existing parking lot will require improvement and a small expansion toward the south to accommodate additional parking needs and future truck movements related to deliveries and is conceptual shown on the attached plan.

In anticipation of submitting application for site plan approval a full comprehensive set of site plan drawings are being prepared that will address the full range of City requirements needed for staff review and formal approval.



#### 4) Comprehensive Zoning By-law

The subject property is currently zoned Manufacturing District 1.2 (MD1.2). In keeping with the addition of a grocery store as an additional permitted use in the Official Plan, specific to the site, the suggested zoning amendment for the subject property would be a site-specific Manufacturing District 1.2 (MD1.2).

The location of the building is recognized as existing so there are no setback regulations that require amendment. The conceptual site plan details related to dimensions of parking, loading and drive aisles is in compliance. Bike parking spaces have been included on Figure Five

Parking on the property would be less than that required for the change in use of the building in question however Appendix B includes a rationale in support of a reduction in the requirement as detailed in the zoning chart.

To maintain a compact site and avoid adding hard surface area relief is also being requested from certain provisions of Section 25.5.10.3 and 25.5.20.1 to address parking setback and/or curbing requirements along the east and west lot lines. The setback from the east lot line is providing close to the required setback versus the existing setback of 0. The west lot line setback is requesting recognition of no setback which abuts an unused alley with the rail tunnel corridor beyond that.

The following zoning chart outlines what the recommended zoning amendment would establish as site-specific regulations for the business:

<b>Category</b>	<b>Proposed Amendment</b>
Manufacturing District 1.2 (MD1.2)	Rezoned to a site-specific Manufacturing District 1.2 (MD1.2)
Additional Permitted Use	Retail Store (grocery)
Special Regulation A	Grant relief from Section 24.26.5 to recognize parking in the required front yard setback
Special Regulation B	Establish the required parking as 42 spaces (min)
Special Regulation C	Section 18.2.5.10 not apply to a retail store (grocery store)
Special Regulation D	Grant relief from Section 25.5.10.3
Special Regulation E	Reduce the required setback in Section 25.5.20.1.2 from 3 m to 2.65 m abutting Wellington Ave.
Special Regulation F	Grant Relief from Section 25.5.20.1.3 from the west lot line

### **Traffic Impact and Parking Needs Rationale**

The City of Windsor, as part of the initial consultation process, requested that a Traffic Impact Study be completed. The entire report is attached as Appendix B. The study reviewed four intersections that could be potentially impacted by the proposed use on the subject site including Wyandotte at Wellington, Elliot at Wellington, College at Wellington and Elliot at Crawford. In each case the study concluded that the level of service at these intersections would continue to operate at a good to acceptable level through 2034. The study also included an assessment of the proposed accesses to the site, and each will operate at a good level.

Supplementary to the traffic report the study also undertook an assessment of the parking needs for the proposed use. The report concludes that the 42 parking spaces, 44 are proposed, for the site can adequately support the use based on the site's location near residential uses to the north and south as well as close proximity to a main transit line on Wyandotte St. W. The provision of reduced parking for the site is also in keeping with long-term goals to encourage the use of other forms of sustainable transportation, particularly walking and transit and helps to support the reuse of existing buildings.

Lastly, the existing business is a specialty grocery store which operates in a much smaller space just north of the subject property with roughly half the parking spaces of the new site. The new building, while much larger, is intend to provide a much improved shopping experience for the existing customer base and provide added storage and office space that are greatly lacking at the existing site. Even with a much larger space it is not anticipated that the parking needs would increase significantly enough to require more than the spaces being proposed.

### **Public Open House**

In accordance with City policy a public open house was held on November 19, 2024 from 5 pm to 7 pm at the Windsor International Aquatic and Training Centre. All property owners within 200 m of the subject property were provided with notice (Appendix C) which was mailed October 31, 2024.

A total of two members of the public attended the open house along with the Ward Councilor, a member of the City planning staff and the applicant. E-mail feedback in objection to the proposed approvals was also sent by the owner of 799 Crawford (Appendix D).

There were no concerns specific to the proposed redevelopment expressed by the members of the public that attended the open house. Much of the comment was related to the overall redevelopment of the area and the future introduction of the H4 Hub.

The e-mail feedback from 799 Crawford expressed two concerns; 1) the potential negative economic impacts of having two ethnic food supermarkets in close proximity, and 2) what type of background work had been completed to address noise, traffic, site access, firefighting, loading and other major issues associated with a large supermarket.

**Comment:** The economic impact noted in the objection is a matter of competition and generally not considered a planning related issue. It is worth pointing out that the purpose of the redevelopment at 673 Wellington is to relocate an existing market that is currently just north of the subject property at 1165 Wyandotte St W. The new location will provide added space to accommodate the growth of the business but is not bringing a new or additional competitor to the area. It is also my understanding that the grocery store at 799 Crawford specializes in Asia food where the proposed relocated market specializes in Middle Eastern food.

In terms of background work that has been completed a comprehensive traffic study was prepared that did not highlight any negative impact to traffic in the area, looked at the safety of the access points to the site and provided feedback on the proposed parking needs. Noise was an item that was not specifically looked at based on the fact that the current zoning on the property is industrial and permits a wide variety of uses as-of-right that would have a much greater impact on the limited residential uses to the north. Any day-to-day noise generation would also be at the south end of the existing

building. The residential use and the industrial building have co-existed in this location for quite some time and there is no reason to believe that the addition of the grocery store use would change that. The remaining items noted in the feedback are more related to site plan approval which will be the follow-up step to the official plan and zoning amendment applications.


## Conclusions

The subject site is clearly in a location that has been in decline as an industrial area. The subject site appears to have been one of the last active industrial uses up until its closure and sale. The area is ripe for redevelopment and likely transition to other uses. This was reinforced by the Cities selection of 700 Wellington to the immediate east of the subject property for the H4 Hub. Although this is no longer the plan for the area this would have seen a mix of uses added to the area as well as an influx of activity resulting from that change and supporting redevelopment and rejuvenation.

The proposal for the addition of the grocery store use on the property helps support the relocation and growth of an established business currently servicing the residents in the surrounding area. It further strengthens the area for mixed use redevelopment and provides a rationale for future consideration of a change from the industrial designation to perhaps that of a mixed use depending on the future needs to support the transition of the surrounding area.

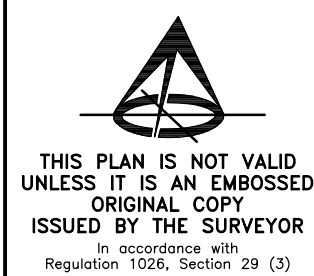
To that end the requested approvals represent good land use planning and should be considered consistent with the direction for the City of Windsor for the Wellington Ave corridor.

Prepared by:



Robert Brown, H, Ba, MCIP, RPP  
Principal Planner  
Oakview Land Use Planning





## TOPOGRAPHIC SURVEY

OF  
LOTS 43 TO 53  
REGISTERED PLAN 68  
IN THE  
CITY OF WINDSOR  
COUNTY OF ESSEX, ONTARIO  
© VERHAEGEN LAND SURVEYORS, A DIVISION OF J.D. BARNES LTD.

SCALE : 1"=30'  
0 15.0 30.0 60.0 90.0 150.0 FEET

"IMPERIAL" DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE  
IN FEET AND CAN BE CONVERTED TO METRES BY  
MULTIPLYING BY 0.3048

### INTEGRATION DATA

COORDINATES ARE DERIVED FROM GRID OBSERVATIONS USING THE CAN-NET  
NETWORK SERVICE AND ARE REFERRED TO UTM ZONE 17 (81° WEST LONGITUDE)  
NAD83 (CSRS) (2010.0).  
COORDINATE VALUES ARE TO AN URBAN ACCURACY IN ACCORDANCE WITH  
SECTION 14(2) O.REG. 216/10

POINT ID	NORTHING	EASTING
ORP-A	15374432.75'	1086179.56'
ORP-B	15373920.91'	1086408.63'

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS  
OR BOUNDARIES SHOWN ON THIS PLAN.

### LEGEND

○ MHH	DENOTES HYDRO MANHOLE	✚ FH	DENOTES FIRE HYDRANT
○ MHS	DENOTES SEWER MANHOLE	✚ WM	DENOTES WATER METER
○ MHT	DENOTES TELEPHONE MANHOLE	✚ WVS	DENOTES WATER VALVE (Service)
○ MHTR	DENOTES TRAFFIC MANHOLE	✚ WVM	DENOTES WATER VALVE (Main)
○ MHW	DENOTES WATER MANHOLE	✚ GM	DENOTES GAS METER
■ CB	DENOTES CATCH BASIN	✚ GV	DENOTES GAS VALVE
■ DCB	DENOTES DOUBLE CATCH BASIN	■ HM	DENOTES HYDRO METER
● LSc	DENOTES LIGHT STANDARD CONCRETE	■ PedT	DENOTES TELEPHONE PEDESTAL
● LSw	DENOTES LIGHT STANDARD STEEL	■ PedCTV	DENOTES CABLE TV PEDESTAL
■ UPc	DENOTES UTILITY POLE CONCRETE	■ TRs	DENOTES TRAFFIC SIGN
■ UPs	DENOTES UTILITY POLE STEEL	■ TRsg	DENOTES TRAFFIC SIGNAL
■ UPw	DENOTES UTILITY POLE WOOD	■ TRsb	DENOTES TRAFFIC SIGNAL BOX
● GP	DENOTES GUY POLE	● TH	DENOTES TESTHOLE
● GW	DENOTES GUY WIRE	● BM	DENOTES BENCH MARK
● Bdl	DENOTES BOLLARD	△ HCP	DENOTES HORIZONTAL CONTROL POINT
● PM	DENOTES PARKING METER	○ VCP	DENOTES VERTICAL CONTROL POINT
ASP	DENOTES ASPHALT	✚	DENOTES SHRUB
70c	DENOTES TOP OF CURB	○ SC	DENOTES SEWER CLEANOUT
80c	DENOTES BOTTOM OF CURB	///	DENOTES INVERT

DECIDUOUS AND CONIFEROUS TREES ARE DENOTED DT AND CT RESPECTIVELY.  
A PREFIX TO THE DESCRIPTION DESIGNATES THE NUMBER OF TREE TRUNKS WHEN  
TREES ARE CLUMPED TOGETHER AND A SUFFIX DENOTES THE TREE DIAMETER OR  
(NTS) NOT TO SCALE.

— C —	C —	C —	DENOTES OVERHEAD CABLE TV LINE
— G —	(pipe size) —	G —	DENOTES GAS LINE
— H —	H —	H —	DENOTES OVERHEAD HYDRO LINE
— CS —	(pipe size) —	CS —	DENOTES COMBINED SEWER
— SA —	(pipe size) —	SA —	DENOTES SANITARY SEWER
— ST —	(pipe size) —	ST —	DENOTES STORM SEWER
— T —	T —	T —	DENOTES OVERHEAD TELEPHONE LINE
— W —	(pipe size) —	W —	DENOTES WATER LINE

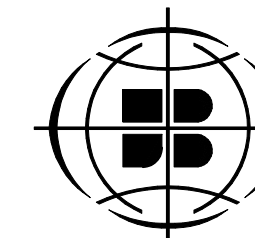
UNDERGROUND CABLE, HYDRO OR TELEPHONE LINES ARE PREFIXED WITH THE LETTER "u"  
(CABLE = uC HYDRO = uH TELEPHONE = uT)

### SURVEYOR'S CERTIFICATE

- I CERTIFY THAT:
- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT,  
THE SURVEYORS ACT AND THE REGULATIONS MADE UNDER THEM.
  - THIS SURVEY WAS COMPLETED ON THE 3rd DAY OF APRIL, 2024

DATE APRIL 08, 2024

ROY A. SIMONE  
ONTARIO LAND SURVEYOR



VERHAEGEN  
LAND SURVEYORS

A DIVISION OF J.D. BARNES LTD.

944 OTTAWA STREET, WINDSOR, ON, N8X 2E1  
T: (519) 258-1772 F: (519) 258-1791 www.jdbarnes.com

DRAWN BY: SP CHECKED BY: KH/RAS REFERENCE NO.: 24-47-127-00

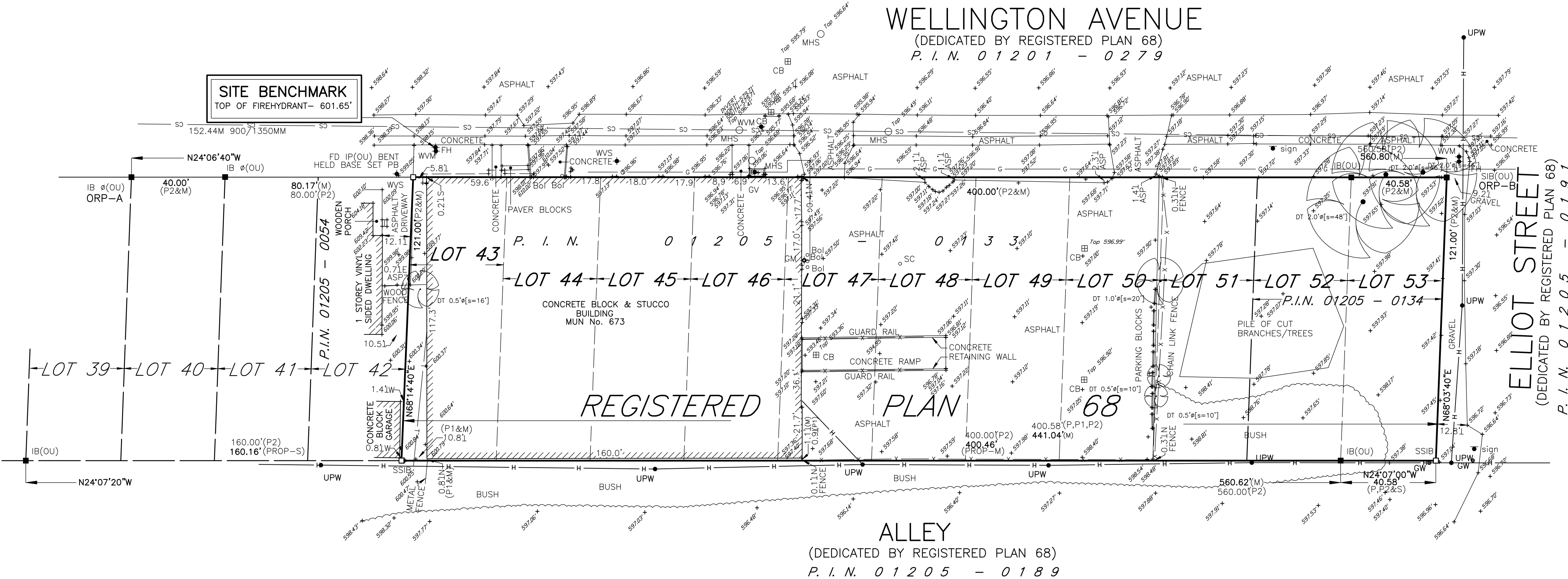
CAD File: 24-47-127-00.dwg  
CAD Date: April 9, 2024 2:03 PM

File: E-68-4

## WELLINGTON AVENUE

(DEDICATED BY REGISTERED PLAN 68)

P. I. N. 0 1 2 0 1 - 0 2 7 9



### CAUTION

SEWER INVERT ELEVATIONS SHOWN HEREON HAVE BEEN DERIVED  
FROM SEWER ATLAS HS AND ARE NOT THE RESULT OF FIELD  
MEASUREMENTS.

### CAUTION

UNDERGROUND UTILITIES AND SERVICES SHOWN ON THIS PLAN ARE  
APPROXIMATE AND MUST BE VERIFIED BEFORE CONSTRUCTION

### LEGEND AND NOTES

BEARINGS ARE UTM GRID DERIVED FROM OBSERVED REFERENCE POINTS 'A' AND 'B'  
BY REAL TIME NETWORK OBSERVATIONS AND ARE REFERRED TO UTM ZONE 17  
(81° WEST LONGITUDE) NAD83 (CSRS) (2010.0).

DISTANCES ON THIS PLAN ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING  
BY THE COMBINED SCALE FACTOR OF 0.999928

ALL SET SSIB AND PB MONUMENTS WERE USED DUE TO LACK OF OVERBURDEN AND/OR  
PROXIMITY OF UNDERGROUND UTILITIES IN ACCORDANCE WITH  
SECTION 11(4) OF O.REG. 525/91.

ALL MONUMENTS SHOWN THUSLY □ ARE IRON BARS (IB) UNLESS OTHERWISE NOTED.  
SIB DENOTES 25mm X 25mm X 1.22m STANDARD IRON BAR  
SSIB DENOTES 25mm X 25mm X 0.61m SHORT STANDARD IRON BAR  
IB 16 DENOTES 16mm X 16mm X 0.61m IRON BAR  
IB 19 DENOTES 19mm diameter X 0.61m ROUND IRON BAR  
CC DENOTES CUT-CROSS  
CP DENOTES 5mm X 50mm STEEL PIN  
PB DENOTES PLASTIC BAR  
■ DENOTES SURVEY MONUMENT FOUND  
□ DENOTES SURVEY MONUMENT SET AND MARKED JDB  
WIT. DENOTES WITNESS I DENOTES PERPENDICULAR  
(S) DENOTES SET (M) DENOTES MEASURED (D) DENOTES INST. No.  
ORP DENOTES OBSERVED REFERENCE POINT  
(NI) DENOTES NOT IDENTIFIABLE (OU) DENOTES ORIGIN UNKNOWN  
(S/P) DENOTES SET PROPORTIONALLY  
(1744) DENOTES VERHAEGEN SURVEYORS INC., O.L.S.  
(JDB) DENOTES J.D. BARNES LIMITED, O.L.S.  
(P) DENOTES PLAN OF SURVEY BY (1194) DATED JANUARY 4, 1980 (4V-6941)  
(P1) DENOTES PLAN OF SURVEY BY (1194) DATED JULY 11, 1979 (4V-6683)  
(P2) DENOTES REGISTERED PLAN 68

### ELEVATIONS

ELEVATIONS SHOWN ON THIS PLAN ARE IN FEET TO CANADIAN GEODETIC VERTICAL DATUM (1928)

### BENCH MARK

BENCH MARK 780 ELEVATION-595.14'  
M.B. 915 CRAWFORD AVENUE; THE PLATE IS LOCATED ON THE EAST WALL, 0.9  
FEET FROM THE NORTH WALL AND 1.1 FEET ABOVE GROUND.

### SITE BENCH MARK ELEVATION-601.65'

TOP OF FIRE HYDRANT ON NORTH EAST CORNER OF PROPERTY ON  
WELLINGTON AVENUE.

**Subject: Additional Information Memo to Council Report No. S 33/2025**

**Reference:**

Date to Council: April 28, 2025  
Author: Brian Nagata, MCIP, RPP  
Planner II - Development Review  
(519) 255-6543 ext. 6181

Planning & Building Services  
Report Date: April 11, 2025  
Clerk's File #: Z/14931 and Z/14930

**To:** Mayor and Members of City Council

**Additional Information:**

The Development & Heritage Standing Committee (DHSC) considered Council Report No. S 33/2025 concerning an Official Plan Amendment (OPA) and Zoning By-law Amendment (ZBA) for 0 and 673 Wellington Avenue at its April 7, 2025 meeting. DHSC approved the following motions directing Administration to consult with the Windsor-Essex County Health Unit (WECHU) on its administration of the compulsory inspection process for a new food premise to ensure that the former use of the site will not pose any health risks to users of the proposed grocery store:

*V. THAT Administration **BE DIRECTED** to consult with the WECHU for comment with respect to process in terms of oversight for the proposed use of the property, given the previous use of the site; and*

*VI. THAT the information **BE FORWARDED** to Council when the report moves forward for consideration.*

This DHSC directive originates from the written submission, dated April 7, 2025, and in person delegation made by Anthony Debly of Debly Law on behalf of his client, Buu Quoc Tran, owner of the nearby property at 1165 Wyandotte Street West. Mr. Tran is opposed to the OPA and ZBA. Mr. Tran's objections centre on personal matters with the Applicant, and concern for the health and safety of customers of the proposed grocery store due to the former manufacturing facility use and high crime rate within the area, respectively.

**Discussion:**

The operation of a grocery store requires a Food Store (food premise) business licence from the City of Windsor. The obtainment of a Board of Health Inspection Certificate from WECHU is a prerequisite to the issuance of the business licence. WECHU

provided the following statement outlining their role in the administration of the compulsory inspection for a new food premise and other responsibilities:

*“The WECHU’s role is to ensure that operators and owners of food premises are compliant with the requirements set out in [O. Reg 493/17 Food Premises](#), under the [Health Protection and Promotion Act](#). As per the regulation all new food premises must notify the health unit and provide information about the premises prior to opening. A pre-operational inspection will be conducted by a Public Health Inspector and approval to operate will be given when all conditions meet O. Reg 493/17. When premises are fully operational, compliance inspections will be conducted routinely and if necessary, re-inspections will be completed to correct infractions. Additionally, should the health unit receive complaints about a food premises, an investigation will be conducted to address public concerns.”*

The applicant advised Administration after the DHSC meeting that they had a [Phase One Environmental Site Assessment \(ESA\)](#) completed for the subject property. The Phase One ESA, dated July 2023 was completed by Landtek Limited Consulting Engineers. The Phase One ESA included the following two recommendations based on the information therein:

- *“Based on the review of available historical, regulatory information and observations made during the Site inspection there is no significant evidence of major environmental impact at the Site.*
- *Based on the continued usage of the Site as a commercial/industrial use, it is the opinion of Landtek that based on the current use there is no requirement to undertake further environmental evaluation of the Site at this time.”*

[Ontario Regulation 153/04: Records of Site Condition](#), under the [Environmental Protection Act](#) does not require a Record of Site Condition (RSC) to be filed in the Environmental Site Registry for the change of land or a building on a property from an industrial use to a commercial use.

A RSC summarizes the environmental condition of a property, as of a certification date, based on the completion of one or more ESAs conducted or supervised by a qualified person.

The Phase One ESA also concluded that *“there is potential for polychlorinated biphenyl compounds (PCBs) in the electrical fixtures to be present, asbestos containing materials (ACMs) in the building materials, and lead-based Paints (LBP) may have been used. A Designated Substance Assessment (DSS) is required if future repair, renovation or demolition activities are planned which could disturb ACMs and LBPs.”*

It is the employer’s responsibility to undertake a DSS in accordance with [Ontario Regulation 490/09: Designated Substances](#), under the [Occupational Health and Safety Act](#). A DSS is not identified as Applicable Law under [Ontario Regulation 332/12: Building Code](#), under the [Building Code Act](#), thus it can not be required as a prerequisite to the issuance of building permit. The [Occupational Health and Safety Act](#) and its regulations are enforced by the Ministry of Labour, Immigration, Training and Skills Development.

The existing Manufacturing District 1.2 (MD1.2) zoning permits the following food related uses:

- Food Catering Service
- Food Outlet - Drive-Through
- Food Outlet - Take-Out
- Food Processing Facility
- Micro-Brewery
- Restaurant
- Restaurant With Drive-Through
- Wholesale Store

These uses can be established by a building permit without any *Planning Act* approvals if the required parking is provided.

**Consultations:**

- Elaine Bennett, Manager, Environmental Health, WECHU
- Peter Millar, Public Health Environmental Health Inspector, WECHU

**Conclusions:**

The WECHU's role in the Food Store (food premise) business license process will ensure that the operators and owners of the grocery store are compliant with the requirements set out in *Ontario Regulation 493/17: Food Premises*.

Works occurring without a DSS can be reported by any individual to the Ministry of Labour, Immigration, Training and Skills Development who will take the necessary enforcement action.

City of Windsor Building Inspectors will be on site at various stages of the construction process and can report and/or refuse to complete an inspection(s) if work has or is being completed without a DSS.

**Planning Act Matters:**

I concur with the above comments and opinion of the Registered Professional Planner.

*Greg Atkinson, MCIP, RPP*

*Deputy City Planner - Development / City Planner (A)*

I am not a registered Planner and have reviewed as a Corporate Team Leader

*JP*

*JM*

**Approvals:**

Name	Title
Brian Nagata	Planner II - Development Review
Greg Atkinson	Deputy City Planner - Development

<b>Name</b>	<b>Title</b>
Greg Atkinson	City Planner (A)
Aaron Farough	Senior Legal Counsel
Jelena Payne	Commissioner, Economic Development
Ray Mensour acting for Joe Mancina	Chief Administration Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>

**Appendices:**

N/A

**Council Report: C 22/2025**

**Subject: RFP Update - Jackson Park Feasibility Study - Ward 3**

**Reference:**

Date to Council: February 10, 2025

Author: Samantha Magalas

EIC, Community Services

smagalas@citywindsor.ca

519-253-2300x2730

Parks

Report Date: 1/23/2025

Clerk's File #: SR/14718

**To:** Mayor and Members of City Council

**Recommendation:**

- I. **THAT** City Council **RECEIVE** this report in response to the request to report back on the Jackson Park Bandshell Feasibility Study procurement process; and further,
- II. **THAT** City Council **DIRECT** Administration to cancel RFP 123-24.

**Executive Summary:**

N/A

**Background:**

On March 21, 2012, the Emancipation Celebrations Monument in Jackson Park report was approved by the Social Development, Health and Culture Standing Committee. The Council Resolution stated "**THAT** the offer by the Emancipation Celebration Corp. and the Black Canadian Ethnic Club of Windsor to place an Emancipation Celebration Monument in Jackson Park near the bandstand **BE ACCEPTED**" (Livelink 15759, SR2012). That report was subsequently approved by City Council on Apr 16, 2012. The report, minutes and sketch of the proposed monument are attached as Appendix A. Unfortunately, adequate funds were never raised and as a result, the monument was never built.

On September 6, 2022, Councillor Kieran McKenzie asked the following question:

*"Asks that Administration provide an update on the current status and condition of the Jackson Park Band shell and further comment on the viability of a Feasibility Study"*

*outlining the scope of work necessary to bring the Bandshell back into community access and usage within the Parks Department inventory of assets.”*

Administration presented a report to Council on November 27, 2023 that contained information about the site, a preliminary estimate of the cost to conduct a feasibility study and outlined some of the risks associated with undertaking the project. At that November 27th meeting of City Council, Administration was directed to move forward with the following through CR 475/2023:

*“That the report of the Executive Initiatives Coordinator dated August 21, 2023, entitled Response to CQ 18-2022 – Jackson Park Bandshell Update-Ward 3 BE RECEIVED for information; and further,*

*That administration BE REQUESTED to engage in a feasibility study (two Phases) including a Condition Study and a Vision and Rendering Phase along with public consultation with various community groups, including artist groups, the black community as well as the general public and other community stakeholders; and,*

*That the Community Consultation INCLUDE discussion with the public school board, to address property and land use challenges as it relates to the Bandshell; and,*

*That the study BE FUNDED from the Budget Stabilization Reserve Fund (BSR).”*

Administration began the process of submitting the revised scope of work document to a rostered Engineering Consultant to complete the work as directed by Council including public consultation. Upon the Consultant inquiring about supporting documents and clarifying the scope of work, it became apparent that the original estimate of \$100,000 to conduct this study was not going to be adequate to complete the project. Since the Bandshell structure is listed on the Windsor Municipal Heritage Register, a Heritage Impact Assessment (HIA) will be required to be submitted by the Consultant, which was not fully anticipated during the original report to Council. Without the HIA, a comprehensive understanding of the scope of work for the project will not be possible. A Heritage Consultant would be required to complete the HIA, including an evaluation the heritage structure and the site. This is in addition to the other supporting documents such as a detailed Environmental Analysis, Designated Substances Survey, Topographical Survey, Traffic and Transportation (due to required parking) and Crime Prevention through Environmental Design (CPTED) study. These, in combination with the Public and Stakeholders’ consultations during both parts of the subject report, contributed to the cost increase. As a result, at the January 15, 2024 meeting of City Council, an update to Council was presented via C189/2023 which requested funding to an upset limit of \$300,000 to complete the process.

Council directed through CR 43/2024 that:

*“That the report of the Executive Initiatives Coordinator, Community Services dated December 28, 2023 entitled “Jackson Park Bandshell Feasibility Study Update - Ward 3” BE REFERRED to the 2024 Operating & Capital Recommended Budget meeting for Council’s consideration.”*

On Monday January 29, 2024 via B8/2024 Council directed:

*“That the report of the Executive Initiatives Coordinator, Community Services dated December 28, 2023, entitled “Jackson Park Bandshell Feasibility Study Update - Ward 3” BE REFERRED back to administration; and,*

*That administration BE DIRECTED to undertake a formal procurement process related to a feasibility study whereby the scope of the study be limited to heritage and technical attributes of the facility at the current location and further that a city led community consultation be part of the scope of the study; and,*

*That an amount up to \$120,000 BE APPROVED from the Budget Stabilization Reserve (BSR); and,*

*That administration BE REQUESTED to report back to Council with the results of the procurement process.”*

This report is in response to Councils direction to report back on the procurement process.

## **Discussion:**

In response to the direction to run City led community consultation, Administration held a Public Information Centre (PIC) on April 25, 2024, at the Optimist Community Centre from 2:00 pm to 4:00 pm and again from 6:00 pm to 8:00 pm, with a total attendance of 43 people. The open house coincided with the start of an 8-week online survey, which was advertised on the City’s website ([LetsTalk.citywindsor.ca](https://lets-talk.citywindsor.ca)) and in City media releases, along with the PIC.

The online survey was scheduled to close on June 23, 2024, with 579 responses. The online survey was extended until September 6, 2024, in response to feedback to allow additional time for consultation. An additional 400 responses were received, concluding with almost 1,000 feedback submissions.

In addition to the PIC and online survey, Administration advertised their availability to meet with stakeholders wishing to discuss specific ideas and opportunities regarding the future of the bandshell. As a result, both individual and group meetings took place and included one diverse group of stakeholders, including representatives from the Essex County Black Historical Research Society, Windsor Essex Theatre Alliance, Black Council of Windsor Essex, and several musicians, artists and producers who attended multiple meetings with Administration.



Administration reviewed all of the PIC feedback, online survey data, follow-up meetings and consultations. In summary, the top responses for what the public would like to see at the site include: the existing bandshell in Jackson Park activated as a performing arts space/venue and more open green space with a symbolic monument/memorial. The most important issues to address included drainage, lighting, pathways, parking, safety, seating, shade, accessibility, adding washrooms and overall space. There was interest to use this as a small-medium sized event space all year round. Some indicated they would be interested in renting the Jackson Park bandshell space for an event (including permit fees, insurance requirements, etc.), however majority prefer the venue be available for a nominal fee for small, private events including art programs, memorial gatherings, poetry readings and musical performances. Heritage significance was also identified in the public feedback due to notable past cultural events taking place on the grounds and musical artists performing at the bandshell.

On November 6, 2024, Administration released a Request for Proposal (RFP) in accordance with the City's Purchasing By-Law. The RFP closed on November 22, 2024, with only one response submitted. After reviewing the submission and adding standard departmental project management fees along with a contingency, the proposed funding to complete the feasibility study would not be adequate.

As some of the feedback received from the PIC included adding a symbolic monument/memorial to the site, Administration has included the previous Council direction to erect the Emancipation Celebrations Monument within Jackson Park for Council to consider at this time.

### **Risk Analysis:**

There is a significant financial risk associated with conducting the feasibility study. If City Council wishes to proceed with a feasibility study, additional funding would need to be identified. It is important to note that the technical and heritage aspects of the site that were included in the feasibility study would still not provide a complete feasibility study which could significantly impact the cost of moving forward with any site refurbishment.

If Council directs Administration to move forward with this study, during the course of the study, there may be findings that determine additional testing might be required (soil, environmental, etc.) at additional costs.

There is significant concern that renovating the bandshell at Jackson Park could lead to challenges in terms of seating capacity.

There is little risk in proceeding with building the Emancipation Celebrations Monument. This project was previously approved by the Social Development, Health and Culture Standing Committee and by the Community Public Art Advisory Committee.

## **Climate Change Risks**

### **Climate Change Mitigation:**

There are no climate change mitigation risks involved in approving this report.

### **Climate Change Adaptation:**

There are no climate change adaptation risks involved in approving this report.

### **Financial Matters:**

Should Council approve the Recommendation to cancel RFP 123-24, the \$120,000 approved funding will not be required for a feasibility study.

### **Consultations:**

Laura Ash – Projects Lead, Parks Development

Erika Benson – FPA, Parks

Wadah Al-Yassiri – Manager, Parks Development

Michelle Staaedegaard – Manager, Culture & Events

Mike Dennis – Manager, Strategic Capital Budget Development and Control

### **Conclusion:**

Administration has determined that the total cost to conduct a feasibility study for the Jackson Park bandshell, inclusive of project administration and the RFP results, would be greater than the approved \$120,000. As a result, Administration is seeking approval to cancel the RFP 123-24.

If Council wishes to direct Administration to install an Emancipation Celebrations Monument in Jackson Park, the funding with an upset limit of \$50,000 could come from the Pay-As-You-Go Reserve (Fund 169).

### **Planning Act Matters:**

N/A

### **Approvals:**

<b>Name</b>	<b>Title</b>
Samantha Magalas	EIC, Community Services
Emilie Dunnigan	Manager, Developmental Revenue and Financial Planning
Dawn Lamontagne	Purchasing Manager (A)

James Chacko	Executive Director, Parks, Recreation & Facilities
Michael Chantler	Senior Executive Director, Community Services (A)
Wira Vendrasco	City Solicitor
Ray Mensour	Commissioner, Corporate & Community Services
Janice Guthrie	Commissioner, Finance & City Treasurer
Joe Mancina	Chief Administrative Officer

**Notifications:**

Name	Address	Email

**Appendices:**

- 1 Appendix A – Previous Council Report, Minutes & Monument Sketch

*Item No.*

**THE CORPORATION OF THE CITY OF WINDSOR**  
**Social Development, Health and Culture Standing Committee-**  
**Community Public Art Committee**

**MISSION STATEMENT:**

*"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"*

<b>LiveLink REPORT #: 15759</b>	<b>Report Date: February 14, 2012</b>
<b>Author's Name: Cathy Masterson</b>	<b>Date to Standing Committee: March 21, 2012</b>
<b>Author's Phone: 519 523-2300 ext. 2724</b>	<b>Classification #:</b>
<b>Author's E-mail: cmasterson@city.windsor.on.ca</b>	

**To: Social Development, Health and Culture Standing Committee**

**Subject: Emancipation Celebrations Monument in Jackson Park**

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**P&R 12-16**

**1. RECOMMENDATION:** City Wide: \_\_\_\_\_ Ward(s): 4

THAT the Social Development, Health and Culture Standing Committee **ACCEPT** the offer of an Emancipation Celebrations Monument to be placed in Jackson Park.

**EXECUTIVE SUMMARY:**

**2. BACKGROUND:**

Emancipation Celebrations first took place from the turn of the 20<sup>th</sup> Century right through to the 1970's. Originally the Celebrations began with a huge parade that began in Dieppe Park and made its way to Jackson Park ending at the bandstand. Upwards to 250,000 spectators came and lined the streets of Windsor with a large number of Americans in the audience making this the largest event of its kind in North America.

Not only were the local Emancipation Celebrations well attended with local residents and neighbours, they also attracted the attention and participation of Mrs. Eleanor Roosevelt, Dr. Martin Luther King Jr and Olympian Jessie Owens as keynote speakers and celebrities such as 'Smoking Joe' Louis and Diana Ross and the Supremes were guests.

The 1967 Race Riots in Detroit dramatically affected the attendance of the festival and it was eventually moved to MicMac Park. The Celebrations have been resurrected and now take place at the Riverfront Festival Plaza.

**3. DISCUSSION:**

The floats, marching bands and drill teams were officially judged by passing the Band Stand. This is the only remaining "touchstone or bench mark" of the Celebrations that filled the park.

A black granite monument will be placed near the grandstand. The wording will be etched into a bronze plaque. A foundation may need to be engineered which would be part of the cost of the project.

#### **4. RISK ANALYSIS:**

N/A

#### **5. FINANCIAL MATTERS:**

The Windsor Emancipation Celebration Corp. and the Black Canadian Ethnic Club of Windsor, Corp. both must be in sound financial relationship with the City of Windsor.

All costs associated with the purchase, delivery, installation and maintenance will be paid for by the Windsor Emancipation Celebration Corp. and the Black Canadian Ethnic Club of Windsor. No City monies involved in the project.

#### **6. CONSULTATIONS:**

Mike Clement, Manager Parks Development

#### **7. CONCLUSION:**

The Emancipation Celebrations were and continue to be an important festival in the City of Windsor and the surrounding area. It is fitting that there be a monument to illustrate the significance.

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**Cathy Masterson**  
Manager of Cultural Affairs

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**Jan Wilson**  
Executive Director, Recreation and Culture

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**Ronna Warsh**  
Community Development and Health  
Commissioner and Corporate Leader  
Social Development, Health, Recreation  
and Culture

cfm

#### **APPENDICES:**

#### **DEPARTMENTS/OTHERS CONSULTED:**

**Name:**

**Phone #:** 519                      **ext.**

#### **NOTIFICATION :**

Name	Address	Email Address	Telephone	FAX
Mr. Kim Elliot		kimell37@yahoo.com		
Mr. Marc Taylor		Admin@EmancipationDay.ca		

**REPORT NO. 59** of the  
**sSOCIAL DEVELOPMENT,**  
**HEALTH & CULTURE STANDING COMMITTEE**

of its meeting held March 21, 2012

**Present:**

**Councillor Al Maghnieh, Chair**  
**Councillor Alan Halberstadt**  
**Councillor Percy Hatfield**  
**Councillor Ed Sleiman**

**Regrets:** **Councillor Ron Jones**

That the following recommendation of the Social Development, Health and Culture Standing Committee **BE APPROVED** as follows:

Moved by Councillor Hatfield, seconded by Councillor Sleiman,

**THAT** the offer by the Emancipation Celebration Corp. and the Black Canadian Ethnic Club of Windsor to place an Emancipation Celebration Monument in Jackson Park near the bandstand **BE ACCEPTED**.

Carried.

**Livelihood 15759, SR2012**

Clerk's Note: The report of the Manager of Cultural Affairs dated February 14, 2012 entitled "The Emancipation Celebration Monument in Jackson Park" is attached as background information.

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**CHAIRPERSON**

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**DEPUTY CITY CLERK**

<b>NOTIFICATION:</b>		
<b>Name</b>	<b>Address</b>	<b>Email</b>
Mr. Kim Elliot		<a href="mailto:kimell37@yahoo.com">kimell37@yahoo.com</a>
Mr. Marc Taylor		<a href="mailto:admin@emancipationday.ca">admin@emancipationday.ca</a>

The Council Minutes for April 16, 2012 state the following:

Moved by Councillor Hatfield, seconded by Councillor Jones,

**M190-2012 That Report No. 59 of the Social Development, Health & Culture Standing Committee** of its meeting held March 21, 2012 regarding **Emancipation Celebrations Monument in Jackson Park BE ADOPTED** as presented.

Carried.

Report Number **15759** SR2012

KK/  
Windsor, Ontario January 24, 2012

A meeting of the **Community Public Art Advisory Committee** is held this day commencing at 3:00 o'clock p.m. in Room 406, 400 City Hall Square East, there being present the following members:

Leisha Nazarewich, Chairperson  
Justin Langlois (arrives at 3:06 p.m.)  
Dr. Terry Lawrence-Tayler

**Delegations in attendance:**

Brian Frickey, Jodi Greige and Travis Frickey regarding Item 5.2  
Marc Taylor, President/CEO Windsor Emancipation Celebration Corp., Kim Elliott, and Lana Talbot regarding Item 5.3.

**Guest in attendance:**

David Hanna

**Also present are the following resource personnel:**

Mike Clement, Manager, Parks Development  
Madelyn Della Valle, Museum Curator  
Cathy Masterson, Manager of Cultural Affairs  
Karen Kadour, (A) Committee Coordinator

**1. CALL TO ORDER**

The Chairperson calls the meeting to order at 3:00 o'clock p.m. and the Committee considers the Agenda being Schedule "A" **attached** hereto, matters which are dealt with as follows:

**2. DECLARATIONS OF CONFLICT**

None declared.

**3. ADOPTION OF THE MINUTES**

Moved by Dr. T. Lawrence-Tayler, seconded by L. Nazarewich,  
That the minutes of the Community Public Art Advisory Committee at its meeting held December 6, 2011 **BE ADOPTED** as presented.



Carried.

Moved by Dr. T. Lawrence-Tayler, seconded by L. Nazarewich,  
That the minutes of the Community Public Art Advisory Committee - *Museum Subcommittee* at its meeting held January 11, 2012 **BE ADOPTED** as presented.

Carried.

## 5. **BUSINESS ITEMS**

### 5.2 **Alumni of Mayfair Public School - Placement of Monumental Stone**

Brian Frickey is present to request the placement of a monumental stone at the entrance to the park (former site of Mayfair Public School). Travis Frickey and Jodi Greige are also present.

In response to a question asked by the Chairperson regarding a description of the monumental stone, B. Frickey indicates it is a 2,000 lb rock, approximately 4-5 feet high and 3 feet wide.

B. Frickey advises that the inscription of the monumental stone will read:  
*"Mayfair School, 1928-1971 In memory of alumni past & present"*.

M. Clement has no issue with the placement of the monumental stone at the park's entrance.

J. Greige states a ceremony will be held when the stone is in place.

Moved by J. Langlois, seconded by Dr. T. Lawrence-Tayler,  
That the request by Mr. Brian Frickey, Alumni of Mayfair Public School to erect a monumental stone with the inscription "Mayfair School, 1928-1971 In memory of alumni past & present" to be placed at the entrance to Mayfair Park **BE APPROVED**.  
Carried.

### 5.3 **Emancipation Celebration Monument**

Marc Taylor, President/CEO Windsor Emancipation Celebration Corp., Kim Elliott and Lana Talbot are present to request the placement of the Emancipation Celebration Monument in Jackson Park proximal to the band shell/parade review stage.

A drawing of the proposed design is distributed and *attached* as Appendix "A".  
K. Elliott reports that the monument will be constructed of granite with two bronze plaques. He states that he will assume the costs to purchase, deliver, install and maintain the monument.

The salient points of discussion relating to the Emancipation Celebration are as follows:

- In 1833, the British Parliament passed an act banning slavery - *Slavery Abolition Act of 1833*.
- As of August 1, 1834, all slaves in the British Empire were emancipated.
- The *Emancipation Proclamation* was issued by Abraham Lincoln on January 1, 1863 during the American Civil War.
- Dr. Martin Luther King came to Canada for the sole purpose of attending the Emancipation Celebration. Rosa Parks and Jesse Owens also attended the Celebration.
- The Celebration is traditionally held on the August 1<sup>st</sup> weekend

M. Clement states he will visit the band shell site (outside of the gates). He notes that monuments constructed with granite and bronze have lasting longevity.

Moved by J. Langlois, seconded by Dr. T. Lawrence-Tayler,

That the request by the Black Canadian Ethnic Club of Windsor, Corp. and the Windsor Emancipation Celebration Corp. to place a Monument commemorating the Emancipation Celebrations near the band stand in Jackson Park **BE APPROVED**, and further that all costs associated with the purchase, delivery, installation and maintenance to be assumed by the applicant.

Carried.

#### **5.1 Monument Donation in Support of 2013 International Children's Games**

No report.

#### **5.4 Sculpture in the Garden at Brentwood**

No report.

#### **5.5 Sculpture Donation Requests**

##### **(a) Letter from. Saeed Ahmad Kaukab- Veteran's Monument**

Moved by J. Langlois, seconded by Dr. T. Lawrence-Tayler,

That the Manager of Cultural Affairs **BE DIRECTED** to send a letter to Saeed Ahmad Kaukab thanking him for his generous offer to donate a monument to honour our Veterans , however, currently there are many existing tributes to the veterans along the waterfront.

Carried.

M. Clement indicates there may be a moratorium on existing monuments along the waterfront. C. Masterson to investigate and to report back.

(b) **Letter from Stephen and Kelly Savage - Donation of "The Claim Post" Piece to the Odette Sculpture Garden**

C. Masterson states that Stephen and Kelly Savage wish to donate a work by a Canadian artist entitled "The Claim Post" to be placed in the Odette Sculpture Garden. It is noted in the letter that the installation will be completed by the artist.

Moved by J. Langlois, seconded by Dr. T. Lawrence-Taylor,

That the generous donation by Stephen and Kelly Savage of a work by a Canadian artist entitled "The Claim Post" to be placed in the Odette Sculpture Garden **BE APPROVED** subject to the approval of the Executive Director Parks and Facilities and in consultation with the benefactors.

Carried.

**5.6 First Draft of the Application Form**

A cursory view of the Application Form is made and several amendments are suggested. C. Masterson will e-mail the revised document to the members.

**6. BUSINESS ARISING FROM THE MINUTES**

**Request to Create a Sculptural Piece in Ford City**

An e-mail from Erin Fortier dated January 15, 2012 is attached as Appendix "B". She indicates there is still interest in the Ford City Sculptural Proposal, however, funding has been re-routed to another project.

**7. DATE OF NEXT MEETING**

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

**8. ADJOURNMENT**

There being no further business, the meeting is adjourned at 4:16 o'clock p.m.

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CHAIRPERSON

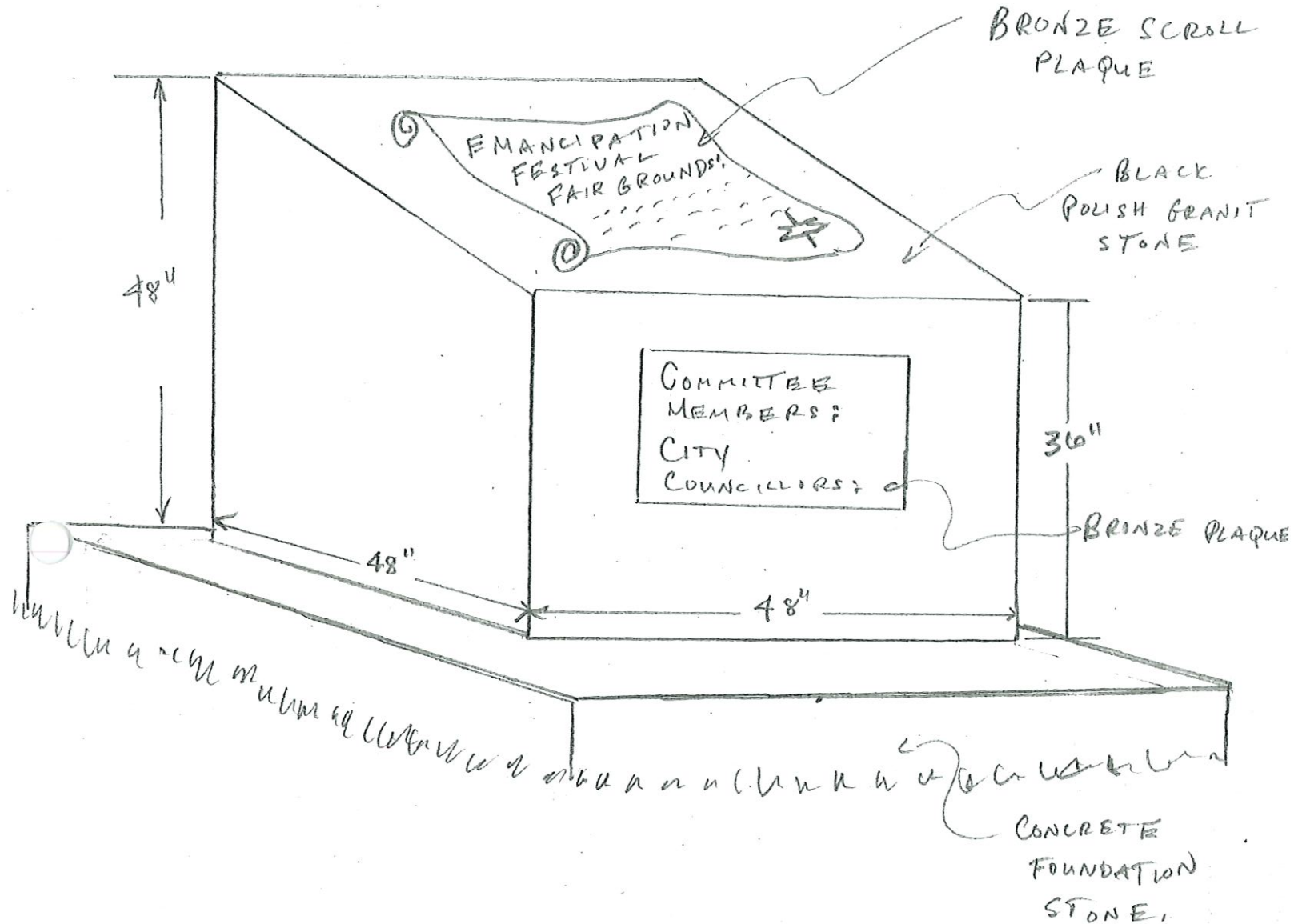
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(A) COMMITTEE COORDINATOR

Appendix A

10 of 10

PROPOSED DESIGN OF THE EMANCIPATION  
CELEBRATION FESTIVAL MONUMENT,  
TO BE LOCATED IN JACKSON PROXIMAL  
TO THE BANDSHELL/PARADE REVIEW STAGE.



PRESENTED TO: The city of Windsor [Community Public Art  
Advisory Committee]

INITIAL DESIGN BY: MR. KIM D. ELLIOT

ON BEHALF OF: THE JOINT BLACK CANADIAN ETHNIC CLUB (B.C.E.C.)  
AND

THE WINDSOR EMANCIPATION CELEBRATION CORP (W.E.C.C.)

DATED: JANUARY 24, 2012

APPENDIX "A"

To: clerks@citywindsor.ca  
Subject: Written submission for City Council Agenda FEB 10, 2025  
Agenda Item No. 11.5 - Jackson Park Bandshell RFP Update – CR 22/2025  
Sent 06 FEB 2025

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Esteemed Custodians of Windsor history and heritage:

As custodians you have the responsibility and duty to preserve the legacy and heritage of the Jackson Park Bandshell and with it the legacy and heritage of the Emancipation Celebration.

Here are some suggestions how to do that:

1. Approve a new RFP for a Jackson Park Bandshell Feasibility Study.
2. Assign the Jackson Park Bandshell **DESIGNATED** status on the Windsor Municipal Heritage Register.
3. Begin the process to develop a master plan to dedicate the parkland around the Jackson Park Bandshell to a theme that commemorates Emancipation and human rights.
4. Create on that land: **The Freedom Beacon**.

**The Freedom Beacon** would ensure that every visitor to Windsor will learn from the example of nearly three centuries of struggle, sacrifice and determination by a valiant people who fled from brutality and found freedom here, settled here and prospered here.

**The Freedom Beacon** will remind us, now and for generations to come, that since 1834, our city has been a safe haven for anyone fleeing oppression anywhere in the world.

---



Mention the Jackson Park Bandshell and you'll likely arouse a lot of nostalgia.

Perhaps you know an aging rock 'n' roller who fondly recalls the "Battle of the Bands" concerts held there decades ago.

Among Windsor's Black-Canadian community however, the feelings transcend mere fondness.

There you'll find a large cohort of families who can trace their lineage back centuries.

They view the Bandshell as a monument to ancestral legacy and community history. It is literally a concrete link to Windsor's once glorious

Emancipation Celebration.

That connection becomes clear if you reflect on our history beginning from colonial times when this land was New France.

The African ancestry of some of our citizens goes back to the 1700s, when Black people came as the "property" of French colonizers, as indentured servants, or as Freeman.

In 1763 the European domination of much of North America was resolved when France ceded its claims to a large part of its territory to Great Britain.

More than a decade later, with the end of the American Revolution, Black Loyalists moved north and added to the population of the colony. More Freeman followed over the years.

When the British Parliament's "... **Act for the Abolition of Slavery throughout the British Colonies...**" became effective on August 1, 1834, self-emancipated people, Freedom Seekers, began streaming out of the United States to escape the brutality and injustice of chattel slavery.

Those courageous people mostly fled on foot and travelled at night. They risked betrayal. They evaded capture at any moment from pursuing bounty hunters on horses, often tracking them with packs of hunting dogs.

Following the North Star, they traversed the “Underground Railroad,” a perilous network of secret routes and safe houses (“stations”), organized and supported by Black and White abolitionists (“station masters”) on both sides of the border.

By the time the United States enacted the three Reconstruction Amendments to the U.S. Constitution, starting in 1865 with the 13<sup>th</sup> Amendment abolishing slavery, tens of thousands of Freedom Seekers had already found safe haven under the Crown in British Canada.

So, it is pretty clear that **The Abolition Act and the date August 1<sup>st</sup>** have long been integral elements of Black Canada’s culture and reverence for Emancipation.

Year after year, from the mid 19<sup>th</sup> century to the early 20<sup>th</sup>, throughout the country, the growing Black population celebrated Emancipation Day at their churches with prayers of thanksgiving and community basket lunches.

It was in Windsor in the early 1930s that descendents of both Freedom Seekers and Freeman started a new tradition and began to celebrate Emancipation Day in a more secular way. Within a few years, they expanded and organized the celebration into a world famous extravaganza.

That change meant Emancipation Day would no longer be observed only by the Black Community. In Windsor it became a citywide festival, drawing immense crowds of visitors from near and far.

One man was mainly responsible for this, a titanic entrepreneur, Windsor-born impresario, Walter Perry. For nearly forty years, Mr. Perry produced “The Greatest Freedom Show on Earth.”

During the heyday of the festival, on the first weekend in August, tens of thousands of visitors poured into Windsor, spending hundreds of thousands of dollars.

The festivities began with a parade of marching bands and floats that lasted a couple of hours and stretched the length of Ouellette Ave. from the Detroit River to Jackson Park.

Visitors arriving at the Park found a thrilling midway with carnival attractions.

Teasing their appetites was the tantalizing aroma of succulent spareribs and chicken grilling over charcoal on giant open pits.

On Saturday night on those glorious weekends in August, thousands of celebrants filled the Great Grandstand in front of the Bandshell to watch a stunning display of Black pride, the Miss Sepia Beauty Pageant.

Later, those who stayed on would enjoy a star-studded variety show, featuring world famous performers and recording artists.

The celebration continued on Sunday morning when thousands returned for worship at the sunrise prayer services led by outstanding pastors from Christian congregations in Canada and the U.S.

Finishing off the day, celebrity guest speakers delivered inspiring messages calling for Black pride and racial harmony. Among them over the years were [Mrs. Eleanor Roosevelt](#), [Dr. Martin Luther King, Jr.](#), [Dr. Mary McLeod Bethune](#), and [Rev. Adam Clayton Powell, Jr.](#), to name a few.

And let us never forget where that thrilling demonstration of pride and harmony coalesced year after year; it was at Jackson Park’s central entertainment venue – the Bandshell and the Great Grandstand.

Tragically, both were destroyed in a devastating fire in 1957.

The Bandshell, rebuilt in 1959, continued to be peacefully used as the main venue for the Emancipation Celebration until 1967.

That year, despite the fact that Windsor had no history of racial violence, city councillors feared that our Black citizens might emulate the civil disorders that ravaged Detroit. In their panic they denied the Emancipation Celebration organizers the use of Jackson Park.

1967 was also the year Walter Perry passed. His successor, Ted Powell, tried to sustain the energy and the spirit of the Emancipation Celebration for a few more years. But Mr. Powell's efforts, and those of others, could never really restore the festival's grandeur.

So the bright light of the great Emancipation Celebration gradually started to dim.

But it **never** went out.

Dedicated Windsorites have to this day continued to fuel the flickering lamp of the Emancipation Celebration.

Thanks to their efforts we can still enjoy commemorative activities and events every August.

And that brings us back to that historic heritage structure, the Jackson Park Bandshell.

Today we find it neglected by our city and languishing on a rubble-strewn patch of scraggly parkland.

It is a sad and silent sentinel standing guard over a place where for decades jubilation prevailed.

Despite our city's neglect it still emits a spark of joy that ignites happy memories.

For generation after generation in the Black Community, the Jackson Park Bandshell has remained a symbol of the legacy and heritage that instills pride.

It is a beacon that stirs visions of those glorious August weekends when Walter Perry led our entire city to commemorate one of the greatest mass liberation events in history.

Respectfully yours,  
Harold Goldin, Ward 5  
2561 Allyson Ave  
N8W 5N6

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Attachment 1 – City Beacon links

Attachment 2 – Media links

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## **A1 Beacons**

Five pavilions called beacons are public destinations and landmarks that explore themes to provoke contemplation of time, history and heritage. They are:

- [Celestial Beacon](#)
- [City Beacon](#)
- [Dawn Beacon](#)
- [Legacy Beacon](#)
- [Peace Beacon](#)

## **A2 Media Links**

- [The Greatest Freedom Show on Earth – Documentary Trailer](#) – Orphan Boy Films ©2015
- [The Greatest Freedom Show on Earth – Full Documentary](#) Orphan Boy Films ©2015
- [Savethebandshell.com](http://Savethebandshell.com)





**Subject: Additional Information - RFP Update - Jackson Park Feasibility Study - Ward 3**

**Reference:**

Date to Council: May 12, 2025  
Author: James Chacko  
Executive Director, Parks, Recreation & Facilities  
jchacko@citywindsor.ca  
(519) 253-2300 x 2723

Parks  
Report Date: 4/25/2025  
Clerk's File #: SR/14718

**To:** Mayor and Members of City Council

**Additional Information:**

THAT the report, Additional Information 11/2025 - RFP Update - Jackson Park Feasibility Study, **BE RECEIVED** for information.

At the February 10, 2025, Council meeting, the following resolution deferred Report Number C 22/2025 to a future Council meeting (CR78/2025):

*"THAT the report of the Executive Initiative Coordinator, Community Services dated January 23, 2025, entitled "RFP Update - Jackson Park Feasibility Study - Ward 3" **BE DEFERRED** to a future Council meeting to allow for the residents that are a part of the "save the bandshell" initiative an opportunity to consult with administration with regards to what is being recommended."*

This Additional Information memo is in response to the direction noted above.

Community Services (Administration) continued discussions with members of the "save the bandshell" initiative to provide clarification regarding the Jackson Park Bandshell Feasibility Study and the associated Request for Proposal (RFP). On January 31, 2025, Report C 22/2025 was made public as part of the Council Agenda. At that time, Administration contacted members of the Jackson Park Bandshell Committee ("Committee") to advise that the report was available and to offer a meeting in advance of the Council meeting. A meeting was held on February 7, 2025, during which Administration provided an overview of the background and direction previously received from Council, the status of the procurement process, and the contents of the Council report.

Following the deferral of the report at the February 10, 2025, Council meeting, Administration remained in contact with the Committee and worked with the consultant to extend the irrevocability period of the submitted RFP proposal, which was initially set to expire in March 2025. This extension, now valid through May 21, 2025, allowed time for further discussions and additional clarification.

A second meeting was held on April 24, 2025, with representatives of the Committee. This follow-up meeting provided an opportunity for Administration to respond to further questions about the scope of the RFP, the purpose of the feasibility study as defined by Council, the approved funding, and potential future funding sources or partnerships.

### **Consultations:**

Laura Ash - Projects Lead, Parks Development

### **Conclusion:**

At the direction of Council, Administration engaged directly with members of the Jackson Park Bandshell Committee following the deferral of Report C 22/2025. These discussions provided an opportunity to share additional information regarding the procurement process and to clarify the scope and intent of the recommendation. The report continues to recommend that Council cancel RFP 123-24, as the available funding is not sufficient to support the scope of work. This memo is submitted for Council's information in advance of further consideration of Report C 22/2025.

### **Approvals:**

<b>Name</b>	<b>Title</b>
James Chacko	Executive Director, Parks, Recreation & Facilities
Michael Chantler	Senior Executive Director, Community Services (A)
Ray Mensour	Commissioner, Community & Corporate Services / Deputy CAO
Ray Mensour	Chief Administrative Officer

### **Appendices:**



**Committee Matters: SCM 165/2024**

**Subject: Response to CQ 4-2024 – Options for Modernizing Parking Operations – City Wide**

Moved by: Councillor Renaldo Agostino  
Seconded by: Councillor Kieran McKenzie

Decision Number: **ETPS 1006**

THAT the report of Coordinator, Parking Services dated April 25, 2024 entitled “Response to CQ 4-2024 – Options for Modernizing Parking Operations – City Wide” **BE RECEIVED** for information; and further,

Whereas on February 2, 2024, the 2024 10-year Capital Plan was approved via Mayoral Directive MD05-2024 and subsequently City Council **SUPPORTS** improvements to parking meters as outlined in Option 1 which requires additional capital funding of \$144,745.04, be it further resolved:

THAT the City Treasurer **BE DIRECTED** to transfer funding in the amount of \$144,745.04 from the On-Off Street Parking Reserve Fund 138 to the Parking Equipment Replacement Project 7135001; and further,

THAT Council **DIRECT** Administration as to which, if any, additional parking revenue sources identified in the report to implement; and further,

THAT if required, the 2024 Fees and Charges By-Law **BE UPDATED** to reflect any changes to parking fees.

Carried.

Councillor Mark McKenzie voting nay.

Report Number: S 46/2024

Clerk's File: ST2024

**Clerk's Note:**

1. The recommendation of the Environment, Transportation & Public Safety Standing Committee and Administration are the same.
2. Please refer to Item 8.4 from the Environment, Transportation & Public Safety Standing Committee held on May 29, 2024.
3. To view the stream of this Standing Committee meeting, please refer to:  
<https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20240529/-1/10487>

**Subject: Response to CQ 4-2024 – Options for Modernizing Parking Operations – City Wide**

**Reference:**

Date to Council: May 29, 2024  
Author: Bill Kralovensky  
Coordinator, Parking Services  
(519) 255-6247 ext. 6103  
bkralovensky@citywindsor.ca

Public Works - Operations  
Report Date: April 25, 2024  
Clerk's File #: ST2024

**To:** Mayor and Members of City Council

**Recommendation:**

**THAT** City Council **RECEIVE** report S46/2024, “response to CQ 4-2024 – Options for Modernizing Parking Operations” **FOR INFORMATION**; and further,

Whereas on February 2, 2024, the 2024 10-year Capital Plan was approved via Mayoral Directive MD05-2024 and subsequently City Council **SUPPORTS** improvements to parking meters as outlined in Option 1 which requires additional capital funding of \$144,745.04, be it further resolved:

**THAT** the City Treasurer **BE DIRECTED** to transfer funding in the amount of \$144,745.04 from the On-Off Street Parking Reserve Fund 138 to the Parking Equipment Replacement Project 7135001; and further,

**THAT** Council **DIRECT** Administration as to which, if any, additional parking revenue sources identified in the report to implement; and further,

**THAT** if required, the 2024 Fees and Charges By-Law be updated to reflect any changes to parking fees.

**Executive Summary:**

N/A

**Background:**

On Monday, January 15, 2024, Councillor Agostino asked the following Council Question:

**CQ 4-2024:**

*Asks that Administration look into removing parking meters across the city and replacing them with modern technology. I would like to know the costs of upgrading our system and the savings we could realize or any additional revenue sources.*

This report is provided in response to CQ 4-2024.

**Discussion:**

The City of Windsor's current parking meter system primarily relies on traditional coin and card payments. However, these methods have become increasingly outdated in the era of digital transactions. In early 2018, the City entered into an agreement with Passport Canada for a mobile Pay-for-Parking app. After months of making a Windsor based zone system, this app was put for public use at both meters and in lots, in December of 2018. Since then 750,000 transactions have been recorded. The percentage number of app transactions to cash and or payment card continues to grow each month. The 2023 breakdown of the revenue earned through the app versus cash/debit/credit at meters and lots is as follows:

Payment Method	Percentage	Amount
Credit/Debit Cards	15%	\$321,977
Cash Deposits	58%	\$1,224,593
App Payments	27%	\$561,697
<b>Total Revenue</b>	<b>100%</b>	<b>\$2,108,267</b>

The City currently has 1,440 coin, and app payment operated on-street meters. These are in use between Walker Rd to the east to Huron Church to the west, Tecumseh Rd northerly to Riverside Dr. Given the shift towards digital payments, the following changes are proposed to align the City's parking management practices with current trends.

**Proposed Changes:****App-Only System on Streets**

Implementing an app-only payment system for street parking will encourage users to transition to digital payments, reducing the need for physical cash handling and maintenance. Cash and card users would be directed to use parking lots and garages.

## Handheld and Mobile Licence Plate Recognition (LPR) Technology

The current industry standard is what is known as LPR, License Plate Recognition technology. Either a handheld device, or mobile vehicle mounted, reader scans a vehicle's license plate, and processes this plate to see the validity of the current parking area. This technology works for parking payments as well as permit parking locations. This technology will be expanded to include permit areas, residential and pay for parking, to widen in customer service and satisfaction. A trial of handheld LPR devices to enforce parking regulations more effectively and efficiently is currently being undertaken since March, 2024. If successful, this technology will be expanded to vehicle-mounted LPR systems, which will promote further cost reductions and enhanced customer service, and be funded from the Parking equipment replacement capital program, Project OPS-001-13.

## Meter Head Retention

Existing meter heads will remain in place as parking space number identifiers. These are currently in use with the app, and located on the street side of each meter head, (Figure A below) and will remain until such time as we are in the position to rezone parking areas.

**Figure A.**



Vehicle mobile LPR will handle the larger zone areas, allowing the removal of individual space numbers. Each vehicle will be identified by its license plate number. Coin slots will be blocked and the internal electronics will be disabled to prevent coin payments.

## Updated Pay and Display Machines

Pay and Display machines, currently used in the City's off street parking lots, will replace individual space meters, and be centrally located within a city block of on street pay for parking areas. One (1) machine will be able to replace up to twenty (20) individual meters. These newer-style and most recent up to date technology, Pay and

Display machines may be installed within restructured streets and new pay-for-parking areas if Council so chooses. However, due to costs for this hardware, it is recommended that for street parking areas, the city remain with app-only purchases. For example, to replace Ouellette Ave. meters with new single location Pay & Display machines, at 1 unit per block, per side of traffic, would require 22 new technology machines. The price per unit is \$8,720 excluding HST. Installing the Pay & Display machines on Ouellette Ave would currently cost \$191,840 excluding HST plus additional cost for associated infrastructure (i.e. electrical power hookups). Other associated costs are discussed further in the Financial Matters section below. Pay and Display, dashboard presented tickets, would be phased out over time as vehicle-mounted LPR systems are installed, enhancing cost reductions and promoting further customer service enhancements.

### **Pros and Cons of Parking Modernization**

Modernizing the city's parking system to be cashless, app-based, and utilizing smart meters can have several pros and cons including the following:

#### **Pros:**

1. Convenience: Using the App offers greater convenience for users, who can easily pay for parking using their smartphones without needing to carry coins.
2. Efficiency: Smart meters cover multiple spots and reduce the number of physical individual meters required, making the system more streamlined and easier to manage as well as requiring less maintenance.
3. Dynamic Pricing: Modern systems can allow for dynamic pricing based on demand, time of day, or special events, which can optimize parking space utilization and potentially increase revenue.
4. Data Collection: Digital systems can collect valuable data on parking patterns.
5. Accessibility: The App offers features such as reminders and notifications thereby enhancing the user experience.
6. Security: A cashless system reduces the temptation of theft and vandalism of cash containing meters and vault intrusions of Pay and Display hardware.
7. Keeping up with changing industry standards: Typical municipal comparator cities throughout the Province are adapting to more modern technologies, such as these mentioned in this report.

#### **Cons:**

1. Digital Divide: Not all residents and visitors may have access to smartphones or be comfortable with using the App style payment methods to pay, potentially excluding some demographics. Currently, in the Downtown core area, there are 22 defined privately owned parking lots consisting of approximately 1,037 parking

spaces that may be utilized by customers wishing to continue to pay by traditional means.

2. **Privacy Concerns:** The collection of data through digital systems raises concerns about privacy and the security of personal information. While the technology is Payment Card Industry (PCI) compliant, hardware can be tampered with.
3. **Dependence on Technology:** System outages or technical issues can disrupt the parking system and inconvenience users. If a system outage lasts too long in duration, the City will lose revenue.
4. **Implementation Costs:** The initial investment in modernizing the parking system can be significant, including costs for new meters, software and enforcement technology upgrades.
5. **Resistance to Change:** There may be resistance from residents and visitors who are accustomed to the traditional parking system, requiring a concentrated effort to educate and persuade them about the benefits of the new system.

## **Options for Moving Forward**

### **Option #1: Immediate cessation of cash payments at all metered street parking**

This is the swiftest and most cost-efficient of the three options presented in this report. Parking Maintenance staff can convert the meters by placing stickers over the coin acceptance slots, over one weekend. These parking spots are already listed in the Passport app and can be utilized immediately as the meter poles would remain for space number indicators. As the right of ways are upgraded where these meters exist, poles will be removed and replaced with larger zone sizes and indicated with signage throughout these areas where individual space numbers will no longer be required. This will enable Parking Services and Signs and Markings to efficiently incorporate new zones. While current handheld LPR devices can be utilized immediately, these devices are less efficient and require more labour-intensive efforts as the enforcement officers are required to snap a photo of each licence plate with the device. Mobile LPR units would be acquired, installed, and put into operation as soon as possible to improve enforcement efficiency. The City's collaboration with Windsor Police Services on outstanding fines and stolen vehicle detection programs will be significantly improved through the use of mobile-mounted LPR technology, enabling the scanning of a greater number of legally parked vehicles. Delivery and installation are the unknown inhibitors to a quick start of mobile LPR. Through the communications department, social media tutorials can be taped and posted to guide customers on the new processes for parking payments. These tutorials would also address the locations where cash payments will still be accepted for those wishing to do so.

Option #1 would also allow for different pay-for-parking time models as fees can be structured for different reasons i.e.: time of day, day of week, sponsored parking, discounted parking, etc.

**Option 1 – estimated time to implement:** 1 month from approval.



**Table 1 - Option 1 – Estimated Costs and Funding:**

Purchase	Price / Unit (Excluding HST)	Quantity	Cost (Excluding HST)	Funding Source
Stickers to close meters	\$1.99	1,500	\$2,985.00	Transfer from the On-Off Street Parking Reserve Fund 138 to the Parking Equipment Replacement Project 7135001
Mobile LPR Cameras and software including hardware, installation, and extended warranty	\$44,955.47	3	\$134, 866 .41	
Annual Licencing and Support for LPR cameras			\$6,893.63	
<b>TOTAL ESTIMATED 1<sup>ST</sup> YEAR UP FRONT COST</b>			<b>\$144,745.04</b>	

Administration's preferred option is Option #1. Option #1, the immediate cessation of cash payments at all metered street parking is the fastest and most economical solution among the available options. The simple installation of stickers over coin slots during a single weekend allows for an instant transition without substantial downtime or disruption.

This option, with the aid of educational tutorials uploaded to social media and local news outlets will aid customers in the switch from coin-operated street meters.

#### **Option #2: Phased-in approach to new technology Pay-and-Display machines**

This option would entail remapping the current parking zone structure and installing new signage in the affected areas appropriately for customer notification. The app provider would also be required to assist in the zone renumbering to ensure that these new zone numbers are available for use. Option 2 would require mobile LPR set up prior to engaging, as this option would result in an increase in the size of the zones that existing officers would be required to patrol without the current individual meter indicating a "No Payment" flash for the officer to see. Officers would have to check each license plate in a zone by hand to see if the vehicle was in fact in contravention. All efforts will be made to strategically place hardware near current power sources to reduce costs, but this option may not always be available. All improvements listed in Option 1 above also apply to Option 2, just over a longer implementation time frame. If current budget funding models are insufficient, Administration will bring a recommendation back to Council detailing a proposed funding plan.

**Option 2 – estimated time to implement:** 1-year from approval.

**Table 2 - Option 2 – Estimated Costs and Funding:**

Purchase	Price Per Unit (Excluding HST)	Quantity	Cost (Excluding HST)	Funding Source
APP zone signage plus installation labour and materials	\$462.33	3 per city block <b>144</b> blocks = 432 signs	\$199,726.56	On-Off Street Parking Reserve Fund 138
New Technology Pay and Display Machines	\$8,720.00	1 per city block <b>144</b> blocks = 144 machines	\$1,255,680.00	On-Off Street Parking Reserve Fund 138
Mobile LPR Cameras and software including hardware, installation, and extended warranty	\$44,955.47	3	\$134, 866 .41	On-Off Street Parking Reserve Fund 138
Annual Licencing and Support for LPR cameras			\$6,893.63	On-Off Street Parking Reserve Fund 138, 1 <sup>st</sup> year  Annual operating budget increase required
Infrastructure Connection – Power Source Prep	\$105	Per 400 meters 144 – 400 meter sections <i>ESTIMATED</i>	\$42,000 / section \$6,048,000 total	On-Off Street Parking Reserve Fund 138
Infrastructure Connection – Machine Hook Up	\$5,000	144 machines	\$720,000	On-Off Street Parking Reserve Fund 138

### **Option #3: Status quo with gradual hardware upgrades**

In this option, the status quo would be maintained and upgrades of current hardware would occur as areas are renewed by either street or sidewalk upgrades. The costs would be the same as Option #2 above but would occur gradually over time. This option allows for necessary parking infrastructure upgrades to be completed simultaneously as street repairs are undertaken, thus lowering infrastructure costs.

**Option 3 – estimated time to implement:** As resources permit and projects occur.

## **Implementation Plan**

If approved, the modernization project implementation can begin immediately following the news release, with exact timelines to be determined based on the Option chosen and the LPR trial phase results. Administration recommends implementation of all changes simultaneously to minimize disruption and consolidate the period of public adjustment.

A news release along with social media tutorials would be issued to inform the public about the upcoming changes, emphasizing the benefits of the modernized system.

The accompanying confidential memo to Council details the impact that modernizing parking operations will have on current staff.

## **Additional Parking Revenue Sources**

CQ 4-2024 also requested any additional parking revenue sources be identified. Listed below are additional parking revenue sources that, if Council so chooses, can be implemented. Council may select any, all or none of the following:

1. Increased time of enforcement at meters by the hour. Each hour of extra enforcement time will add approximately \$118,000 in revenue. Council may choose the amount, if any, of extra enforcement time.
2. Parking lot Flat Fee can be raised from the current \$3.00 to \$5.00 per hour. This change is expected to add approximately \$92,000 in revenue.
3. Parking lot flat fee for lots that do not currently have an after six p.m. flat fee. Currently, six off-street lots in various BIA areas do not have this fee added and will bring an estimated \$8,850 of additional revenue.
4. Lot 22, Aquatic Centre area, all-day fee. The current fee is \$5.00 per day and falls below the per-hour rate. This rate is requested to be increased to \$10.00 per day with a total increase of approximately \$52,000.
5. Over Stay Fee. Several complaints consistently received are that the meter times are sometimes not long enough for business and or pleasure outings. A \$5.00 overstay fee is suggested. Once a maximum stay period has been passed, an option to extend will be offered. The \$5.00 fee, plus the hourly rate for the amount of time needed will be added. This increase is unquantifiable at this time.
6. Sunday enforcement. Currently, there are no parking fees or any parking enforcement on Sundays. All current fees and regulations could be added on Sundays. If all 52 Sundays throughout the year were added this would bring in an estimated \$267,000 in revenue.

7. Riverfront Parking Lots. Currently, there are several parking lots along Riverside Drive, stretching from the Ambassador Bridge easterly to Sandpoint Beach, which have no fees for use. Pay and Display machines can be added to these lots and the revenues could be used for the maintenance and upgrading of these locations. Estimated revenue increases resulting from this change are not quantifiable at this time.
8. Extension of Pay-for-Parking areas. Currently, the Pay-for-Parking areas border Walker Rd. westerly to Huron Church and Tecumseh Rd. northerly to Riverside Drive. These boundaries could be extended to other parking locations in both the east and west ends of the city. Estimated revenue increases resulting from this change are not quantifiable at this time.

### **Risk Analysis:**

One of the primary concerns is public resistance to the shift to an app-only system. This resistance may be particularly pronounced among individuals who are less tech-savvy or prefer traditional payment methods. To mitigate this risk, it is essential to provide clear communication about the benefits of the new system and offer support to help users adapt to the changes.

Technical issues also pose a significant risk, as the implementation of new technologies such as handheld and mobile LPR devices and app-based payment systems can be prone to glitches, connectivity problems, and software bugs.

Data security is another concern, given the increased reliance on digital payments. Protecting user information and payment details from potential data breaches or cyber-attacks requires stringent security measures and regular monitoring. These security measures are dictated to the City through the Payment Card Industry, and all vendors must provide their proof of PCI compliance. With on the street payment transaction hardware, corporate staff must ensure and document regular checks that no visible tampering or signs of security breaches have infiltrated revenue processing devices. Compliance and regulatory issues related to digital payments and data privacy must be carefully managed to avoid legal complications and ensure user trust in the system.

A heavy dependence on technology for parking management increases the vulnerability to system failures, which can disrupt operations and enforcement. Developing rapid response protocols in place will help mitigate this risk.

Equity concerns may arise due to the app-only system, particularly for individuals without access to smartphones or digital payment methods.

### **Climate Change Risks**

#### **Climate Change Mitigation:**

N/A

#### **Climate Change Adaptation:**

N/A

## **Financial Matters:**

Option 1 for the immediate cessation of cash payments at all metered street parking is the quickest more cost effective option for modernizing parking operations. As outlined above in Table 1, the estimated first year up-front cost of implementation is \$144,745.04. The estimated funding required for option 1 would be transferred from the On-Off Street Parking Reserve Fund 138 to the Parking Equipment Replacement Project 7135001 as there are currently no capital funding allocations approved for this implementation. Operating funding for the annual licencing and support costs for the LPR cameras will be referred to the 2025 operating budget. An increase in operating expenses for On-Off Street Parking results in a decreased transfer of net revenues to the On-Off Street Parking Reserve Fund 138.

Option 2 for the full modernization plan will incur additional costs for new zone signage, LPR equipment and licensing fees, and the purchase and installation of updated Pay and Display machines. The cost of implementing a full modernization plan is estimated above, Option 2, in Table 2. More detailed cost estimates can be provided upon the completion of a LPR trial phase. Funding for all modernization costs would be provided from the Parking Equipment Replacement Project OPS-001-13, which is funded from the On-Off Street Parking Reserve Fund 138. The current 10-year capital plan for Project OPS-001-13 includes annual funding allotments for equipment replacement of \$110,000 in 2024 (approved) with annual capital budget allotments increasing each year, up to \$129,010 in 2033.

Any additional funding required to implement a modernization plan would need to be funded from additional transfers from the On-Off Street Parking Reserve Fund 138 to the Parking Equipment Replacement Project OPS-001-13. Ongoing annual operating costs associated with the LPR equipment would require an increase in the On-Off Street Parking operating budget. Administration will submit future operating budget requests for approval. Administration will also include funding for modernization as required in the 2025 capital budget submission for On-Off Street Parking as well as the 10-year reserve projections. The balance in the On-Off Street Parking Reserve Fund as at December 31, 2023 is \$2,212,820.

Additional revenues generated provide additional funding which would be deposited to the On-Off Street Parking Reserve annually, net operating revenue. This additional revenue could provide additional funding required to implement modernization of the equipment as outlined in this report.

The Parking Operations division is deemed commercial for the purposes of HST collection and payment, and therefore, non-refundable HST costs are not applicable. The City receives a 100% credit of any HST paid.

## **Consultations:**

Rob Slater, Executive Initiatives Coordinator

## Conclusion:

The modernization of the City's parking operation will result in improved efficiency in parking enforcement and revenue collection, increased convenience for users through app-based payments, and the adoption of modern technology in parking management. Total app-only payment systems will further streamline enhancements to software such as curbside, off-street lot, and garage parking space availability and reservations. Additionally, current scofflaw and stolen vehicle detection programs, in conjunction with Windsor Police Services, will be further enhanced with mobile-mounted LPR as more legally parked vehicles can be scanned.

## Planning Act Matters:

N/A

## Approvals:

Name	Title
Cindy Becker	Financial Planning Administrator – Public Works
Ian Day	(A) Senior Manager Traffic Operations and Parking Services
Shawna Boakes	Executive Director of Operations
Mark Winterton	(A) Commissioner, Infrastructure Services and City Engineer
Janice Guthrie	Commissioner, Finance and City Treasurer
Joe Mancina	Chief Administrative Officer

## Notifications:

Name	Address	Email

## Appendices:

**Subject: Additional Information to the report Response to CQ 4-2024 – Options for Modernizing Parking Operations**

**Reference:**

Date to Council: July 22, 2024  
Author: Bill Kralovensky  
Coordinator, Parking Services  
(519) 255-6247 ext. 6103  
bkralovensky@citywindsor.ca

Public Works - Operations  
Report Date: July 4, 2024  
Clerk's File #: AF/14508 and AF2024

**To:** Mayor and Members of City Council

**Additional Information:**

**Recommendation:**

THAT City Council **RECEIVE** report S 46/2024, “response to CQ 4-2024 – Options for Modernizing Parking Operations” for information; and further,

Whereas on February 2, 2024, the 2024 10-year Capital Plan was approved via Mayoral Directive MD05-2024 and subsequently City Council **SUPPORTS** improvements to parking meters as outlined in Option 1 which requires additional capital funding of \$144,745.04, be it further resolved:

THAT the City Treasurer **BE DIRECTED** to transfer funding in the amount of \$144,745.04 from the On-Off Street Parking Reserve Fund 138 to the Parking Equipment Replacement Project 7135001; and further,

THAT Council **DIRECT** Administration as to which, if any, additional parking revenue sources identified in the report to implement; and further,

THAT if required the 2024 Fees and Charges By-Law **BE UPDATED** to reflect any changes to parking fee.

**Background:**

On Monday, January 15, 2024, Councillor Agostino asked the following Council Question:

#### **CQ 4-2024:**

*Asks that Administration look into removing parking metres across the city and replacing them with modern technology. I would like to know the costs of upgrading our system and the savings we could realize or any additional revenue sources.*

On the regular scheduled Council meeting of Monday June 10, 2024, report number SCM 165/2024 & S 46/2024 was presented to Council. The decision of this presentation is listed below as:

#### **Decision Number: CR258/2024**

*That the report of the Environment, Transportation & Public Safety Standing Committee of its meeting held May 29, 2024 regarding "Response to CQ 4-2024 – Options for Modernizing Parking Operations – City Wide" **BE REFERRED** back to administration to allow for administration to respond to issues brought forward and provide payment options and details related to implementation location; to allow for consultation with the BIAs and that the information **BE BROUGHT** forward to a future Council Meeting (within 4 months) for Council's consideration.*

#### **Discussion:**

Since this decision, administration has been working diligently to meet Council's directive in a timely fashion. To date, three BIA boards and executives of the majority of metered On Street parking areas, have been met with and their questions and concerns have been addressed. After meeting with the Via Italia, Ottawa, and Olde Walkerville BIA boards, administration feels these organizations have been educated on the origin of this report as well as any and all resident educational tutorials, and business promotions and aids, that can and will be offered to effected cash paying parking customers.

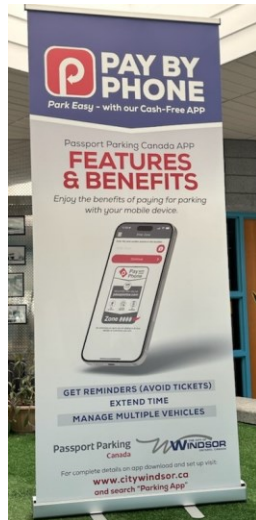
#### **Resident Education**

A number of initiatives have been started by Parking Operations. APP education and "How To" placards have been placed throughout a number of the City's high user community centres, Arenas and the Aquatic Centre. These placards, pictured below, are also equipped with take home post card info sheets on the proper fashion to start an account with Passport Canada, our current APP software provider. How to pamphlets were inserted into parking infraction notice envelopes and fine notices that are sent from Parking Enforcement. A link to the City's website/APP page will also be added to all ticket screening reply letters. In working with the Communications department, a number of social media tutorials have been created and filmed to begin placement on these immediately. On the City's web page under the tab "How Do I" an extensive video has been placed for those using the **citywindsor.ca** platform.

A number of concerns were heard that Windsor's more senior population may be affected by this cashless proposal. Information sessions are being scheduled at both Life After 50 locations in the City to aid and advise these members on where and how



they may be able to park in any pay-for-parking areas. Parking Enforcement office staff will be utilized to aid any customers, either walk-in or by phone, who wish to seek assistance as well.



## Payment Assistance

For those who do not wish to have their credit card numbers left permanently on an e-commerce site, a user wallet can be made on the APP and advance funds can be paid for either online, or at the Parking Enforcement office located at 1266 McDougall St. This allows users to apply funds without having their card info left on the provider's site.

Businesses within on-street parking areas may also choose to help APP reluctant parkers by submitting payment for these through their own set-up APP accounts. Once the payment is made, the business has the option to take remuneration for this transaction or use it as a business incentive for visiting their establishment. Those establishments wishing to partake in this incentive may be provided a window decal, such as the one pictured below, indicating that they are an APP-friendly business and they are there for assistance. Administration is working with APP provider to supply or fund these stickers, as this initiative will directly benefit them.



## Implementation Plan

If approved, Administration is recommending a start date of October 15, 2024, the first date after Thanksgiving, as an implementation date. This allows current On-street parking procedures to continue through the 2024 tourist season and gives Parking Operations time for further educational tutorials as well as enforcement tools to be purchased and installed.

Appropriate news releases along with social media tutorials will be issued and the extended time will be used to aid in the informing of the public about the upcoming changes, emphasizing the benefits of the modernized system.

The accompanying confidential memo to Council details the impact that modernizing parking operations will have on current staff

## Financial Matters:

There are no additional financial matters to note as part of this Additional Information Memo. The financial comments from report SCM 165/2024 & S 46/2024 attached are still applicable.

## Consultations:

Rob Slater, Executive Initiatives Coordinator

## Conclusion:

Modernizing the City's parking operation will result in improved efficiency in parking enforcement and revenue collection, increased convenience for users through app-based payments, and modern technology in parking management. Total app-only payment systems will further streamline enhancements to software such as curbside, off-street lot, and garage parking space availability and reservations. Additionally, current scofflaw and stolen vehicle detection programs, in conjunction with Windsor Police Services, will be further enhanced with mobile-mounted LPR as more legally parked vehicles can be scanned

## Approvals:

Name	Title
Cindy Becker	Financial Planning Administrator – Public Works
Shawna Boakes	Executive Director of Operations
Mark Winterton	(A) Commissioner, Infrastructure Services and City Engineer

Name	Title
Janice Guthrie	Commissioner, Finance and City Treasurer
Joe Mancina	Chief Administrative Officer

**Appendices:**

BY-LAW NUMBER 83-2025

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW"

Passed the 12<sup>th</sup> day of May, 2025.

**WHEREAS** it is deemed expedient to further amend By-law Number 8600 of the Council of The Corporation of the City of Windsor, cited as the "City of Windsor Zoning By-law" passed the 31st day of March, 1986, as heretofore amended:

**THEREFORE** the Council of the Corporation of the City of Windsor enacts as follows:

1. By-law Number 8600 is further amended by changing the District Maps or parts thereof of the said by-law and made part thereof, so that the zoning district symbol of the lands therein and hereinafter described shall be changed from that shown in Column 5 hereof to that shown in Column 6 hereof:

1. Item Number	2. Zoning District Map Part	3. Lands Affected	4. Official Plan Amendment Number	5. Zoning Symbol	6. New Zoning Symbol
1	14	Part of Block A on Plan 1161; Part Streets and Alleys (Closed by R1088686); Part Lots 31, 34 and 52 and all of Lots 32, 33, and 53, Jerome St, Pt Alley, Pt Ducharme Ave, on Plan 1230; Part Lots 140, and 141 Concession 1, ; Part 3, 12R-29186 in the City of Windsor, known municipally as 0 Wyandotte St. E	n/a	HRD3.3	RD3.3

DREW DILKENS, MAYOR

CITY CLERK

First Reading – May 12, 2025  
Second Reading – May 12, 2025  
Third Reading – May 12, 2025



BY-LAW NUMBER 84-2025

A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 3.23 METRE NORTH/SOUTH ALLEY NORTH OF ROONEY STREET, EAST OF BRIDGE AVENUE AND WEST OF JOSEPHINE AVENUE, CITY OF WINDSOR

Passed the 12<sup>th</sup> day of May, 2025.

**WHEREAS** the 3.23 metre portion of the north/south alley north of Rooney Street, east of Bridge Avenue, west of Josephine Avenue, City of Windsor, more particularly described in Schedule "A" hereto annexed, is assumed for subsequent closure;

**THEREFORE** the Council of the Corporation of the City of Windsor enacts as follows:

1. That the 3.23 metre portion of the north/south alley north of Rooney Street, east of Bridge Avenue and west of Josephine Avenue, City of Windsor, more particularly described in Schedule "A" hereto annexed and forming part of this by-law, be and the same is hereby assumed for subsequent closure.
2. That this by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

First Reading – May 12, 2025  
Second Reading – May 12, 2025  
Third Reading – May 12, 2025

**SCHEDULE “A”  
TO BY-LAW 84-2025**

Part Alley, Plan 1042, designated as Parts 1 to 9, inclusive, Plan 12R30095; Part Alley, Plan 369, designated as Parts 10 to 18, inclusive, Plan 12R30095; Windsor

Being all of PIN 01225-0298 (LT)

City of Windsor  
County of Essex

## BY-LAW NUMBER 85-2025

A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 3.23 METRE NORTH/SOUTH ALLEY NORTH OF ROONEY STREET, EAST OF BRIDGE AVENUE, AND WEST OF JOSEPHINE AVENUE, CITY OF WINDSOR

Passed the 12<sup>th</sup> day of May, 2025.

**WHEREAS** it is deemed expedient to close, stop up and convey the 3.23 metre portion of the north/south alley north of Rooney Street, east of Bridge Avenue and west of Josephine Avenue, City of Windsor, more particularly described in Schedule "A" attached hereto;

**THEREFORE** the Council of the Corporation of the City of Windsor enacts as follows:

1. That the 3.23 metre portion of the north/south alley north of Rooney Street, east of Bridge Avenue and west of Josephine Avenue, City of Windsor, more particularly described in Schedule "A" attached hereto and forming part of this by-law, be and the same is hereby closed and stopped up.
2. That any required easements pursuant to Council Resolution CR405/2024, be registered prior to conveyance.
3. That the lands be conveyed to the abutting owners in as is condition, and that the conveyance cost be set as follows:
  - a) For alley conveyed to abutting lands zoned RD1.3, \$1.00 plus HST (if applicable), deed preparation fee and a proportionate share of the survey costs as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor.
4. That the Chief Administrative Officer and City Clerk be authorized and directed to execute on behalf of The Corporation of the City of Windsor and to seal with the seal thereof, any and all documents necessary to implement the foregoing; and that the transaction be completed electronically, for property where it is available, pursuant to By-law Number 366-2003, as amended from time to time.



5. This by-law shall come into force and take effect the day upon which it is registered in the Land Registry Office for the County of Essex (No. 12).

DREW DILKENS, MAYOR

CITY CLERK

First Reading – May 12, 2025  
Second Reading – May 12, 2025  
Third Reading – May 12, 2025

**SCHEDULE “A”  
TO BY-LAW 85-2025**

Part Alley, Plan 1042, designated as Parts 1 to 9, inclusive, Plan 12R30095; Part Alley, Plan 369, designated as Parts 10 to 18, inclusive, Plan 12R30095;  
Windsor

Being all of PIN 01225-0298 (LT)

City of Windsor  
County of Essex

BY-LAW NUMBER 86-2025

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW"

Passed the 12<sup>th</sup> day of May, 2025.

**WHEREAS** it is deemed expedient to further amend By-law Number 8600 of the Council of The Corporation of the City of Windsor, cited as the "City of Windsor Zoning By-law", passed the 31st day of March 1986, as heretofore amended:

**THEREFORE** the Council of the Corporation of the City of Windsor enacts as follows:

1. By-law Number 8600 is further amended by changing the Zoning District Maps referred to in Section 1.20.3 of said by-law so that the zoning symbol of the lands described in Column 3 be changed from that shown in Column 5 to that shown in Column 6:

1. Item Number	2. Zoning District Map	3. Lands Affected	4. Official Plan Amendment Number	5. Current Zoning Symbol	6. New Zoning Symbol
1	15	Part of Blocks E, F and W, Registered Plan 1644, further described as Part 2, Plan 12R- 28853; PIN 01379-0465 (north side of Cantelon Drive, west of Lauzon Parkway;7100 Cantelon Drive; Roll No. 070- 660-03406)	--	MD1.2	CD3.3

2. Said by-law is further amended by changing the Zoning District Maps referred to in Section 1.20.3 of said by-law by DELETING the zoning exception symbol shown in Column 5 from the lands described in Column 3:

1. Item Number	2. Zoning District Map	3. Lands Affected	4. Official Plan Amendment Number	5. Zoning Exception Symbol
1		Part of Blocks E, F and W, Registered Plan 1644, further described as Part 2, Plan 12R-28853; PIN 01379-0465 (north side of Cantelon Drive, west of Lauzon Parkway;7100 Cantelon Drive; Roll No. 070-660-03406)	--	S.20(1)97

DREW DILKENS, MAYOR

CITY CLERK

First Reading – May 12, 2025  
Second Reading – May 12, 2025  
Third Reading – May 12, 2025

BY-LAW NUMBER 87-2025

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW"

Passed the 12<sup>th</sup> day of May, 2025.

**WHEREAS** it is deemed expedient to further amend By-law Number 8600 of the Council of The Corporation of the City of Windsor, cited as the "City of Windsor Zoning By-law", passed the 31st day of March 1986, as heretofore amended:

**THEREFORE** the Council of the Corporation of the City of Windsor enacts as follows:

1. By-law Number 8600 is further amended by changing the Zoning District Maps referred to in Section 1.20.3 of said by-law so that the zoning symbol of the lands described in Column 3 be changed from that shown in Column 5 to that shown in Column 6:

1. Item Number	2. Zoning District Map	3. Lands Affected	4. Official Plan Amendment Number	5. Current Zoning Symbol	6. New Zoning Symbol
1	7	Part Lots 10 & 11, Registered Plan 423, Part Lot 466 and Lots 470 & 471, Part of Closed Alley, Registered Plan 920; PIN 01159-0291  (NE corner of Tecumseh Rd East & Benjamin Avenue; 1110 Tecumseh Road East; Roll No. 030-430-11800)	--	CD2.1 CD4.1	CD2.1

2. That Section 20(1) of said by-law is amended by adding the following paragraph:

**526. NORTHEAST CORNER OF TECUMSEH ROAD EAST & BENJAMIN AVENUE**

For the land described as Part Lots 10 & 11, Registered Plan 423, Part Lot 466 and Lots 470 & 471, Part of Closed Alley, Registered Plan 920 (PIN 01159-0291), a *Multiple Dwelling* shall be an additional permitted *main use*, and that, notwithstanding Section 25.5.20.6, the minimum separation shall be 2.0 m.  
  
(ZDM 7; ZNG/7258)

3. Said by-law is further amended by changing the Zoning District Maps referred to Section 1.20.3 of said by-law so that the lands described in Column 3 are delineated by a broken line and further identified by the zoning exception symbol shown in Column 5:

1. Item Number	2. Zoning District Map	3. Lands Affected	4. Official Plan Amendment Number	5. Zoning Exception Symbol
1	7	Part Lots 10 & 11, Registered Plan 423, Part Lot 466 and Lots 470 & 471, Part of Closed Alley, Registered Plan 920; PIN 01159-0291  (NE corner of Tecumseh Road East & Benjamin Avenue; 1110 Tecumseh Road East; Roll No. 030-430-11800)	--	S.20(1)526

DREW DILKENS, MAYOR

CITY CLERK

First Reading – May 12, 2025  
Second Reading – May 12, 2025  
Third Reading – May 12, 2025

## BY-LAW NUMBER 88-2025

A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 12<sup>TH</sup> DAY OF MAY, 2025.

Passed the 12<sup>th</sup> day of May, 2025.

**WHEREAS** it is deemed expedient that the proceedings of the Council of The Corporation of the City of Windsor at this meeting be confirmed and adopted by by-law;

**THEREFORE** the Council of the Corporation of the City of Windsor enacts as follows:

1. The action of the Council of The Corporation of the City of Windsor in respect to each recommendation contained in the Report/Reports of the Committees and the local Boards and Commissions and each motion and resolution passed and other action taken by the Council of The Corporation of The City of Windsor at this meeting is hereby adopted and confirmed as if all such proceedings were expressly in this by-law.

2. The Mayor and the proper officials of The Corporation of the City of Windsor are hereby authorized and directed to do all things necessary to give effect to the action of the Council of The Corporation of the City of Windsor referred to in the preceding section hereof.

3. The Mayor and the City Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the seal of The Corporation of the City of Windsor.

This by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

First Reading – May 12, 2025  
Second Reading – May 12, 2025  
Third Reading – May 12, 2025