



ACON 2026

January 23, 2026

TO THE MAYOR AND MEMBERS OF COUNCIL:

A special meeting of Council will be held on **Monday, January 26, 2026, at 9:00 o'clock a.m., in Room 139, 350 City Hall Square.** Council will at the special meeting adopt a resolution to authorize Council to meet in closed session, and the resolution shall contain the general nature of the matters to be considered in the closed session. The resolution must be adopted by a majority of Council present during the open special meeting before the meeting may be closed. An agenda for this meeting is enclosed under separate cover.

The regular meeting of Council will be held on **Monday, January 26, 2026 at 10:00 o'clock a.m., in the Council Chambers, 350 City Hall Square to consider the 2026 Operating and Capital budgets.**

BY ORDER OF THE MAYOR.

Yours very truly,

Steve Vlachodimos

City Clerk

/bm

c.c. Chief Administrative Officer



CITY OF WINDSOR AGENDA 01/26/2026

Consolidated Special Meeting of Council Agenda 2026 Proposed Operating and Capital Budgets

Date: Monday, January 26, 2026

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

Location: Council Chambers, 1st 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

MEMBERS:

Mayor Drew Dilkens

Ward 1 – Councillor Fred Francis

Ward 2 – Councillor Frazier Fathers

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. ORDER OF BUSINESS**
- 2. CALL TO ORDER**
- 3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
- 4. ADOPTION OF THE MINUTES *(previously distributed)***
 - 4.1 Adoption of the Windsor City Council minutes of its meeting held January 12, 2026 **(SCM 24/2026)****
- 6. COMMITTEE OF THE WHOLE**
- 7. COMMUNICATIONS INFORMATION PACKAGE *(previously distributed)***
 - 7.1 Correspondence Report for Monday, January 26, 2026 City Council Meeting **(CMC 1/2026)****
 - 7.2 Peche Island Preservability Project Update – Ward 7 **(C 8/2026)****
- 8. CONSENT AGENDA**
- 9. REQUESTS FOR DEFERRALS, REFERRALS OR WITHDRAWALS**
- 10. PRESENTATIONS *(previously distributed)***
 - 10.1 2026 Proposed Operating Budget Amendment Report - City Wide **(C 5/2026)****
 - 10.2 2026 Proposed Capital Budget - City Wide **(C 1/2026)****
 - a) Janice Guthrie, Commissioner, Finance & City Treasurer**

WRITTEN SUBMISSIONS – BUDGET (*attached*)

- a) Various interested parties regarding Opportunity to Protect Lands Adjacent to Ojibway Prairie
- b) Anne Ryan, IRIS House
- c) Chris O’Neil, Area Resident
- d) Jackson Park Bandshell Committee

(see also Regular Business Items section)

11. REGULAR BUSINESS ITEMS

- 10.3. 2026 Stormwater and Wastewater Budget Amendments - City Wide (**C 3/2026**) (*previously distributed*)
- 10.4. Essex-Windsor Solid Waste Authority 2026 Budget - City Wide (**C 4/2026**) (*previously distributed*)
- 11.1. Support for Invest WindsorEssex (IWE) Grant Application to the Regional Tariff Response Initiative (RTRI) (**C 2/2026**) (*previously distributed*) *Author: Cristina Melnik, Senior Economic Development Officer*
- 11.2. Response to Councillor Renaldo Agostino’s Notice of Motion Regarding Parking Enforcement Adjustments and Downtown On-Street Parking Revenue Options (**C 12/2026**) (*attached*) *Author: Bill Kralovensky, Manager, Transportation Operations*
- 11.3. Joint Hosting AMO AGM and Annual Conference – Bid for 2028, 2029, 2030 and 2031 - City Wide (**C 11/2026**) (*attached*) *Author: Matthew Johnson Executive Director, Economic Development*
- 11.4. Options to Provide Additional Egress for Twin Oaks Industrial Park – Ward 9 (**C 14/2026**) (*attached*) *Author: Ian Day, Senior Manager, Transportation Operations*
- 10.1. 2026 Proposed Operating Budget Amendment Report - City Wide (**C 5/2026**)
- 10.2. 2026 Proposed Capital Budget - City Wide (**C 1/2026**)

(see also Presentation section)

12. CONSIDERATION OF COMMITTEE REPORTS (*attached*)

- 12.1. (i) Report of the Special In-Camera meeting or other Committee as may be held prior to Council (if scheduled)
- 12.2. Report of the Special Meeting of Council – In-Camera of its meeting held January 12, 2026 (**SCM 31/2026**)

12.3 Report of the Striking Committee of its meeting held January 12, 2026
(SCM 32/2026)

12.4 Report of the Special Meeting of Community Services Standing Committee – In-Camera of its meeting held January 7, 2026 **(SCM 33/2026)**

13. BY-LAWS (First and Second Readings)

13.1 **By-law 14-2026** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR21/2026, dated January 12, 2026. **(previously distributed)**

13.2 **By-law 15-2026** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR15/2026, dated January 12, 2026. **(previously distributed)**

13.3 **By-law 16-2026** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR17/2026, dated January 12, 2026. **(previously distributed)**

13.4 **By-law 17-2026** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR14/2026, dated January 12, 2026. **(previously distributed)**

13.5 **By-law 18-2026** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR13/2026, dated January 12, 2026. **(previously distributed)**

13.6 **By-law 19-2026** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR16/2026, dated January 12, 2026. **(previously distributed)**

13.7 **By-law 20-2026** – A BY-LAW TO AUTHORIZE THE TEMPORARY BORROWING OF MONEY FOR CURRENT EXPENDITURES FOR 2026, authorized by CR525/2024, dated December 9, 2024. **(attached)**

13.8 **By-law 21-2026** – A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS SPECIAL MEETING HELD ON THE 26TH DAY OF JANUARY, 2026. **(attached)**

14. MOVE BACK INTO FORMAL SESSION

15. NOTICES OF MOTION PREVIOUSLY REGISTERED

15.1 Motion regarding Support for Ontario Big City Mayors Emergency Declaration on Homelessness, Mental Health, and Addictions

Moved by: Councillor Kieran McKenzie

Seconded by: _____

WHEREAS the Ontario Big City Mayors (OBCM) officially requested in December 2025 that the Government of Ontario declare a provincial state of emergency to address the "community safety and humanitarian crisis" caused by homelessness, mental health, and addictions; and,

WHEREAS recent 2026 data from the Association of Municipalities of Ontario (AMO) indicates that nearly 85,000 Ontarians are currently experiencing homelessness, a number that has grown by nearly 50% since 2021; and,

WHEREAS municipalities have historically shouldered a disproportionate share of the costs for mental health and housing—spending over \$4 billion in 2024—despite these being primarily provincial responsibilities; and,

WHEREAS current provincial interventions, while welcome, have proven insufficient to meet the scale of the growing crisis;

THEREFORE, BE IT RESOLVED THAT the City of Windsor **FORMALLY ENDORSES** the OBCM's Solve the Crisis campaign and its call for a provincial state of emergency; and,

BE IT FURTHER RESOLVED THAT Windsor City Council **URGES** the Government of Ontario to:

1. Appoint a Lead Minister: Designate a single responsible Ministry and Minister with the authority and funding to coordinate action across the full spectrum of housing, mental health, and addiction supports.
2. Strike a Multi-Sector Task Force: Create a "Made in Ontario Action Plan" involving municipalities, healthcare providers, first responders, and community partners.
3. Expand HART Hubs: Rapidly scale the Homelessness and Addiction Recovery Treatment (HART) Hub model to more communities.
4. Invest in 24/7 Support: Provide dedicated funding for 24/7 community hubs and crisis centres to relieve the unsustainable pressure on emergency rooms and first responders.
5. Provide Legal and Financial Tools: Empower municipalities with the resources required to transition individuals from encampments to appropriate, long-term supportive housing.

15.2 Motion regarding the Sandpoint Beach Master Plan

Moved by: Councillor Angelo Marignani
Seconded by: _____

THAT administration **BE DIRECTED** to submit a comprehensive status report that benchmarks the Sandpoint Beach master plan against the Lifesaving Society of Canada's safety standards, identifies the technical requirements to ensure the project is shovel ready for provincial and federal grants, and confirms alignment with the upcoming Parks and Recreation master plan; and further,

THAT this report **INCLUDES** formal input from the Port Authority regarding their landholdings and outlines a strategy to engage funding partners such as the Rotary Club of Windsor as well as corporate sponsorship for collaborative investment opportunities.

16. THIRD AND FINAL READING OF THE BY-LAWS

By-laws 14-2026 through 21-2026 inclusive

21. ADJOURNMENT



Subject: On-Street Parking Supply and Revenue Optimization – Ward 3

Reference:

Date to Council: January 26, 2026
Author: Bill Kralovensky
Manager, Transportation Operations
(519) 255-6247 Ext. 6103
bkralovensky@citywindsor.ca

Public Works – Operations
Report Date: 1/15/2026
Clerk's File #: AF/15032

To: Mayor and Members of City Council

Recommendation:

- I. That Council **RECEIVE FOR INFORMATION** the report “On-Street Parking Supply and Revenue Optimization”.

Background:

At the regular Council meeting of January 12, 2026, Councillor Agostino introduced the following notice of motion:

Decision Number: CR23/2026

*That Administration **BE DIRECTED** to report back on Parking enforcement adjustments specifically considering how to add up to \$ 1 million in additional revenue by increasing on street parking spots in the Downtown core and some surrounding areas to offset administration’s request to increase meter enforcement times and roll back enforcement time to 6pm; and, can this be achieved with additional spots, bylaw changes, and a move to maximize on street parking; and,*

*That the information **INCLUDE** projected additional revenue by increasing the fee of cash payments at street meters but keeping the cost of app-based parking fees at their current level to aid in more APP usage for future budgets; and,*

*That Administration **EXPLORE** ways to make street parking available to potential housing and business developments; and that this report **BE BROUGHT FORWARD** during the Budget deliberation meeting scheduled to take place on January 26, 2026.*

Downtown Windsor continues to experience competing demands for curbside parking space, including short-term visitor parking, business access, accessibility needs, loading activity and traffic operations. Historically, sizable portions of downtown on-street parking have been designated as two-hour free parking, with inconsistent on-street parking stall lane striping and underutilized curb lanes on several streets.

In response, Administration has undertaken a preliminary review of street segments in the downtown core area to identify potential opportunities to maximize existing road space for new on-street parking (and associated new revenue) while maintaining safe and functional traffic operations with a goal of providing the following benefits:

- Avoiding further increases to parking rates where possible;
- Avoiding extensions to enforcement hours; and
- Improving downtown vibrancy and access.

Discussion:

Parking Supply Optimization Analysis

The proposed parking optimization analysis identified multiple opportunities to increase on-street parking supply as detailed below:

- **Conversion of unused curb lanes to parking:** Streets such as Bruce Avenue, Caron Avenue, Church Street, Glengarry Avenue, Goyeau Street, McDougall Street, and University Avenue East currently have limited or no on-street parking. This optimization introduces parallel parking on appropriate curb lanes, which may potentially add approximately 148 new parking stalls.
- **Maximizing angled parking on wide streets:** Where roadway width permits, parallel parking is proposed to be replaced with angled parking to increase capacity. As shown below, opportunities exist for Chatham Street East and Pitt Street and would involve the elimination of one (1) travel lane:
 - **Chatham Street East**, increasing from 49 to 107 stalls across multiple segments (approximately 58 new parking stalls); and
 - **Pitt Street**, increasing from 96 to 139 stalls through lane reconfiguration and angle parking (approximately 43 new parking stalls).

Overall, the proposed on-street parking optimization (summarized in Appendix A) increases parking supply in the downtown core by approximately 249 new spaces (increase from 615 to 864 stalls). Such estimates are subject to refinement following additional design, safety and feasibility field reviews. A City traffic by-law update would be required to incorporate these changes.

Along with this, an associated increase in accessible parking stalls (approximately 8) will be further distributed throughout the downtown core in conformance with the *Accessibility for Ontarians with Disabilities Act*. The potential increase in paid parking will also serve to discourage long term occupation of high demand curbside spaces, improving availability for visitors and customers due to improved parking turnover.

Enforcement Considerations

The proposed parking optimization changes do not require additional enforcement staff or extended enforcement hours. Existing Parking Enforcement resources can accommodate the increased number of on-street parking stalls through:

- Optimized patrol routing;
- Use of existing technology and data driven deployment; and
- Focus on peak demand locations.

By increasing the number of metered stalls within the same enforcement window, enforcement efficiency and compliance outcomes are improved without incurring additional operating costs.

Risk Analysis:

Financial Risks

Revenues are dependent on actual realized parking occupancy and compliance levels. While Administration applied conservative utilization assumptions (50%) in estimating projected revenues, it is unclear whether there will be such demand for the additional on-street parking realized through this initiative.

Public Perception

There is also a potential public perception risk associated with the transition from free to paid parking in certain areas; however, this risk is partially mitigated by maintaining existing parking rates and enforcement hours, with no increase to the cost or duration of enforcement.

Further, some of the one-way streets (i.e. Chatham Street East, Pitt Street) under consideration for additional on-street parking are currently being evaluated for conversion to two-way streets (refer to CR 7 2025). Should expanded on-street parking be initiated, it is possible that this may result in a duplication of costs if it is decided to convert these one-way streets to two-way streets (i.e. could no longer eliminate one travel lane to afford dedicated space for new angled parking).

Angled Parking Safety

The proposed new angled parking would be implemented with formalized parking stall lane striping, new signage and adjustment to street lane widths. While angled parking introduces some additional considerations, these can be effectively managed through design and operational measures as follows:

- Visibility When Reversing – Drivers may have reduced visibility when backing out from angled parking spots, particularly near larger vehicles. This can be addressed with signage.
- Cyclist Awareness – While there are no existing on-street cycling facilities situated adjacent to the streets where new on-street parking is proposed, safety provisions (clear pavement markings, education) for any future adjacent bike lanes can be implemented as extra caution is needed as vehicles reversing from angled parking spots may not always immediately see approaching cyclists.

- Public Education – Formal engagement with residents, businesses, BIAs, media, etc., would be undertaken to facilitate safe usage of the angled parking.

Traffic Flow

It remains unclear what the full potential impact the expanded on-street parking provisions will have on traffic flow in the downtown area. While traffic flow is anticipated to be minimally impacted (i.e. angled parked vehicles backing into active traffic lanes can momentarily slow traffic), additional analysis is required to fully assess such potential impacts.

While no primary truck or local delivery routes are positioned on the streets where new on-street parking is proposed, the addition of a few commercial spots on each street for loading and unloading may be necessary to prevent the blocking of the single traffic lane. Accordingly, some of the proposed new on-street and/or existing parking stalls may need to be further refined once more detailed field review is completed.

Climate Change Risks:

Climate Change Mitigation

The proposal leverages existing infrastructure and does not induce new parking construction. Improved turnover and clarity may reduce circling behaviour, contributing modestly to reduced vehicle emissions.

Climate Change Adaptation

N/A

Financial Matters:

On-Street parking revenue helps to fund the On-Off Street Parking Reserve Fund which is required to sustainably operate City traffic and parking programs as well as keep related capital infrastructure (parking garages, parking meters, signage, technology devices, etc.) in good asset condition and working order.

Addition or Conversion of On-Street Parking Spaces:

Estimated revenue that could be realized with the addition and conversion of on-street parking spaces in the downtown core is detailed below in Table 1. The revenue estimate ranges from approximately \$840,400 for 10 hours of paid parking per day (enforcement from 9 am to 7pm) to approximately \$756,350 for 9 hours of paid parking per day (enforcement from 9 am to 6 pm). Currently, enforcement ends at 7 pm daily. However, as further outlined below, a change in enforcement back to 6pm or 9 hours paid parking per day (9am to 6pm) will result in reduced revenue of approximately \$400,000 related to all existing on-street parking.

The revenue estimates for the additional 249 on-street parking spaces shown in Table 1 assume a 50% usage rate and current metered parking rates. Actual revenue will depend on utilization, compliance, and turnover.

Table 1 – New On-Street Parking Revenue Estimation

On-Street Parking Parameters	Revenue Estimate Enforcement 9am-7pm	Revenue Estimate Enforcement 9am-6pm
Number of new spaces	249	249
Hourly Meter Parking Rate	\$2.25	\$2.25
Hours per day	10	9
Paid Parking Days / week	6	6
Paid Parking Weeks / year	50	50
Estimated Usage Rate	50%	50%
TOTAL REVENUE	\$ 840,400	\$ 756,350

Capital funding for additional parking equipment will not be required as additional parking facilities will not be required to achieve the estimated revenue increase. Administration proposes that any newly created parking spaces be app payment only, with existing metres remaining in place for cash payments. Existing infrastructure and equipment can be repurposed to continue to allow for cash payments, and entire areas can be zoned for APP payments requiring only signage upgrades. The number of cash payment spaces will remain the same as previously was. The physical meters will be repositioned to a grouped area within the zone.

The cost to install the additional parking is estimated to be \$15,400 based on the addition or conversion of 249 newly formed parking spaces in the downtown core. This cost includes the cost of signage, and painting as well as the internal Transportation staff costs. Annual maintenance costs related to the additional parking is estimated to be \$1,100. These implementation costs can be funded from the On-Off Street Parking operational budget which is funded from the On-Off Street Parking Reserve Fund 138.

Increase of Hourly Rates for Cash Paid On-Street Parking:

As outlined in Table 2, Administration has also compared the revenue for 2025, cash vs APP payments, associated with on-street parking across the city.

Table 2: On-Street Parking Revenue by Payment Type

	Cash	APP
2025 Paid Hours – On-Street Parking	\$ 402,934	\$ 342,482
Total Revenue at \$2.25 / hour for cash payments	\$ 906,602	\$ 770,585
Total Revenue at \$2.50 / hour for cash payments	\$ 1,007,335	\$ 770,585
Increased Revenue (\$0.25 increase - Cash Payments)	\$ 100,734	\$ N/A

Based on 2025 usage hours, approximately \$100,000 in revenue may have been realized had the cash rate been increased from \$2.25 to \$2.50 per hour. It should be noted that Administration would expect some customers to switch to APP payments should an increase of \$0.25 / hour be instituted for cash payments to avoid higher parking costs.

Comparison to Proposed 2026 Operating Budget:

The proposed 2026 Operating Budget Issue Detail - BI 2026-0237 recommended parking enforcement hour adjustments from 7 pm to 9 pm and was projected to generate approximately \$650,000 annually. As outlined in Table 3, the **proposed parking redesign** could generate increased revenue of approximately \$840,400, exceeding the estimated revenue of the proposed 2026 budget issue by approximately \$190,400 without the need to increase enforcement times (9 am-7pm).

Should City Council support both the proposed **parking redesign and adjusting enforcement back to 6pm**, the budget impact would result in a net increase of revenue of \$356,350, a **shortfall** of \$293,650 from the \$650,000 identified in the proposed budget issue. This budget shortfall will impact the amount that is transferred annually to the On-Off Street Parking Reserve. As noted this reserve is utilized to support city traffic and parking operations.

Table 3: Alternate Parking Net Revenue Comparisons to 2026 Proposed Budget

On-Street Parking Parameter	Revenue	
<i>Increase On-Street Meter Enforcement Time x 2hrs (9am to 9pm) - Budget Issue 2026-0237</i>	\$650,000	<i>Increased revenue</i>
On-Street Parking Redesign, 249 New Spots (Downtown Core) Enforcement (9am to 7pm) - No Change to Enforcement Time	\$840,400	Increase revenue
NET DIFFERENCE	\$190,400	Additional Revenue
<hr/>		
On-Street Parking Redesign, 249 New Spots (Downtown Core) and Enforcement Lowered x 1 hr (9am to 6pm)	\$756,350	Increased revenue
Lost Revenue – Existing City-wide On-Street Parking Enforcement Lowered x 1 hr (9am to 6pm)	(\$400,000)	Reduced revenue
Net Revenue – On-Street Parking Redesign (249 Downtown Spots) and City-wide Enforcement Lowered x 1 hr (9am to 6pm)	\$356,350	Net Additional revenue
<i>Increase On-Street Meter Enforcement Time x 2hrs (9am to 9pm) - Budget Issue 2026-0237</i>	\$650,000	
NET DIFFERENCE	(\$293,650)	Shortfall from Budget Issue

Consultations:

Cindy Becker, Financial Planning Administrator – Transportation
 Dan Hansen, Supervisor, Signs and Markings

Conclusion:

The proposed parking optimization for the downtown area represents a fiscally responsible, operationally feasible, and publicly balanced approach to improve downtown access and accessibility. By leveraging unused curbside space and introducing angled parking, the City can generate enough revenue annually for the 2026 budget without increasing parking rates or enforcement hours. Furthermore, increasing the rate for cash only payments has the potential to increase APP usage which will afford future efficiencies and cost savings. Traffic by-law updates would be required.

Planning Act Matters:

N/A

Approvals:

Name	Title
Tony Ardonini	Executive Director, Financial Planning / Deputy Treasurer
Ian Day	Senior Manager, Transportation
Stacey McGuire	Executive Director, Operations / Deputy City Engineer (A)
David Simpson	Commissioner, Infrastructure Services and City Engineer
Janice Guthrie	Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

N/A

Appendices:

Appendix A – Downtown Parking Stall Reconfiguration Summary

Appendix A – Downtown Parking Stall Reconfiguration Summary within “Pay for Parking” area

Location				Numbers		Current Restrictions	Servicing Area
Street	From	To	Task	Current Stalls	New Stalls	Notes	Notes
Bruce Ave.	Riverside Dr.	University Ave.	West Side parallel	0	21	No Parking	Aquatic Centre, Visitor parking for new developments slated for area
Caron Ave.	Riverside Dr.	University Ave.	West Side parallel	0	28	Residential permit parking Unused for this restriction.	Aquatic Centre, Visitor parking for new developments slated for area
Chatham St. E.	Caron Ave.	Bruce Ave.	Maximize angle	12	33	Residential permit parking	Aquatic Centre, Visitor parking for new developments slated for area
Chatham St. E.	Church St.	Goyeau St.	South side	37	53	Current parallel to curb parking. Adjusting centre line to one lane of traffic to allow for angled parking spaces.	Local restaurants, Ouellette Ave.
Chatham St. E.	McDougall St. (Caesars Windsor)	Glengarry Ave.	South side parallel to turn lane	0	21	2 lanes to 1 lane traffic. Parking spaces will be 9am to 6 pm and No Stopping from 6pm to 9am to allow for Caesars Windsor garage queuing.	Caesars Windsor
Church St.	Pitt St. W.	Goyeau St.	East Side Parallel	0	14	No current restrictions	Art Gallery, Aquatic Centre

Glengarry Ave.	Riverside Dr.	Assumption St.	East side parallel	0	22	No Parking	Caesars Windsor
Goyeau St.	Riverside Dr.	University Ave.	West side parallel	0	19	No Parking	Windsor Police Headquarters and Courts. City Hall
McDougall St.	University Ave.	Wyandotte St.	East side	0	25	No Parking	City Hall and 400 Bldg. Customers.
Pitt St.	Church St.	McDougall St.	Maximize angle	80	101	Current parallel to curb parking. Adjust centre line to 1 lane to allow for angled parking spaces. Residential permit parking.	Aquatic Centre, Visitor parking for new developments slated for area
Pitt St.	Caron Ave.	Bruce Ave.	Maximize (reducing to 1 lane)	16	38	Residential permit parking. Current parallel to curb parking. Adjust centre line to 1 lane to allow angled parking spaces.	Aquatic Centre, Visitor parking for new developments slated for area
University St E	Ouellette Ave.	Goyeau St	South Side Parallel	0	19	No Parking	University of Windsor school of music, Ouellette Ave, local businesses
Victoria Ave.	University Ave.	Park St.	Maximize angle	33	33	Area has been maxed out with the addition of protected bike lanes.	Capitol Theatre, area restaurants
			Total	178	427	NEW SPACES ~ 249	



Subject: Joint Hosting AMO AGM and Annual Conference – Bid for 2028, 2029, 2030 and 2031 - City Wide

Reference:

Date to Council: January 26, 2026

Author: Matthew Johnson

Executive Director, Economic Development

519-255-6100 ext. 6495

majohnson@citywindsor.ca

Report Date: 1/15/2026

Clerk's File #: MMA2026

To: Mayor and Members of City Council

Recommendation:

THAT City Council **SUPPORT** the submission by Tourism Windsor Essex Pelee Island (TWEPI) to the Association of Municipalities of Ontario (AMO) for the City of Windsor and the County of Essex to be considered as the host municipalities for the AMO Annual Conference for 2028, 2029, 2030, and 2031; and,

THAT City Council **AUTHORIZE** the Chief Administrative Officer of the City of Windsor to co-sign the bid document with the Chief Administrative Officer of the County of Essex for submission to the Association of Municipalities of Ontario (AMO) as part of the joint bid to host the AMO Annual Conference for 2028, 2029, 2030, and 2031 subject to approval by the City Treasurer regarding financial content, City Solicitor regarding legal content, and the Deputy CAO/Commissioner of Economic Development as to technical content; and,

THAT City Council **APPROVE** the issuance of a Certified Letter of Council Endorsement in support of the submission by Tourism Windsor Essex Pelee Island (TWEPI) to the Association of Municipalities of Ontario (AMO) for the City of Windsor and the County of Essex to be considered as the host municipalities for the AMO Annual Conference for 2028, 2029, 2030, and 2031.

Executive Summary:

N/A

Background:

The Association of Municipalities of Ontario (AMO) represents all 444 Ontario municipalities, and its annual conference is widely recognized as the province's premier municipal sector gathering, offering plenary programming, concurrent sessions,

ministerial delegation meetings, and opportunities for policy dialogue with provincial leaders. The conference routinely features more than 60 speakers and draws thousands of delegates, making it a high-profile forum for municipal advocacy and professional development.

The City of Windsor has previously recognized the strategic value of hosting the AMO Annual Conference and has endorsed participation in AMO hosting bids. Windsor, together with the County of Essex, hosted the AMO Annual Conference in 2010 and 2016 with great success. Most recently, on March 26, 2018, Council adopted Decision Number CR178/2018, directing Administration to pursue the AMO Request for Proposals to host the 2021–2024 conferences and authorizing the submission of a formal bid by the stated deadline.

As outlined in a recently published RFP, AMO is now accepting bids for their 2028, 2029, 2030 and 2031 AMO Annual Conference. An invitation to bid was sent by AMO to the City of Windsor in late October 2025. The City of Windsor forwarded the opportunity for consideration to Tourism Windsor Essex Pelee Island (TWEPI).

Discussion:

Hosting an AMO conference presents a significant opportunity for the community, delivering both immediate and long-term benefits. The event generates substantial economic impact through increased spending on accommodations, dining, transportation, and local attractions, providing a meaningful boost to area businesses and creating temporary employment opportunities across hospitality and event services. Equally valuable is the enhanced visibility the conference brings, allowing the City to showcase its amenities and hospitality while strengthening its profile as a capable and competitive host within the provincial landscape. The conference also drives increased hotel occupancy, restaurant activity, cultural venue attendance, and media visibility for Windsor's riverfront and downtown assets, aligning with Council's broader goals to promote the City as a destination for large-scale professional and governmental events. AMO's current Request for Proposals invites host communities to submit bids covering multiple future conference years. Submitting a single joint bid for the 2028–2031 period does not obligate the City to host four consecutive conferences; rather, it positions Windsor-Essex to be considered by AMO within that hosting window, consistent with how AMO evaluates long-term venue capacity and regional readiness.

The jointly hosted 2016 AMO Annual Conference generated an estimated \$3 million in direct economic impact for the Windsor-Essex region, driven primarily by hotel occupancy, food services, transportation, and local attractions. This demonstrated return provides a strong benchmark for future hosting opportunities. Beyond economic returns, hosting an AMO conference fosters collaboration and professional development. The event provides access to key municipal and provincial stakeholders, offering opportunities to build relationships with industry leaders, potential partners, and peer municipalities. Staff and volunteers gain exposure to best practices, workshops, and leadership development.

AMO's bidding framework sets clear expectations of host municipalities, including a primary conference venue that can accommodate plenary sessions and multiple concurrent breakouts, a sizeable exhibitor hall, and a sufficient number of hotel rooms in

proximity to the venue, supported by local transportation and accessibility planning. The City of Windsor and TWEPI can assemble a bid that demonstrates compliance with these requirements through our established convention infrastructure, hotel capacity, waterfront walkability, and integrated hospitality offerings. AMO's RFP also outlines the evaluation criteria, sponsor and exhibitor considerations, and a structured decision process. Administration will follow this framework in developing a bid that highlights Windsor's competitive advantages.

Roles and Responsibilities

Tourism Windsor Essex Pelee Island (TWEPI) will act as the lead organization for bid preparation and liaison with AMO. The City of Windsor and the County of Essex will support the bid and, if successful, contribute to hosting responsibilities, including logistical coordination, stakeholder engagement, and municipal protocol support. Historically, both the City and the County have collaborated to recruit and schedule volunteers for AMO coordinated activities throughout the week, including study tours, registration, the welcome reception, and various information and support stations, and this level of volunteer involvement is expected again should the bid be successful. Overall governance and execution will be coordinated through a joint staff working group with clear roles and shared work plans.

Strategic Alignment

This initiative aligns with Council priorities related to economic development, downtown revitalization, tourism growth, and strengthening Windsor's profile as a host city for major provincial and national events. Hosting AMO supports local business activity, leverages existing convention infrastructure, and enhances Windsor's visibility with senior municipal and provincial decision-makers.

Risk Analysis:

While hosting an AMO conference presents strong benefits, there are some manageable risks to consider. Financial risk may arise if conference related costs exceed expectations or if in-kind supports place added pressure on municipal resources. These risks can be mitigated through early budgeting, securing commitments from partner hotels and venues, pursuing sponsorship opportunities, and closely coordinating with TWEPI and the County of Essex to ensure cost-sharing and resource alignment.

If the City of Windsor and the County of Essex are selected to host the conference, a joint working group with representatives from the City, TWEPI, and the County of Essex will be established to ensure coordinated planning and minimize timing and coordination risks. This group will align work plans, timelines, and communications to support a smooth and well-managed hosting experience.

The RFP submission is due by January 30th, 2026. This is a compressed timeline, and without formal approval from both City Council and the County of Essex, the submission cannot be made. Failure to secure Council authorization prior to the AMO submission deadline of January 30, 2026 would prevent the City from participating in the joint bid, thereby eliminating Windsor-Essex from consideration for the 2028–2031 hosting window.

Climate Change Risks**Climate Change Mitigation:**

N/A

Climate Change Adaptation:

N/A

Financial Matters:

Hosting the 2028 AMO Conference is expected to generate both direct and indirect economic benefits for the region. Consistent with past practice for jointly hosted AMO conferences, any net hosting costs would be shared equally between the City of Windsor and the County of Essex and are typically mitigated through sponsorships, in-kind contributions, and partner support from key stakeholders and the business community. Based on initial estimates provided by TWEPI, the estimated maximum cost for each municipality is approximately \$67,500. The County's support would also extend to operational assistance with logistical, host, and concierge functions leading up to and during the event.

The City has successfully hosted a variety of events which span longer periods of time and as such has developed a protocol which is both effective and efficient and will serve to inform the joint working group should the application be approved. Funding for the City's share of the event costs would be provided through use of the Municipal Accommodation Tax (MAT) which cost shared and governed by a service agreement with TWEPI.

Consultations:

Gordon Orr - CEO, TWEPI & Invest WindsorEssex

Jason Toner - VP Marketing & Communications, TWEPI

Sandra Zwiers – CAO, County of Essex

Anna Ciacelli - Supervisor, Council Services/Deputy City Clerk

Conclusion:

Hosting the AMO Annual Conference offers the City of Windsor and the County of Essex a strategic opportunity to strengthen regional visibility, stimulate economic activity, and deepen partnerships across the municipal sector. The combined benefits from increased tourism and community engagement to enhanced professional development and long-term relationship building align strongly with Council's priority to position Windsor as a competitive and welcoming host city for large-scale events.

Planning Act Matters:

N/A

Approvals:

Name	Title
Matthew Johnson	Executive Director Economic Development
Steve Vlachodimos	City Clerk
Wira Vendrasco	City Solicitor
Jelena Payne	Deputy/CAO, Commissioner, Economic Development
Janice Guthrie	Commissioner, Finance & City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:



Subject: Response to MD-01-2026; Options to Provide Additional Access for Twin Oaks Business Park – Ward 9

Reference:

Date to Council: January 26, 2026

Author: Ian Day

Senior Manager, Transportation Operations

iday@citywindsor.ca

(519) 255-6247 ext. 6053

Public Works - Operations

Report Date: 1/19/2026

Clerk's File #: SW/15093

To: Mayor and Members of City Council

Recommendation:

- I. THAT City Council **APPROVE** the Municipal Class Environmental Assessment (MCEA) Study, design, construction and contract administration related to implementation of a new access to eastbound EC Row Expressway from Anchor Drive (Appendix C – Alternative 1) at an estimated cost of \$1,475,000 (including applicable taxes); and further,
- II. Whereas on February 21, 2025, the 2025 Capital Budget was deemed approved via Mayoral Decision MD08-2025 and subsequently as a result of the request outlined in this report City Council **SUPPORTS** an expenditure of \$1,475,000, therefore the City Treasurer **BE DIRECTED** to fund a new capital project for Access Improvements for the Twin Oaks Business Park with a transfer of previously approved funding from the East West Arterial Drain project, 7215004; and further,
- III. THAT City Council **APPROVE** a Sole Source purchase of consulting services to conduct a MCEA Study for additional access for the Twin Oaks Business Park, detailed design and provisional contract administration for Alternative 1 as detailed in this report; and further,
- IV. THAT the Purchasing Manager **BE AUTHORIZED** to amend Contract Purchase Order CO7519 with Dillon Consulting Ltd. for additional consulting services

required to conduct a MCEA Study for additional access for the Twin Oaks Business Park and for detailed design and provisional contract administration for Alternative 1 as detailed in this report, to an upset limit of \$240,000 (excluding applicable taxes); satisfactory in technical content to the City Engineer, and in financial content to the City Treasurer; and further,

V. THAT the Purchasing Manager **BE AUTHORIZED** to issue or amend Contract Purchase Orders for any further scope amendment(s) as may be required, pursuant to Purchasing Bylaw 93-2012 and any amendments thereto, provided those amendments are within the approved budget amounts, satisfactory in financial content to the City Treasurer, and in technical content to the City Engineer.

Executive Summary:

N/A

Background:

Through CR 141/2023 (Report C 155/2022), Council approved the closure of the portion of E.C. ROW Avenue East right-of-way from the western property line of the NextStar EV Battery Plant eastward to Banwell Road. Council subsequently passed By-law 100/2025. The purpose of the road closure was to add the closed road to the lands Nextstar is leasing from the City; however, this action has not been finalized to date. The road segment has been closed for public access since August of 2022, initially, under a hoarding permit issued to NextStar Energy for the construction of the EV plant.

It was noted in Report C 155/2022, that the large physical scale of the NextStar Plant makes it unfeasible to extend Twin Oaks Drive to Banwell Road to provide a secondary access for Twin Oaks Business Park. Furthermore, public use of the NextStar Plant's private road network is not considered to be viable due to NextStar's security needs, practices and policies. Accordingly, the public portion of the Twin Oaks Drive right-of-way currently terminates near Valtec Court.

By CR53/2025 approved on February 10, 2025 Council directed Administration "to engage a transportation consultant at a cost of \$44,500 (excluding HST), funded from the Environmental Study Capital Project 7086010 to identify potential improvements (short-term and long-term) to enhance access to Twin Oaks and report back to Council with the findings of the same."

MD 01-2026 issued on January 16, 2026 directed "That City Administration report back to City Council by January 26, 2026, with options to provide an additional access point

from Twin Oaks Business Park, along with a proposed timeline and estimated cost of construction for Councils consideration.

This report is provided in response that Mayoral Direction and is a summary of the consultant's findings and recommendations.

Discussion:

An engineering consultant (Dillon Consulting Ltd) was retained in May, 2025 to identify potential short- and long-term improvements to enhance access to Twin Oaks Business Park (refer to Appendix A). The analysis focused on measures that could provide additional connectivity to, from and/or within the Business park, with an emphasis on providing an alternate access route that would ensure that employees are able to enter in or out of the Business park if Twin Oaks Drive needed to be temporarily closed due to an emergency.

A high-level summary of the associated findings is provided for Council consideration in response to CR53/2025 and MD 01-2026.

Twin Oaks Business Park Trip Generation and Distribution

Council's decision to close part of E.C. Row Avenue East right-of-way west of Banwell Road was further supported by an accompanying Traffic Impact Study (TIS) which was conducted in June 2019, at the intersection of Lauzon Parkway and Twin Oaks Drive.

The current volume of traffic generated by the Twin Oaks Business Park, and its directional distribution, were more recently estimated in 2024 through a review of historical vehicle turning movement data at the Lauzon Parkway / Twin Oaks Drive and South Service Road intersection leading into the Business Park. The data showed an increase in the number of vehicles per hour on Twin Oaks after 2022 related to a variety of factors:

- Ongoing development activity within the Twin Oaks Business Park;
- Temporary construction traffic destined to/from the NextStar plant; and,
- Reassignment of traffic following the 2022 closure of EC Row Avenue through the NextStar lands.

NextStar construction traffic is no longer a consideration since the company began full operations in late 2025 and construction activities concluded. Employee access is now into the east side of the NextStar plant fronting Banwell Road and only minor traffic due to truck deliveries are now anticipated to/from the west NextStar plant entrance at the terminus of Twin Oaks Drive.

Twin Oaks Business Park Alternative Access Concepts

In identifying and reviewing potential additional access alternatives for the Twin Oaks Business Park, an emphasis was placed on measures that would be reasonably straightforward to implement (e.g., would not require significant infrastructure modifications, property acquisition, approvals, capital cost, etc.) and could be implemented within one construction season.

Eight (8) different alternative access concepts were evaluated against the above noted criteria. The concepts were developed to a level that would enable the establishment of “proof of concept” and allow for approximate high-level costs to be estimated. Of these, three (3) concepts were screened out (refer to Appendices B1, B2, B3) and five (5) were carried forward for additional screening.

The remainder of this report will focus on the short- and long-term alternative concepts that were carried forward for consideration.

Short Term Additional Access Alternatives

Four (4) concepts were carried forward for additional screening and were considered suitable for short term implementation as shown below:

Alternative 1- New Access to Eastbound EC ROW Expressway from Anchor Drive

A new on-ramp to the eastbound E.C. ROW Expressway would be constructed from Anchor Drive, opposite an existing manufacturing facility (CPK Interior Products) as detailed in **Appendix C – Alternative 1**.

This alternative would allow Anchor Drive to be maintained in its existing alignment and would not impact access to other existing driveways to the east. As part of this high-level review, it was confirmed that an acceptable separation distance between the acceleration lane for the proposed ramp and the deceleration lane for the future Banwell Road interchange can be achieved.

Alternative 2 - New Access to Eastbound Expressway from Twin Oaks Drive

With this alternative, the access to the eastbound E.C. ROW Expressway is proposed farther east than Alternative 1 and extends farther south to the existing Twin Oaks Drive and Valtec Court intersection as shown in **Appendix C – Alternative 2**.

The on-ramp alignment follows the rear of the Jamieson Laboratories building and requires property acquisition. This alignment requires Anchor Drive to be terminated in a cul-de-sac west of the new ramp. Jamieson Laboratories would need to close their second (north) access and would need to accommodate access to the Enbridge M&R site through their lands.

Similar to Alternative 1, it was confirmed that an acceptable separation distance between the acceleration lane for the proposed on-ramp and the deceleration lane for the future Banwell Road interchange can be achieved; however, since the separation distance is reduced in this alternative, it may be preferable to implement a continuous speed change lane between the two of them.

New Access and Egress between Eastbound Expressway and Twin Oaks Drive

This alternative maintains the new on-ramp concept while adding a corresponding off-ramp in the same location, providing a secondary access route to and from the eastbound E.C. ROW Expressway (refer to **Appendix C – Alternative 3**). A similar road closure would be required as in Alternative 2 along with the loss of access to the north Jamieson Laboratories driveway and the Enbridge M&R site.

Adding the off-ramp significantly increases the property acquisition and construction costs compared to Alternative 2. The associated on-ramp and off-ramp proposed would also introduce a significant obstruction for the continuation of the primary cycling network east-west spine as cyclists would not be able to cross the new ramps at mid-block, unless a dedicated overpass structure was constructed.

New Access to Eastbound Expressway from Anchor Drive Extension

This alternative provides a new on ramp to the eastbound E.C. ROW Expressway in roughly the same location as Alternative 3 but realigns and extends Anchor Drive southerly behind the Jamieson Laboratories building to Twin Oaks Drive (refer to **Appendix C – Alternative 4**). This provides a continuous loop through the Business Park via Anchor Drive and Twin Oaks Drive.

In addition to requiring significant property acquisition along the west side of the Jamieson Laboratories building, this alternative would also require significant property acquisition along the north side. The additional property would be used for the construction of a short connecting road that would allow access to be maintained to the north Jamieson Laboratories driveway and the Enbridge M&R site.

Long Term Additional Access Alternative

One (1) concept was carried forward and may be considered for long term implementation (refer to **Appendix C – Alternative 5**). This alternative assessed provisions required to create new dedicated egress/ingress to Twin Oaks Business Park from future development lands to the south.

A connection across the Canadian Pacific Kansas City (CPKC) rail corridor may be possible between Lauzon Road and Munich Court. Although a level crossing formerly existed at this location, the right-of-way north of the tracks has been sold to the

adjoining property owners, and this property would need to be re-acquired. Any connection would involve a new level at grade rail/road crossing since there is insufficient space to construct a grade separation crossing.

In order to consider this option, the following would need to be taken into consideration:

- Property acquisition from 3625 and 3655 Munich Court to re-establish the right of way north of the CPKC tracks;
- Clearance/permit/agreement with CKPC Railway to construct a grade crossing through their rail corridor;
- Clearance from other stakeholders including Enbridge and Hydro One who have significant existing infrastructure in the area;
- Clearance from other agencies (i.e. Species at Risk) including the Ministry of the Environment, Conservation and Conservation Authorities.

Summary of Additional Access Alternatives

Upon high level review, Administration recommends that **Alternative 1** be carried forward as the preferred short term implementation concept as it would not require significant infrastructure modifications, property acquisition, approvals and it achieves the essential primary objective of providing secondary egress at the lowest cost (estimated at \$1.475 million). The conceptual analysis confirmed that an MCEA Study will be required to validate this recommended Alternative 1 concept.

Further, this alternative could also alleviate up to 25% of the daily traffic load currently experienced within the Twin Oaks/Lauzon Parkway intersection during the PM peak rush hour period.

Should Council approve Alternative 1, Administration anticipates it would take approximately 1.5 years to complete the MCEA Study, detailed design and construction, not accounting for any time delays related to the presence of species at risk or archeological resources if identified. Based on these timelines, construction may be completed by mid 2027.

Risk Analysis:

The closure of EC Row Avenue East left the Twin Oaks Drive as the Business park's sole access and egress route. Not moving forward with, at a minimum, a short term solution to provide a second point of egress from the subdivision may result in further instances where a closure at Twin Oaks may impede the ability for employees and visitors to the Business park to enter or exit the area.

The MCEA study will serve to validate the recommended Alternative 1 concept and satisfy public consultation requirements. There is a risk that the preferred solution from the MCEA process may differ from the Alternative 1 that is recommended conceptually by Administration as presented in this report. This may require possible changes to the scope of the design work and estimated budget. In addition, uncertainty related to the presence of Species at Risk, archeological resources and utility conflicts may introduce additional costs.

While Administration will continue to pursue the long-term solution presented by Appendix C - Alternative 5, there is a risk that approvals for this option may not be achieved, especially as they relate to approvals from CPKC to re-introduce a new at grade crossing.

Lastly, since the 2026 capital budget was previously balanced as tabled, the funding required to complete the design and construction for Alternative 1 has been identified through the deferral of previously approved other works deemed to be of lower criticality.

Climate Change Risks

Climate Change Mitigation:

It is anticipated that construction emissions related to the implementation of this project will be offset by the improved drivability and functionality and traffic flow improvements of the new roadway connections over time.

Climate Change Adaptation:

Stormwater management design for the new roadway will follow current standards and include considerations for extreme participation and high surface water levels.

Financial Matters:

A high-level construction cost estimate was prepared for each of the different short and long term alternatives carried forward (Table 1 below).

Table 1 – Short/Long Term Alternative Estimated Capital Costs

	Alternative 1	Alternative 2	Alternative 3	Alternative 4	Alternative 5
Capital Cost*	\$1,475,000	\$4,865,000	\$5,785,000	\$6,660,000	\$5,025,000

*Includes MCEA Study, engineering, construction, utilities, project management, contingency and property acquisition, where required

The cost estimate provided assumes the ultimate MCEA Study preferred solution will be in general conformance with **Appendix C – Alternative 1**. A contingency amount has been included with the estimated cost in the event that the preferred solution resulting from the MCEA process differs from Alternative 1.

At this time, it is Administration's recommendation that Dillon Consulting Ltd be hired, through sole source procurement, to complete the MCEA study, detailed design and provisional contract administration, for the resulting preferred alternative based on their work completed to date on this project to avoid duplication of efforts, delay in implementation and reduce overall costs. This is in compliance with Purchasing Bylaw 93-2012 as amended, section 111.e.ii.

To provide the \$1,475,000 required to implement Alternative 1, Administration is recommending that \$1,475,000 of currently available funding in the East West Arterial Drain project, 7215004, be redirected to a new capital project. In this regard, a phasing review for the Sandwich South lands was reviewed based on current known and predicted development in the area. Based on this analysis, it was determined that work for the East West Arterial Drain project may be deferred in favour of more critical infrastructure improvements that have been identified in the proposed 2026 10-year capital budget. The warrant for the East West Drain Diversion will continue to be monitored and funding secured in future budgets as required.

As a result, Administration is recommending that \$1,475,000 of the currently available funds noted above be used to move the Twin Oaks project forward.

Consultations:

Samuel Atkin, Senior Legal Counsel

Aaron Farough, Senior Legal Counsel

Jennifer Musson, Purchasing Manager (A)

Patrick Winters, Manager of Development

Cindy Becker, Financial Planning Administrator – Public Works

Michael Dennis, Manager, Capital Planning and Reserves

NextStar

Colleen Middaugh, Executive Director of Engineering / Deputy City Engineer (A)

Conclusion:

The closure of E.C. Row Avenue East to secure the construction of the NextStar electric vehicle Battery Plant and their operations has resulted in limited access and egress from the Twin Oaks Business Park. A short-term solution to provide redundant access will improve accessibility and connectivity for the employees and visitors in the area

while supporting economic development in this critical area of the City. Administration will continue to pursue additional options to improve access and traffic flow within the broader area.

Planning Act Matters:

N/A

Approvals:

Name	Title
Natasha Gabbana	Executive Director, Capital Planning and Corporate Energy/Deputy Treasurer
Stacey McGuire	Executive Director, Operations and Deputy City Engineer (A)
Simpson, David	Commissioner, Infrastructure Services and City Engineer
Wira Vendrasco	City Solicitor
Andrew Daher	Commissioner of Corporate Services
Janice Guthrie	Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

- Appendix A – Reference Mapping
- Appendix B – Alternatives Not Carried Forward
- Appendix C – Accepted Alternatives

Appendix A: Reference Mapping

Twin Oaks Business Park



Appendix B: Alternatives Not Carried Forward

1. Access to/from westbound E.C. Row Expressway.



A grade-separated full interchange would involve significant costs. Based on the recent Banwell interchange project, these costs are expected to be in the \$50M range depending on the timing of implementation. The proximity to the residences on the north side of EC Row Expressway would result in significant neighborhood impacts, as well as significant cost impacts due to the need for extensive retaining and/or sound barrier walls. The ramps would need to be long enough to reach the elevation of a structure over the expressway, which may result in them having insufficient weaving distance from the Lauzon Parkway and Banwell Road interchanges.

Appendix B: Alternatives Not Carried Forward

2. Access to/from the east.



An extension of Twin Oaks Drive is no longer possible due to the NextStar battery plant. An extension of Anchor Drive (i.e., reopening E.C. Row Avenue) is theoretically possible but would require re-acquiring the right-of-way from NextStar and is likely to impact their operations. Further, the design for the widened Banwell Road would not accommodate an additional intersection between the E.C. Row Expressway interchange and the north NextStar driveway.

Appendix B: Alternatives Not Carried Forward

3. Access to/from the west.



A westerly extension of E.C. Row Avenue to Lauzon Parkway could potentially also mitigate operational issues on Lauzon Parkway by providing an alternate access route from the eastbound E.C. Row Expressway. However, this measure would be geometrically challenging, involve property acquisition, and require a second bridge over the Little River and modifications to the southeast quadrant of the Lauzon Parkway interchange.

The constraints and challenges on the routes to/from the westbound expressway and from the west, east and south led to a focus on alternate access and/or egress to/from the eastbound expressway, along with increased connectivity within the Business park.

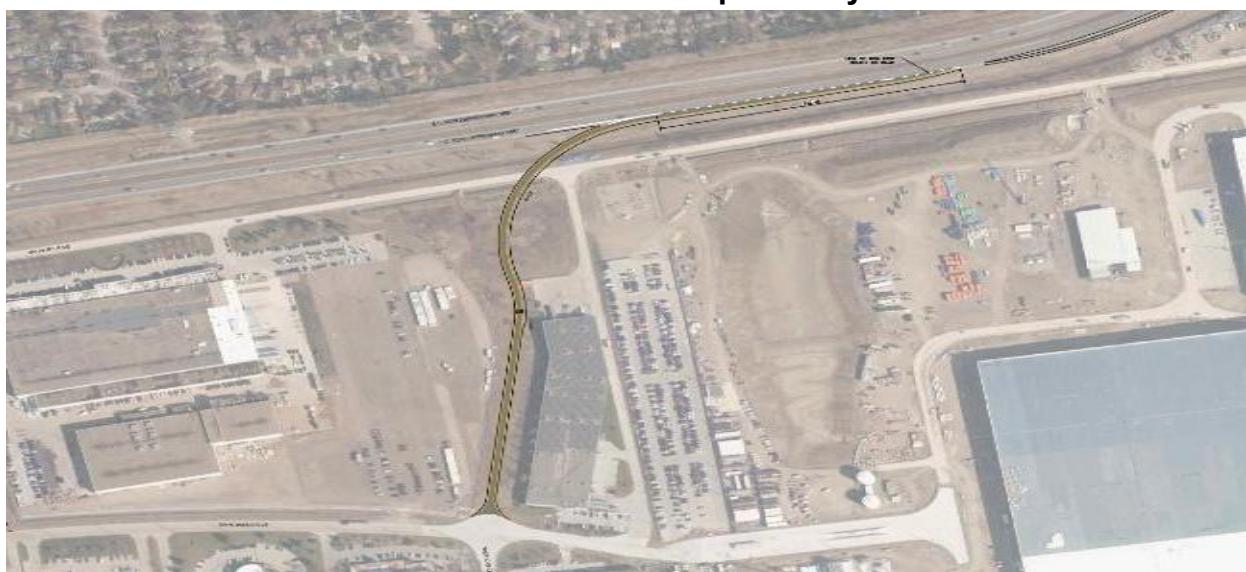
Given that there are full interchanges existing and under construction to the west and east, both of which are to 400-series highway standards, it was assumed that any additional connections to/from the expressway would also need to meet 400-series highway standards.

Appendix C: Accepted Alternatives

Alternative 1: New Access to Eastbound Expressway from Anchor Drive – RECOMMENDED



Alternative 2: New Access to Eastbound Expressway from Twin Oaks Drive



Appendix C: Accepted Alternatives

Alternative 3: New Access and Egress between Eastbound Expressway and Twin Oaks Drive



Alternative 4: New Access to Eastbound Expressway from Anchor Drive Extension



Appendix C: Accepted Alternatives

Alternative 5: Access to/from the south.





Committee Matters: SCM 31/2026

Subject: Report of the Special Meeting of Council – In-Camera of its meeting held January 12, 2026

SV/bm

SPECIAL MEETING OF COUNCIL – IN CAMERA
January 12, 2026

Meeting called to order at: 5:03 p.m.

Members in Attendance:

Mayor Drew Dilkens
Councillor Renaldo Agostino
Councillor Jo-Anne Gignac
Councillor Fred Francis
Councillor Gary Kaschak
Councillor Angelo Marignani
Councillor Kieran McKenzie
Councillor Mark McKenzie
Councillor Jim Morrison
Councillor Ed Sleiman
Councillor Frazier Fathers

Also in attendance:

Ray Mensour, Chief Administrative Officer
Jelena Payne, Commissioner, Economic Development/Deputy CAO
Andrew Daher, Commissioner, Corporate Services
David Simpson, Commissioner, Infrastructure Services/City Engineer
Janice Guthrie, Commissioner, Finance/City Treasurer
Michael Chantler, Commissioner, Community Services
Dana Paladino, Acting Commissioner, Human and Health Services
Wira Vendrasco, City Solicitor
Christopher Menard, Acting Mayor's Chief of Staff
Steve Vlachodimos, City Clerk
Anna Ciacelli, Deputy Clerk

**Verbal Motion is presented by Councillor Renaldo Agostino,
seconded by Councillor Ed Sleiman,
to move in Camera for discussion of the following item(s):**

Item No.	Subject & Section - Pursuant to <i>Municipal Act</i> , 2001, as amended
1	Personal matter – about an identifiable individual(s) – commemorative agreement, Section 239(2)(b)
2	Legal matter – expropriation settlement, Section 239(2)e)
3	Position/plan – agreement amendment, Section 239(2)(i)(k)
4	Legal matter – expropriation settlement – confirm and ratify e-mail poll, Section 239(2)(e)
5	Property matter – disposition of land, Section 239(2)(c)
6	Position/plan/security of the property, Section 239(2)(a)(k)

Motion Carried.

Declarations of Pecuniary Interest:

None declared.

Discussion on the items of business.

Verbal Motion is presented by Councillor Jo-Anne Gignac, seconded by Councillor Angelo Marignani, to move back into public session.

Motion Carried.

Moved by Councillor Mark McKenzie, seconded by Councillor Frazier Fathers,
THAT the Clerk BE DIRECTED to transmit the recommendation(s) contained in the report(s) discussed at the In-Camera Council Meeting held January 12, 2026 directly to Council for consideration at the next Regular Meeting.

1. That the recommendation contained in the in-camera report from the Project Lead Parks Development, Manager Development Revenue and Financial Administration, Manager Parks Development, City Solicitor, Acting Executive Director Parks Recreation and Facilities, Commissioner of Community Services and Commissioner of Finance/City Treasurer respecting a personal matter – about an identifiable individual(s) – commemorative agreement **BE APPROVED**.
2. That the recommendation contained in the in-camera report from Senior Legal Counsel, Commissioner of Corporate Services, City Solicitor, Commissioner of Infrastructure/City Engineer, Manager Strategic Operating Budget Development and Control and Commissioner of Finance/City Treasurer respecting a legal matter – expropriation settlement **BE APPROVED**.
3. That the recommendation contained in the in-camera report from the Executive Director Financial Planning and Deputy Treasurer, Commissioner of Infrastructure Services/City Engineer, City Solicitor, Commissioner of Corporate Services and Commissioner of Finance/City Treasurer respecting a position/plan – agreement amendment **BE APPROVED**.
4. That the recommendation contained in the in-camera report from the City Clerk and City Solicitor respecting a legal matter – expropriation settlement – confirm and ratify e-mail poll **BE APPROVED**
5. That the recommendation contained in the in-camera report from the Manager Land Development and Growth, Acting Executive Director of Parks Recreation and Facilities, Executive Director Financial Planning and Deputy Treasurer, Deputy Chief Administrative Officer/Commissioner of Economic Development, Commissioner of Community Services, Commissioner of Human and Health Services and Commissioner of Finance/City Treasurer respecting a property matter – disposition of land **BE APPROVED**.
6. That the recommendation contained in the in-camera report from the Program Manager Corporate Projects, Acting Chief Information Officer/Executive Director of Information Technology, Acting Manager of Purchasing, City Solicitor, Commissioner of Corporate Services, Manager Strategic Operating Budget Development and Control and Commissioner of Finance/City Treasurer respecting a position/plan/security of the property matter **BE APPROVED AS AMENDED**.

Motion Carried.

**Moved by Councillor Jim Morrison, seconded by Councillor Gary Kaschak,
That the special meeting of council held January 12, 2026 BE ADJOURNED.
(Time: 5:30 p.m.)
Motion Carried.**



Committee Matters: SCM 32/2026

Subject: Report of the Striking Committee of its meeting held January 12, 2026

**REPORT OF THE STRIKING COMMITTEE
of its meeting held
January 12, 2026**

Members in Attendance:

Mayor Drew Dilkens
Councillor Renaldo Agostino
Councillor Jo-Anne Gignac
Councillor Fred Francis
Councillor Gary Kaschak
Councillor Angelo Marignani
Councillor Kieran McKenzie
Councillor Mark McKenzie
Councillor Jim Morrison
Councillor Ed Sleiman
Councillor Frazier Fathers

Also in attendance:

Ray Mensour, Chief Administrative Officer
Jelena Payne, Commissioner Economic Development/Deputy CAO
Andrew Daher, Commissioner, Corporate Services
David Simpson, Commissioner, Infrastructure Services/City Engineer
Janice Guthrie, Commissioner, Finance/City Treasurer
Michael Chantler, Commissioner Community Services
Dana Paladino, Acting Commissioner Human and Health Services
Wira Vendrasco, City Solicitor
Steve Vlachodimos, City Clerk
Anna Ciacelli, Deputy Clerk
Christopher Menard, Acting Mayor's Chief of Staff

Declarations of Pecuniary Interest:

None declared.

Your Committee submits the following recommendations:

- (1) That the resignation of Daniel Grenier on the ***Development and Heritage Standing Committee (Planning Act matters)*** **BE ACCEPTED** and further the vacancy on the Committee not be filled for the remainder of the term expiring November 14, 2026.

- (2) That Councillor Frazier Fathers **BE APPOINTED** as the City's member to the ***Town of Tecumseh Court of Revision*** to consider the Desjardins Drain with Councillor Angelo Marignani as an alternate in the event Councillor Frazier Fathers is unable to attend and further that the appointments remain in effect for all multi-municipality Courts of Revision for 2026.

MAYOR

CITY CLERK



Committee Matters: SCM 33/2026

**Subject: Report of the Meeting of the Community Services Standing Committee –
In-Camera of its meeting held January 7, 2026**

AC/bm

**SPECIAL MEETING OF THE COMMUNITY SERVICES
STANDING COMMITTEE– IN CAMERA**
Wednesday, January 7, 2026

Meeting called to order at: 9:05 a.m.

Members in Attendance:

Councillor Ed Sleiman, Chair
Councillor Renaldo Agostino
Councillor Frazier Fathers
Councillor Jo-Anne Gignac
Councillor Mark McKenzie

Also in attendance:

Michael Chantler, Commissioner of Community Services
Dana Paladino, Commissioner of Human and Health Services
Jamie Scott, Acting Executive Director Parks Recreation Facilities
Samantha Magalas, Manager Parks Recreation Facilities Programming
Michelle Staadegaard, Manager Culture and Events
Anna Ciacelli, Deputy Clerk

**Verbal Motion is presented by Councillor Renaldo Agostino,
seconded by Councillor Jo-Anne Gignac,
That Rule 3.3(c) of the *Procedure By-law, 98-2011*, BE WAIVED to
allow for the Chair to call a special meeting without 24 hours notice.
Motion Carried.**

**Verbal Motion is presented by Councillor Jo-Anne Gignac, seconded
by Councillor Mark McKenzie,
to move in Camera for discussion of the following item(s):**

Item No.	Subject & Section - Pursuant to <i>Municipal Act, 2001</i>, as amended
1	Property matter – security of the property of the Corporation, Item 8.1 open agenda, Section 239(2)(a)

Motion Carried.

Declarations of Pecuniary Interest:

None declared.

Discussion on the items of business.

Verbal Motion is presented by Councillor Frazier Fathers, seconded by Councillor Mark McKenzie, to move back into public session.

Motion Carried.

**Moved by Councillor Renaldo Agostino, seconded by Councillor Jo-Anne Gignac,
THAT the Clerk BE DIRECTED to transmit the recommendation(s) contained in the report(s) discussed at the special meeting of the Community Services Standing Committee – in camera held January 7, 2026 directly to Council for consideration at the next Regular Meeting.**

1. That the confidential verbal discussion regarding Item 8.1 – Safety Mitigation Measures at Special Events on the open agenda **BE RECEIVED** and further Administration **REPORT BACK** to the Committee on issues regarding safety measures at special events.

Motion Carried.

**Moved by Councillor Renaldo Agostino, seconded by Councillor Mark McKenzie,
That the special meeting of the Community Services Standing Committee – in camera held January 7, 2026 BE ADJOURNED.**

**(Time: 9:43 a.m.)
Motion Carried.**

BY-LAW NUMBER 20-2026

A BY-LAW TO AUTHORIZE THE TEMPORARY BORROWING OF MONEY FOR CURRENT EXPENDITURES FOR 2026

Passed the 26th day of January, 2026.

WHEREAS pursuant to the provisions of section 407 of the *Municipal Act*, 2001, as amended, Council may, either before or after the passing of the by-law for imposing the rate for the current year, borrow such sums as Council considers necessary to meet, the current expenditures of the Corporation for this year;

AND WHEREAS it is deemed expedient to authorize the temporary borrowing of money to meet the current expenditures for this year;

THEREFORE the Council of the Corporation of the City of Windsor enacts as follows:

1. (a) The Corporation of the City of Windsor is hereby authorized to borrow on the credit of the Corporation from time to time by way of a promissory note or bankers' acceptance signed by them on behalf of the Corporation, a sum or sums of money not exceeding, from January 1 to September 30 of this year, fifty percent (50%) of the total of the estimated revenues of the Corporation as set forth in the budget estimates adopted by Council for this year and not exceeding, from October 1 to November 14 of this year, twenty-five percent (25%) of the total of the estimated revenues of the Corporation as set forth in the budget estimates adopted by Council for this year.

(b) For the purposes of subsection (a) hereof, estimated revenues shall not include revenues derivable or derived from the following:
 - (i) arrears of taxes, fees or charges; or
 - (ii) a payment from a reserve fund of the municipality, whether or not the payment is for a capital purpose.
2. The Chief Administrative Officer and the City Clerk are hereby authorized to execute any related banking agreements for the above, including any line of credit commitment letters as deemed necessary by the City Treasurer to establish and maintain lines of credit.
3. The Chief Administrative Officer and City Treasurer are further authorized to execute the "Security Agreement – Municipalities and School Boards" banking document.

4. This by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

By signing this by-law on January 26 2026, Mayor Drew Dilkens will not exercise the power to veto this by-law, and this by-law is deemed passed as of this date.

First Reading – January 26, 2026
Second Reading – January 26, 2026
Third Reading – January 26, 2026

BY-LAW NUMBER 21-2026

A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS SPECIAL MEETING HELD ON THE 26TH DAY OF JANUARY, 2026

Passed the 26th day of January, 2026.

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 special 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

By signing this by-law on January 26 2026, Mayor Drew Dilkens will not exercise the power to veto this by-law, and this by-law is deemed passed as of this date.

First Reading – January 26, 2026
Second Reading – January 26, 2026
Third Reading – January 26, 2026

City Council
Monday, January 26, 2026
Budget - Written Submission

From: Natalie Westfall <>
Sent: Friday, January 16, 2026 4:24 PM
To: mayoro <mayoro@citywindsor.ca>
Subject: Urgent Opportunity to Protect Lands Adjacent to Ojibway Prairie

Dear Mayor Dilkens, Members of Council, and Provincial and Federal Representatives,

I am writing to urge all levels of government to **work collaboratively to secure the lands currently for sale adjacent to Ojibway Park**. This is a rare and time-sensitive opportunity to protect one of the globe's and Canada's most endangered habitats.

This is the future site of the 2nd Urban National Park in Canada. It also;

- achieves top butterfly counts for North America
- Has similar bird counts/breeding species as small countries
- Over 100 000 people visit per year
- One of the most entomologically unique places for Canada
- Many of the plants found here are rare in Ontario and Canada
- More diversity than the Bruce Peninsula or Algonquin Park

Further, it is also a: Provincially Significant Wetland, Area of Natural and Scientific Interest, Environmentally Significant Area, Carolinian Site, Provincial Nature Reserve, and International Refuge for the Detroit River.

In addition, from 2009 to 2017, Ojibway's endangered increased from 9 to 22 species. Windsor's endangered are dying at a rapid rate. Right now, Windsor has a chance to enhance Ojibway Prairie, and create our own "Bruce Trail", enhancing Windsor as the "Place to Be".

Beyond biodiversity, these lands provide critical ecosystem services: flood mitigation, climate resilience, carbon sequestration, air quality improvement, opportunities for education, recreation, and community mental health well-being. As climate impacts intensify and public infrastructure costs rise, protecting natural systems is a fiscally responsible and forward-looking investment.

Our City also has some of the lowest recorded natural areas and wetlands in the country, as of 2013, we have 5.5% and 0.37% respectively. Ojibway makes up $\frac{1}{2}$ of this amount. Environment Canada states a minimum of 30% forest cover and 10% of each major watershed should be protected to prepare for Climate Change. We are not prepared.

This moment presents a clear opportunity for partnership between the City of Windsor, the Province of Ontario, and the Government of Canada, including Parks Canada. Securing these lands in public ownership would demonstrate leadership, prevent irreversible loss, and ensure this unique ecosystem is protected for future generations.

I respectfully urge you to act decisively and collaboratively to ensure this opportunity is not lost. Ojibway is rare and deserving of lasting protection. Please act now, before it is too late. Thank you for your time, leadership, and service to our community and country.

Sincerely,

Natalie Westfall

City Council
Monday, January 26, 2026
Budget - Written Submission

From: Rachael M

Sent: January 19, 2026 08:00

To: [mayoro](mailto:mayoro@ontario.ca) ; [clerks](mailto:clerks@ontario.ca) ; minister.mecp@ontario.ca; Gretzky-CO, Lisa ; andrew.dowie@pc.ola.org; ministre-minister@ec.gc.ca; information@pc.gc.ca; pc.nup-pnu.pc@canada.ca; harb.gill@parl.gc.ca; kathy.borrelli@parl.gc.ca

Lewis, Chris - M.P.

Subject: Urgent Opportunity to Protect Lands for Sale Near Ojibway Prairie

Dear Parks Canada, Mayor Dilkens, Members of Council, and Provincial and Federal Representatives,

I am writing to encourage all levels of government to work collaboratively to secure the lands currently for sale around our Ojibway National Urban Park (ONUP). This is a rare and time-sensitive opportunity to permanently protect restorable, ecologically significant lands that are essential to the long-term integrity of the park, the surrounding natural heritage system, and our region's unique biodiversity!

I recognize that conversations have already been taking place regarding these properties and the future of Ojibway National Urban Park, so I offer this letter in the spirit of supporting and advancing those efforts, and to underscore the importance of maintaining momentum while options remain available, before this opportunity is lost permanently.

Ojibway is more than a nature walk — it is a living classroom, a place of history and relationship, a sanctuary for species found almost nowhere else in Canada, and a source of pride for Windsor-Essex. It is a place where we feel connected to wildlife because they feel safe with our protection, trusting us to be respectful visitors and stewards of their home. As we look to the future, growing Ojibway National Urban Park will require collaboration across our entire community, including First Nations, residents, environmental stewards, educators, municipal leaders, and all levels of government. This is shared stewardship in action.

Further fragmentation of these lands from the park would undermine the very conservation goals that the park was intended and created to achieve. The community is hopeful and is urging to see these lands acquired for ONUP conservation initiatives.

Municipal, provincial, and federal governments each have a role to play in ensuring that this opportunity is not lost to private or misaligned development. I respectfully urge decision-makers to explore all available pathways to secure these lands through acquisition. This will require leadership, cooperation, and urgency.

I respectfully ask that:

- All levels of government continue to engage in coordinated discussions to explore options for securing these lands

- Existing conservation, infrastructure, and climate resilience funding tools be examined for applicability
- Decision-makers work transparently and collaboratively with Indigenous partners, conservation organizations, and the broader community.

Once lost, these lands cannot be replaced. Protecting them now would demonstrate a shared commitment to biodiversity, reconciliation, climate resilience, and the well-being of current and future generations who call Windsor-Essex home.

Thank you for your time and leadership
Warmly,

Rachael Mills

**City Council
Monday, January 26, 2026
Budget - Written Submission**

From: Vikki Hickson <>

Sent: January 18, 2026 21:53

To: mayoro <mayoro@citywindsor.ca>; clerks <clerks@citywindsor.ca>; ministre-minister@ec.gc.ca; information@pc.gc.ca; pc.nup-pnu.pc@canada.ca; Chris.Lewis@parl.gc.ca; kathy.borrelli@parl.gc.ca; harb.gill@parl.gc.ca; andrew.dowie@pc.ola.org; LGretzky-CO@ndp.on.ca

Subject: Help Save Ojibway Land

Dear Mayor Dilkens, Members of Council, and Provincial and Federal Representatives,

I am writing to urge all levels of government to work collaboratively to secure the lands currently for sale adjacent to Ojibway Park. This is a rare and time-sensitive opportunity to protect one of the globe's and Canada's most endangered habitats.

This is the future site of the 2nd Urban National Park in Canada. It also;

- achieves top butterfly counts for North America
- Has similar bird counts/breeding species as small countries
- Over 100 000 people visit per year
- One of the most entomologically unique places for Canada
- Many of the plants found here are rare in Ontario and Canada
- More diversity than the Bruce Peninsula or Algonquin Park

Further, it is also a: Provincially Significant Wetland, Area of Natural and Scientific Interest, Environmentally Significant Area, Carolinian Site, Provincial Nature Reserve, and International Refuge for the Detroit River.

In addition, from 2009 to 2017, Ojibway's endangered increased from 9 to 22 species. Windsor's endangered are dying at a rapid rate. Right now, Windsor has a chance to enhance Ojibway Prairie, and create our own "Bruce Trail", enhancing Windsor as the "Place to Be".

Beyond biodiversity, these lands provide critical ecosystem services: flood mitigation, climate resilience, carbon sequestration, air quality improvement, opportunities for education, recreation, and community mental health well-being. As climate impacts intensify and public infrastructure costs rise, protecting natural systems is a fiscally responsible and forward-looking investment.

Our City also has some of the lowest recorded natural areas and wetlands in the country, as of 2013, we have 5.5% and 0.37% respectively. Ojibway makes up ½ of this amount. Environment Canada states a minimum of 30% forest cover and 10% of each major watershed should be protected to prepare for Climate Change. We are not prepared.

This moment presents a clear opportunity for partnership between the City of Windsor, the Province of Ontario, and the Government of Canada, including Parks Canada. Securing these lands in public ownership would demonstrate leadership, prevent irreversible loss, and ensure this unique ecosystem is protected for future generations.

I respectfully urge you to act decisively and collaboratively to ensure this opportunity is not lost. Ojibway is rare and deserving of lasting protection. Please act now, before it is too late. Thank you for your time, leadership, and service to our community and country.

Sincerely,
Vikki Hickson

City Council
Monday, January 26, 2026
Budget - Written Submission

From: Yvonne K.
Sent: January 18, 2026 13:06
To: mayoro ; clerks ; minister.mecp@ontario.ca; LGretzky-CO@ndp.on.ca; andrew.dowie@pc.ola.org; ministre-minister@ec.gc.ca
Cc: information@pc.gc.ca; pc.nup-pnu.pc@canada.ca; harb.gill@parl.gc.ca; kathy.borrelli@parl.gc.ca; Chris.Lewis@parl.gc.ca
Subject: SAVE OJIBWAY LAND!!

☀️☀️SAVE OJIBWAY LAND!!☀️☀️

Dear Mayor Dilkens, Members of Council, and Provincial and Federal Representatives,

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I respectfully urge you to act decisively and collaboratively to ensure this opportunity is not lost. Ojibway is rare and deserving of lasting protection. Please act now, before it is too late. Thank you for your time, leadership, and service to our community and country.

Sincerely,

Dr. Yvonne Kasine, PhD, RN

Assistant Professor

Registered Visiting Nurse

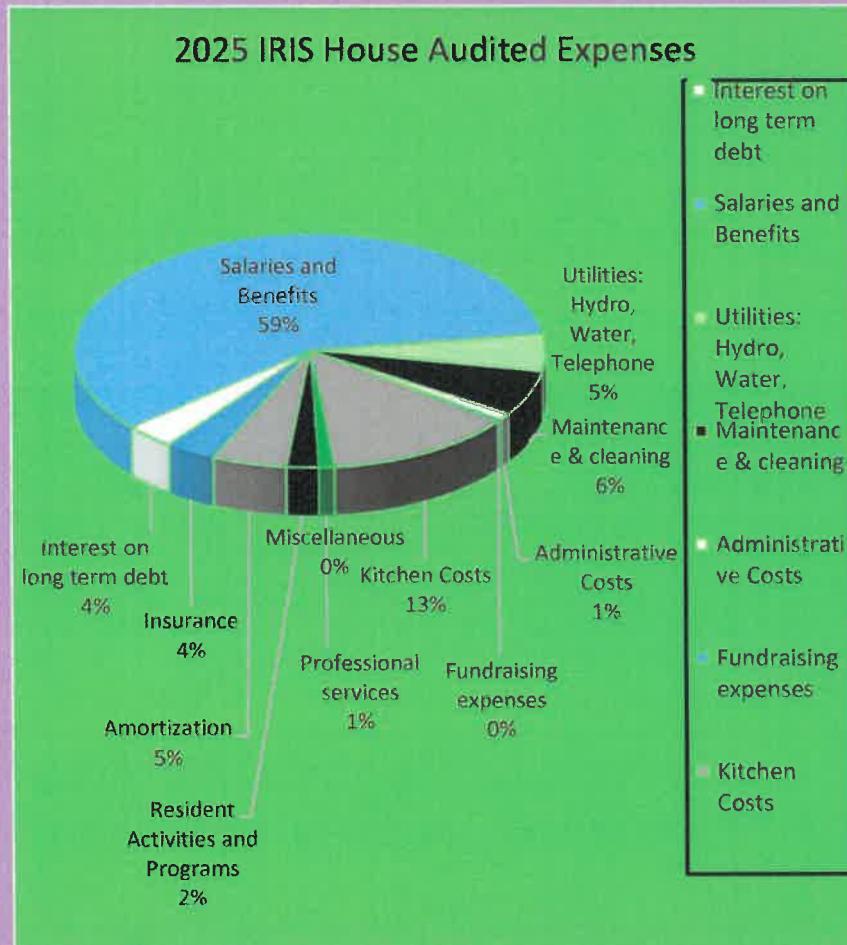
IRIS
Residential
Inns and
Services

To provide safe and secure supportive housing and services to persons with Persistent Serious Mental Illness (PSMI).



IRIS March 31, 2025

Audited Expenses



Interest on long term debt	\$56,817.00	3.37%
Salaries and Benefits	\$995,279.00	59.11%
Utilities: Hydro, Water, Telephone	\$88,029.00	5.23%
Maintenance & cleaning	\$104,076.00	6.18%
Administrative Costs	\$15,983.00	0.95%
Fundraising expenses	\$5,322.00	0.32%
Kitchen Costs	\$218,977.00	13.00%
Miscellaneous	\$0.00	0.00%
Professional services	\$17,714.00	1.05%
Resident Activities and Programs	\$36,802.00	2.19%
Amortization	\$85,811.00	5.10%
Insurance	\$59,094.00	3.51%
Total	\$1,683,904.00	100.00%

IRIS Residential Inns and Services

Per Diem Comparisons 2025

\$ 40.00	Doggy day care up to 4 hours
\$ 50.00	Dog boarding +\$10 for a walk
\$ 125.00	Pet sitting overnight rate (at clients home+ your food)
\$ 62.00	Child day care rate
\$ 60.00	Residential Services Homes per diem 2023-2026
\$ 74.22	IRIS HOUSE ACTUAL cost 2024/2025
\$ 436.00	Canadian Prison average cost per inmate
\$ 356.00	Nursing Home LTC (Long Term Care)
\$ 1,753.00	*Windsor Regional Hospital (Estimate for Acute Care)
\$ 1,253.00	*Hotel Dieu Grace Hospital (Estimate for TNI)

* Schedule A -2025/26 Ontario Hospital Interprovincial per diem rates for inpatient services, Effective April 1, 2025

Medication Assistance

- Staff assist with medications for all residents
- Some (21) residents on long acting injections (LAI) – improves quality of life and medication compliance
- Staff ensure 100% medication compliance

Hospital Admissions

- Before IRIS House
- 17,517 days
- After IRIS House
- 872 days

Based on 62 current residents hospital psychiatric admit records obtained with consent of residents (HDGH, WRH, St.Thomas)

Period of time September 2002 to June 2011

**Total reduction 16,645 days @
\$1,253 per day = \$20.8 million**

2025 Interprovincial per diem rate estimate for HDGH TNI

IRIS Residential Inns and Services

IRIS House Resident Statistics

65 Current Residents as at November 2025

- Ages 21- 77
- Where did they come from?
 - Apartment 10
 - Family Home 11
 - Homeless 4
 - Hospital 21
 - Lodging Homes 19
- Length of Stay
 - Less than 1 year 6
 - 1-5 years 19
 - 6-15 years 24
 - Over 15 years 16
- Diagnosis
 - Schizophrenia 41
 - Schizo-affective 17
 - Depression 3
 - Bi-Polar 4

IRIS Residential Inns and Services

IRIS House Resident Statistics

237 Former Residents as at November 2025

- Ages 20- 77
- Where did they come from?
 - Apartment 26
 - Family Home 33
 - Homeless 29
 - Hospital 96
 - Lodging Home 47
 - Jail/detox/refugee 6
- Length of Stay
 - Less than 1 year 117
 - 1-5 years 67
 - More than 5 years 53
- Diagnosis
 - Schizophrenia 147
 - Schizoaffective 22
 - Depression 28
 - Bi-Polar 40
- Where did they move to?
 - Apartment 93
 - Family Home 36
 - Hospital 39
 - Lodging Homes 37
 - Long-term Care 18
 - Jail 2
 - Deceased 12

Thank you for sharing your time with us.



IRIS House

IRIS Residential Inns and Services

1280 Ouellette Avenue www.irisinns.ca

Windsor, Ontario N8X 1J5

(519) 252-1819, Fax (519) 252-2378

**City Council
Monday, January 26, 2026
Budget - Written Submission**

From: Chris O'Neil <>
Sent: January 12, 2026 10:50
To: clerks <clerks@citywindsor.ca>
Subject: Public transit

To Whom It May Concern:

I have recently discovered the mayor's plan to cut more than a million dollars from the transit budget. As a senior citizen who relies on public transit I find this totally unacceptable.

I am aware of a proposed increase in bus fare as well. This too is totally unacceptable. DO BETTER Mr. Mayor!

Sincerely,
Chris O'Neil

City Council
Monday, January 26, 2026
Budget - Written Submission

His Worship Mayor Drew Dilkens
and Members of Council
Windsor City Hall
350 City Hall Square West, Windsor, ON

Friday January 23, 2026

**RE: Special Meeting of Council Agenda 2026 Proposed Operating and Capital Budgets -
Monday, January 26, 2026. Item 10.2: 2026 Proposed Capital Budget - City Wide (C 1/2026)**

Dear Mayor Dilkens and Members of Council,

We are writing as a follow-up to our May 12, 2025 delegation and ongoing advocacy regarding the preservation and restoration of the Jackson Park Bandshell, in light of the recent listing of the subject land for public sale.

We wish to thank the Mayor for publicly expressing interest in the City's acquiring the lands. We would be supportive of this proposal, provided that it includes the **preservation and restoration of the Jackson Park Bandshell**.

We believe the city can capitalize on a clear opportunity, through the acquisition of this land, to advance several key municipal objectives simultaneously, including increasing the supply of affordable housing; preserving environmentally essential green space; expanding venues for arts, culture, recreation, and sport; and restoring a unique heritage architecture landmark. The preservation and reuse of the historic Bandshell would also contribute meaningfully to the continued revitalization of Windsor's downtown core. Other cities have accomplished such preservation with resounding success—for example, the [Michigan State Fairgrounds Bandshell](#) in Detroit; [the Bracebridge Bandshell](#); [the New Dundee Bandshell in Wilmot, Ontario](#); and [the iconic CNE Bandshell](#).

Housing continues to be a priority at the municipal, provincial, and federal levels, and we support thoughtful investment in housing within Windsor's core, including modest and strategic densification. We strongly believe that a balanced approach can be achieved whereby a portion of the land (potentially approximately one-third) can be used for housing, while the Jackson Park Bandshell is preserved and restored and additional lands incorporated into the Jackson Park footprint. Such an approach can also support the continued use and maintenance of the nearby cricket and soccer field—an important recreational asset for young people and a vital space for health, well-being, and community building. Housing development could help offset land acquisition and upgrade costs through sales or rental revenue.

Prior to the May 12, 2025 Council meeting, City Council received numerous written submissions expressing strong, broad-based support for the preservation and restoration of the Bandshell. Residents, architectural and heritage professionals, cultural organizations, and community leaders-- all reflecting a diverse and unified community perspective-- emphasized the Bandshell's significant cultural and historical value, including its longstanding connection to Emancipation Day celebrations from the 1930s through the late 1960s, and its importance

as a rare and irreplaceable landmark associated with Black history in Windsor-Essex and Canada.

At the meeting itself, in-person and online delegates spoke articulately and passionately to the Bandshell's role as a community gathering space for arts, cultural gatherings, and civic celebrations, and to its importance to collective memory and neighbourhood identity. Delegates and written submissions alike emphasized that the Bandshell's value extended beyond nostalgia, highlighting its potential for adaptive reuse as a revitalized venue for artistic and cultural programming, education, and community engagement.

Council may also wish to recall that this request was supported through public consultation, including a city-wide survey that received over 900 responses, the majority of which supported the preservation of the Jackson Park Bandshell. This collective input, through written submissions, delegations, and public consultation, formed the basis of our delegation to Council on May 12, 2025, requesting that the feasibility study RFQ be re-issued to allow for broader participation and a comprehensive assessment of options.

It was our understanding that Council was broadly supportive of this direction; however, the matter was deferred pending the announcement of the Greater Essex County District School Board's intention to place the lands for sale.

From an architectural and urban design perspective, as noted by Crystal Waddell, Co-Founder of Mean Studios Architecture and Design, the Jackson Park Bandshell is a distinctive and well-designed structure with acoustics integral to its form, making it a unique and irreplaceable element of Windsor's built environment. Its central location, surrounded by amenities such as the botanical gardens, Bright Lights Windsor, nearby sports facilities, playgrounds, two secondary schools, and the City's greenhouses, further enhances its value, while its proximity to Jackson Park and the Parks and Recreation headquarters offers practical advantages for maintenance and operations. With thoughtful visioning, the Bandshell is uniquely positioned to serve as Windsor's mid-sized outdoor cultural venue, addressing a critical gap between the large-scale Festival Plaza and the smaller Lanspeary Park gazebo. Preserving and reinvesting in this venue would allow the City to expand cultural programming without duplication or competition, supporting accessible, intimate, community events such as film screenings, live music, theatre, dance, and children's programming. Protecting the Bandshell is not simply about heritage preservation; it is an investment in cultural infrastructure Windsor already has and cannot easily replace.

While we recognize there may be multiple future scenarios for the broader site, we believe that in any realistic outcome, a vision that combines housing, distinctive Windsor history, recreational space, and green space-while preserving and restoring the Bandshell-is both achievable and in the best interest of the community. We would also note that some members of our group would also advocate for the preservation of Windsor Stadium; however as a collective we realize that may not be possible.

As Council considers the 2026 Capital Budget, we respectfully urge the allocation of funds to allow the City to submit a proposal to purchase the property, informed by the recommendations outlined above. We ask that any future consideration of these lands include a clear commitment to **the preservation and restoration of the Jackson Park Bandshell**. We welcome the opportunity to collaborate, consult, and contribute constructively to any process Council may undertake. Whatever path is chosen, we strongly believe it should include safeguarding this precious cultural and historical asset for the enjoyment of future generations.

Thank you for your thoughtful consideration of this matter, and for your continued service to our community.

Respectfully yours,
The Jackson Park Bandshell Committee