City Council Meeting Agenda

Date: Monday, April 13, 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. Any delegations have the option to participate in person or electronically.

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 - Playing of the National Anthem

READING OF LAND ACKNOWLEDGEMENT

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

3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

4. ADOPTION OF THE MINUTES

5. NOTICE OF PROCLAMATIONS

Proclamations

Sikh Heritage Month – April, 2026
Holocaust Remembrance Day – April 13, 2026
Earth Day – April 13, 2026

Flag Raising Ceremony

Sikh Heritage Month – April 14, 2026

6. COMMITTEE OF THE WHOLE

7. COMMUNICATIONS INFORMATION PACKAGE (This includes both Correspondence and Communication Reports)

7.1. Correspondence 7.1.1. through 7.1.2. **(CMC 6/2026)**

7.2. Mayor, Councillors and Appointees Statement of Remuneration and Expenses for 2025 **(C 35/2026)** *Author: Jocelyn De Luna, Financial Analyst*

7.3. 2025 Annual Report - Building Permit Fee Reserve Fund - City Wide **(C 41/2026)** *Author: Michael Okanlawon, Financial Planning Administrator*

7.4. 2025 Annual Investment Compliance Report - City Wide **(C 38/2026)** *Author: Lorie Gregg, Executive Director, Financial Planning, Deputy Treasurer*

8. CONSENT AGENDA

8.1. Fee Program Rates - City Wide **(C 39/2026)** *Author: Ian Day, Senior Manager, Transportation*

8.2. Exemption to Noise By-law 6716 for Nighttime Construction Work – E.C. Row Expressway West Bound Central Avenue to Walker Road Mill and Pave – Ward 7 & 8 **(C 30/2026)** *Author: Gerry Rattew, Engineer I*

8.3. Purchasing Bylaw – Periodic Review and Amendment **(C 43/2026)** *Author: Dawn Lamontagne, Purchasing Manager (Acting)*

CONSENT COMMITTEE REPORTS

8.4. Zoning By-law Amendment Application for 291 Watson Avenue, Z-035/25 [ZNG-7344], Ward 6 **(SCM 47/2026) (S 144/2025)** *Author: Brian Nagata, Planner III - Development (Acting)*

8.5. Minutes of the Essex-Windsor Solid Waste Authority (EWSWA) Regular Board of its meeting held December 2, 2025 **(SCM 94/2026) (SCM 56/2026)**

8.6. Waste Collection Service Level Enhancements to Strengthen the Core **(SCM 95/2026) (S 16/2026)** *Author: Jim Leether, Public Works – Operations, Environmental Services*

9. REQUEST FOR DEFERRALS, REFERRALS AND/OR WITHDRAWALS

10. PRESENTATIONS AND DELEGATIONS

10.1. Signing of Symbolic Relationship between the City of Windsor and Kupiansk, Ukraine

11. REGULAR BUSINESS ITEMS (Non-Consent Items)

11.1. 2025 Year-End Operating Budget Variance Report for Transit Windsor - City Wide **(C 36/2026)** *Author: James Chacko, Executive Director Transit Windsor (Acting)*

11.2. Annual Update: Strengthen the Core: Downtown Windsor Revitalization Plan – City Wide **(C 34/2026)** *Author: Cristina Melnik, Senior Economic Development Officer*

11.3. Options for Licensing Hotels and Motels - City Wide **(S 21/2025)** *Author: Craig Robertson, Manager of Licensing and Enforcement & Deputy Licence Commissioner*

Clerk's Note: Administration is providing the ***attached*** additional information memo **(AI 17/2025)** *Author: Stephen Lynn, Manager, Social Policy & Planning*

11.4. 2025 Year-End Operating Budget Variance Report - City Wide **(C 37/2026)** *Author: Janice Guthrie, Commission, Finance & City Treasurer*

11.5. RFP 147-25 Janitorial Supplies - City Wide **(C 42/2026)** *Author: Dawn Lamontagne, Purchasing Manager (Acting)*

12. CONSIDERATION OF COMMITTEE REPORTS

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

13. BY-LAWS (First and Second Reading)

13.1. **By-law 56-2026** - A BY-LAW TO ESTABLISH LANDS AS A PUBLIC RIGHT-OF-WAY, IN THE CITY OF WINDSOR, authorized by CR76/2011, dated February 28, 2011.

13.2. **By-law 57-2026** - A BY-LAW TO PROVIDE THAT PART-LOT CONTROL SHALL NOT APPLY TO CERTAIN LAND THAT IS WITHIN PLAN 1241 IN THE CITY OF WINDSOR, authorized by Bylaw 139-2013, dated August 26, 2013.

13.3. **By-law 58-2026** - A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 2.44 METRE NORTH/SOUTH ALLEY NORTH OF SEMINOLE STREET, EAST OF LABADIE ROAD, AND WEST OF WESTCOTT ROAD, CITY OF WINDSOR, authorized by CR229/2025, dated May 26, 2025.

13.4. **By-law 59-2026** - A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 2.44 METRE NORTH/SOUTH ALLEY NORTH OF SEMINOLE STREET, EAST OF LABADIE ROAD, AND WEST OF WESTCOTT ROAD, CITY OF WINDSOR, authorized by CR229/2025, dated May 26, 2025.

13.5. **By-law 60-2026** - A BY-LAW TO ESTABLISH A POLICY FOR THE PROCUREMENT OF GOODS AND SERVICES INCLUDING CONSTRUCTION FOR THE CORPORATION OF THE CITY OF WINDSOR, see Item 8.3.

13.6. **By-law 61-2026** - A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 13TH DAY OF APRIL, 2026.

14. MOVE BACK INTO FORMAL SESSION

15. NOTICES OF MOTION

16. THIRD AND FINAL READING OF THE BY-LAWS

By-laws 56-2026 through 61-2026 inclusive

17. PETITIONS

18. QUESTION PERIOD

19. STATEMENTS BY MEMBERS

20. UPCOMING MEETINGS

Development & Heritage Standing Committee
Tuesday, April 7, 2026
4:30 p.m., Council Chambers

Environment & Climate Change Advisory Committee
Thursday, April 16, 2026
5:30 p.m., Room 140, 350 City Hall Square West

Windsor Licensing Commission
Thursday, April 23, 2026
9:30 a.m., Room 140, 350 City Hall Square West

City Council Meeting
Monday, April 27, 2026
10:00 a.m., Council Chambers

21. ADJOURNMENT

THE CITY OF WINDSOR ONTARIO, CANADA

Correspondence Report: CMC 6/2026

ATTACHMENTS

Subject: Correspondence Report for Monday, April 13, 2026 City Council Meeting

No.	Sender	Subject
7.1.1.	Greater Essex County District School Board and Windsor-Essex Catholic District School Board	Letters from school boards in response to Decision Number B17/2026 regarding temporary Transit Windsor measures put in place for student transportation needs. Administrative Lead: Deputy Chief Administrative Officer / Commissioner, Economic Development AF/15032 Note & File
7.1.2	Committee of Adjustment	Applications to be heard by the Committee of Adjustment/Consent Authority, Thursday, April 16, 2026. Administrative Lead: City Planner Z2026 Note & File

Greater Essex County District School Board

451 Park St. W., P.O. Box 210, Windsor, ON N9A 6K1 · 519-255-3200

March 2, 2026

Jelana Payne
Deputy CAO, Commissioner – Economic Development
City of Windsor

Dear Ms. Payne,

We have reviewed your February 10, 2026, letter regarding the temporary reinstatement of Transit Windsor's Route 1000. While this decision will benefit a particular group of students, The Greater Essex County District School Board (GECDSB) must object to the City's attempt to inaccurately assign municipal responsibilities to the GECDSB.

Transit Windsor is a municipal service:
Transit Windsor's routes, funding, and operations are determined by the City. Students who use the system pay fares and contribute through municipal taxes like all residents. The GECDSB does not plan, fund, or operate municipal transit, and cannot be held responsible for decisions made by City Council.

Student transportation is provincially funded:
The Ministry of Education provides dedicated funding for school board transportation. This funding cannot be redirected to subsidize municipal transit restructuring. Municipal transit decisions do not influence provincial allocations, nor does the City have authority over student transportation planning. It is important that the City understands that student transportation is the responsibility of the Windsor-Essex Student Transportation Services ("WESTS"), a legal consortium which determines student transportation for the Windsor-Essex County region across four local school boards serving the region, in accordance with its policies. Individual school boards do not make transportation decisions nor plan bus routes.

Municipal transit decisions remain municipal responsibilities:
The elimination of School Extra routes, the network redesign, and the temporary reinstatement of Route 1000 are City decisions. These decisions do not create obligations for the GECDSB nor can they result in a shift of costs to provincial education budgets.

Transit cuts have affected students:
The removal of School Extra routes has disproportionately impacted low-income families, students with jobs or caregiving duties, those in underserved neighbourhoods, and students with special or complex needs. These consequences are the result of municipal decisions and the impact cannot be reassigned to the GECDSB.

Public messaging contradicts the City's position:
The City has publicly stated that transit changes were made to modernize the system and improve efficiency. Your letter, however, suggests the GECDSB should adjust its budget to help accommodate these municipal decisions. These positions are inconsistent and unrealistic.

GECDSB advocacy is being mischaracterized:
The GECDSB has advocated for students as residents and fare-paying users of the municipal transit system. There has never been a request for the City to fund school board transportation. Reframing it by the City as such is inaccurate. The school board does advocate on behalf of students and families for the City to maintain a public transportation system that recognizes the needs of students who rely on public transportation to attend school.

Route 1000 reinstatement does not create GECDSB obligations:
The temporary reinstatement of Route 1000 is a municipal choice. It can not compel the GECDSB to redesign provincially funded student transportation systems or absorb municipal responsibilities.

Responsibilities must remain aligned with legislation:
Municipal and school board jurisdictions are distinct and legislated. As previously explained, the City cannot assign, direct or expect responsibility for its public transit decisions to the GECDSB.

Conclusion:
The GECDSB remains willing to be a resource to assist the City in determining it's routes to benefit students and it's public transportation ridership, but we require accuracy and respect for jurisdiction. Please ensure that future communications reflect legislative reality clearly and without ambiguity or false assumptions.

We always welcome the opportunity to discuss and consult on matters which impact our students prior to City decisions to ensure that those decisions are based on factual information and realistic expectations of outcomes.

Sincerely,

Gale Hatfield
Chair, Board of Trustees

cc. Mayor Drew Dilkens
cc. Mr. Fred Francis, Councillor Ward 1
cc. Mr. Frazier Fathers, Councillor Ward 2
cc. Mr. Renaldo Agostino, Councillor Ward 3
cc. Mr. Mark McKenzie, Councillor Ward 4
cc. Mr. Ed Sleiman, Councillor Ward 5
cc. Mrs. Jo Anne Gignac, Councillor Ward 6
cc. Mr. Angelo Marignani, Councillor Ward 7
cc. Mr. Gary Kaschak, Councillor Ward 8
cc. Mr. Kieran McKenzie, Councillor Ward 9
cc. Mr. Jim Morrison, Councillor Ward 10
cc. Mr. Ray Mensour, CAO City of Windsor
cc. Mr. Steve Vlachomdimos, City Clerk
cc. Mr. James Chacko, Executive Director, Transit Windsor
cc. The Honourable Paul Calandra, Minister of Education
cc. Mr. Andrew Dowie, Member of Provincial Parliament, Windsor-Tecumseh
cc. Ms. Lisa Gretzky, Member of Provincial Parliament, Windsor West
cc. Mr. Anthony Leardi, Member of Provincial Parliament, Essex
cc. Mr. Trevor Jones, Member of Provincial Parliament, Chatham-Kent-Leamington
cc. Mrs. Vicki Houston, Director of Education
cc. Mrs. Shelley Armstrong, Superintendent of Business, Treasurer and Facility Services

WINDSOR-ESSEX CATHOLIC
DISTRICT SCHOOL BOARD
BOARD OF TRUSTEES

1325 California Avenue
Windsor, ON N9B 3Y6
CHAIRPERSON: Lisa Soulliere
DIRECTOR OF EDUCATION: Emelda Byrne
Telephone: (519) 253-2481 FAX: (519)253-4819

Dear Ms. Payne,

Thank you for your letter of Feb. 10, 2026 regarding Council Decision Number B17/2026, the temporary reinstatement of Transit Windsor Route 1000. We have also had the opportunity to review your letter of Feb. 18, 2026 to Ontario Minister of Education Paul Calandra regarding the same decision.

While we certainly appreciate any measures that will support our students, we are very concerned about the suggestion that this decision will "give the school boards time to review student transportation needs and make any necessary adjustments as part of their 2026-2027 budget planning."

Until the decision was made to eliminate the Transit Windsor school extras, our students were able to rely on a bus service that took them directly to and from school - a service that they paid for through fees paid to the City of Windsor. It was Windsor City Council that chose to eliminate this service, based on a recommendation from administration, forcing hundreds of students to navigate a new system, sometimes having to take two buses, making it much more difficult for them to get to school in a timely manner.

Your letter indicates that a review and analysis of your transit data since the extras were eliminated shows that "operations have stabilized, and these routes are now functioning effectively as part of the regular transit network." This is a perspective many do not agree with and does not take into account increased congestion in the neighbourhoods around the schools they formerly served. Many parents have chosen to drive their children to school rather than have them use a system that requires much greater travel times than what they were accustomed to prior to the route eliminations.

Your letter also indicates that "the City of Windsor recognizes that reliable transportation is critical to students' success and well-being." If that were the case, you would not have disrupted the service and suggested the responsibility should be offloaded to the Minister of Education and local school boards.

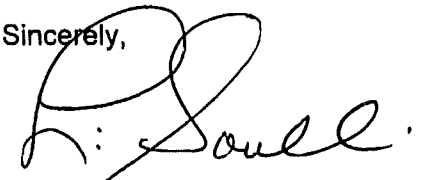
As mentioned above, this was a service that was paid for by students and their families. School boards simply don't have the funds that would be required to replace the former Transit Windsor school extras with yellow school buses. Furthermore, the Windsor-Essex Student Transportation Services consortium of school bus operators has a difficult time employing sufficient drivers to service their existing routes. Finding more drivers to cover the routes that would be needed to replace Transit Windsor school extras would be difficult, if not impossible.

Your suggestion that we should review our student transportation needs as part of our budget planning implies that we could somehow fund the reinstatement of school extras. Please know that we consistently face a significant deficit in our transportation budget most years as funding rarely meets our student transportation needs. School boards from across Ontario continue to lobby the provincial government for further reforms to the transportation funding formula, but despite recent changes, transportation will continue to be a significant budget pressure. Unless further changes are made to the formula to ensure both the overall adequacy of funding and its

equitable distribution across all school boards, we simply will not have the funds to meet our existing needs and achieve a balanced transportation budget.

In closing, we would simply reiterate the message that our administrative team conveyed to you prior to your decision to eliminate these routes: these are necessary services for students in a city that believes "...reliable transportation is critical to students' success and well-being." These services should not have been cut in the first place.

Sincerely,



Lisa Soulliere
Chair, Windsor-Essex Catholic District School Board

To:
Board of Trustees
Greater Essex County District School Board
Windsor-Essex Catholic District School Board

February 10, 2026

Dear Trustees,

On behalf of the City of Windsor, I am writing to formally advise you of City Council's direction regarding the **temporary reinstatement of Transit Windsor's Route 1000 effective February 9th, 2026, to December 18th, 2026**. Route 1000 is the final remaining school bus extra servicing students attending Holy Names and Massey who live in the Devonshire Heights and Walker Gates neighbourhoods. The applicable council resolution is included below for reference.

Decision Number: B17/2026

That administration BE DIRECTED to add the Transit Windsor Route 1000 bus back into circulation for the remainder of this calendar year-2026, until the end of December 2026; and that the proposed bus fare increase be reduced from $4.00 per trip to $3.95 per trip; and,

That Administration BE DIRECTED to write a letter to the local School Boards and to the Minister of Education, including information about the temporary measure Council has put in place and to give the school boards time to review student transportation needs and make any necessary adjustments as part of their 2026–2027 budget planning.

First and foremost, the City of Windsor recognizes that reliable transportation is critical to students' success and well-being. All residents, including our student population are welcome on Transit Windsor, and we remain committed to supporting their ability to travel safely to and from school, access part-time employment, and participate fully in the communities in which they live.

As you are aware, the final routes associated with School Bus Extras were eliminated as part of the City of Windsor 2025 budget process and replaced by enhancements to the regular public transit network to support a more efficient, equitable, and city-wide system. As a municipal transit provider, Transit Windsor must focus its resources on delivering consistent and accessible service to all residents. The Transit Windsor Master Plan provides clear direction for building an integrated, efficient, and citywide transit network, with long-term service planning focused on reinvesting in the regular system to improve capacity, reliability, and overall performance, rather than continuing customized routes such as Route 1000. In 2025, Transit Windsor delivered its most significant system enhancement to date by adding 20,000 annual service hours, including new routes and increased frequency, building on the approximately 18,000 service hours and targeted route restructuring implemented in 2023 to streamline services, reduce travel times, and strengthen network connectivity.

During the 2026 Budget deliberations, City Council approved a temporary reinstatement of Transit Windsor's Route 1000 until December 18, 2026. This measure was adopted to support both school boards as you complete your 2026–2027 budget planning cycle, providing additional time to review and assess the transportation needs of your students. It is vital that this planning happen as soon as possible, recognizing that this extra service has a firm end date.

It is important to note that the broader set of former School Extra routes has fully transitioned to regular transit service for approximately five months. Review and analysis of our transit data shows that operations have stabilized, and these routes are now functioning effectively as part of the regular transit network. We are pleased to share that further improvements to the transit system are anticipated in late 2026 with the opening of the new East End Terminal, which will further enhance travel options and connectivity for all residents, including students across the region.

We appreciate the collaboration that has occurred between the City of Windsor, Transit Windsor, GECDSB, and WECDSB throughout this transition. Joint efforts in route planning, school-based outreach, family communications, and on-site student support have been instrumental in assisting students and families as they adapt to regular transit service network.

Sincerely,

Jelena Payne
Deputy CAO / Commissioner, Economic Development

cc. Mayor Drew Dilkens
cc. Ray Mensour, CAO City of Windsor
cc. Steve Vlachodimos, City Clerk
cc. James Chacko, Executive Director, Transit Windsor

COMMITTEE OF ADJUSTMENT/CONSENT AUTHORITY AGENDA RECORD

PLEASE BE ADVISED THIS MEETING IS CONDUCTED ELECTRONICALLY.

The following applications are scheduled to be heard electronically by the Committee of Adjustment/Consent Authority on Thursday, April 16, 2026 in the order stated below commencing at 3:30 PM or shortly thereafter.

ITEM	FILE #	APPLICANT	LOCATION	REQUEST
1	A-014/26 B-006/26	1998308 ONTARIO INC	796 HILDEGARDE ST	CONSENT: Create a new lot fronting Hilderade Street RELIEF:. Requesting relief for reduced minimum lot width for the severed lot.
2	A-015/26 B-007/26	MAHMOUD ELEYAN	2979 RANDOLPH AVE	CONSENT: Create a new lot. RELIEF: Requesting relief for reduced minimum lot width and minimum lot area for both the severed and retained lots.
3	A-017/26	MICHELLE COOK-MCINTYRE	1111 DROUILLARD RD	RELIEF: Request for expansion of legal non-conforming use from a single unit dwelling to a combined use building with a dwelling unit on the same level as the commercial unit.
4	A-018/26	GUISEPPE & JESSICA PALAZZOLO	0 RANKIN AVE	RELIEF: Proposed single unit dwelling requesting relief for increased maximum gross floor area and increased maximum floor area of a sunroom within a required rear yard.
5	A-019/26	KND HOLDINGS INC	534 CALIFORNIA AVE	RELIEF: Requesting relief for reduced minimum lot width, lot area, rear yard depth, increased maximum encroachment of a porch into a required yard and balcony into a required yard.
6	A-020/26	USMANI ASSETS HOLDING CORP.	460 FRONTENAC AVE	RELIEF: Requesting relief for increased maximum main building gross floor area.

7	A-021/26	LULA DEDVUKAJ, PJETAR DEDVUKAJ	1010 ROSELAND DR S	RELIEF: Requesting relief for increased maximum main building gross floor area.
8	A-022/26 B-008/26	SORGE FAMILY HOLDINGS INC	999 E C ROW AVE E	CONSENT: Create a new lot. RELIEF: Requesting relief for increased minimum landscaped open space yard for the retained lot.
9	A-023/26	17126522 CANADA INC	0 BLISS RD *Roll # 3739-070-250-03998-0000*	RELIEF: Requesting relief for reduced minimum lot width and reduced minimum lot area.
10	A-024/26 B-009/26	PRASHANTH NUTHULA	732 VANIER ST	CONSENT: Create a new lot. RELIEF: Requesting relief for reduced minimum lot width and increased maximum main building gross floor area.
11	A-025/26 B-011/26	LUIS VARON	3207 BRUCE AVE	CONSENT: Create a new lot fronting Bruce Ave. RELIEF: Requesting relief for reduced minimum lot width for both the retained and severed lots.
12	A-026/26	CANADIAN TIRE REAL ESTATE LTD	3920 DOUGALL AVE	RELIEF: Request to increase the maximum permitted sign height over a roofline.
13	A-027/26 B-013/26	ASI ARCHITECTURAL METALS INC	1667 PIERRE AVE	CONSENT: Create a new lot. RELIEF: Requesting relief for reduced minimum lot width for the severed lot.
14	A-028/26	DIMAHOLDCO INC.	3278 MARENTETTE AVE	RELIEF: Requesting relief for decreased number of required parking spaces and increased maximum building height.

15	B-010/26	YUNUS ORAK	520 GRAND MARAIS RD W	CONSENT: Create a new lot.
16	B-012/26	JSZ ENTERPRISES INC	0 CHARLES ST *Roll # 3739-080-020-03410-0000*	CONSENT: Technical severance of an exisiting parking area.

In addition, if you wish to be notified of the decision of the Committee of Adjustment in respect of the proposed applications, you must make a written request to the Committee of Adjustment at the address shown below with the specific file number. Please email requests to COAdjustment@citywindsor.ca . **NOTE**: To access the Agenda Record, Comments for the upcoming meeting, and past Committee of Adjustment Minutes, please visit our website at: Committee of Adjustment Meeting Agenda (citywindsor.ca)

Subject: Mayor, Councillors and Appointees Statement of Remuneration and Expenses for 2025

Reference:

Date to Council: April 13, 2026
Author: Jocelyn De Luna
Financial Analyst
519-255-6100 Ext 6334
jdeluna@citywindsor.ca
Financial Accounting & Corp Controls
Report Date: 3/19/2026
Clerk's File #: ACO/7090

To: Mayor and Members of City Council

Recommendation:

THAT the report of the City Treasurer regarding the Mayor, Councillors and Appointees 2025 Statement of Remuneration and Expenses **BE RECEIVED** for information.

Executive Summary:

N/A

Background:

In compliance with the *Municipal Act (S. 284(1))*, each year the City Treasurer is required to provide a report to council that itemizes the remuneration paid and expenses reimbursed in the previous year to:

(a) each member of council in respect of his or her services as a member of the council or any other body, including a local board, to which the member has been appointed by council or on which the member holds office by virtue of being a member of council;

(b) each member of council in respect of his or her services as an officer or employee of the municipality or other body described in clause (a); and

(c) each person, other than a member of council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body.

Additionally, the report also includes travel related expenses that were not reimbursed but paid directly by the municipality and attributable to an individual.

Furthermore, on April 16, 2012 Council Resolution M182-2012 directed as follows:

"That the report of the City Treasurer dated March 30, 2012 regarding Councillors and Appointees 2011 Statement of Remuneration and Expenses **BE RECEIVED** for information, and further, that Administration **BE DIRECTED**, on a go-forward basis, to **ENDEAVOR** to include in future reports, the same information currently collected for City Councillors, for City appointees to City agencies, boards and commissions, provided that they are not subject to any legislative restrictions."

As required by Council Resolution M182-2012, the additional information collected is reflected in Appendix D – Schedule of Mayor, Council and Appointees Remuneration and Expenses for 2025 from City ABC's (Direct Payments Made by the Listed Organizations) attached.

Discussion:

Administration has compiled the required and requested information in the attached schedules which are being provided for information.

Appendix A – Schedule of Mayor and Council Remuneration for 2025

Appendix B – Schedule of Council and Appointees Expenses for 2025

Appendix C – Schedule of Appointees Remuneration for 2025

Appendix D – Schedule of Mayor, Council and Appointees Remuneration and Expenses for 2025 from City Agencies, Boards, Commissions

Appendix E – Schedule of Mayor's Business and Travel Expenses for 2025

This information is consistent with previous year disclosures.

Risk Analysis:

Disclosure of this information is required under the Ontario Municipal Act.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

The financial compensation is provided in the attached schedules.

Consultations:

Mia Ducharme, Corp Payroll Admin & Compliance
Christine Chauvin, Mayor's Office
Becky Murray, Council Services
Sandra Gebauer, Council Services
William Foot, Council Services

Conclusion:

This report is provided to Council for information purposes.

Approvals:

Name	Title
Alexandra Taylor	Manager of Accounting Services
Dan Seguin	Executive Director Treasury & Financial Accounting, Deputy Treasurer
Lorie Gregg	On behalf of Commissioner – Finance & City Treasurer
Steve Vlachodimos	City Clerk
Jelena Payne for Ray Mensour	Chief Administrative Officer

Notifications:

N/A

Appendices:

Appendix A – Schedule of Mayor and Council Remuneration for 2025

Appendix B – Schedule of Council and Appointees Expenses for 2025

Appendix C – Schedule of Appointees Remuneration for 2025

Appendix D – Schedule of Mayor, Council and Appointees Remuneration and Expenses for 2025 from City Agencies, Boards, Commissions

Appendix E – Schedule of Mayor's Business and Travel Expenses for 2025

APPENDIX A

THE CORPORATION OF THE CITY OF WINDSOR
SCHEDULE OF MAYOR AND COUNCIL REMUNERATION FOR 2025

NAME	BASE SALARY	TAXABLE BENEFITS	ANNUAL SALARY
Mayor			
DILKENS, ANDREW "DREW"	$ 218,949.11	$ 9,893.64	$ 228,842.75
Councillor			
AGOSTINO, RENALDO	$ 54,723.49	$ 221.22	$ 54,944.71
COSTANTE, FABIO	$ 26,601.66	$ 109.56	$ 26,711.22
FRANCIS, FRED	$ 54,723.49	$ 221.22	$ 54,944.71
FATHERS, FRAZIER	$ 8,968.48	$ 37.36	$ 9,005.84
GIGNAC, JO ANNE	$ 54,723.49	$ 221.22	$ 54,944.71
KASCHAK, GARY	$ 54,723.49	$ 221.22	$ 54,944.71
MARIGNANI, ANGELO	$ 54,723.49	$ 221.22	$ 54,944.71
MCKENZIE, KIERAN	$ 54,723.49	$ 221.22	$ 54,944.71
MCKENZIE, MARK	$ 54,723.49	$ 221.22	$ 54,944.71
MORRISON, JAMES	$ 54,723.49	$ 221.22	$ 54,944.71
SLEIMAN, AOUNAD	$ 54,723.49	$ 221.22	$ 54,944.71
TOTAL COUNCILLORS	**$ 528,081.55**	**$ 2,137.90**	**$ 530,219.45**

SCHEDULE OF COUNCIL AND APPOINTEES EXPENSES FOR 2025

COUNCILLOR	DESCRIPTION	DESTINATION	DATE		AMOUNT [1]	TOTAL EXPENSES [1]
			From	To		
Agostino, Renaldo	CUTA Annual Fall Conference & Transit Show - Registration & Airfare (Trip Cancelled) [2]	Montreal, QC	2-Nov-25	5-Nov-25	$ 2,412.39	$ 2,412.39
Fathers, Frazier	No amounts for 2025				$ -	$ -
Francis, Fred	No amounts for 2025				$ -	$ -
Gignac, Jo-Anne	No amounts for 2025				$ -	$ -
Kaschak, Gary	AMO Symposium: Impact of Trades and Tariffs on Ontario Municipalities	Toronto, ON	23-Oct-25	24-Oct-25	$ 1,312.42	$ 5,298.86
	CUTA Annual Fall Conference & Transit Show	Montreal, QC	2-Nov-25	5-Nov-25	$ 3,986.44	
Marignani, Angelo	AMO Annual General Meeting & Conference	Ottawa, ON	16-Aug-25	20-Aug-25	$ 3,595.88	$ 3,595.88
McKenzie, Kieran	AMO Board Meeting	Toronto, ON	20-Mar-25	22-Mar-25	$ 463.48	$ 6,133.71
	AMO Board Meeting	Kitchener, ON	19-Jun-25	20-Jun-25	$ 603.88	
	AMO Annual General Meeting & Conference	Ottawa, ON	15-Aug-25	20-Aug-25	$ 4,927.60	
	AMO Board Meeting (Trip cancelled) [2]	Toronto, ON	27-Nov-25	29-Nov-25	$ 138.75	
McKenzie, Mark	FCM Annual Conference and Trade Show	Ottawa, ON	29-May-25	1-Jun-25	$ 3,725.17	$ 3,725.17
Morrison, James	AMO Annual General Meeting & Conference	Ottawa, ON	16-Aug-25	20-Aug-25	$ 3,289.03	$ 3,289.03
Sleiman, Aounad "Ed"	No amounts for 2025				$ -	$ -

Notes:
1. Amounts listed are Canadian Equivalents.
2. Trip Cancelled - Non-refundable expenses

SCHEDULE OF COUNCIL AND APPOINTEES EXPENSES FOR 2025

APPOINTEES	DESCRIPTION	DESTINATION	DATE		AMOUNT [1]	TOTAL EXPENSES [1]
			From	To		
Agostino, Renaldo (International Relations Committee)	IRC Delegation - Airfare [2]	Arlington, Texas	-	-	$ 796.95	$ 796.95
Balsamo, Giuseppe (Committee of Adjustment)	Local Mileage	Windsor, ON	1-Jan-25	31-Dec-25	$ 496.08	$ 496.08
Barycki, Jerzy (International Relations Committee)	IRC Delegation to Twin Cities (Airfare)	Mannheim, Germany & Lublin, Poland	22-Jul-25	24-Jul-25	$ 661.22	$ 661.22
Cerasa, Frank (Committee of Adjustment)	Local Mileage	Windsor, ON	1-Jan-25	31-Dec-25	$ 322.27	$ 322.27
Haidar, Ronnie (International Relations Committee)	IRC Delegation - Airfare [2]	Arlington, Texas	-	-	$ 796.86	$ 796.86
Marignani, Angelo (International Relations Committee)	IRC Delegation to Twin Cities	Mannheim, Germany & Lublin, Poland	21-Jul-25	27-Jul-25	$ 3,227.23	$ 3,270.40
	Purchase of Gift for Lublin Delegation Members	-	13-Nov-25	13-Nov-25	$ 43.17	
Sleiman, Mike (Committee of Adjustment)	Local Mileage 2024 [3]	Windsor, ON	1-Jan-24	31-Dec-24	$ 354.20	$ 819.32
	Local Mileage 2025	Windsor, ON	1-Jan-25	31-Dec-25	$ 465.12	

Notes:
1. Amounts listed are Canadian Equivalent.
2. Airfare paid in Nov 2025 for trip in Jan 2026
3. Paid in 2025

SCHEDULE OF APPOINTEES REMUNERATION FOR 2025

APPOINTEES	WINDSOR POLICE SERVICES BOARD	TUNNEL COMMISSION / BORDERLINK	TOTAL
Burnett, Michael	$ -	$ 4,499.95	$ 4,499.95
Chisholm, Sophia	$ 6,500.04	$ -	$ 6,500.04
Cohen, Ira	$ -	$ 4,499.95	$ 4,499.95
De Verteuil, Robert Louis	$ 6,193.87	$ -	$ 6,193.87
Dzudz, Nicholas	$ -	$ 4,499.96	$ 4,499.96
Elliott, John	$ 2,166.68	$ -	$ 2,166.68
Hammond, David	$ 5,958.26	$ -	$ 5,958.26
Naidu, Rakesh	$ 1,751.40	$ -	$ 1,751.40
TOTAL	**$ 22,570.25**	**$ 13,499.86**	**$ 36,070.11**

THE CITY OF WINDSOR
ONTARIO, CANADA

SCHEDULE OF MAYOR, COUNCIL AND APPOINTEES REMUNERATION AND EXPENSES FOR 2025 FROM CITY AGENCIES, BOARDS, COMMISSIONS
(DIRECT PAYMENTS MADE BY THE LISTED ORGANIZATIONS *)

*** This information was provided by the organizations listed below. Amounts were paid by these organizations directly to or on behalf of these individuals.**

		REMUNERATION				ALL OTHER EXPENSES			
(1) NAME	(2) POSITION WITHIN ORGANIZATION	(3) BASE RETAINER / MEETING ATTENDANCE FEES ADHOC INDIVIDUAL MEETING PAYMENTS	(4) BOARD PAYMENTS	(5) TAXABLE BENEFITS	(6)=(3)+(4)+(5) SUBTOTAL OF REMUNERATION	(7) DESCRIPTION	(8) DATES (FROM/ TO)	(9) AMOUNT OF ALL OTHER EXPENSES	(10)=(6)+(9) TOTAL OF REMUNERATION AND ALL OTHER EXPENSES
Downtown Windsor Business Improvement Association									
MacLeod, Chris	Chair	$ -			$ -	Parking Tokens, Downtown Windsor Community Collaborative Gala	Jan - Dec 2025	$ 125.00	$ 125.00
Holt, Olivia	Vice Chair	$ -			$ -	Parking Tokens, TWEPI - Annual General Meeting	Jan - Dec 2025	$ 197.50	$ 197.50
Adams, Misty	Director	$ -			$ -	Parking Tokens, Downtown Windsor Community Collaborative Gala	Jan - Dec 2025	$ 250.00	$ 250.00
Balla, Ron	Director	$ -			$ -	Parking Tokens	Jan - Dec 2025	$ 212.50	$ 212.50
Bhatti, Sikander (Sunny)	Director	$ -			$ -	Parking Tokens, TWEPI - General AGM, Downtown Windsor Community Collaborative Gala	Jan - Dec 2025	$ 110.00	$ 110.00
Blanchard, Ray	Director	$ -			$ -	Parking Tokens, TWEPI General AGM	Jan - Dec 2025	$ 97.50	$ 97.50
Agostino, Renaldo (Ward 3)	Councillor	$ -			$ -	Downtown Windsor Community Collaborative Gala	Nov 22, 2025	$ 50.00	$ 50.00
Enwin Utilities Ltd									
Orr, Andrea	Director/Chair	$ 22,952.52			$ 22,952.52				$ 22,952.52
Muzzatti, Leo	Vice Chair	$ 17,802.00			$ 17,802.00				$ 17,802.00
Fenn, Garnet	Director	$ 12,701.52			$ 12,701.52				$ 12,701.52
Ioanidis, Gregory	Director	$ 23,202.00			$ 23,202.00	EDA Enercom & EDA Director's Summit (Travel, Hotel & Other Related Expenses)	Mar - May 2025	$ 4,203.54	$ 27,405.54
Riggi, Benny	Director	$ 16,585.21			$ 16,585.21	EDA Enercom (Travel, Hotel & Other Related Expenses)	Mar 16-18, 2025	$ 2,421.47	$ 19,006.68
TaqTaq, Abe	Director	$ 1,655.75			$ 1,655.75				$ 1,655.75
Roseland Golf & Curling Club (Note 1)									
Wintemute, Bruce	Board Member	$ -			$ -	Green Fees & Cart	Apr - Oct 2025	$ 390.00	$ 390.00

SCHEDULE OF MAYOR, COUNCIL AND APPOINTEES REMUNERATION AND EXPENSES FOR 2025 FROM CITY AGENCIES, BOARDS, COMMISSIONS
(DIRECT PAYMENTS MADE BY THE LISTED ORGANIZATIONS *)

*** This information was provided by the organizations listed below. Amounts were paid by these organizations directly to or on behalf of these individuals.**

(1) NAME	(2) POSITION WITHIN ORGANIZATION	REMUNERATION (3) BASE RETAINER / MEETING ATTENDANCE FEES ADHOC INDIVIDUAL MEETING PAYMENTS	REMUNERATION (4) BOARD PAYMENTS	REMUNERATION (5) TAXABLE BENEFITS	REMUNERATION (6)=(3)+(4)+(5) SUBTOTAL OF REMUNERATION	ALL OTHER EXPENSES (7) DESCRIPTION	ALL OTHER EXPENSES (8) DATES (FROM/ TO)	ALL OTHER EXPENSES (9) AMOUNT OF ALL OTHER EXPENSES	(10)=(6)+(9) TOTAL OF REMUNERATION AND ALL OTHER EXPENSES
Windsor Canada Utilities Ltd (includes ENWIN Energy Ltd)									
Laforet, Kevin	Director	$ 19,152.00			$ 19,152.00			$ -	$ 19,152.00
Udell, Jerry	Director	$ 17,802.00			$ 17,802.00			$ -	$ 17,802.00
Windsor Essex Community Housing Corporation (WECHC)									
Bachetti, Joe	Chair	$ -			$ -	Board Meeting, Travel & Other Related Expenses	Jan-Dec 2025	$ 484.40	$ 484.40
Agostino, Renaldo	Vice Chair	$ -			$ -	Board Meeting, Travel & Other Related Expenses	Sept-Dec 2025	$ 4.20	$ 4.20
Bondy, Sherry	Treasurer	$ -			$ -	Board Meeting, Travel & Other Related Expenses	Jan-Dec 2025	$ 373.86	$ 373.86
McKenzie, Kieran (Councillor)	Board Secretary	$ -			$ -	Board Meeting, Travel & Other Related Expenses	Jan-Dec 2025	$ 64.68	$ 64.68
Anzolin, Rio	Director	$ -			$ -	Board Meeting, Travel & Other Related Expenses	Jan-May 2025	$ 110.88	$ 110.88
Coltman, Linda	Director	$ -			$ -	Board Meeting, Travel & Other Related Expenses	Jan-Dec 2025	$ 64.68	$ 64.68
Ennis, David	Director	$ -			$ -	Board Meeting, Travel & Other Related Expenses	Jane-Dec 2025	$ 2.59	$ 2.59
Hay, Kathleen	Director	$ -			$ -	Board Meeting, Travel & Other Related Expenses	Jan-Dec 2025	$ 273.84	$ 273.84
Jariwala, Paresh	Director	$ -			$ -	Board Meeting, Travel & Other Related Expenses	Jan-Dec 2025	$ 19.04	$ 19.04
Kwan, Teddy	Director	$ -			$ -	Board Meeting, Travel & Other Related Expenses	Jan-Dec 2025	$ 19.88	$ 19.88
Paul, Ann	Director	$ -			$ -	Board Meeting, Travel & Other Related Expenses	Jan-Dec 2025	$ 33.32	$ 33.32
Windsor Essex County Health Unit (WECHU)									
Costante, Fabio (Councillor)	Chair	$ -			$ -	Mileage	Jan-Dec 2025	$ 26.34	$ 26.34
Agostino, Renaldo (Councillor)	Board Member	$ -			$ -	Mileage	Jan-Dec 2025	$ 11.51	$ 11.51
Francis, Fred (Councillor)	Board Member	$ -			$ -	Mileage	Jan-Dec 2025	$ 57.89	$ 57.89
Marignani, Angelo (Councillor)	Board Member	$ -			$ -	Mileage	Jan-Dec 2025	$ 120.53	$ 120.53

THE CITY OF WINDSOR
ONTARIO, CANADA

SCHEDULE OF MAYOR, COUNCIL AND APPOINTEES REMUNERATION AND EXPENSES FOR 2025 FROM CITY AGENCIES, BOARDS, COMMISSIONS
(DIRECT PAYMENTS MADE BY THE LISTED ORGANIZATIONS *)

*** This information was provided by the organizations listed below. Amounts were paid by these organizations directly to or on behalf of these individuals.**

(1) NAME	(2) POSITION WITHIN ORGANIZATION	REMUNERATION				ALL OTHER EXPENSES			
		(3) BASE RETAINER / MEETING ATTENDANCE FEES ADHOC INDIVIDUAL MEETING PAYMENTS	(4) BOARD PAYMENTS	(5) TAXABLE BENEFITS	(6)=(3)+(4)+(5) SUBTOTAL OF REMUNERATION	(7) DESCRIPTION	(8) DATES (FROM/ TO)	(9) AMOUNT OF ALL OTHER EXPENSES	(10)=(6)+(9) TOTAL OF REMUNERATION AND ALL OTHER EXPENSES
Windsor Utilities Commission									
Colucci, Onorio	Commissioner	$ 9,369.96			$ 9,369.96			$ -	$ 9,369.96
Feldman, Robert	Commissioner	$ 9,369.96			$ 9,369.96			$ -	$ 9,369.96
Sonego, Mario	Commissioner	$ 9,369.96			$ 9,369.96			$ -	$ 9,369.96
Sovran,Egidio	Commissioner	$ 9,369.96			$ 9,369.96			$ -	$ 9,369.96
Your Quick Gateway (Windsor) Inc.									
Ableser, Daniel	Board Member	$ 4,649.84			$ 4,649.84			$ -	$ 4,649.84
Andrews, Keith	Board Member	$ 4,499.84			$ 4,499.84			$ -	$ 4,499.84
Casey Bello, Diletta	Board Member	$ 4,649.84			$ 4,649.84			$ -	$ 4,649.84
Chisholm, John	Board Member	$ 4,649.84			$ 4,649.84			$ -	$ 4,649.84
Discenza, Renato	Board Member	$ 7,150.26			$ 7,150.26			$ -	$ 7,150.26
Virk, Kulveer	Board Member	$ 4,449.84			$ 4,449.84			$ -	$ 4,449.84
The following organizations reported zero amounts.									
AMO (Association of Municipalities of Ontario)		$ -			$ -			$ -	$ -
Ford City BIA		$ -			$ -			$ -	$ -
Invest Windsor Essex		$ -			$ -			$ -	$ -
Olde Riverside Town Centre BIA		$ -			$ -			$ -	$ -
Olde Sandwich Towne BIA		$ -			$ -			$ -	$ -
Ottawa Street BIA		$ -			$ -			$ -	$ -
Pillette Village BIA		$ -			$ -			$ -	$ -
Transit Windsor		$ -			$ -			$ -	$ -
Via Italia / Erie St. BIA		$ -			$ -			$ -	$ -
Walkerville BIA		$ -			$ -			$ -	$ -
Windsor-Detroit Borderlink Limited		$ -			$ -			$ -	$ -
Windsor-Detroit Tunnel Corp		$ -			$ -			$ -	$ -
Windsor Police Services Board		$ -			$ -			$ -	$ -
Windsor Public Library		$ -			$ -			$ -	$ -
Wyandotte Town Centre BIA		$ -			$ -			$ -	$ -

Note:
1. Roseland Board Members have the option if they so choose , to golf once per week: 18 holes at Roseland with a guest and one golf cart or 9 holes at Little River with a guest and one cart.

SCHEDULE OF MAYOR'S BUSINESS AND TRAVEL EXPENSES FOR 2025

MAYOR DREW DILKENS					
DESCRIPTION	DESTINATION	DATE		AMOUNT [1]	TOTAL EXPENSES [1]
		From	To		
Consumer Electronics Show (CES) 2025 Conference	Las Vegas, NV	6-Jan-25	10-Jan-25	$5,747.65	
Borders Mayors Alliance	Surrey, BC	29-Jan-25	31-Jan-25	$3,332.00	
Big City Mayors Caucus (BCMC)	Ottawa, ON	5-Feb-25	7-Feb-25	$2,149.39	
Border City Mayors Alliance	Sault Ste Marie, MI	19-Feb-25	21-Feb-25	$1,413.12	
Canadian Consulate Tariff Event	Lansing, MI	19-Mar-25	19-Mar-25	$308.98	
Meeting Mayors Rochester Hills & Sterling Heights	Rochester Hill, MI	21-Mar-25	21-Mar-25	$98.97	
Mayors Meeting	Washington, DC	26-Mar-25	29-Mar-25	$2,914.99	
US/Canada Trade Summit, Case Western University	Cleveland, OH	10-Apr-25	11-Apr-25	$1,081.95	
Meeting with Mayor Kenson J. Siver	Southfield, MI	1-May-25	1-May-25	$59.62	
Auto Mayors Meeting	Guelph, ON	8-May-25	9-May-25	$782.12	
Meeting at Quenn's Park & Provincial Budget	Toronto, ON	14-May-25	16-May-25	$1,903.83	
Big City Mayors Caucus (BCMC)	Ottawa, ON	28-May-25	31-May-25	$2,848.28	
Meeting U.S. Ambassador	Toronto, ON	3-Jun-25	4-Jun-25	$1,190.56	
OBMC Meeting	Brampton, ON	12-Jun-25	13-Jun-25	$801.57	
Michigan State Univ (MSU) Tariff Event with Consul General	Ann Arbor, MI	17-Jun-25	17-Jun-25	$284.94	

APPENDIX E

SCHEDULE OF MAYOR'S BUSINESS AND TRAVEL EXPENSES FOR 2025

MAYOR DREW DILKENS					
DESCRIPTION	DESTINATION	DATE		AMOUNT [1]	TOTAL EXPENSES [1]
		From	To		
FCM-USCM Tariff Presentation	Tampa, Florida	18-Jun-25	20-Jun-25	$1,819.22	
Council of the Federation Event	Hunstville, ON	22-Jul-25	23-Jul-25	$1,131.34	
Non-refundable expenses - Trip cancelled (IRC & Economic Devt)	Frankfurt, Germany	24-Jul-25	30-Jul-25	$881.95	
Economic Development Meeting	Toronto, ON	15-Aug-25	15-Aug-25	$544.00	
Association of Municipalities Ontario (AMO) Conference [2]	Ottawa, ON	16-Aug-25	21-Aug-25	$3,508.55	
Meeting with Minister Flack	London, ON	25-Aug-25	25-Aug-25	$295.20	
CBC Detroit Interview	Southfield, MI	16-Oct-25	16-Oct-25	$87.87	
Automotive Parts Manufacturer's Association (APMA) Meeting	Toronto, ON	21-Oct-25	22-Oct-25	$1,149.17	
TOTAL EXPENSES					**$34,335.27**

Notes:
1. Amounts listed are Canadian Equivalent.
2. Including amounts paid directly to organization

Subject: 2025 Annual Report - Building Permit Fee Reserve Fund - City Wide

Reference:

Date to Council: April 13, 2026
Author: Michael Okanlawon
Financial Planning Administrator
519-255-6100 ext. 1668
mokanlawon@citywindsor.ca

John Revell, Chief Building Official
519–255-6267 x6444
jrevell@citywindsor.ca
Building Services

Financial Planning
Report Date: 3/25/2026
Clerk's File #: SB2026

To: Mayor and Members of City Council

Recommendation:

That the 2025 Annual Report on Building Permit Fees Reserve **BE RECEIVED** for information.

Executive Summary:

N/A

Background:

Attached (Appendix A) is a copy of the 2025 Annual Financial Report on Building Permit Fee Reserve (Fund 180) ("BPFR" or "Reserve") to be received for information purposes. This Annual Report is issued pursuant to the requirements of Section 7(4) of the Ontario Building Code Act, as amended. Section 7(4) requires municipalities to report annually as stated below:

> *"Every 12 months, each principal authority shall prepare a report that contains such information as may be prescribed about any fees authorized under clause (1)(c) and costs of the principal authority to administer and enforce this Act in its area of jurisdiction."*

Further to this, the principal authority shall make its report available to the public in the manner required by regulation OBC 1.9.1.1.

Municipalities are mandated to report annually the amount of building permit fees collected, and all costs related to the administration and enforcement of the Ontario Building Code Act, together with a statement of financial position of any established Building Permit Fee Reserve. Municipalities are not permitted to include costs associated with enforcement of property standards or other by-laws, nor can building permit fees be used to fund the costs of such work.

In July 2005, the City of Windsor established a Cost Stabilization Fund known as the Building Permit Fee Reserve as required under the Building Code Act. The purpose of this reserve is to hold cumulative annual operating surpluses which would then be available to help offset any potential operating deficit due to permit revenue declines inherent with the economic cycles of the building industry. Costs reported on the statement include both Building Services direct costs as well as indirect corporate support costs (collectively Building Services administrative expenditures). Financing charges incurred or revenue earned on any balances in the reserve are also itemized.

Section 7 of the Building Code Act does allow the municipality to raise Building permit fees to offset the current and future anticipated costs of providing service. There is no provision supporting retroactive recouping of losses. This means that fees cannot be adjusted to recover past revenue shortfalls thereby potentially penalizing future permit applicants. Any surplus balance held in the BPFR is limited to uses related to the administration and enforcement of the Ontario Building Code Act and the Ontario Building Code. The BPFR may be used to offset operating deficits in future years where revenues do not cover actual operating costs, or where there are anticipated new one-time costs (i.e. capital expenditures) projected. There is no limit specified in the Building Code Act with respect to the balance which can accumulate within the Fund (either positive or negative).

Discussion:

Budgeted Contributions to/ Draw from the Building Permit Reserve Fund

Contributions to and draws from the BPFR are impacted by changes in Building Permit revenues and Building Services administrative expenditures.

Every permit revenue dollar earned in excess of the Building Services administrative expenditures increases the contribution to the BPRF. To fund anticipated annual operating expenditures, Administration has recommended modest increases (mostly inflationary) in permit fees in most budget years. In addition, Administration is continually looking for creating technical efficiency solutions to reduce operating expenditures. It should also be noted that many factors can impact the services being provided. For example, Ontario Building Code Legislation is revised annually by the Provincial Government. Numerous changes can and do occur, which translate into more tasks being required of Building Code Enforcement Staff and potentially more staff time needed on projects.

The Reserve draws and contributions are based on actual results. In 2025, the Building Permit Fees surplus over expenses plus other revenues resulted in an $837,821 contribution to the BPFR. The 2025 surplus was achieved despite a significant slowdown in total construction value in 2025 ($705 million) compared to 2024 ($1.118 million). This resulted in a lower volume of permits issued in 2025 (1,899) compared to

2024 (2,042), with total Building Permit Related Fees revenue 47% lower year over year from 2024 to 2025 ($15.5 million and $8.2 million respectively). In terms of expenditures, actual direct costs were 28% higher than in 2024. This increase is primarily attributable to staffing-related expenses, including the addition of two Managers of Building Inspections in 2025 (2025-0293), the annualized salary and benefit costs for several positions filled mid-year in 2024, in addition to the related fleet, and equipment expenditures.

Additional Points of Information

Building Services has limited control over the local economy nor a precise mechanism to forecast how the economy will trend in the future. There are, however, significant developments currently under construction in the City of Windsor that will continue to generate a positive trend in the construction industry for the foreseeable future. Further, Planning projections suggest that current economic growth and development activity will continue in the coming years.

Copies of the Annual Report are made available to the public i.e. posted on the corporate website. The City of Windsor will also post the report by letter to the construction industry via the Greater Windsor Home Builders Association, Windsor Construction Association and the Ministry of Municipal Affairs and Housing.

Risk Analysis:

There are no legal/risk management impediments to approving the recommendation in this report. Subsection 7(4) of the *Building Code Act* requires the municipality to prepare an annual report respecting building permit related fees. Factors affecting the Reserve balance are noted throughout the report.

Climate Change Risks

N/A

Financial Matters:

The 2025 contribution to the Building Permit Fee Reserve (BPFR) is $837,821, consisting of a $643,148 surplus from Building Permit activity revenue over expenses and $194,673 in other revenues.

It should be noted that the 2025 year-end report (C37/2026) includes a Recommendation to return the levy funded portion of a transfer to the BPRF made in 2021. Of the original transfer, $5.8 million was levy funded (Pay-As-You-Go F169) and has generated $0.5 million in interest from 2022 to 2025. Accordingly, subject to Council approval, a total of $6.3 million will be returned the Pay-As-You-Go Capital Reserve (F169) as part of the 2025 year-end process.

Following this transfer, and inclusive of the 2025 contribution noted above, the Building Permit Fee Reserve will have a final 2025 unencumbered balance of $13.5 million.

Construction Statistics

Appendix B (Historical Construction Values for Permits Issued 2016 – 2025) provides some construction statistics from the past decade recorded by Building Services. In

2025, Residential construction represented the largest contributor with Industrial construction in second in permit revenues collected.

Consultations:

Mike Dennis - Manager, Capital Planning and Reserves

Conclusion:

The annual report on the Building Permit Fee Reserve Fund is provided in accordance with legislative and reporting requirements.

Planning Act Matters:

N/A

Approvals:

Name	Title
Emilie Dunnigan	Manager, Development Revenue and Finance Administration
Lorie Gregg	Executive Director, Financial Planning/Deputy Treasurer
John Revell	Chief Building Official
Janice Guthrie	Commissioner, Finance and City Treasurer
Jelena Payne	Deputy CAO/Commissioner, Economic Development
Jelena Payne for Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

1 Appendix A - Annual Financial Report of Building Permit Fee Reserve
2 Appendix B – Historical Construction values for Permits Issued

APPENDIX A

CORPORATION OF THE CITY OF WINDSOR
UNAUDITED ANNUAL REPORT OF BUILDING PERMIT FEE RESERVE
For the year ending December 31st, 2025

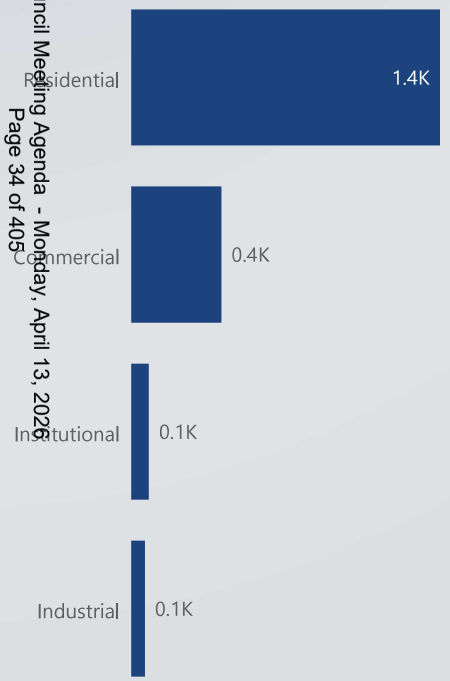
		2025	2024	Year Over Year Comparison $
BUILDING PERMIT RELATED FEES COLLECTED	**(A)**	**$8,182,869**	**$15,520,508**	**-$7,337,639**
DIRECT COSTS				
Permit Services Salary & Benefits		$3,665,073	$2,695,122	$969,951
Permit Services Other Costs		$434,279	$506,168	-$71,889
Inspection Services Salary & Benefits		$1,883,014	$1,574,561	$308,453
Inspection Services Other Costs		$301,964	$217,796	$84,168
Building Admin.		$630,792	$399,627	$231,165
Geomatics		$0	$0	$0
Total Direct Costs		**$6,915,123**	**$5,393,274**	**$1,521,849**
INDIRECT COSTS (Municipal Benchmarking Network Canada method utilized to allocate program support costs)				
Facility Management		$114,894	$114,767	$127
Technology Services		$247,277	$230,311	$16,966
Accounting & Finance		$81,763	$96,638	-$14,875
Human Resources		$127,553	$112,770	$14,783
Corporate Services Admin.		$53,111	$27,382	$25,729
Total Indirect Costs		**$624,598**	**$581,869**	**$42,729**
TOTAL DIRECT & INDIRECT COSTS	**(B)**	**$7,539,721**	**$5,975,143**	**$1,564,578**
Calculated Legislated Permits Operating (Deficit)/Surplus	**(A) - (B)**	**$643,148**	**$9,545,366**	**-$8,902,217**
STATEMENT OF BUILDING PERMIT FEE RESERVES: FUND 180				
Building Permit Fee Reserve Fund Opening Balance January 1st		$20,104,690	$10,106,529	$9,998,161
Interest Charges/Earned offset by Finance Department Allocation		$194,673	$452,795	-$258,122
Building Permit Fee (Deficit)/**Surplus** For The Year		$643,148	$9,545,366	-$8,902,218
Cummulative Building Permit Fee Reserve Fund at December 31st		**$20,942,511**	**$20,104,690**	**$837,821**
Contra Account Repayment		($6,278,931)		
Net Balance		**$14,663,580**		
Cummulative Encumbrances		($1,132,683)		
Net of Encumbrances		**$13,530,897**		

YTD 2025 Building Summary

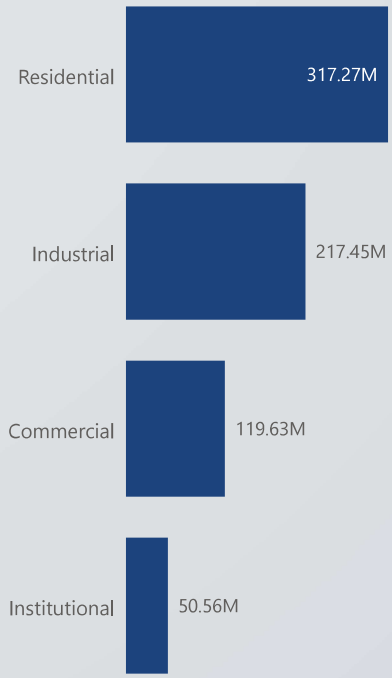
January 1st - December 31st

1899	705M	668	87
Number of Permits Issued	Value of Construction	Residential Units Permitted	Residential Units Lost/Demolished

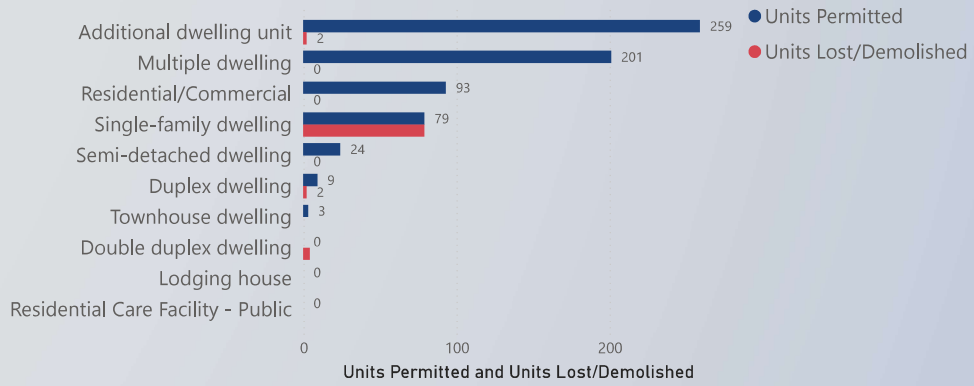
Permits Issued by Type



Value of Construction

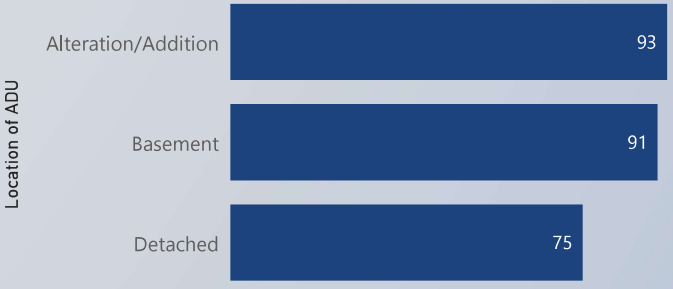


Dwelling Units Permitted/Lost by Unit Type



156	103
New ADU Existing Building	New ADU New Building

New ADUs by Unit Type



Subject: 2025 Annual Investment Compliance Report - City Wide

Reference:

Date to Council: April 13, 2026
Author: Lorie Gregg,
Executive Director, Financial Planning, Deputy Treasurer
519-255-6100 Ext. 6522
lgregg@citywindsor.ca

Taxation & Financial Projects
Report Date: 3/20/2026
Clerk's File #: AF2026

To: Mayor and Members of City Council

Recommendation:

THAT the 2025 Annual Investment Compliance Report for the year ending December 31, 2025, **BE RECEIVED** for information.

Executive Summary: N/A

Background:

Part XIII of the Ontario Municipal Act, 2001 (the Act) governs municipal activity with regards to the issuance of debt and the placement of investments. More specifically, Section 418 of the Act and Ontario Regulation 438/97 (O. Reg. 438/97), as amended, establish the general parameters that allow municipalities to place monies, which are not required immediately, in various financial instruments for the purpose of earning investment income. Section 418.1, Prudent Investor provision, provides an alternative for municipalities to invest money that is not required immediately in any security. Municipalities are not limited to those financial instruments prescribed under the Act to yield investment returns. Investment income in a broader sense can also be generated through the payment of dividends from subsidiary corporations, interest on the lending of funds to subsidiary corporations or others, and further, returns on investments which can be structured through private and other potential investment partnerships.

Traditional Investment Portfolio Philosophy

The City uses several operating, capital, reserve, trust and sinking accounts and/or funds to financially support various municipal programs and services as may be required during the year (i.e. operating programs) and over the course of time (i.e. capital projects). Due to the timing of receipt of funds as compared to when funds are required to be expended, there are cash balances which are defined at any set period as “excess cash flow” available. These available cash balances can be invested in accordance with the Sections 418/418.1 of the Act and O. Reg. 438/97, as amended, to generate additional revenue through investment income. These funds may also be used to generate alternative yields such as dividends and interest through the investment of funds into subsidiary corporations or the lending of funds to subsidiary corporations.

Further to the guidance as provided by the Act, an approved Investment Policy has been developed which outlines the City’s investment objectives and goals where funds are placed in prescribed investments. This Investment Policy provides direction to Administration with regards to the selection and placement of managed funds. Within the parameters of the current Investment Policy, Administration continues to develop a more robust investment strategy to fully maximize overall investment returns.

The basis for this report is to meet the statutory reporting requirements as prescribed by the Act when funds are placed into financial instruments in accordance with Section 418. As such, the information reported within this report may differ from that which has been provided in other report and in the consolidated financial statements.

Discussion:

Investment Policy

The four primary objectives of the City’s current Investment Policy, in priority order, are summarized as follows:

I. Legality of Investments
II. Preservation of Capital
III. Maintenance of Liquidity
IV. Competitive Rates of Return

Legality of Investments

All investment activities are governed by the Act, as amended. Any investments made by the City must be those deemed eligible under O. Reg. 438/97 or as authorized by subsequent provincial regulations unless limited further by the City’s Investment Policy.

Preservation of Capital

All investment activities will minimize the risk of incurring a capital loss and of preserving the value of the invested principal. This is accomplished by investing in properly rated financial instruments as per the legislation, by limiting the types of investments to a maximum recommended percentage of the total portfolio, and by limiting the amount invested within individual institutions to a maximum percentage of the total portfolio as per the City's Investment Policy.

Maintenance of Liquidity

The term liquidity implies a high degree of marketability and a high level of price stability. The portfolio is structured to maintain a proportionate ratio of short, medium, and longer-term maturities to meet the funding requirements of the Corporation. To date, the general investment portfolio has remained sufficiently liquid to meet all operating or cash flow requirements so as not to require temporary borrowings. This has been done, where possible, by structuring the portfolio such that securities mature concurrent with anticipated cash demands.

Competitive Rates of Return

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

Scope of Portfolio

The investment portfolio is comprised of:

I. Excess Operating and Capital Cash Flow Balances
II. Reserve Accounts and Reserve Funds
III. Trust Funds
IV. Sinking Funds

The scope of the Investment Policy applies to all investments made by the City on its own behalf and on behalf of its agencies, boards, commissions, and wholly owned subsidiaries including any new funds created by the City unless specifically directed otherwise by City Council.

2025 Investment - Current Fund Performance

The purpose of this report is to provide an annual update with regards to the investment activity for 2025. For the purposes of the forgoing analysis, investment balances are presented as of December 31, 2025, and represent the book value of the investment

plus accrued interest and/or realized market value gains and or losses, as appropriate. Investment yields represent the income earned for the year or part year thereof as described. Investment yield percentages are calculated based upon the average balance of the investment portfolio that was held during the year, not the year end balance.

City of Windsor General Investment Portfolio Performance – Appendix A

As of December 31, 2025, the General Investment Portfolio approximated $548 million ($556 million in 2024), of which $483 million ($459 million in 2024) was invested in various guaranteed investment and short-term deposit instruments. These investments complied with current legislation and the City's Investment Policy. In addition, a cash balance of $65 million ($97 million in 2024) was held in a general interest-bearing account.

As part of its deposit investment strategy, Administration maintained portions of the portfolio in variable-rate instruments, including a Notice Hold Investment Account and an Interest-Bearing Business Account (IBBA). This approach ensured sufficient liquidity to support operational requirements, providing immediate access to funds while generating returns aligned with movements in the prime interest rate. At December 31, 2025, the Notice Hold Investment Account and the Interest-Bearing Business Account totaled $71.2 million (2024 - $75.2 million) and are reported as a component of Deposit Investments for Schedule I and II Banks in Appendix A.

The year-end cash position amount excludes an additional $10 million "cash cushion" which is traditionally held to address the projected cash low point which falls between the mid- November (last tax instalment in 2025) and mid-February (first tax instalment for 2026) of the following year. During this time, this cash cushion provides sufficient cash flow to fund expenditures avoiding the need to resort to short-term borrowing. This $10 million is not included in the general investment portfolio.

For the year ending December 31, 2025, the City's general portfolio generated returns of $17.1 million ($23.5 million in 2024), an average yield of 4.29% (4.97% in 2024) on funds that were held in deposit investments with Schedule I Banks and Credit Unions. An additional $4.2 million with a yield of 2.96% ($5.6 million with a yield of 4.8% in 2024) was earned on the monies retained in the general bank account for an overall investment yield of 3.59% (5.05% in 2024).

The City has traditionally maintained a conservative investment approach when deciding on investment options and term lengths, which is premised upon two main factors:

- Reserve balances - the City's reserve balances, as a percentage of taxation and as a percentage of its' own source revenues.

- Internal financing of projects - the City operates on a pay as you go basis and until recently, does not typically issue debt to finance capital projects; therefore,

internal cash balances are used (largely reserves) for short-term interim financing of projects.

This approach saves significant interest charges on external debt that would otherwise be incurred; however, it negatively impacts the ability to invest in longer term instruments which are, depending on economic conditions, one viable way to increase investment returns. Overall, there are significant net savings associated with this approach, as borrowing rates are generally much higher than investment yields.

Where longer-term instruments are recommended, a cashable component is considered as a risk mitigation measure where possible. This does however effectively lower the annual yield that would otherwise be achieved.

City of Windsor Trust Investment Portfolio Performance – Appendix B

As of December 31, 2025, the City held $11.2 million ($10.3 million in 2024) in Trusts. The investments held in Trust returned a total of $106,710 in investment income in 2025 ($603,568 in 2024), with an average yield of 1.00% (4.07% in 2024). Approximately eighty percent (80%) of the portfolio is comprised of cash accounts with the remaining twenty percent (20%) being invested in a Guaranteed Investment Certificate (GIC)

The nature of City's Trust Portfolio is such that funds need to be accessible when required depending on the purpose for which each Trust was set up. Administration will continue to review the specific trust agreements and monitor opportunities to increase future yields while still providing sufficient funds to meet short-term capital investment needs.

Arts Endowment Fund Performance – Appendix C

On December 4, 2017, City Council authorized (CR760/2017) the establishment of an Arts Endowment Trust to provide an ongoing funding source, available in perpetuity to support, in full or in part, public art related aspects of City capital projects. Reflective of the long-term nature of this Trust, the funds were invested within the ONE Investment program based upon an asset mix of eighty percent (80%) Universe Bond Fund and twenty percent (20%) Equity Fund on April 3, 2018. The ONE Investment program is professionally managed and is the only program where municipalities can access pooled funds such as money market, bond, or equity funds.

On December 31, 2025, consistent with Council's direction (CR151/2024), $48,111 representing the minimum distribution of 1.5% of the investment income was eligible to be withdrawn from the Trust and placed within a reserve account designated as a funding source for City art-related capital projects. The balance of the Arts Endowment Reserve (Fund 233) at December 31, 2025, after the aforementioned distribution was $137,806.

In 2025, the asset mix of the Arts Endowment Fund had an average ratio of seventy-five percent (75%) Bond Fund and twenty-five percent (25%) Equity Fund. In January 2026, a transfer of $114,050 was affected, resulting in a transfer from the Equity Fund to the Bond Fund, rebalancing the asset mix to eighty percent (80%) Bond and twenty percent (20%) Equity.

The book value of the total fund on December 31, 2025, was $3,318,475 with a yield of 5.55% ($3,152,093 in 2024, yield of 5.68%). The book value is inclusive of any realized income and unit increases attributable to dividend distribution and realized changes in market value of the fund for the period January 1, 2025, to December 31, 2025. By contrast, the market value of the fund as at December 31, 2025, was $3,427,313 ($3,207,367 in 2024). The unrealized gain in market value of $108,838 for 2025 (gain of $55,275 for 2024) would only be realized upon partial or full disposition of the underlying investments within the fund.

Unlike other types of investments such as GIC's where a guaranteed yield is paid at the time of maturity, any gains, or losses due to market value increases are not realized until such time as units are redeemed. At any measurement point, market values may be higher or lower than the previous mark. The intent of the Arts Endowment Trust was to ensure that in perpetuity funds generated from investment yields would be available to support capital projects that have an arts related component. As such, preservation of the principal investment of $2,750,000 is of utmost importance. However, of equal importance is the realization of any yields because of substantial market value gains through the redemption of units at a time when market values are high. This mitigates against the risk that those yields are not available should the funds be required. The timing of when realized gains can never be known with any certainty. Market values can continue to rise and/or market values can decline overnight.

At this time, the funds held in this portfolio are tracking upwards in a positive manner. Administration will continue to monitor the fund balances and report to Council should there be the need for alternative courses of action to preserve the principal investment.

Windsor-Essex Hospital Plan Portfolio Performance – Appendix D

On April 25, 2016, per CR 282/2016, the City committed to fund its' share of the Windsor-Essex Hospital Systems Plan beginning with a one-time dedicated property tax levy increase of $3,875,000 starting in 2016 and projected to continue through to 2029. Additional sources of funding were added annually which assisted to meet the City's obligatory share of the Windsor-Essex Hospital Plan estimated at a total of $200 million to be jointly shared between the City and County based upon the latest available census data. Funds levied and invested since inception have been recorded to a separate reserve fund (Fund 203).

The financial projections provided to City Council in 2016 contained various estimates as it related to minimum investment yields over the term of the special levy based upon current economic forecasts. Given the projected accumulated value of the hospital reserve fund and the average value of the general investment portfolio, Administration was granted approval to treat the hospital reserve fund as a separate portfolio in terms of complying with maximum portfolio limitations (both sector and institutional). The portfolio is defined as the total projected future fund balance (estimated City share at $108 million) as opposed to actual funds cumulatively available each year. This allows greater flexibility in each year to place funds in larger amounts with institutions offering higher yields and thereby increasing investment returns. Further to this, City Council also provided direction in 2020 that would allow for more flexibility in terms of institutional limits allowing for larger segments of the portfolio to be grouped with one or more financial institution for the purpose to maximize investment yields.

As indicated above, supplemental funds to the operating levy provided through capital contributions, were approved by Council under the 2023 10-year capital budget. This funding provided an additional principal amount of $40.7M (capital project number CAO-002-18 - New Windsor-Essex Hospital System Plan) to be invested. The initial investment framework set aside annual contributions of $6.9M beginning in 2023 through 2027 and $6.2M in 2028 to be placed in deposit certificates.

The 2023 interest rate environment was driven by strong inflationary pressures that led to unprecedented high interest rates. To capitalize on record high interest rates and maximize investment returns, Administration obtained approval from Council (CR338/2023) to make $27.6M of approved capital funds available for immediate investment and the remaining $6.2M to be available for investment within the five-year funding window beginning in 2024. These amounts were considered as being pre-committed for purposes of the 2024 Capital Budget development. In the third quarter of 2023, a total of $34.5M, which included $6.9M initial contribution for 2023, plus $27.6M of the pre-committed capital funds were invested in GICs at favourable rates. The remaining $6.2M, was invested in the first quarter of 2024.

As of December 31, 2025, the City held $96.6 million ($87.6 million in 2024) in the Windsor Essex Hospital Plan Portfolio. For 2025, the fund realized an overall return of $4,984,726 ($4,288,658 in 2024) for an average yield of 5.70% (5.21% in 2024). When compared to the original projections made in 2026, the overall fund is tracking on target to achieve the City's estimated share of municipal contributions by 2029.

City Treasurer's Statement of Compliance

As of December 31, 2025, all investments comprised within the City's investment portfolio were made in accordance with the Ontario Municipal Act, 2001, more specifically, Section 418 and O. Reg. 438/97, as amended, and further, the investment policies and goals adopted by the municipality. All investments made during the year followed the minimum credit rating standards as outlined by the Investment Policy.

Per section 3.2.7 of the Investment Policy, the CFO/City Treasurer is authorized to invest above the recommended maximum thresholds for individual institutions and portfolio sector limitations. There were no occurrences of non-compliance to be reported as part of the Annual Investment Report.

The following is a summary of investments made in 2025 under section 3.2.7 with terms of 6-months or less, or in the case where an institution may be able to offer a third-party guarantee of the full capital investment, and that such guarantee be to the satisfaction of the City Treasurer:

Provision of the Investment Policy	Description	Principal Balance Invested ($)
S 3.2.7 6 months or less, GIC	3.50%, matures Jan 28, 2026	14,000,000
S 3.2.7 6 months or less, GIC	3.50%, matures Feb 11, 2026	8,160,668
S 3.2.7 6 months or less, GIC	3.50%, matures Mar 11, 2026	1,200,000
S 3.2.7 6 months or less, GIC	3.30%, matures Apr 26, 2026	6,000,000
	Subtotal	29,360,668
S 3.2.6 guaranteed, GIC	4.05%, matures Jan 26, 2026	27,146,537

Risk Analysis

The Ontario Municipal Act, 2001 requires each municipality to maintain an Investment Policy. Without a strong policy and proper reporting process, the City could face financial risks. In view of this, the City has a regularly updated Investment Policy which helps manage these risks through its four key objectives: (1) ensuring investments follow legislative requirements, (2) preservation of capital (credit/interest risk), (3) maintaining adequate liquidity, and (4) achieving competitive rate of return. The City's Investment Policy is intentionally more conservative than what the Act allows, thereby providing an added level of protection.

The City's investment portfolios are subject to concentration risk, either at the institutional level or at the sectoral level. Administration addresses these risks through

ensuring that, at the time an investment is placed, the investment is in compliance with institutional and sectoral limits as per the City's Investment Policy. Further, and as it relates to investments made under section 3.2.7 of the City's Investment Policy, investments are subject to additional limitations including:

- A term limitation of 6-months, to a maximum of 5% of both portfolio sector and individual institutional limits;
- For terms greater than 6-months, a third-party guarantee of the full capital investments, to a maximum of 10% of both portfolio sector and individual institutional limits.

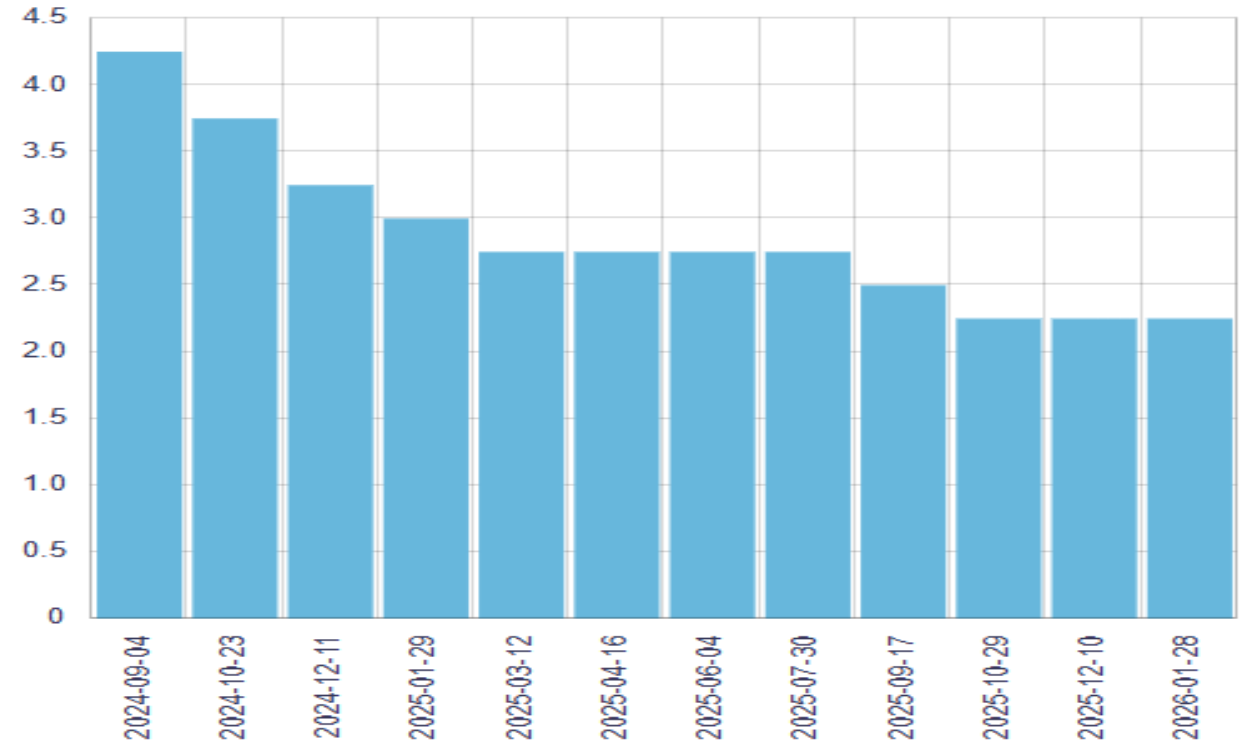
Additionally, *O. Reg. 438/97, Eligible Investments, Related Financial Agreements and Prudent Investment* prescribe a series of requirements related to investments with banks and credit unions. For banks listed in Schedule I, II, III under *The Bank Act (Canada)*, in particular as it pertains to investments with terms to maturity greater than 2 years, *"A municipality shall not invest in a security under paragraph 3.1 or 4.1 of section 2 unless the bond, debenture, promissory note or evidence of indebtedness is rated: (a) by Dominion Bond Rating Service Limited as "A(low)" or higher; (b) by Fitch Ratings as "A-" or higher; (c) by Moody's Investors Services Inc. as "A3" or higher; or (d) by Standard and Poor's as "A-" or higher. O. Reg. 43/18, s. 4 (2)."* For credit unions, municipalities are required to obtain audited financial statements indicating that financial indicators are met by the credit union or a written certification that all financial indicators are met by the credit union.

Administration has completed a review of the financial requirements for banks and credit unions where the City holds its investment portfolio and ensured that the requirements are satisfied.

2025 Market Summary

The Bank of Canada's (BoC) mandate is to promote the economic and financial welfare in Canada. January 1, 2025, the target overnight interest rate was 3.25%. In late January of 2025, it fell 25 basis points to 3.00%. Three subsequent meetings in March, September and October of 2025, the target overnight interest rate was further reduced 25 basis points each time, bringing it to 2.25% on October 29, 2025. The changes in the overnight rate were intended to stimulate a weakening economy, combat sluggish growth, manage risks from trade conflicts, including U.S. tariffs, and ease borrowing costs for households and business after economic contraction that occurred in early 2025.)

The graph below shows the movement in the BoC's policy interest rate from September 2024 to January 2026:



Source: Bank of Canda

Changes to the policy interest rate of the BoC continued to affect how much the City earned on its fixed-income investments. BoC rate reductions affected returns on products such as GICs and variable rate investments offered by financial institutions. Bonds held through the ONE Investment program also returned lower bond yields, with expectations of rate cuts and institutional investor demand for fixed income instruments among the underlying factors.

Throughout 2025, Administration continued to actively monitor changes in policy interest rates, and, when appropriate, actioned fixed rate investments leveraging higher prevailing rates, to enhance the City's overall investment returns. In 2025, twenty-one (21) General Fund investments matured with a total value of $275 million. The average rate of return on the maturing investments was 4.95% slightly lower than the average in 2024 of 5.08%. In 2025, Administration renewed maturities at an average rate of return of 3.60% compared to 5.19% in 2024, reflecting the changing interest rate climate.

2026 Investment Outlook and Strategy

The BoC reports that the Canadian economy is generally performing as expected, with projected real GDP growth of approximately 1.25% and inflation remaining near the 2%

target. However, the BoC's January 2026 Monetary Policy Report highlights uncertainty related to global geopolitical developments and the upcoming review of the Canada-United States-Mexico Agreement (CUSMA). Heightened geopolitical risks or an unfavourable CUSMA outcome could weaken economic activity, increase risk premiums in financial markets, raise borrowing costs, slow GDP growth, and ease inflationary pressures.

As published in its January 2026 Global Economics Forecast Tables, Scotiabank expects the BoC to keep the policy rate unchanged until CUSMA renegotiations (mid-2026 review) are settled and the policy environment becomes more certain. If negotiations proceed smoothly, the BoC anticipates that it may begin raising rates in the second half of the year to move toward a more neutral stance. The policy interest rate is currently 2.25% with the latest 'hold' announcement made on March 18, 2026.

In 2026, $226 million of investments in the general investment portfolio are due to mature, of which $70 million (31%) are in Q1, $67 million (30%) in Q2, $6 million (2%) in Q3 and $83 million (37%) Q4. Administration will continue to monitor economic and market conditions to inform investment decisions, in accordance with the Act and the parameters as established by the City's Investment Policy.

Financial Matters

As outlined in the discussion section, the City manages a range of operating, capital, reserve, trust, and sinking fund accounts that support municipal programs and services throughout the year and provide funding for longer-term capital projects. The annual operating budget includes projected investment income after allocations to individual reserve funds, and the portion retained in operating accounts helps reduce pressure on the tax levy. Because investment performance is influenced by market conditions and can be difficult to predict, the City uses a conservative approach when estimating annual investment yields. Looking ahead, the continued advancement of a diversified investment strategy—incorporating both traditional financial instruments and select alternative investment options—is expected to enhance overall returns while reducing reliance on the municipal tax base as the primary funding source.

Conclusion

This report serves to meet the legislative reporting requirements of the Municipal Act and to seek approvals which will facilitate investment related activities with a goal to maximize investment yields.

Consultations

N/A

Approvals

Name	Title
Lorie Gregg	Executive Director, Financial Planning, Deputy Treasurer
Janice Guthrie	Commissioner of Finance and City Treasurer
Jelena Payne for Ray Mensour	Chief Administrative Officer

Appendices:

1 Appendix A - General Investment Portfolio
2 Appendix B - Trust Portfolio
3 Appendix C - Arts Endowment Portfolio
4 Appendix D - Windsor Essex Hospital Plan Portfolio

General Investment Portfolio as at December 31, 2025

Sector	Total Dec 31, 2025	% of Portfolio Dec 31, 2025	2025 Return	2025 Average Yield
Deposit Investments				
Schedule I and II Banks	$305,156,819	55.66%	$10,056,818	4.37%
Credit Unions	178,147,394	32.49%	7,042,128	4.17%
	$483,304,213	88.15%	$17,098,946	4.29%
Cash				
Schedule I Bank	64,948,530	11.85%	4,218,488	2.96%
Total	**$548,252,743**	**100.00%**	**$21,317,434**	**3.59%**

*Average yield calculated based upon average investment balance within portfolio during 2025.

Details of specific deposit investments held during the 2025 financial year are listed below. Amounts stated reflect the principal investment **exclusive of accrued interest**.

Rate Type	Term Length	Description	Principal Balance Invested ($)
Variable	30 Days Cashable	Notice Plan Investment Account, 2.95%	16,732,454
Variable	Cashable	Interest Bearing Business Account, 2.85%	54,440,818
Guarantee	1 Year	GIC – 4.05%, matures Jan 26, 2026	27,146,537
Fixed Term	6 months	GIC – 3.50%, matures Jan 28, 2026	14,000,000
Fixed Term	6 months	GIC – 3.50%, matures Feb 11, 2026	8,160,668
Fixed Term	6 months	GIC – 3.50%, matures Mar 11, 2026	1,200,000
Fixed Term	6 months	GIC – 3.30%, matures Apr 26, 2026	6,000,000
Fixed Term	1 Year	GIC – 3.65%, matures Mar 26, 2026	19,300,000
Fixed Term	1 Year	GIC – 3.45%, matures Apr 26, 2026	12,200,000
Fixed Term	1 Year	GIC – 3.60%, matures Sep 19, 2026	600,000
Fixed Term	2 Years	GIC – 3.50% matures Apr 24, 2027	16,000,000
Fixed Term	2 Years	GIC – 5.45%, matures May 19, 2026	11,072,250
Fixed Term	3 Years	GIC – 3.70%, matures Sep 19, 2028	14,500,000
Fixed Term	5 Years	GIC – 4.00%, matures Jul 28, 2030	2,490,567
Fixed Term	5 Years	GIC – 4.00%, matures Jul 28, 2030	20,000,000
Fixed Term	1 Year	GIC – 3.91%, matures May 01, 2026	15,000,000
Fixed Term	1 Year	GIC – 3.61%, matures Sep 16, 2026	5,000,000

Fixed Term	1 Year	GIC – 3.04%, matures Nov 19, 2026	29,276,745
Fixed Term	1 Year	GIC – 3.03%, matures Dec 01, 2026	15,000,000
Fixed Term	2 Years	GIC – 5.29%, matures May 22, 2026	4,606,090
Fixed Term	5 Years	GIC – 4.02%, matures Nov 1, 2029	20,000,000
Fixed Term	6 Years	GIC – 4.57%, matures Feb 9, 2029	22,000,000
Fixed Term	6 Years	GIC – 5.03%, matures Nov 29, 2029	11,000,000
Fixed Term	5 Years	GIC – 4.55%, matures Feb 7, 2028	18,000,000
Fixed Term	6 Years	GIC – 3.94%, matures Nov 5, 2029	33,635,620
Fixed Term	1 Year	GIC – 3.93%, matures Jun 02, 2026	17,682,616
Fixed Term	1 Year	GIC – 3.75%, matures Oct 02, 2026	10,000,000
Fixed Term	1 Year	GIC – 3.10%, matures Nov 02, 2026	29,000,000
Fixed Term	5 Years	GIC – 3.93%, matures Nov 1, 2029	3,207,185
Fixed Term	3 Years	GIC – 3.19%, matures Oct 03, 2028	10,000,000
		Total Deposit Investments	**$467,251,550**

Trust Investment Portfolio

Sector	Balance as at December 31, 2025	% of Portfolio as at December 31, 2025	2025 Investment Return	2025 Average Yield*
Deposit Investments				
Credit Unions	$2,231,564	19.97%	56,166	2.58%
Schedule I Bank	36,478	0.33%	536	1.63%
Cash				
Schedule I Bank	8,909,211	79.71%	50,008	0.59%
Total	**$11,177,253**	**100%**	**$106,710**	**1.00%**

*Average yield calculated based upon average investment balance within portfolio during 2025.

Details of specific deposit investments as at December 31, 2025, are listed below. Amounts stated reflect the principal investment **exclusive of accrued interest**.

Description	Principal Balance invested as at December 31, 2025
GIC – 5 years, 2.60%, matures Sept 27, 2026	$2,216,407
GIC – 3 Year, 6.03%, matures Aug 18, 2026	$22,000
GIC – 1 Year, 3.05%, matures Sept 22, 2026	$12,350
Total Deposit Investments	**$2,250,757**

Arts Endowment Investment Portfolio

Sector	Balance as at December 31, 2025 (Book Value)	% of Portfolio as at December 31, 2025	2025 Investment Return	2025 Average Yield*
ONE Investment Program				
Universe Bond Fund	$2,696,657	81.26%	$75,994	2.86%
Equity Fund	621,818	18.74%	103,716	17.99%
Total	**$3,318,475**	**100.00%**	**$179,710**	**5.55%**

*Average yield calculated based upon average investment balance within portfolio during 2025.

The fund is recorded at book value inclusive of realized investment income. The below noted chart compares the book value to the market value as at December 31, 2025. This value is only realized at the time that units are redeemed.

Sector	Book Value as at December 31, 2025	Market Value as at December 31, 2025	2025 Unrealized Market Value Gain (Loss)
ONE Investment Program			
Universe Bond Fund	$2,696,657	$2,589,313	($107,344)
Equity Fund	621,818	838,000	216,182
Total	**$3,318,475**	**$3,427,313**	**$108,838**

Windsor-Essex Hospital Plan Investment Portfolio as at December 31, 2025

Sector	Investment Balance	% of Portfolio December 31, 2025	2025 Return	2025 Average Yield
Deposit Investments				
Schedule I	$36,985,307	38.29%	$2,002,382	5.63%
Credit Unions	$59,613,989	61.71%	$2,982,344	5.76%
Total	**$96,599,296**	**100.00%**	**$4,984,726**	**5.70%**

*Average yield calculated based upon average investment balance within portfolio during 2025.

Details of specific deposit investments as at December 31, 2025, are listed below. Amounts stated reflect the principal investment **exclusive of accrued interest.**

Rate Type	Term Length	Description	Principal Balance Invested ($)
Variable	N/A	Windsor- Essex Hospital Plan	1,352
Variable	N/A	City Of Windsor Investment Account/ Hospital	283,621
Fixed	5 years	GIC – 3.65%, matures Apr 7, 2027	508,000
Fixed	5 years	GIC – 4.75%, matures Jul 14, 2027	3,875,000
Fixed	6 years	GIC – 3.00%, matures Jul 27, 2027	4,368,448
Fixed	10 years	GIC – 7.75%, matures Aug 1, 2027	10,945,770
Fixed	9 years	GIC – 3.42%, matures Aug 3, 2027	1,100,000
Fixed	4 years	GIC – 7.95%, matures Aug 3, 2027	3,801,797
Fixed	8 years	GIC – 2.60%, matures Aug 26, 2027	3,875,000
Fixed	6.5 years	GIC – 3.00%, matures Sept 16, 2027	4,901,116
Fixed	5 years	GIC – 5.50%, matures Feb 22, 2028	4,889,104
Fixed	5 years	GIC – 5.58%, matures Sept 19, 2028	17,472,760
Fixed	5 years	GIC – 6.02%, matures Sept 20, 2028	19,111,381
Fixed	5 years	GIC – 5.15%, matures Feb 25, 2029	5,258,205
Fixed	5 years	GIC – 4.89%, matures Mar 01, 2029	5,800,000
Fixed	4 Years	GIC – 3.92%, matures Mar 18, 2026	4,412,791
		Total Deposit Investments	**$90,604,345**

Subject: Fee Program Rates - City Wide

Reference:

Date to Council: April 13, 2026
Author: Ian Day
Senior Manager, Transportation
519-255-6624 ext. 6053
Iday@citywindsor.ca
Transportation, Public Works Operations

Public Works - Operations
Report Date: 3/24/2026
Clerk's File #: SW2026

To: Mayor and Members of City Council

Recommendation:

I. THAT Council **AUTHORIZE** the Executive Director of Operations / Deputy City Engineer, to approve new fees, as appropriate, for new Infrastructure Services – Public Works programs and services introduced in-year, which are not contained within the current Council approved User Fee Schedule.

Executive Summary:

N/A

Background:

Parking garage rehabilitation at the Caesars Windsor Casino (Caesars) began in 2025 and will continue in 2026 resulting in a shortage of parking spaces on site during special events.

Caesars, through the Downtown Windsor Business Improvement Association (DWBIA), approached the City's Transportation Division with a request to accommodate their parking overflow requirements at the Goyeau Parking Garage on January 30/31, 2026, and again on March 6, 2026.

Unfortunately, there was no rental fee established in the User Fee Schedule therefore a cost recovery fee based on lost revenue was charged for these two requests.

Discussion:

As noted in the background section usage of the Goyeau Parking Garage was not envisioned during the 2026 Budget process and as a result no rental rate or fee was established in the current 2026 Rate and Fee Schedule.

Accordingly, Administration is now seeking authority to set rates based on a lost revenue in addition to recovering any additional costs when unique opportunities present themselves to generate additional revenue for the City.

Risk Analysis:

Any rates established through this process shall consider full cost recovery, including overhead costs as well as any additional operating costs necessary to limit the liability of damage, theft and loss of public or private property, which may include, but shall not ne limited to additional staffing or supervisory coverage.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

In the case of the Goyeau garage, costs will be based using the average Friday/Saturday night lost revenue plus all other associated costs to operate and monitor the garage while rented.

Similarly, new fees introduced for other programs in year will be provided to achieve full cost recovery, including but not limited to staffing, vehicle and other equipment use, rental fees, lost revenue and overhead.

Consultations:

Rob Slater, Executive Initiatives Coordinator

Bill Kralovensky, Manager, Transportation Operations

Cindy Becker, Financial Planning Administrator - Transportation

Kate Tracey, Senior Legal Counsel

Chris McLeod, DWBIA

Conclusion:

Administration supports the rental of the Goyeau Parking Garage and proposes a nightly rate of $1,295 in order to provide full cost recovery for the rental. It is further proposed that any other user fee that is created in year would form part of the following year's user fee rates that are reviewed by Council annually.

Planning Act Matters:

N/A

Approvals:

Name	Title
Rachel Chesterfield	Manager, Performance Reporting & Business Case Development
Stacey McGuire	Executive Director, Operations / Deputy City Engineer (A)
David Simpson	Commissioner, Infrastructure Services and City Engineer
Wira Vendrasco	City Solicitor
Lorie Gregg	On behalf of Commissioner, Finance and City Treasurer
Jelena Payne for Ray Mensour	Chief Administrative Officer

Notifications:

N/A

Appendices:

Subject: Exemption to Noise By-law 6716 for Nighttime Construction Work – E.C. Row Expressway West Bound Central Avenue to Walker Road Mill and Pave – Wards 5,7,9,10

Reference:

Date to Council: April 13, 2026
Author: Gerry Rattew
Engineer I
519-255-6560 x 4314
grattew@citywindsor.ca

Public Works - Operations
Report Date: 3/12/2026
Clerk's File #: AB2026

To: Mayor and Members of City Council

Recommendation:

I. That the following exemption requests to the provisions of the Noise By-law 6716 (as amended), **BE GRANTED** to permit the operation of construction equipment required to complete work for the 2026 E.C. Row Expressway and Ramps Mill and Pave project (the "EC Row Project"):

*a. **Specific exemption request**:*

Construction during the noise by-law prohibited time between 8:00pm through 6:00am for the operation of construction equipment in order to allow 24/7 construction work to complete the EC Row Project.

*b. **Scope of Exemption**:*

The project limits are in the City of Windsor at EC Row Expressway between Central Avenue and Walker Road (westbound lanes), the eastbound on and off ramps at Howard Avenue, and the eastbound off ramps at Lauzon Parkway.

*c. **Duration of Exemption**:*

This Noise By-Law Exemption is requested for the dates commencing on April 14, 2026, and continuous through August 3, 2026; and further,

II. That the Chief Administrative Officer **BE AUTHORIZED** to grant further extensions to the Noise By-law 6716 (as amended) as may be required for the duration of the EC Row Project, to permit the operation of construction equipment required to complete work on the EC Row Project.

Executive Summary:

N/A

Background:

The City's Asset Management plan indicates E.C. Row Expressway pavement in the areas indicated below are now deteriorated to the point that asphalt milling and paving of the surface asphalt is appropriate, as timely intervention will restore structural integrity, extend the lifespan of the roadway, and ensure safe travel for motorists while minimizing further costly repairs.

Each year, under project OPS-001-07 Road Rehabilitation – Various Locations Program, a portion of the available capital funding is dedicated to the rehabilitation of the E.C. Row Expressway. The 2026 E.C. Row Expressway and ramps mill and pave project (the "EC Row Project") includes the road segments below and as shown in Appendix A:

- E.C. Row Expressway (westbound) between Central Avenue and Walker Road
- E.C. Row westbound on ramp at Central Avenue
- E.C. Row eastbound off ramp at Howard Avenue
- E.C. Row eastbound on ramp from southbound Howard Avenue
- E.C. Row eastbound off ramp to southbound Lauzon Parkway
- E.C. Row eastbound off ramp to northbound Lauzon Parkway

The subject sections of E.C. Row Expressway and its ramps experience accelerated deterioration due to the heavy volumes of traffic and the annual freeze-thaw cycles: thus, requiring pavement reconstruction. The EC Row Project consists of the following components:

- Removal of the existing surface and base asphalt by milling.
- The placement of base and surface hot mix asphalt by City of Windsor approved methods.

At the time of writing of this report, the exact start date for the works has yet to be confirmed as the tender had not yet been awarded; however, obtaining the necessary approvals for nighttime work in advance will ensure the EC Row Project impacts to the public are minimized to the extent possible. The tender outlines that all construction activities are intended to take place between 8:00 p.m. and 6:00 a.m., and the submitted bid prices have been calculated based on this schedule.

Discussion:

Noise By-Law 6716 includes the following prohibitions as per Table 3-1: “The operation of any equipment in connection with construction”. This has a ‘Prohibited Period of Time’ of 8:00 p.m. to 6:00 a.m. Administration recommends an exemption to the Noise By-law 6716 to permit operation of construction equipment 7 days a week and 24 hours a day to the extent that the construction operations will allow in order to:

- Minimize the potential safety hazards during construction to the traveling public;
- Minimize the total duration of construction; and,
- Minimize impact on daily travel in the construction zone.

The proposed nighttime works will involve the use of the following noise producing machinery:

- Construction vehicles such as dump trucks and material delivery trucks,
- Construction equipment such as: Milling machines, vacuum trucks, sweepers,
- Paving units (asphalt pavers) steel drum rollers, pneumatic rubber tire rollers, and
- Use of power tools such as air compressors and portable power generators.

The control of construction noise from these projects requires that the Contractors maintain equipment in a good operating condition that prevents unnecessary noise. Machinery must be kept in good working order, and no excessive idling of equipment will be permitted.

To provide maximum flexibility and enable the project to commence at the earliest opportunity, the noise by-law exemption is requested to cover the period from April 14, 2026 to August 3, 2026, accommodating the current uncertainty in project timing. This approach is intended to minimize disruptions and reduce impacts to the travelling public as much as possible. Once the construction schedule has been finalized, Administration will promptly issue a media notification with specific details. Additionally, to further mitigate public inconvenience, Administration requests that any necessary extensions to the exemption be approved through delegation of authority to the Chief Administrative Officer.

Risk Analysis:

Nighttime construction will result in noise levels that exceed generally acceptable levels. To minimize noise nuisance from construction activities to adjacent businesses and private properties, the contractor will be required to minimize the idling of construction vehicles, maintain equipment in good working order, and apply standard noise mitigation measures. If construction noise complaints arise during construction, they will be investigated by City staff to mitigate the concerns and reach a resolution to the complaint.

Climate Change Risks:

Climate Change Mitigation

Extending construction hours under Windsor's Noise By-law, can positively impact climate mitigation by allowing more efficient project scheduling, reducing equipment mobilization, and avoiding peak traffic periods, leading to reduced idling, lower fuel consumption, and fewer emissions for commuters. However, if not managed with low-emission practices, longer operating hours may increase overall fossil fuel use and air pollution, especially from diesel-powered machinery.

Climate Change Adaptation

Faster project completion reduces exposure to extreme weather, helping maintain timelines and resource efficiency. However, longer construction hours may worsen air quality if diesel-powered equipment is used extensively.

Financial Matters:

There is no financial impact to the City in granting the Public Works Department requested exemption to By-Law 6716. No additional costs are anticipated, and the exemption will not alter or increase the approved contract value.

Consultations:

Juan Florian, Manager, Contracts
Kathy Roeder, Financial Planning Administrator - Public Works Operations

Conclusion:

The requested exemption to the Noise By-law to permit nighttime work will minimize the duration of the construction works resulting in a return to normal traffic flow as quickly as possible.

Planning Act Matters:

N/A

Approvals:

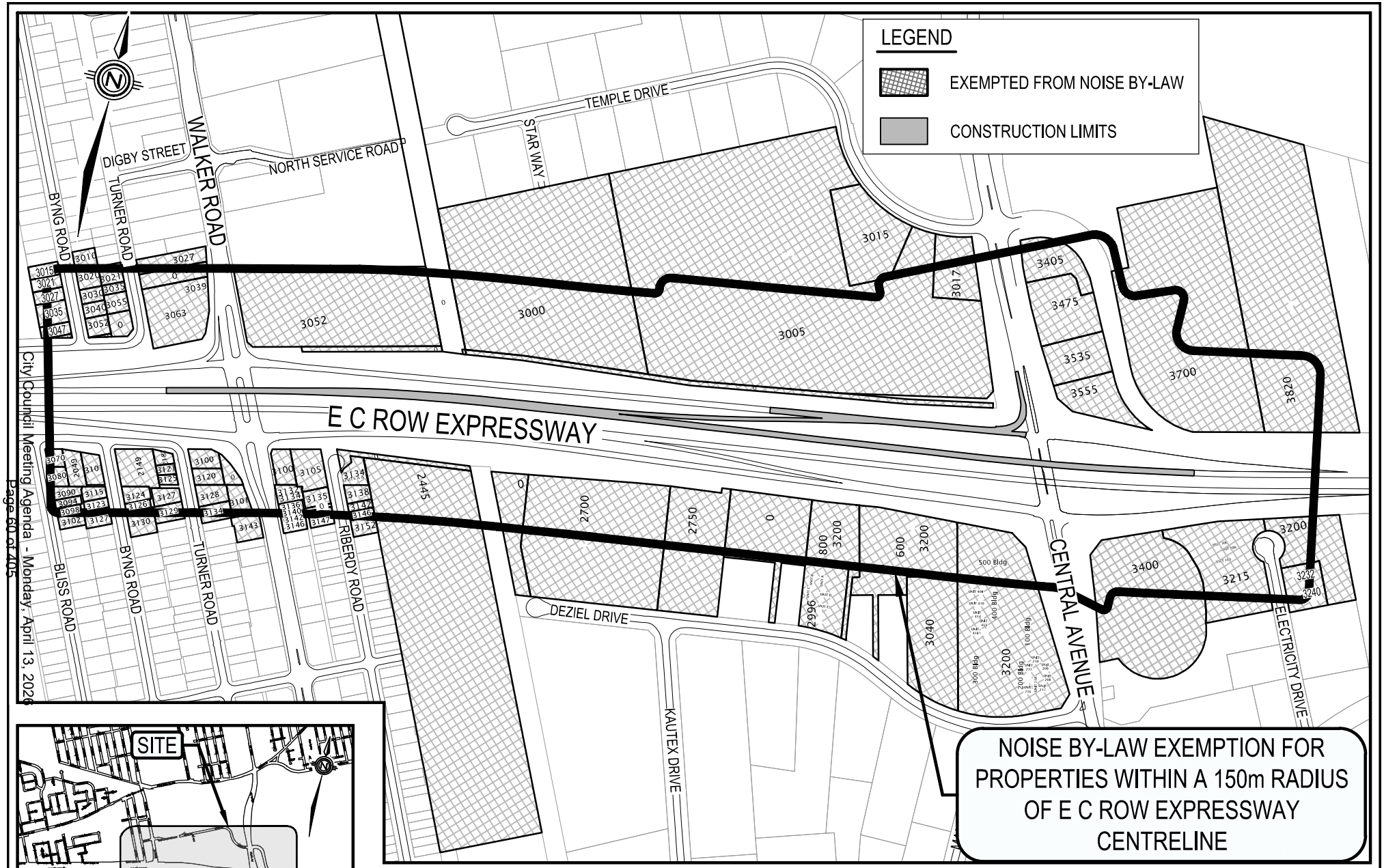
Name	Title
Mike Dennis	Manager, Strategic Capital Budget Development and Control
Rachel Chesterfield	Manager, Performance Measurement and Business Case Development
Monika Grant	Senior Manager, Contracts, Field Services and Maintenance
Stacey McGuire	Executive Director, Operations / Deputy City Engineer (A)
David Simpson	Commissioner, Infrastructure Services and City Engineer
Lorie Gregg	On behalf of Commissioner, Finance and City Treasurer
Jelena Payne for Ray Mensour	Chief Administrative Officer

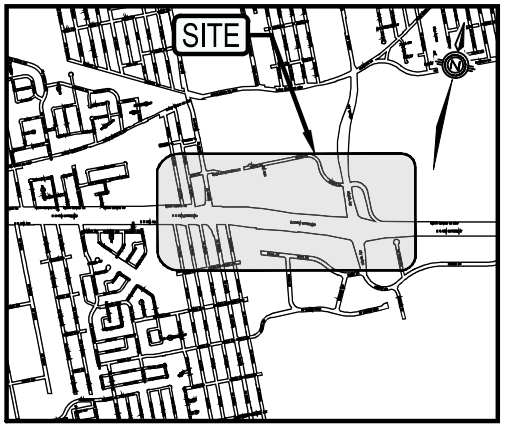
Notifications:

Name	Email
All affected properties nearby and adjacent to the construction activities (reference Appendix A).	

Appendices:

Attachment A – Council drawing C-3851, C-3852, C-3853





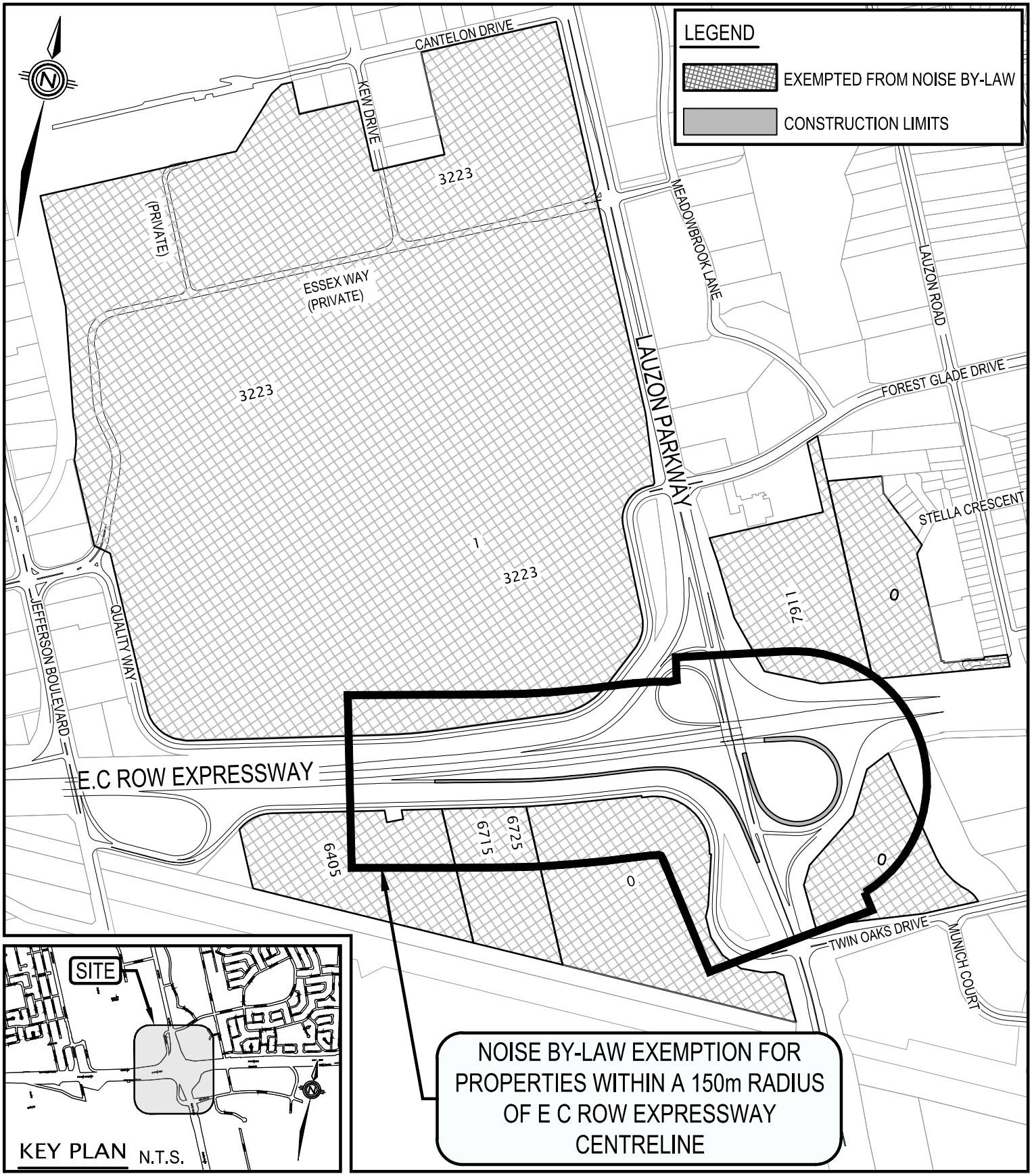
KEY PLAN N.T.S.

THE CORPORATION OF THE CITY OF WINDSOR - ENGINEERING DEPARTMENT

Noise By-Law Exemption for Tender 24-26 on E C Row Expressway West bound between Central Avenue and Walker Road

Kirk Tamm, Manager of Geomatics

SCALE: 1:6500	DATE: MAR 2026	REVISED:	DWG. NO.
DWN BY: ST	CHKD BY: JM / GR	REVISION NO.:	C-3905

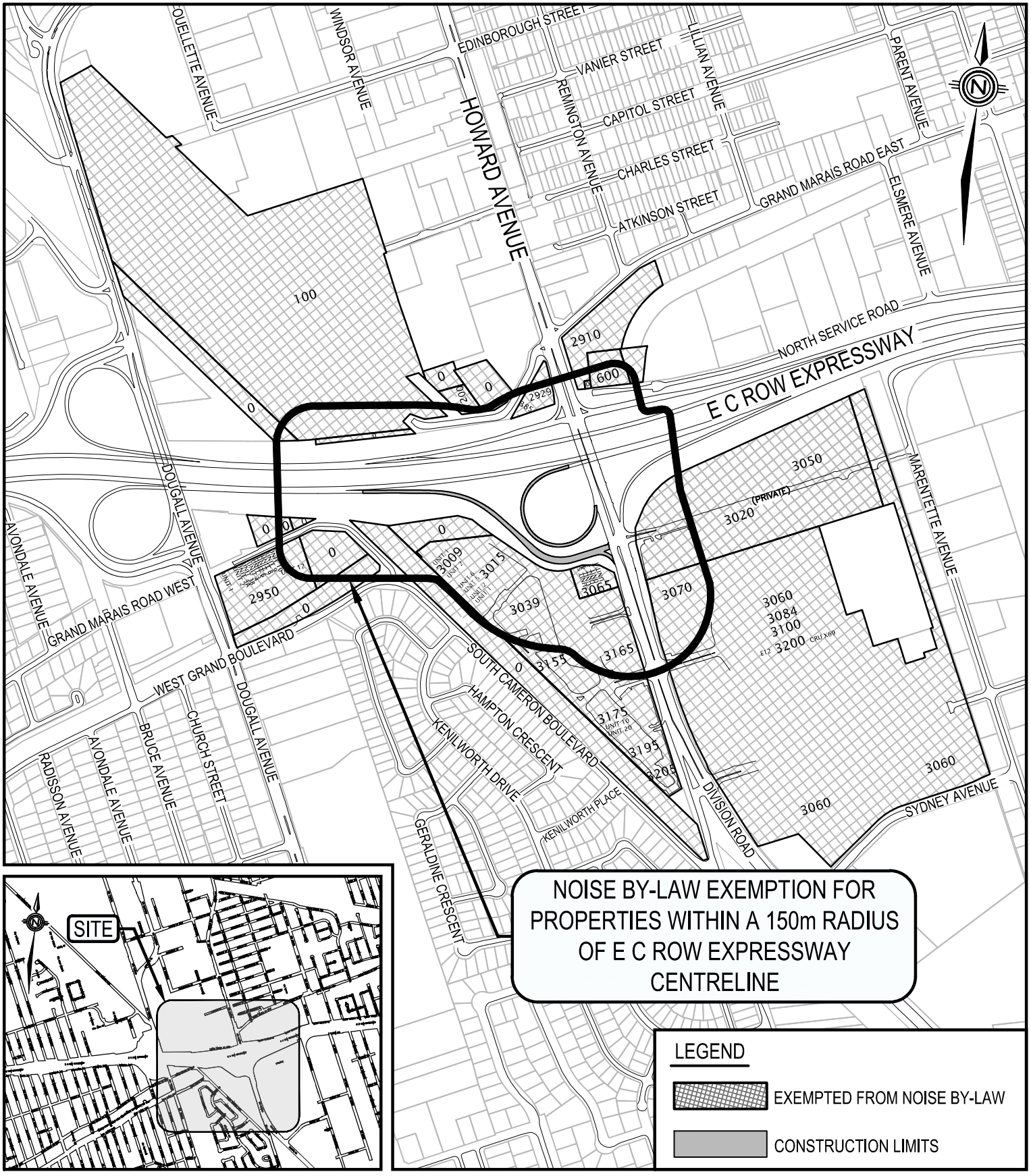


THE CORPORATION OF THE CITY OF WINDSOR - ENGINEERING DEPARTMENT

Noise By-Law Exemption for Tender 24-26 on E C Row Expressway East bound on ramp to North bound Lauzon Parkway

Kirk Tamm, Manager of Geomatics

SCALE: 1:9000	DATE: MAR 2026	REVISED:	DWG. NO.
DWN BY: ST	CHKD BY: JM / GR	REVISION NO.:	C-3906



THE CORPORATION OF THE CITY OF WINDSOR - ENGINEERING DEPARTMENT

Noise By-Law Exemption for Tender 24-26 E C Row Expressway East bound on ramp from South bound Howard Avenue

Kirk Tamm, Manager of Geomatics

SCALE: 1:9000	DATE: MAR 2026	REVISED:	DWG. NO.
DWN BY: SS	CHKD BY: JM / GR	REVISION NO.:	C-3907

Subject: Purchasing Bylaw – Periodic Review and Amendment (CITYWIDE)

Reference:

Date to Council: April 13, 2026
Author: Dawn Lamontagne
Purchasing Manager (A)
(519)-255-6100 ext. 6413
dlamontagne@citywindsor.ca

Purchasing
Report Date: 3/30/2026
Clerk's File #: AB2026

To: Mayor and Members of City Council

Recommendation:

THAT, in accordance with the requirement set forth by section 164 of Bylaw 93-2012 to conduct a review prior to the conclusion of each Council term, this report **BE RECEIVED**; and further,

THAT Purchasing Bylaw By-law 60-2026 **BE PASSED** by Council, to effect the changes to the Purchasing Bylaw described in this report, and that Bylaw 93-2012 **BE REPEALED**.

Executive Summary:

N/A

Background:

The City of Windsor's Purchasing Bylaw was comprehensively redeveloped and enacted in 2012 to replace earlier purchasing policies with a single governance bylaw. The 2012 Bylaw established standardized procurement processes, clarified authorities, and strengthened oversight for the acquisition of goods, services, and construction across the corporation and participating local boards.

Since its enactment, the Purchasing Bylaw has been amended periodically to address legislative and trade agreement requirements, as well as operational issues identified through experience. These amendments have focused on clarifying approval authorities, improving consistency, and ensuring the bylaw remains practical and enforceable, without altering its underlying principles.

The most recent substantive amendments were approved by Council in 2022. Those amendments addressed specific operational and governance matters, including adjustments to purchasing thresholds, expanded administrative authority for the Chief Administrative Officer in defined circumstances, and refinements to roster provisions. Additional housekeeping changes updated definitions and clarified provisions related to sole sourcing, contract amendments, and surplus goods.

Pursuant to Section 164 of the Purchasing Bylaw, Administration has undertaken the current comprehensive review and amendments to further enhance the Purchasing Bylaw, building on the 2022 amendments further refining thresholds, improving clarity and structure, and strengthening governance tools where experience has identified the need for adjustment, while maintaining appropriate oversight and compliance.

As part of the review, the City's Purchasing Bylaw was benchmarked against the purchasing bylaws of other Ontario municipalities of similar size, while continuing to reflect Windsor's operational needs, governance expectations, and risk profile. The amendments reflect common approaches across the province in areas such as threshold structures, delegated authority, cooperative purchasing, supplier accountability, and governance controls.

The result of this comprehensive review and amendments have resulted in a new Purchasing By-law, 60-2026, which can be found in the Bylaw section of the Council agenda.

Discussion:

Administration held consultations with all stakeholders with respect to the current Bylaw and the following amendments are the results from those consultations.

New and Significant Amendments

Conflict of Interest – City employees are prohibited from bidding on or participating in City procurements, except where authorized by a specific resolution of Council. This approach is consistent with provisions found in the Purchasing Bylaws of other comparable Ontario municipalities and is intended to strengthen public confidence in the integrity and fairness of the procurement process. This amendment implements Administration's Response to the Auditor General's Recommendations in Report SCM90/2026.

Cooperative Purchasing – The City is now able to leverage the collective buying power of Group Purchasing Organizations and Collaborative Sourcing Partners, by accessing contracts that have been competitively established by other public sector entities and group purchasing organizations, thus reducing duplication and improving procurement efficiency. By aggregating demand, municipalities are able to leverage economies of scale and achieve cost savings, administrative efficiencies, and timely access to specialized equipment and highly customized vehicles where individual municipal volumes are limited.

The amendments expand and modernize the City's authority to participate in cooperative purchasing arrangements, including those offered through group purchasing organizations and collaborative sourcing partners that were not previously available or expressly contemplated in the Bylaw. These arrangements provide access to competitively established contracts for commonly purchased goods and services, where pricing, commercial terms, and supplier performance have already been vetted through an open and competitive process, in compliance with legislation and applicable trade agreements.

Participation in group purchasing organizations is well established across Ontario, with municipalities such as Toronto, Muskoka, Essex County, and Tecumseh leveraging collective buying power for a range of deliverables, including fleet, operational equipment, and medical equipment.

Buy Canadian – Bylaw amendments were made to acknowledge Canada's international trade obligations under the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), while recognizing that Buy Canadian approaches may be applied below the CETA Threshold. Recent bylaw and policy amendments adopted by Ontario municipalities, including the County of Essex and Oakville, demonstrate a similar shift toward incorporating Buy Canadian considerations within municipal procurement frameworks. Consistent with Council direction under CR261/2025, the Purchasing Bylaw amendments include Council approvals for sole source purchases from U.S. suppliers exceeding $100,000 where an equivalent Canadian alternative may exist. This ensures transparency and accountability in complex procurement decisions, while aligning Windsor's approach with prevailing municipal practice.

Noteworthy Enhancements

Dollar Thresholds & Alignment with the Canadian Free Trade Agreement (CFTA)
On July 1, 2017, CFTA replaced the previous Agreement on Internal Trade to modernize trade rules within Canada. At that time, the CFTA threshold for goods and services was $100,000. Thresholds are adjusted for inflation every two years and the current CFTA threshold for goods and services is $139,000. When CFTA applies, municipalities must conduct open, transparent, and non-discriminatory procurement processes, subject to all of the requirements of CFTA. The amendments to the Purchasing Bylaw include the requirement for an RFT or RFP valued at or above the CFTA threshold.

The thresholds for informal and formal quotes have also been adjusted to reflect current market conditions and ongoing inflationary pressures, while ensuring continued compliance with the Canadian Free Trade Agreement. These adjustments improve efficiency and responsiveness for routine purchases, allow Purchasing resources to be focused on higher value and higher risk procurements, and ensure that procurements at or above the applicable trade agreement thresholds continue to be conducted through open and competitive processes. Refer to the Financial Matters section for a table summarizing the current versus proposed dollar value and approval thresholds.

Administrative Authority
The proposed amendments clarify and update administrative approval authority by aligning it with defined dollar thresholds and current operating needs.

Under the revised framework, Department Heads continue to be authorized to approve purchases up to $100,000 within the Council approved budget and CLT may approve purchases up to $250,000. Increasing CLT approval authority to $250,000 reduces administrative escalation for routine, budgeted purchases, allowing decisions to be made at the appropriate operational level while preserving oversight for higher value transactions.

To improve efficiencies and optimize workflow, the amendments delegate approval authority for Requests for Tender (RFTs) in excess of $250,000 to the Corporate Leadership Team (CLT) where the total tendered price is within Council-approved budgets. RFTs will continue to be awarded to the lowest compliant bidder in accordance with the Bylaw. This approach supports timely procurement decisions while maintaining appropriate corporate oversight. This delegation of authority to CLT members for RFT awards to the lowest compliant bidder within budget is allowed for in Purchasing Bylaws of other municipalities including London up to $3M, Burlington up to $5M, and Peel and Ottawa at any dollar value.

The CAO is authorized to approve purchases between $250,000 and $500,000, retaining oversight for the award of RFPs for Professional Services and adding oversight for the award of Cooperative Purchases at any dollar value in excess of $250,000, increased from the previous baseline of $100,000 for purchases within approved budgets.

Sole source oversight is preserved; Canadian sole source purchases over $100,000 require CAO approval and non-Canadian sole source purchases over $100,000 require Council approval where a Canadian alternative may exist.

With the exception of targeted carve outs, Council approval is required for purchases exceeding $500,000 and for transactions that exceed an approved budget.

Amendments to the Administrative Authority to Sign Contracts streamlines administrative processes by enabling more efficient execution of contracts that fall below the delegated approval authority thresholds. This alignment reduces unnecessary procedural steps while maintaining appropriate legal, financial, and technical review and supports timely execution of agreements, improving operational efficiency, and facilitating more responsive service delivery.

Overall, these changes provide clearer governance, reduce ambiguity in approval pathways, and the varying approval authority based on the type of procurement is similar to peer municipalities. In addition, more expedient turn-around times from the closing of a solicitation to the award of the contract will be a welcome change by the vendor community, particularly contractors for construction tenders.

Contract Renewals, Extensions, Amendments and Revisions
The amendments to the Contract Renewals and Extensions provisions recognize that renewals arise from option years established through a competitive procurement process that has already been approved by the CAO or Council. Pricing, scope, and renewal authority are therefore contemplated at the time of award. The former dollar limit introduced an unnecessary administrative barrier and approval step that did not add governance value. Removing this constraint streamlines the renewal process while maintaining appropriate oversight, allowing renewals to proceed efficiently where supplier performance is satisfactory, funds are available, and the renewal continues to be in the City's best interest.

These changes provide much needed clarity and flexibility by better aligning approval authority with contract value, risk, and procurement method. Explicit Council preapproval language has been added to avoid misinterpretation and clearly link amendment authority back to the original award decision. The revised framework enables CLT Members to approve defined, lower risk amendments within established limits, while reserving CAO approval for higher value amendments. Council continues to approve amendments that result in significant scope changes and budget overruns. The amendments section acknowledges the original RFT may have been approved by the CAO under the previous Purchasing Bylaw or by a CLT member in accordance with the Purchasing Bylaw amendments.

Supplier Suspension and Accountability
The amendments refine and clarify the City's supplier accountability and suspension provisions to ensure the City has appropriate tools to address serious supplier performance issues. The revised provisions better define the circumstances under which a supplier may be suspended from participating in City purchasing activities, while maintaining alignment with established municipal practices.

The amendments also clarify the process for addressing supplier performance concerns by establishing well-defined authority, notice, and response provisions, thereby ensuring consistent application of the Bylaw and greater transparency for suppliers. These refinements, which are aligned with practices commonly found in other municipal purchasing bylaws, enable the City to protect service delivery, uphold the integrity of the procurement process, and manage supplier risk in a defensible and consistent manner.

Specific Departmental Purchasing Rules
This was amended to stipulate the requirement for prior review and approval by the Chief Information Officer / Executive Director of Information Technology for all information technology related acquisitions ensuring alignment with corporate IT standards, cybersecurity and data protection requirements, interoperability, and long-term operational sustainability.

Definitions and Modernization
Definitions within the Bylaw have been updated, added, and clarified to reflect current procurement terminology, legislative requirements, and operational practices, ensuring consistent interpretation and application throughout the organization. Special attention was paid to terms affecting cooperative purchasing, professional services, trade agreement thresholds, delegated authority, and purchasing methods. Legacy

terminology has been replaced or removed, and the updated definitions are aligned with those used by comparable Ontario municipalities and broader public sector procurement frameworks, thereby reducing interpretive risk, enhancing consistency, and maintaining the Bylaw's clarity and practicality.

Risk Analysis:

The amendments do not introduce new material financial or legal risks. The changes clarify and modernize existing provisions, strengthen governance tools in identified risk areas, and maintain appropriate oversight, accountability, and compliance with applicable legislation and trade agreements.

Adjustments to purchasing thresholds, delegated authority, and purchasing methods are supported by retained Purchasing oversight, clearly defined approval limits, and continued discretion to require more formal competitive processes where warranted. Procurements at or above applicable trade agreement thresholds remain subject to open and competitive processes, and the proposed Bylaw continues to prohibit practices intended to circumvent threshold or approval requirements.

Failure to adopt the amendments would risk continued misalignment with current procurement practices, trade agreement thresholds, and sector norms, and would limit the City's ability to efficiently leverage the most current procurement tools such as cooperative purchasing arrangements. Approval of the amendments ensures sound governance, operational efficiency and effectiveness, and continued protection of the City's financial and legal interests.

Climate Change Risks:

Climate Change Mitigation

N/A

Climate Change Adaptation

N/A

Financial Matters:

The amendments have no financial impact and are anticipated to improve procurement efficiency through enhanced clarity and purchasing flexibility, ensuring a more competitive bidding environment and better outcomes for the City. The table below summarizes the current versus proposed dollar value and approval thresholds. Where there is no change in approval being recommended, it has not been included in this chart.

Process	Current Bylaw	Proposed Bylaw
Departmental Use of Petty Cash	$250	$500
Small Purchase Order	$0 - $15,000	$0 - $25,000

Informal Quotation	$15,001 - $50,000	$25,001 - $75,000
Formal Quotation	$50,001 - $100,000	$75,001 - $138,999 (2026 CFTA Threshold)
RFT or RFP	$100,000 or greater	$139,000 (2026 CFTA Threshold) or greater
CAO Approval of Awards	Up to $150,000	Up to $500,000
Council Approval of Awards	Greater than $150,000	Greater than $500,000
CLT Approval of Contract Amendments	n/a	Amendment is less than 50% of the original Purchase Price and the total amended Purchase Price does not exceed $250,000 and the Council approved budget
		Amendment is to a Roster List Award and the total amended Purchase Prices is less than the CFTA Threshold and the Council approved budget
		Amendment to the Sole Source complies with section 110 and the total amended Purchase Price does not exceed $100,000 and the Council approved budget
CAO Approval of Contract Amendments	Up to $150,000	Up to $500,000
Council Approval of Contract Amendments	Greater than $150,000	Greater than $500,000
CAO Approval of RFP (Professional Services)	$100,000 or greater	$250,000 and above (no limit)
CAO Approval of Cooperative Purchases	n/a	$250,000 and above (no limit)
CLT Approval of RFTs	Up to $100,000	$250,000 and above (no limit)

CLT Emergency Purchases Approvals	$100,000 - $150,000	$100,000 - $250,000
CAO Emergency Purchases Approvals	$150,000 and above	$250,000 and above (no limit)
Performance Security and Labour and Materials Payment Security Required	$150,000	$200,000
Council Approval of Items to be Disposed	$150,000	$500,000
Council Approval for Sole Source Purchases from U.S. Suppliers Where an Equivalent Canadian Alternative May Exist	n/a	$100,000 and above
Roster List Exists for Professional Services	n/a	Purchasing from the Roster List shall be permitted (but not required) if the Purchase Price is less than $139,000 (2026 CFTA Threshold)
Department Heads Approval of Requisitions	Department Heads not limited to Director & Executive Director	Department Heads limited to Director & Executive Director only
CLT Approval of Sole Source	n/a	Up to $100,000
CLT Approval of RFQs and RFPs	Up to $100,000	Up to $250,000
CLT Approval of Cooperative Purchases	n/a	Up to $250,000

Consultations:

Section 165 of the Bylaw requires that internal and external stakeholders be consulted in making amendments to the Bylaw. The proposed Bylaw amendments have been given a thorough internal review through provision to corporate management in all areas by all members of the CLT. External review was offered to the Windsor Construction Association, Heavy Construction Association, Professional Engineers Ontario Windsor-Essex Chapter, Windsor Detroit Borderlink Limited, Windsor Public Library Board, Windsor Police Service, Roseland Golf and Curling Club, Your Quick Gateway (YQG) Ltd., and Transit Windsor.

Conclusion:

The proposed amendments to the City of Windsor's Purchasing Bylaw are practical measures that update purchasing thresholds, authorities, and methods, enhance governance and accountability, and modernize procedures to ensure clarity and compliance with relevant legislation and trade agreements; these changes align with current municipal practices across Ontario, reflect Windsor's unique needs, and will help maintain a transparent, effective procurement framework that supports sound governance and timely service delivery.

Approvals:

Name	Title
Dawn Lamontagne	Purchasing Manager (A)
Wira Vendrasco	City Solicitor
Andrew Daher	Commissioner, Corporate Services
Dana Paladino	Commissioner, Human & Health Services
Michael Chantler	Commissioner, Community Services
David Simpson	Commissioner, Infrastructure Services and City Engineer
Dave Soave	Manager, Strategic Operating Budget Development & Control
Natasha Gabbana	On behalf of Commissioner, Finance and City Treasurer
Jelena Payne	Deputy CAO/Commissioner, Economic Development
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email
Jim Lyons, Executive Director, Heavy Construction Association and Windsor Construction Association		
Anna M. Godo, P.Eng, Chair, Professional Engineers Ontario		

Name	Address	Email
Windsor-Essex Chapter		
Tal Czudner, Chief Executive Officer, Windsor Detroit Borderlink Limited		
Karel DeGraaf, Deputy Chief of Operational Services, Windsor Police Services		
Mark Galvin, President and CEO, Your Quick Gateway		

Appendices:

A – Draft Purchasing Bylaw By-law 60-2026

BY-LAW NUMBER ###-YYYY

A BY-LAW TO ESTABLISH A POLICY FOR THE PROCUREMENT OF GOODS AND SERVICES INCLUDING CONSTRUCTION FOR THE CORPORATION OF THE CITY OF WINDSOR

Passed the xxxxx day of MONTH, YYYY.

WHEREAS Section 270 of the *Municipal Act,* 2001, S.O. 2001, c. 25 imposes upon municipalities the obligation to adopt policies regarding the procurement of goods and services, including construction;

AND WHEREAS The Corporation of the City of Windsor has undertaken an extensive review of its procurement practices and engaged stakeholders through a consultation process;

AND WHEREAS Council of The Corporation of the City of Windsor deems it desirable to repeal, in its entirety, By-law 93-2012, as amended, and pass this By-law which establishes the authority and sets out the methods with respect to the procurement of goods and services, including construction;

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

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Part I - Ethical Considerations and Purchasing Goals

Ethical Considerations

1. The City adopts the tenets of:

    a. the Code of Ethics adapted from the Ontario Public Buyer's Association; and

    b. the Ontario Broader Public Sector Supply

    Chain Code of Ethics in the performance of its

    Purchasing function.

Purchasing Goals

2. The City strives to meet and balance the following goals:

    a. **Efficiency:** Maintain the flow of goods and services to meet the City's needs over both the short and long term in the most cost-effective manner possible, while maintaining expected levels of service.

    b. **Quality and Value:** Obtain Best Value for money.

    c. **Honesty:** Ensure Purchasing is undertaken with fairness, honesty and integrity, avoiding even the appearance of impropriety.

    d. **Openness:** Ensure equal access to Suppliers to opportunities to benefit from the expenditure of tax dollars by the City.

    e. **Transparency:** Ensure that Purchasing is undertaken in accordance with policies and procedures that are accessible to and understandable by all.

    f. **Accountability:** Maintain accountability through the ongoing exercise of openness and transparency.

    g. **Improvement:** Create an environment of continuous improvement by reducing costs, improving quality, and stimulating innovation.

    h. **Environmental Responsibility**: Encourage the procurement of sustainable and energy efficient goods and equipment wherever possible within the context of Best Value.

Part II - Interpretation

Definitions

3. In this Bylaw, the following words will have the following meanings:

"Award"	When a submission is formally accepted by the City, either by Council or by delegated authority as permitted in this Bylaw.
"Best Value"	Approach that aims to deliver products and services with a lower Total Life Cycle Cost while maintaining a high standard (optimal balance of performance and cost).
"Bid Documents"	City documents used in connection with a Purchasing process including but not limited to RFTs, RFPs, and RFQs.
"Bid Security"	Security to ensure that the successful Supplier on a Solicitation enters into a Contract with the City.
"Blanket Contract"	A form of Contract requiring a Supplier to supply Deliverables on an "as required" basis under prearranged terms and conditions, including pricing, over the term of the Contract.
"Board"	An entity independent of the City but recognized by Council as an agency which may take advantage of the City's purchasing power or process, in accordance with this Bylaw. Without limiting the generality of the foregoing, the Windsor Police Services Board shall be considered a "Board".
"Buying Group"	An arrangement involving two or more members that combine their purchasing requirements into a single procurement process, administered by one member or a centralized entity on behalf of the group, and conducted in compliance with CFTA, where applicable.
"Canadian Entity"	(a) an individual who is a Canadian citizen or permanent resident of Canada; or (b) a corporation, partnership, sole proprietorship, joint venture, association or any other legal entity organized under the laws of Canada or a province or territory of Canada, carries on business in Canada, and which is owned or controlled, directly or indirectly, by one or more persons described in (a).
"CFTA"	The Canadian Free Trade Agreement, being an

	intergovernmental trade agreement between the Government of Canada and all provincial and territorial governments.
"CFTA Threshold"	CFTA threshold for Goods and Services, as may be amended from time to time, which is valued at $139,000 as of January 1, 2026.
"Chief Administrative Officer/CAO"	The City's Chief Administrative Officer, or his or her Delegate.
"City"	The Corporation of the City of Windsor.
"City Clerk"	The City's City Clerk; or his or her Delegate.
"City Solicitor"	The City's City Solicitor; or his or her Delegate
.	
"City Treasurer"	The City's City Treasurer; or his or her Delegate.
"City Website"	The City's website at http://www.citywindsor.ca.
"Closing Date"	The place, date and time set by the Bid Documents for receipt of Responses.
"CLT Member"	A member of the City's Leadership Team, or their Delegate, reporting directly to the CAO.
"Conflict of Interest"	A situation in which the personal interests of Employees, City-engaged Consultants or Suppliers, as the case may be, come into conflict or appear to come into conflict with the interests of the City.
"Consulting Services"	The supply of expertise or strategic advice that is presented for consideration and decision-making, or the guidance of execution of a specific project or undertaking and includes Professional Services.
"Construction"	Construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in and incidental to the construction, and the installation and repair of fixtures of a building, structure or other work, but does not include Consulting Services related

	to the Construction unless they are specifically included in the Purchase.
"Contract"	A document to evidence an agreement for the purchase of Deliverables and includes both a Purchase Order and a Formal Agreement.
"Cooperative Purchase"	The procurement of Deliverables by the City through a Buying Group, cooperative, collaborative, joint, or group purchasing arrangement established by another municipality, local board, broader public sector entity, government agency, group purchasing organization, or other public body or authority, where the originating procurement process was conducted through a fair, open, and competitive process and is compliant with applicable legislation and Trade Agreements.
"Council"	City Council.
"Deliverable"	The Good, Service or Construction being purchased.
"Department"	An area of operation of the City as defined by its organizational charts.
"Department Head"	A City Director or Executive Director, or their Delegate, responsible for direction and operation of a Department and control of a budget.
"Designated Official"	The highest-ranking administrative position of any Board.
"Disposal"	The transfer of ownership of Property by the City by sale, trade in, donation, alternative use or destruction.
"Emergency"	Has the meaning given in Section 104.
"Employee"	An employee of the City.
"Evaluation Team"	Individuals designated to evaluate Responses and make Award recommendations in accordance with this Bylaw.
"Fair Market Value"	The price that would be agreed to in an open and unrestricted market between knowledgeable and willing parties dealing at arm's length, fully informed and under no compulsion to transact.
"Formal Agreement"	A written Contract for the purchase of a Deliverable, executed by the City and the Supplier, including any

renewals or amendments.

"Formal Quotation"	Means a form of RFQ as described in Sections 70 to 76.
"Goods"	Any moveable property, including the costs of installing, maintaining or manufacturing such moveable property, including raw materials, products, equipment and other physical objects of every kind and description, whether in solid, liquid, gaseous or electronic form, unless they are purchased in connection with Construction.
"Informal Quotation"	Means a form of RFQ as described in Sections 62 to 69.
"Purchasing Manager"	The City's Purchasing Manager or his or her Delegate.
"Mayor"	The City's Mayor.
"Prequalification"	A request for supplier qualification, a process used to gather information on supplier capabilities and qualifications with the intent of creating a list of prequalified suppliers for subsequent participation in a future Solicitation.
"Professional Services"	Means specialized, knowledge-based and customized services provided by individuals or firms possessing expertise, advanced knowledge and specific qualifications or licences in a particular field. Examples of professional services include, but are not limited to those services within the scope of the practice of architecture, professional engineering, landscape architecture, registered surveying and mapping, land appraisers, environmental and geotechnical consulting, financial advisory services, management consulting, information technology consulting, strategic planning and advisory services and research and analysis services, typically governed by professional standards and where applicable, licensing requirements under the laws of the Province of Ontario.
"Property"	Includes furniture, vehicles, equipment and stock.
"Purchase"	The acquisition of Deliverables by any means, including rental and leasing, and the functions that pertain to the acquisition of Deliverables, and "Purchasing" shall have a corresponding meaning.
"Purchasing Card"	A card issued in accordance with the City's Purchasing Card Policies and Procedures for the Purchase of Deliverables.
"**Purchasing Department**"	Division of the Office of the City Solicitor charged with

carrying out the Purchasing function.

"Purchase Order/PO" A standard Contract issued by the City to a Supplier to evidence an agreement for the Purchase of Deliverables.

"Purchase Price" The amount payable by the City for a Deliverable pursuant to a Contract.

"Response" A response to a Solicitation.

"RFEI" A request for expression of interest, a process used to gather information on Supplier interest in an opportunity, or information on Supplier capabilities and qualifications. An RFEI does not create a binding relationship between the City and any Supplier.

"RFI" A request for information, a process used to research which products and services are available, scope out business requirements, and/or estimate project cost. An RFI does not create a binding relationship between the City and any Supplier.

"RFP" A request for proposal, a process in which a need is identified, but the method by which it will be achieved is not necessarily prescribed at the outset and price is not the only evaluation criterion.

"RFQ" Request for quotations, including Formal Quotations and Informal Quotations, but not including RFPs or RFTs.

"RFT" Request for tender, a process to request supplier responses to supply Deliverables in compliance with stated requirements, performance specifications and terms and conditions and evaluation is made solely on price.

"Roster List" List of Suppliers who will be permitted to participate in certain non-competitive Contracts anticipated to be required on a regular basis in the future.

"Services" Intangible products not having a physical presence.

"Small Purchase Order" A type of purchasing method for the Purchase of Deliverables up to $25,000.

"Sole Source" The Purchase of Deliverables by non-competitive means for the reasons described in Section 110 which comply with the Bylaw, Trade Agreements, provincial legislation and requires

	consultation and approval by the Purchasing Manager.
"Solicitation"	Informal Quotation**,** Formal Quotation, RFT, RFP, RFI, RFEI issued by the City.
"Specifications"	Description of the physical or functional characteristics or the nature of a supply, service, equipment or construction item and may include requirements for inspection, testing, or preparing a Deliverable, and may also include drawings or samples or other means of illustrating the requirements.
"Supplier"	A person, corporation or other entity that responds or intends to respond to a Solicitation or provides Deliverables to the City including but not limited to contractors, consultants, suppliers, service organizations.
"Total Life Cycle Cost"	An estimate or calculation that considers all direct and indirect costs of a Deliverable over its useful life, from acquisition to disposal including Contract Prices, implementation costs, upgrades, carrying costs, maintenance contracts, support contracts, licence fees and disposal costs.
"Trade Agreements"	Chapter Five to CFTA and Chapter Nineteen of the Comprehensive Economic and Trade Agreement, as amended or superseded from time to time.

Interpretation

4. Unless the context requires otherwise, use of the singular also implies the plural, and vice versa.

5. Whenever the words "include", "includes" or "including" or other similar terms are used in this Bylaw, they are deemed to be followed by the words "without limitation".

6. Any reference in this Bylaw to any statute or any section of a statute shall, unless expressly stated, be deemed to be reference to the statute as amended, restated or re-enacted from time to time. Any reference to a Bylaw or City policy shall be deemed to be a reference to the most current state of the Bylaw or City policy and any replacement Bylaw or policy.

7. All dollar amounts are expressed in this Bylaw are in Canadian dollars.

8. Any reference to a day refers to a calendar day.

9. Any headings in this Bylaw are non-binding and are intended for explanatory purposes only and are not to be considered or taken into account in construing or interpreting this Bylaw.

10. All solicitations and processes under this Bylaw shall be conducted in English.

Part III - Application

Application

11. This Bylaw applies to all Purchasing activities carried out by the City and any Board using this Bylaw with the exception of:

    a. those Purchasing activities set out in Schedule “A”;

    b. the Purchase or Disposal of Deliverables where the laws of Ontario or Canada require the Purchase or Disposal to be carried out in some manner other than by this Bylaw; and

    c. a circumstance in which Council directs by Council Resolution that the Purchase or Disposal of Deliverables shall be carried out in some manner other than by this Bylaw.

12. A Council Resolution adopted by Council under Section 11(c):

    a. shall be a matter of public record;

    b. shall be made in response to a written administrative report describing the nature of the Purchase, and including advice and recommendations from both the City Solicitor and the Purchasing Manager;

    c. shall state that Council is satisfied that it is necessary in the public interest that the Purchase or Disposal be carried out otherwise than in accordance with this Bylaw and shall give the reason or reasons for so concluding; and

    d. need not identify the nature of the Goods or Service to be Purchased or Disposed of.

13. Before adopting a Council Resolution under Section 11(c), Council shall afford the City Solicitor and Purchasing Manager an opportunity to be heard and to provide oral advice concerning the proposed Council Resolution.

14. Unsolicited offers are to be reviewed by the Purchasing Manager and the relevant Department Head. Any Purchase resulting from an unsolicited Supplier offer must comply with this Bylaw.

Part IV - Integrity of the Purchasing Process

Conflict of Interest

15. All Employees and members of Council are subject to the City's Code of Ethics and Conflict of Interest Policy and shall disclose all conflicts of interest as required by the policy and shall take adequate steps to address any actual or perceived conflicts of interest.

16. No Employee or member of Council shall cause or permit anything to be done or communicated to anyone that is likely to cause any Supplier to have an unfair advantage or disadvantage in any Purchasing opportunity.

    a. Any Employee who becomes aware of an actual or perceived Conflict of Interest, where the conflict could directly affect a material term of the potential Contract, and whose daily work would allow them to have any impact on the preparation of the Specifications, the procurement process, or management of the potential Contract, shall immediately refer each and every actual or perceived Conflict of Interest to the City Solicitor for written direction and rationale. Compliance with the City Solicitor's direction shall be considered satisfaction of the Employee's obligations as set out in Section 15.

    b. Any Employee who may have an ongoing actual or perceived Conflict of Interest, which would generally not have any impact on the procurement process or the potential Contract, shall disclose the actual or perceived Conflict of Interest to the City Solicitor only once, unless circumstances change.

    c. No Employee may have any pecuniary interest directly or indirectly, as a contracting party, partner, majority shareholder with a controlling interest, surety or otherwise in any contract for Goods, Services or Construction or in any of the monies to be derived there from, unless approved by a specific resolution of Council. For greater clarity, a direct or indirect pecuniary interest includes any interest that would be required to be disclosed under the City's Code of Ethics and Conflict of

Interest Policy, as amended from time to time.

Education

17. All Employees granted Purchasing authority over the Small Purchase Order limit under this Bylaw shall attend in person training or complete the City's equivalent online training module on the proper use and interpretation of the Bylaw.

Dispute Resolution

18. The following dispute resolution process shall be available to Suppliers who:

    a. dispute the fairness of a Purchasing process;

    b. dispute an Award or results of a Prequalification; or

    c. dispute the fairness of an evaluation of Contract performance.

19. Within ten (10) days of Award or other circumstance giving rise to the dispute, the Supplier shall provide a written request for a meeting with the Purchasing Manager detailing the legal and factual grounds underlying the dispute and the desired outcome and including any relevant documents.

20. The Purchasing Manager shall convene a meeting with the Supplier within twenty (20) days of receipt of the request. The meeting may be conducted in writing, in person, or by teleconference.

21. If the Purchasing Manager is satisfied that action should be taken, he or she will prepare a report to the City Solicitor advising that such action be taken.

22. If the Supplier is unsatisfied with the outcome of the meeting, the Supplier may provide a written request for a meeting with the City Solicitor detailing the legal and factual grounds underlying the claim and the desired outcome and including any relevant documents.

23. The City Solicitor shall convene a meeting with the Supplier within twenty (20) days of receipt of the request. The meeting may be conducted in writing, in person, or by teleconference.

No Discrimination

24. The *Discriminatory Business Practices Act* and the Trade Agreements forbid the granting of a preference to a local Supplier as a form of discrimination, therefore in compliance with the law and the Trade Agreements:

a. The City shall not discriminate between the Deliverables of a particular province, city or geographic region and the Deliverables of another province, city or geographic region.

b. The City shall not discriminate between the Suppliers of a particular province, city or geographic region and the Suppliers of another province, city or geographic region.

c. Strategies to prefer Canadian suppliers are permitted up to the thresholds of the Comprehensive Economic and Trade Agreement with the European Union, as amended from time to time.

Part V - Roles and Responsibilities

Delegates

25. Where any person is authorized to undertake any act under this Bylaw, such act may also be undertaken by a person properly designated by the authorized person.

City Council

26. City Council shall:
    a. establish the City's Purchasing policy through this Bylaw;
    b. monitor compliance with this Bylaw; and
    c. prioritize the City's purchasing needs.

CAO

27. The CAO shall:
    a. impose restrictions on Purchasing activities from time to time where he or she considers necessary and in the best interests of the City;
    b. ensure the implementation of the policies established in this Bylaw; and
    c. support Council in satisfying Council's role.

CLT Members and Department Heads

28. CLT Members and Department Heads shall:

a. oversee all Purchasing activities in their areas of responsibility and be accountable for the Purchasing activities of the Employees under their supervision;

b. achieve Best Value while observing the requirements of this Bylaw;

c. identify single and multi-functional projects in budget submissions to ensure the correct dollar thresholds and Purchasing processes are used; and

d. require those Employees under their supervision having Purchasing authority to complete in person Purchasing Bylaw training or the City's equivalent online training module.

Purchasing Manager

29. The Purchasing Manager shall:

a. act as the legal purchasing agent for the City of Windsor under the direction of the City Solicitor;

b. provide professional purchasing advice to Departments;

c. monitor adherence to this Bylaw;

d. interpret and apply this Bylaw to all Purchasing activities and exercise discretion as prescribed where alternative courses of action are permitted;

e. notify Department Heads of non-compliance with this bylaw;

f. notify Council of non-compliance with this bylaw if the non-compliance cannot be
rectified;

g. provide ongoing training and education regarding this Bylaw, as required;

h. ensure conduct of Purchasing activities in an efficient and timely manner;

i. dispose of surplus or obsolete material and equipment in accordance with this Bylaw;

j. purchase all goods and services for the City or for any Board as required

under the authority of Council and in compliance with this Bylaw; and

k. establish all necessary procedures, forms, methods and documents to carry out the objectives of this bylaw.

Employees

30. Employees shall:

    a. comply with the provisions of this Bylaw in the performance of their duties; and

    b. attend in person Purchasing Bylaw training or complete the City's equivalent training module, as required.

31. All Employees given authority to Purchase Deliverables under this Bylaw are accountable and responsible to ensure that proper budgets exist within their Departments and that Purchases do not violate any City, legal, or other statutory policy, including Trade Agreements, and will be held accountable for their decisions and actions.

Suppliers

32. Suppliers:

    a. shall be required to disclose any and all Conflicts of Interest to the City prior to or contemporaneously with making a Response;

    b. shall not engage in any form of bid rigging or collusion of any nature; and

    c. shall be forbidden to engage in any conduct which is or could reasonably be construed as any form of political or other lobbying, or as an attempt to influence the outcome of any Purchasing process during the currency of any process prior to an Award.

33. Failure by a Supplier to adhere to the standards established in Section 32 may result in disqualification from participating in City Purchasing opportunities, in the discretion of the CAO.

34. Suppliers wishing to present product or other information to the City outside of a specific
Purchasing process must do so though the Purchasing Department.

Part VI - Approval Authorities

Threshold Calculation and Anti-Avoidance

35. In calculating the Purchase Price for the purpose of determining the necessary approvals and procedures, all taxes, duties and freight shall be excluded. In the case of multi- year Contracts, the Purchase Price will be the estimated annual expenditure under the Contract.

36. No action shall be taken to subdivide Purchases in order to reduce the estimated Contract Price or to otherwise avoid or circumvent the application of any of the provisions of this Bylaw.

Administrative Approval

37. The CAO may:

    a. unless otherwise stated, approve a requisition and make an Award of up to $500,000, provided the funds have been included in the Council-approved operating or capital budget;

    b. approve a requisition and make an Award of a Sole Source Purchase of Deliverables in excess of $100,000, other than those outlined in Section 41(g), provided the funds have been included in the Council-approved operating or capital budget, and the Sole Source Purchase does not exceed that approved budget;

    c. approve a requisition and make an Award of an RFP for Professional Services in excess of $250,000, provided the funds have been included in the Council-approved operating or capital budget, and the RFP Response does not exceed that approved budget;

    d. approve a requisition and make an Award of a Cooperative Purchase of Deliverables in excess of $250,000 provided the funds have been included in the Council-approved operating or capital budget, and the Cooperative Purchase does not exceed that approved budget; or

    e. unless otherwise stated, approve a requisition and make an Award in any other instance in which the Purchasing Manager and the City Solicitor acting jointly or the responsible CLT Member decide it would be in the best interests of the City to do so.

38. CLT Members may:

    a. following prior approval by the Purchasing Manager, approve a requisition and make an Award of up to $100,000 for Sole Source

Purchases, provided the funds have been included in the Council-approved operating or capital budget;

b. except as noted in Section 38(a) and with the prior approval by the Purchasing Manager on Cooperative Purchases, approve a requisition and make an Award of up to $250,000, provided the funds have been included in the Council-approved operating or capital budget; or

c. approve a requisition and make an Award of an RFT in excess of $250,000, provided the funds have been included in the Council-approved operating or capital budget and the RFT Response does not exceed that approved budget.

39. Department Heads may following prior approval by the Purchasing Manager on Cooperative Purchases, approve a requisition and make an Award of up to $100,000, provided the funds have been included in the Council-approved operating or capital budget, save and except for Sole Source Purchases.

40. Where no funds exist within the Council-approved operating or capital budgets, Council approval is required prior to the initiation of the Purchase of a Deliverable.

Council Approval

41. City Council must approve the purchase of any Deliverables where:

a. the Purchase Price is greater than $500,000, except where the CAO has the authority to approve the Purchase under Section 37(b), (c), (d) and (e);

b. the lowest compliant Response exceeds the approved budget, including any contingency allowance;

c. federal or provincial government or any other body having jurisdiction requires Council approval for a Purchase or Contract;

d. the Contract includes financing terms (see City's Corporate Leasing Policy CS.A3.03 (as amended from time to time));

e. Council requires that it approve the Purchase;

f. any other instance in which the Purchasing Manager and the City Solicitor acting jointly or the CAO decides it would be in the best interests of the City to do so; or

g. Sole Source purchase of a Deliverable from a non-Canadian Entity in excess of $100,000, where there may be an alternative Canadian Entity that can provide the Deliverable.

42. In the event of a conflict, the Sections in this Part supersede any other provision in this Bylaw

Part VII - Purchasing Planning

Specifications

43. Departments are responsible to provide all Specifications necessary for a Solicitation and are responsible for the accuracy and suitability of those Specifications.

44. The Purchasing Department may review and recommend improvements or clarifications to Specifications when, in the opinion of the Purchasing Manager, it is necessary to meet the objectives of the Solicitation.

45. Specifications shall be a clear description of the requirements to be met in the Contract and should not be brand-specific if possible.

46. If Specifications are developed by an external Consultant, the external Consultant is not permitted to submit a Response in the Solicitation for which the Specifications were prepared.

47. In order to contribute to waste reduction and to increase the development and awareness of environmentally sound purchasing, acquisition of Deliverables will ensure that wherever possible, Specifications provide for expanded use of durable products, reusable products, and products (including those used in Services) that contain the maximum level of post-consumer waste and/or recyclable content, without significantly affecting the intended use of the Deliverable and providing that a cost analysis supports that these products are made available at competitive prices.

Information Gathering

48. If the scope or nature of the Deliverable to be purchased is unclear, an RFI may be used to gather information from the marketplace on the availability of goods and services.

49. If the level of Supplier interest in supplying a Deliverable is unclear, an RFEI may be used to gather information from the marketplace on Supplier interest.

50. A Response to an RFI or an RFEI shall not be used as a Prequalification and shall have no influence on a Supplier's chances of Award on a subsequent Solicitation.

Prequalification

51. A Prequalification may be used where:

    a. It is desirable to create a list of Suppliers to use for one or more future Purchases;

    b. the qualifications of the Supplier are paramount having regard to the complexity, cost, potential *Occupational Health and Safety Act* risk, or to specialized equipment, material or financing requirements; or

    c. the standard of performance of the Deliverables has been established

52. The Prequalification shall include:

    a. a description of the Deliverable affected by the Prequalification;

    b. duration of validity of the Prequalification;

    c. a statement that only Prequalified Suppliers will be permitted to participate in the Solicitation; and

    d. a provision that the City is in no way obligated to call on a Supplier as a result of the Prequalification to supply the Deliverable referenced in the Prequalification

53. Where a Prequalification is established for a Solicitation, only prequalified Suppliers may participate in the Solicitation.

Part VIII - Purchasing Methods

Determination

54. Purchasing methods are determined based on the threshold calculation rules at Section
    35. Purchasing methods cannot be combined. Solicitations can be conducted in

an electronic format, at the sole discretion of the Purchasing Manager.

Petty Cash

55. Departments have the authority to use petty cash for Purchases up to $500.

56. Use of petty cash must be in compliance with the Petty Cash Procedure, as amended from time to time.

57. No formal Purchasing process is required for petty cash Purchases.

Small Purchase Order

58. Departments have the authority to issue Small Purchase Orders, including any amendments thereto, for Purchase of Deliverables up to a maximum upset limit of $25,000.

59. No formal Purchasing process is required for Small Purchase Order Purchases.

Purchasing Card

60. Authorized Employees have the authority to use Purchasing Cards for Purchases up to the transaction limit established for the Purchasing Card.

61. Use of Purchasing Cards shall be in compliance with the City of Windsor Purchasing Card Policies and Procedures as amended from time to time.

Informal Quotation

62. Departments have the authority to solicit quotations for Deliverables without the direct involvement of the Purchasing Department when all of the following apply:

    a. total dollar amount greater than $25,000 but not exceeding $75,000;

    b. clearly defined Specifications; and

    c. no Blanket Contract exists for the Deliverables.

63. Only those Suppliers invited to give quotations will receive notice.

64. At least three quotations must be solicited. If three Responses are not received, the Purchasing Department may assist the Department in obtaining the quotations. If three Responses are not received, the Purchasing Manager may

waive this provision, in his or her discretion.

65. Quotations may be given by any written means of communication, including facsimile and email.

66. Each Supplier shall:

    a. only be permitted to submit one quotation; and

    b. not be permitted to change or negotiate its quotation after the Closing Date unless the criteria and any limitations are included in the Bid Documents.

67. The Purchasing Department shall have the authority to:

    a. solicit additional quotations if it is in the best interests of the City to do so;

    b. cancel the Informal Quotation, if the Purchasing Manager and the City Solicitor, acting jointly, believe the Purchasing process was or may have been compromised;

    c. cancel the Informal Quotation, at the sole and absolute discretion of the Purchasing Manager and CLT Member acting jointly; or

    d. require a Formal Quotation be conducted for Deliverables even if the estimated Purchase Price is less than $75,000.

68. The Supplier submitting the most favourable compliant Response in accordance with the Solicitation will be awarded a Contract for the Deliverables.

69. The Purchasing Department shall receive all records of Supplier Responses from the requisitioning department prior to issuing a Purchase Order for the Deliverables.

Formal Quotation

70. The Purchasing Department has the authority to solicit formal quotations for Deliverables when all of the following apply:

    a. total dollar amount greater than $75,000 but not equal to or exceeding the CFTA Threshold;

    b. clearly defined Specifications; and

    c. no Blanket Contract exists for the Deliverables.

71. Only those Suppliers invited to give quotations will receive notice.

72. Suppliers shall be informed as to the Specifications, Response requirements, including place, date and time for making Responses and information that could influence a Supplier's decision to provide a Response or influence Supplier pricing.

73. Response requirements shall provide that Suppliers:

    a. only be permitted to submit one written quotation;

    b. not be permitted to change their written quotations or negotiate after making a submission unless the criteria and any limitations are included in the Bid Documents; and

    c. be required to reflect the Specifications in their Response.

74. The Supplier submitting the most favourable compliant Response will be Awarded a Contract for the Deliverables.

75. A Contract will be issued for the Deliverables.

76. The Purchasing Manager has the discretion to:

    a. require an RFT or an RFP be conducted for Deliverables even if the estimated Purchase Price is less than the CFTA Threshold;

    b. cancel the Formal Quotation, if the Purchasing Manager and the City Solicitor, acting jointly, believe the Purchasing process was or may have been compromised; or

    c. cancel the Formal Quotation, at the sole and absolute discretion of the Purchasing Manager and CLT Member acting jointly.

RFT/RFP

77. An RFT shall be issued when all of the following apply:

    a. two or more sources are considered capable of supplying the Deliverable;

    b. the estimated Contract Price is valued at or above the CFTA Threshold;

    c. a Blanket Contract does not exist;

d. clearly defined Specifications; and

e. Purchase Price is the sole criterion for Award.

78. If a cost-sharing agreement is in place for a Construction project of which the City is not the owner, an RFT must be issued if the amount of the City's share exceeds 10% of the cost-sharing agreement. The RFT must be in accordance with Sections 83 and 89 of this Bylaw.

79. An RFP shall be issued when all of the following apply:

a. two or more sources are considered capable of supplying the Deliverable;

b. the estimated Contract Price is valued at or above the CFTA Threshold;

c. a Blanket Contract does not exist;

d. the City's need is identified, but the means of accomplishing it is not identified and may be comprised of many variables; and

e. Purchase Price is not the sole criterion for Award.

80. Notice of RFT/RFP shall be given to the Supplier at least fifteen (15) days prior to the Closing Date.

81. Notice shall be given:

a. on the City's Website;

b. on a tendering website or system; and

c. in any publication or forum deemed relevant by the Department Head and Purchasing Manager as long as the forum is equally accessible to all Canadian Suppliers.

82. In the case of Deliverables with a value at or above the CFTA Threshold, notice shall be published on the City Website and on an electronic tendering system that is equally accessible to all Canadian Suppliers and a copy of the Bid Documents may be provided to the Windsor Construction Association at no cost.

83. Every RFT/RFP shall set out:

a. the manner in which communications are handled during the RFT/RFP;

b. Response requirements, including time, date and location of closing;

c. any information that could influence a Supplier's decision to submit a Response, or could influence Purchase Price;

d. the manner in which the Response is to be evaluated, including a listing of mandatory requirements and any rating criteria;

e. required Contract terms, including provisions for any extension or renewal options;

f. time, date and location of public opening, if any; and

g. that Responses may be withdrawn upon the submission of written instructions to do so submitted prior to the Closing Date.

84. The Purchasing Manager has the discretion to set fees for the purchase of Specifications for RFT/RFP, the means of distribution of the RFP/RFT, and the registration of Suppliers as registered bidders.

85. Suppliers shall be required to register in accordance with Purchasing Department's direction by acquiring Specifications, paying any applicable fee authorized under Section 84, and providing any required information. The Purchasing Manager has the discretion to reject the Response of any Supplier who has not registered.

86. During the currency of an RFP/RFT:
    a. except at a meeting to which Suppliers have been invited, no oral questions will be taken and no oral answers will be given;

    b. all Supplier questions will be asked in writing, and any response given will be given in writing to all Suppliers participating in the RFP/RFT; and

    c. communication by Suppliers and potential Suppliers with the City shall be through the Purchasing Department only, in the manner directed in the RFP/RFT document.

87. The Closing Date for all RFP/RFT shall be set for a weekday, excluding provincial and national holidays.

88. If multiple Responses are received from a Supplier, the last Response made before the Closing Date supersedes all prior Responses, except in the case in which alternate Responses are permitted pursuant to the Bid Documents.

89. RFTs shall be opened at a public meeting or posted electronically as specified in

the RFT. Supplier names and prices shall be read or provided, along with such other information as may be required by any Purchasing procedure in place pursuant to this Bylaw.

90. RFPs shall be opened in private at a meeting of the Evaluation Team.

91. Evaluation of Responses shall be in accordance with the terms of the RFP/RFT. Any Response disqualified during the evaluation process shall not be further evaluated or considered.

92. Irregularities in Responses shall be addressed in accordance with Schedule "B" to this Bylaw.

93. If two equal Responses are received, any process described in the Bid Documents shall be followed to end the tie. If no process is prescribed in the Bid Documents to address equal Responses, or if the process fails to end the tie, a CLT Member and the Purchasing Manager may, in his or her discretion select a successful Supplier through a coin toss or drawing of lots performed by the City.

94. RFPs/RFTs may be cancelled by the Purchasing Manager at the request of a CLT Member requiring the Purchase at any time until Award if:

    a. adequate budget is not available;

    b. the Deliverable is no longer required;

    c. only one Response was received;

    d. If the Purchasing Manager, in consultation with the City Solicitor reasonably believes the Purchasing process was or may have been compromised; or

    e. at the sole and absolute discretion of the Purchasing Manager and Department Head acting jointly.

95. Notice of Contract Award shall be published on the City's Website.

96. Debriefing is available to Suppliers participating in an RFT/RFP upon written request to the Purchasing Manager. The debriefing shall be conducted in accordance with any procedure in place pursuant to this Bylaw.

In-House Submissions

97. Where a Purchase of a Deliverable is considered and it is in the best interests of the City to permit Employees to compete for the opportunity to supply the

Deliverable as part of their employment with the City, in recognition of the fact that Employees in the course of their employment cannot comply with Security, insurance and certain other Purchasing requirements, the Bid Documents shall contain provisions providing that the decision whether or not to Award a contract shall rest solely with Council.

98. Employees shall be entitled to appear as delegations to Council to present financial, service, staffing and any other relevant information to Council when Council deliberates whether or not to Award a Contract to a Supplier or, in the alternative, to seek an internal source for the Deliverables.

Part IX - Special Circumstance Purchases

Lease and Financing

99. The acquisition of any Goods through the use of a lease shall comply with the City's Corporate Leasing Policy CS.A3.03 (as amended from time to time), and no Purchasing process shall be initiated until all necessary approvals are received under that policy.

Blanket Contracts

100. Where a Blanket Contract exists for Deliverables to be purchased, those Deliverables must be purchased under the Blanket Contract.

101. Blanket Contracts can be established by the Purchasing Department when all of the

following criteria are met:

a. one or more Departments repetitively orders the same Deliverables or range of Deliverables and the actual demand (including quantity, delivery date, and delivery point) is not known in advance;

b. the Deliverables are readily available to be ordered ("called up") as and when the requirement arises; and

c. prearranged prices or a prearranged pricing basis can be established at the outset and there is no need or intention to negotiate them at call-up.

102. Blanket Contracts shall be established by the competitive Purchasing method prescribed by the estimated annual value of the Blanket Contract.

103. The Purchasing Manager shall maintain a list detailing Blanket Contracts and the

associated Deliverables, Suppliers and pricing.

Emergency Purchases

104. An “Emergency” is defined as:

    a. an imminent or actual danger to the life, health or safety of an official, the public, or an Employee while acting on the City’s behalf;

    b. an imminent or actual danger of injury to or destruction of property belonging to the City or to property owned by a third party to whom the City would be liable;

    c. an unforeseen interruption or threat of an interruption of an essential public service;

    d. an emergency as defined by the *Emergency Management Act* and the Emergency Response Plan formulated by the City; or

    e. a spill of a pollutant as contemplated by the *Environmental Protection Act.*

105. In the event of an Emergency requiring the Purchase of Goods or Services to alleviate the Emergency, goods and services may be purchased without a Solicitation and by the most economical and expedient means, notwithstanding this Bylaw, as follows:

    a. Up to $100,000: Department Heads have the authority to approve Emergency Purchases up to $100,000. All approval requirements should be in writing.

    b. Between $100,000 and $250,000: On the recommendation of the Department Head, a CLT Member has the authority to approve Emergency Purchases between $100,000 and $250,000. All approval requirements should be in writing.

    c. $250,000 and above: On the recommendation of a CLT Member, the CAO has the authority to approve Emergency Purchases of $250,000 and above. All approval requirements should be in writing.

106. As soon as reasonably possible following the Emergency Purchase, the responsible CLT Member shall submit an Emergency Purchase report in the prescribed form to the Purchasing Manager and an information report to the CAO describing the circumstances of the Emergency.

107. If the Emergency Purchase is $250,000 or above, or the expenditure is not within

the Council approved budget, the responsible CLT Member shall bring a report to Council at the next available meeting.

Negotiation

108. Unless permitted by the Bid Documents, no negotiation shall be permitted within a Solicitation.

109. Deliverables may be acquired through negotiation if previously approved by the Purchasing Manager based on one of the following circumstances:

    a. Goods being purchased by Sole Source under Section 110;

    b. Only one bid is received on a Solicitation;

    c. Where the lowest compliant Bid exceeds the available budget and it is impractical to recall the Solicitation;

    d. No compliant bids are received on a Solicitation and it is impractical to recall the Solicitation;

    e. Goods or Services are required in response to an Emergency as defined by this Bylaw, or

    f. Purchases from the Roster List.

Sole Source

110. A non-competitive direct Award of Contract may be used to purchase Deliverables with the prior approval of the Purchasing Manager under the following circumstances:

    a. Where there is no Response to a competitive process;

    b. No Responses that conform to the essential requirements of the Bid Documents were submitted;

    c. No Suppliers satisfied the conditions for participation;

    d. If the Goods or Services can be supplied only be a particular Supplier and no reasonable or alternative or substitute Goods or Services exist for any of the following reasons:

        i. The requirement is for a work of art;

        ii. The protection of patents, copyrights, or other exclusive rights;

iii. Due to an absence of competition for technical reasons;

iv. The supply of Goods and Services is controlled by a Supplier that is a statutory monopoly;

v. To ensure compatibility with existing Goods, or to maintain specialized Goods that must be maintained by the manufacturer of those Goods or its representative;

vi. Work is to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work; or

vii. Work is to be performed on a leased building or related property, or portions thereof, that may be performed only by the lessor;

e. For additional Deliverables by the original Supplier of Goods or Services that were not included in the initial procurement, if a change of Supplier for such additional Goods or Services:

i. Cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, software, services, or installations procured under the initial procurement; and

ii. Would cause significant inconvenience or substantial duplication of costs for the City;

f. When an unforeseeable event(s) occurs, Goods or Services are immediately necessary, and the Goods or Services cannot be obtained in time using a competitive procurement process;

g. For Deliverables purchased on a commodity market;

h. If the City procures a prototype or a first Good or Service that is developed in the course of, and for, a particular Contract for research, experiment, study, or original development. Original development of a first Good or Service may include limited production or supply in order to incorporate the results of field testing and to demonstrate that the Good or Service is suitable for production or supply in quantity to acceptable quality standards, but does not include quantity production or supply to establish commercial viability or to recover research and development costs;

i. For purchases made under exceptionally advantageous conditions that

only arise in the very short term in the case of unusual disposals such as those arising from liquidation, receivership, or bankruptcy, but not for routine Purchases from regular Suppliers;

j. If a Contract is Awarded to a winner of a design contest provided that:

   i. The contest has been organized in a manner that is consistent with the principles of this Bylaw; and

   ii. The participants are judged by an independent jury with an intention of a design Contract being awarded to a winner;

k. Where Deliverables are in short supply due to market conditions, including geographic limitations;

l. To Purchase an item directly for resale;

m. To exercise a purchase option under a rental contract;

n. To Purchase Goods offered for sale by auction or tender;

o. Where a competitive method of Purchasing could interfere with the City's ability to maintain security or order, security of municipal property, or to protect human, animal or plant life; or

p. Where Deliverables relating to matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open tendering process or competitive procurement process could reasonably be expected to compromise confidentiality, result in the waiver of privilege, cause economic disruption, or otherwise be contrary to the public interest.

111. Sole Source purchases of Deliverables with a Purchase Price at or above the CFTA Threshold or pursuant to a funding agreement must comply with the Trade Agreements and provincial legislation and require consultation with the Purchasing Manager.

Roster

112. Where a Roster List exists for Professional Services sought to be purchased, Purchasing from such Roster List shall be permitted (but not required) if the Purchase Price is less than the CFTA Threshold.

113. Roster Lists shall be developed only when it is determined that a Roster List would
assist the City in the formation of strategic relationships to better serve the

City's Purchasing needs. The CAO has the authority to require the establishment of a Roster List.

114. Roster Lists shall only be valid for a specific period of time as specified in the Bid Documents and thereafter cannot be used unless updated by a new Solicitation.

115. Roster List Awards shall be made at the discretion of the responsible CLT Member on the relevant Roster List and provided that an acceptable Contract can be negotiated with the Supplier.

116. Roster List Awards shall be evidenced by a Formal Agreement.

Cooperative Purchasing

117. The Purchasing Manager is authorized to lead or participate in a Cooperative Purchase for the Purchase of Deliverables on a participatory, cooperative or joint basis where there are economic advantages to doing so and entering into these arrangements does not result in undue risk or use of substantial resources, as determined jointly by the Purchasing Manager and the City Solicitor. Participation may be undertaken by the City as a single entity unless joint participation is expressly required by the arrangement. Where the originating procurement was conducted in accordance with applicable legislation and Trade Agreements, appropriate supporting documentation is available and is suitable to the City's requirements, Purchases made under an approved Cooperative Purchase shall be deemed to satisfy the City's competitive procurement requirements and shall not be considered non-competitive or Sole Source procurements.

Part X - Security, Insurance and Indemnity

Bid Security

118. The City reserves the right to require Bid Security in the form of any one or more of the following:

    a. financial bonds issued by a bonding company approved to transact business in Ontario;

    b. certified cheques, bank draft or money order drawn on any bank named in Schedule I or II to the *Bank Act* (Canada), any trust or loan company registered under the Loan and *Trust Company Act* (Ontario), the Province of Ontario Savings office, or a credit union as defined in the *Credit Unions*

and Caisses Populaires Act (Ontario);

c. an Irrevocable letter of credit naming the City as beneficiary.

all satisfactory in form to the Purchasing Manager

Performance Security and Labour and Materials Security

119. Performance security and labour and material payment security are required for all Construction Purchases over $200,000.

120. The Purchasing Manager in consultation with the City Solicitor may require performance security for non-Construction projects over $200,000 if the Purchasing Manager and the City Solicitor deems such security to be in the best interests of the City.

121. The Purchasing Manager in consultation with the City Solicitor may require labour and material payment security for non-Construction projects over $200,000 if the Purchasing Manager and the City Solicitor deems such security to be in the best interests of the City.

122. Where performance security and labour and material payment security are required, the amount of such security shall be 50% of the amount of the Purchase Price, provided that the Purchasing Manager and the CLT Member shall have the discretion to require security in excess of 50% of the amount of the Purchase Price, if in their opinion it would be in the best interests of the City to do so.

Indemnity

123. The City shall be indemnified for and against any claim, loss, cost or damage resulting from a Supplier's obligations under a Contract.

Insurance

124. Bid documents shall disclose all necessary insurance as established by the Risk Management Department from time to time and defined in Schedule "C."

125. All insurance must be satisfactory in form and content to the City Solicitor and shall be delivered prior to the commencement of work, to remain in force for the duration of the Contract inclusive of any maintenance period and shall:

a. name the City as an additional insured, where applicable;

b. be primary and non-contributing;

c. contain a “cross liability/separation of insureds” clause; and

d. not be altered, cancelled or permitted to lapse without 30 days’ prior written notice to the City by the insurer.

126. The Supplier shall also maintain adequate insurance of its own interests in completing the Contract.

127. The City Solicitor has the authority to modify or waive insurance requirements if, in his or her sole discretion, to do so would not result in harm or undue risk to the City.

Occupational Health and Safety

128. Prior to the commencement of the work, the Supplier shall deliver a Certificate of Clearance from the Workplace Safety and Insurance Board to evidence an account in good standing, or, if the Supplier is exempt from membership, satisfactory evidence of such exemption.

129. All Suppliers shall strictly comply with all *Occupational Health and Safety Act* requirements and shall indemnify and hold harmless the City in respect of same, including any legal costs, fines or other penalties incurred by the City resulting from the Supplier’s performance of the Contract terms.

Part XI - Contracts

Types of Contracts

130. An Award can be evidenced by a Purchase Order or a Formal Agreement

131. The Purchasing Manager shall determine whether a Purchase Order or a Formal Agreement is required with a Supplier, having regard to the nature of the Deliverable, the complexity of the Purchase, and the risks, terms and conditions applicable to the Purchase.

132. The City Solicitor shall prepare or approve any Formal Agreement required by Section 131.

Administrative Authority to Sign Contracts

133. The Purchasing Manager has the authority to sign Purchase Orders.

134. If a Formal Agreement is required under Section 131 for a Purchase that would not otherwise require Council or CAO approval, the CAO and City Clerk are authorized to sign the Formal Agreement, renewals, and amendments thereto on behalf of the City, provided such documents are satisfactory in form to the City Solicitor, satisfactory in financial content to the City Treasurer, and satisfactory in technical content to the CLT Member responsible for the Department making the Purchase.

135. Unless otherwise duly authorized by Council Resolution or Bylaw, no other Employees are permitted to sign Contracts on behalf of the City for the Purchase of any Deliverable.

Contract Renewals and Extensions

136. Where a Contract contains an option for renewal, the Department Head may request the Purchasing Department to exercise such option provided that:

    a. in the opinion of the CLT Member and the Purchasing Manager, the Supplier's performance under the prior term of the Contract has been satisfactory and has met the requirements of the Contract;

    b. the CLT Member provides an explanation to the Purchasing Manager as to why the renewal is in the best interests of the City;

    c. the CLT Member and the Purchasing Manager agree that the exercise of the option is in the best interests of the City;

    d. funds are available in the appropriate accounts within the Council approved budget including authorized revisions to meet the proposed expenditure; and

    e. the Contract is not otherwise required to be brought before Council or CAO.

Contract Amendments and Revisions

137. No amendment or revision to a Contract shall be made unless, in the opinion of the City Solicitor and CLT Member, that amendment or revision is in the best interests of the City.

138. No amendment changing the original Purchase Price of a Contract shall be agreed to without a corresponding change in the requirement or scope of work or rationale accepted by the Purchasing Manager and the CLT Member that the

amended Purchase Price is in the best interests of the City.

139. CLT Members have the authority to approve Contract amendments where:

    a. the amendment is less than 50% of the original Purchase Price and the total amended Purchase Price does not exceed $250,000 and the Council approved budget;

    b. the amendment is to a Roster List Award and the total amended Purchase Price is less than the CFTA Threshold and the Council approved budget; or

    c. the amendment to a Sole Source complies with Section 110 and the total amended Purchase Price does not exceed $100,000 and the Council approved budget.

140. The CAO has the authority to approve Contract amendments where:

    a. the amendment exceeds the CLT Member's authority in Section 139(a), (b) and (c). and the total amended Purchase Price of the Contract does not exceed $500,000 and the Council-approved budget;

    b. a CLT Member or the CAO approved the Award of RFT or Council pre-approved the Award of RFT and the amendment does not exceed the Council-approved budget;

    c. the CAO approved the Award of a Sole Source Purchase under Section 37(b) or Council pre-approved the Award of a Sole Source Purchase and the amendment does not exceed the Council-approved budget and Section 141(d) does not apply;

    d. the CAO approved the Award of an RFP for Professional Services under Section 37(c) or Council pre-approved the Award of an RFP for Professional Services and the amendment does not exceed the Council-approved budget; or

    e. the CAO approved the Award of a Cooperative Purchase under Section 37(d) or Council pre-approved the Award of a Cooperative Purchase and the amendment does not exceed the Council-approved budget.

141. Council must approve amendments that result in:

    a. significant change in the scope of work;

    b. the approved budget being exceeded;

c. the Purchase Price exceeds $500,000, except where the CAO has authority to approve the Contract Amendment pursuant to Section 140(b), 140 (c), 140 (d), and 140 (e); or

d. a Sole Source Purchase of a Deliverable from a non-Canadian Entity where the total amended Purchase Price exceeds $100,000, where there may be an alternative Canadian Entity that can provide the Deliverable.

Part XII – Supplier and Material Management

Performance Management

142. The Purchasing Manager is responsible for the City's Supplier performance management system.

Supplier Suspension

143. The City may upon the recommendation of the CAO, in consultation with the City Solicitor and Purchasing Manager, suspend a Supplier from participating in the City's Purchasing activities by reason of:

a. the Supplier or any officer or director of the Supplier, commencing or threatening litigation or any type of legal action (in any court or tribunal, including but not limited to Construction Dispute Interim Adjudication under the Construction Act or any successor legislation) against the City, Consultants engaged by the City in respect of a specific Solicitation, or Employees in relation to any other Contract or Service or any matter arising from the City's exercise of its powers, duties or functions**;**

b. non or poor performance by the Supplier, including, but not limited to, a failure to meet specifications or health and safety violations;

c. a failure by the Supplier, or any officer or director of the Supplier, to satisfy a debt due to the City; or

d. a withdrawal by a Supplier of a Response after the public opening of an RFT, or after Award of an RFP.

144. Before a final decision is made to suspend a Supplier for poor performance as set out in Section 143(b), the Supplier shall be given notice of the City's intention to suspend the supplier and the Supplier shall be given 30 days to respond to an allegation of poor performance.

145. A suspension from participating in the City's Purchasing activities may be lifted at the discretion of the CAO if the suspended Supplier demonstrates to the City that the reasons leading to the suspension have been satisfactorily addressed and that the Supplier no longer poses a performance risk to the City.

Material

146. CLT Members shall be responsible for inventory management and shall ensure a physical inventory of stock items be taken on a periodic basis and shall allow for adequate inventory obsolescence.

147. The Purchasing Manager may alter the source of supply of a Deliverable if it is in the best interests of the City to do so.

148. Upon receipt of Deliverables, Departments shall:

    a. promptly inspect the Deliverable for compliance with the terms of the Contract;

    b. advise the Purchasing Department promptly of any deviation from the terms of the Contract; and

    c. assist the Purchasing Department as required to rectify deficiencies or deviations.

Part XIII - Disposal of Surplus and Obsolete Goods

Identification of Goods

149. The Purchasing Manager shall have the authority to dispose of material declared to be surplus in accordance with this Section.

150. Each CLT Member shall submit a report to the Purchasing Manager identifying surplus items, being all goods, equipment and stock which is no longer being used, or which has become obsolete, worn out or otherwise incapable of being used.

Means of Disposal

151. The Purchasing Manager shall first determine if the items may be of use to other City Departments and may authorize distribution.

152. If the surplus items cannot be used by City Departments, the Purchasing Manager may dispose of them by any of the following methods:

a. offered for sale to public agencies;

b. sold by external advertisement, including by tender, quotation, public auction or online auction;

c. sold or traded to the original supplier or others in that line of business;

d. donated to a charitable organization;

e. recycled;

or any other means appropriate and in the best interests of the City.

153. If the surplus items may not otherwise be Disposed of, they shall be scrapped.

154. Disposal of surplus Items valued at $500,000 or more must receive prior Council approval.

Sale of Surplus Items

155. In the case of sale by sealed bids, the reserve price for each item or lot shall be published.

156. In the case of sale by public auction, on-line auction or informal offer, the reserve price shall be used as an estimate and shall not be disclosed.

157. Any revenue net of expenses incurred in the sale shall be credited to the appropriate Department.

158. No Employees or related parties as defined by the City's Code of Ethics and Conflict of Interest Policy shall be permitted to receive Surplus Items unless those Surplus Items are designated to be scrapped or recycled in accordance with Section 153, at the discretion of the CAO, or, by purchase at public auction or on-line auction provided such auction or online auction is conducted by a third party and does not involve the Employee.

Hazardous Material

159. Disposal of unsafe or hazardous surplus items is the responsibility of the originating Department and shall be conducted in accordance with this Bylaw.

Part XIV - General Administration of this Bylaw

Records and Information

160. Purchasing records will be retained in accordance with the City's Record Retention Bylaw Number 12599, as amended from time to time.

161. The City is subject to the *Municipal Freedom of Information and Protection of Privacy Act*. Subject to the provisions of that Act, the City will use reasonable efforts to safeguard the confidentiality of any information identified by a Supplier as confidential but shall not be liable in any way whatsoever if such information is disclosed.

Reporting Requirements

162. The following reports are required:

    a. *Disposal of Surplus Goods Report*

    The Purchasing Manager shall provide an annual information report to Council disclosing all Surplus Items disposed of under Part XIII of this Bylaw.

    b. Roster Report

    The responsible CLT Member and the Purchasing Manager shall provide an annual report to Council disclosing all entities engaged through any rostering process in Part IX of this Bylaw.

Review of Bylaw

163. This Bylaw is the responsibility of the Purchasing Manager and shall be reviewed and amended as required prior to the end of each term of Council, or as otherwise required.

164. Internal and external stakeholders shall be consulted in making amendments to this Bylaw.

Specific Departmental Purchasing Rules

165. The City Treasurer shall initiate and submit recommendations with respect to group benefits, banking and professional services, and debenture sales.

166. All Departments, divisions, and Employees shall obtain the prior written approval of the Chief Information Officer/Executive Director of Information Technology before leasing, subscribing to, renewing, upgrading, implementing, or using any information technology–related equipment, systems, software, cloud-based services, or telecommunications resources, including but not limited to computer hardware, applications, photocopiers, and communication devices. Such

approval shall confirm alignment with municipal information technology standards, cybersecurity and data protection requirements, interoperability, and long-term operational sustainability.

Procedures

167. The Purchasing Manager has the authority to establish procedures for implementing this Bylaw and to amend those procedures as required in the best interests of the City with the concurrence of the CAO and City Solicitor.

Schedules

168. Schedules “A”, “B” and “C” form part of this Bylaw. The City Solicitor has the authority to amend those Schedules as required in the best interests of the City with the concurrence of the CAO. Any amended schedules must be forwarded to all CLT Members.

Review of Purchasing Files

169. The Purchasing Manager has the authority to randomly review Departmental purchasing files to monitor the effectiveness of the Bylaw and Procedures, and to ensure compliance with this Bylaw.

Board Use of Bylaw

170. Where a Board uses the services of the Purchasing Department, all terms and conditions of this Bylaw and the Procedures will apply, except any reference to “Council” shall be read as a reference to the “Board” and any references to the “CAO” shall be read as reference to a “Designated Official”.

Repeal

171. Bylaw 93-2012 **BE REPEALED** upon the effective date of this Bylaw.

Transition Rules

172. Notwithstanding its repeal, any Purchases begun but not yet completed by the effective date of this Bylaw shall be completed in accordance with the terms of Bylaw 93-2012. Any amendments, extensions, renewals or revisions to contracts entered into under Bylaw 93-2012 may be processed under the provisions of this Bylaw.

Title

173. This Bylaw shall be referred to as the “Purchasing Bylaw.”

Effective Date

174. This Bylaw shall come into force and take effect on the day after the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

First Reading -
Second Reading -
Third Reading -

Schedule “A” - Exemptions

Exempt Purchases

The purchase of the following is exempt from the application of this Bylaw:

1. **Employer Expenses** including:

    a. Salaries and benefits
    b. Payroll deductions and remittances
    c. Licenses
    d. Training and education, including conferences and memberships
    e. Reimbursable employee expenses as defined in the Travel and Business Expense Policy

2. **Governmental Charges** to and from other governmental bodies including Federal, Provincial and Municipal.

3. **Periodic payments** including:
    a. Debenture payments
    b. Agency grants
    c. Sinking fund payments
    d. Postage
    e. Utilities
    f. Telephone, data and television services including installations and repairs

4. **Settlements**, **awards, and deductible payments** for legal and/or insurance purposes.

5. **Payments to Social Service Agencies and Health Agencies** under purchase of service agreements, including all related:
    a. Medical and dental fees
    b. Committee fees
    c. Burial expenses
    d. Enforcement payments

6. **Magazines, books, newspapers and periodicals**

7. **Advertising**

8. **Legal Services and support**

9. **Services** provided under the Regulated Health Professions Act: Schedule 1 – self- governing professions as well as the following:

a. Medical doctors

10. **Personal Services** for the residents of the City's long term care facility not performed by a member of a regulated health profession, including**:**

    a. Hairdressing
    b. Clergy
    c. Aesthetics

11. **Utility or Rail Works Services** where the public utility or the railway, as the case may be, carries out any works at the behest of the City.

Schedule “B”– Irregularities

Nature of Irregularity

1. Any deviation from the requirements of the Bid Documents is an irregularity. An irregularity may be:
    a. Major, affecting price, quality, quantity or delivery and is material to the Contract or required by the Bid Documents and which, if permitted, could give the Supplier an unfair advantage over competitors; or
    b. Minor, affecting form rather than substance, with no material impact on the Contract and which, if permitted, would not give the Supplier an unfair advantage over competitors.

2. Where discretion exists to determine whether an irregularity is Major or Minor, the Purchasing Manager, the responsible CLT Member and the City Solicitor shall jointly evaluate the irregularity to determine its nature in the context of the applicable Solicitation.

3. Except as noted herein, irregularities cannot be cured.

	Irregularity	**Action**
1.	Late Response	• Response rejected • Response returned unopened to Supplier, where applicable
2.	Envelope not sealed	• Response rejected • Response returned unopened to Supplier, where applicable

3.	Response completed or signed in erasable medium	• Response rejected
4.	Response does not bear a signature as specified in the Bid Documents	• Response rejected
5.	All sections of Bid Documents not completed	• Response rejected if the effect is a Major irregularity
6.	Response submitted by a method not specified in the Bid Documents	• Response rejected.
7.	Minor clerical errors on Response	• 48 hours to initial
8.	Minor mathematical errors on Response	• Unit pricing/itemized pricing prevails; 48 hours to initial
9.	Missing or insufficient Bid Bond	• Response rejected
10.	Missing or insufficient agreement to bond	• Response rejected

11.	Qualified Response if no qualifications permitted or unwilling to remove the qualifications within the time period specified by the Purchasing Manager	• Response rejected
13.	Any other Major irregularity	• Response rejected
14.	Any other Minor irregularity	• May be waived at discretion of Purchasing Manager, responsible CLT Member and City Solicitor, acting jointly

Schedule “C”– Minimum Insurance Requirements

AGREEMENT/EVENT TYPE	MINIMUM INSURANCE REQUIREMENTS
Encroachment Agreement	$2 million general liability for partially exempt and residential properties $5 million general liability for non-residential properties
Subdivision Agreement	$5 million general liability $5 million environmental pollution liability $2 million auto liability
Consultant Agreement	$2 million general liability $2 million professional errors and omissions liability $2 million auto liability
Oversize/Overweight Load Agreement	$5 million general liability $2 million auto liability

Agreements of a general nature for provision of goods and/or services	$2 million general liability
Leases	$2 million general liability $300,000 tenant's legal liability
Builder's Risk Insurance	Replacement cost of project, plus HST
Events involving alcohol or fireworks	$5 million general liability
Other matters not specifically addressed in this Schedule	As determined by the City Solicitor

The insurance requirements in this Schedule "C" are minimum requirements only, and the City Solicitor has the authority to add, modify or waive insurance requirements in his or her sole discretion.

THE CITY OF WINDSOR ONTARIO, CANADA

Committee Matters: SCM 47/2026

Subject: Zoning By-law Amendment Application for 291 Watson Avenue, Z-035/25 [ZNG-7344], Ward 6

Moved by: Councillor Kieran McKenzie
Seconded by: Member Anthony Arbour

Decision Number: **DHSC 797**

I. THAT Zoning By-law 8600 **BE AMENDED** by adding the following zoning exception to Section 91.10:

18. **NORTHWEST CORNER OF CLAIRVIEW AVENUE AND WATSON AVENUE**

For the lands comprising of Lots 1 & 2, Plan 829 (PIN 01055-0107 LT), the following additional provisions shall apply:

a) *Lot Area*: *minimum* 827.2 m^2

b) *Building Height*: *Main Building*: *maximum* 9.0 m

c) *Side Yard* Width: *minimum*:

1. From the north *side lot line:* 2.20 m

2. From the south *side lot line:* 1.22 m

d) Notwithstanding Table 24.20.5.1, the *minimum* number of required *parking spaces* for a *Multiple Dwelling* shall be 9.

e) Notwithstanding clause .6 of Table 25.5.20.1, the *minimum* separation of a *parking area* from a *building* wall containing a *habitable room window* or containing both a main pedestrian entrance and a *habitable room window* facing the *parking area* where the *building* is located on the same *lot* as the *parking area* shall be 2.00 m and the *parking area* separation shall be maintained with *soft landscaping*, save and except any area occupied by a public walkway providing access to a main pedestrian entrance.

[ZDM 10; ZNG/7344]

II. THAT Zoning By-law 8600 **BE FURTHER AMENDED** by changing the zoning of Lots 1 & 2, Plan 829 (PIN 01055-0107 LT) situated at the northwest corner of Clairview Avenue and Watson Avenue from RD1.2 to RD3.1x(18).

Carried.

Councillor Angelo Marignani voting nay.

Report Number: S 144/2025
Clerk's File: Z/15073

Clerk's Note:

1. The recommendation of the Development & Heritage Standing Committee and Administration are the same.

2. Please refer to Item 7.1 from the Development & Heritage Standing Committee held on February 2, 2026.

3. To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20260203/-1/10608

Subject: Zoning By-law Amendment Application for 291 Watson Avenue, Z-035/25 [ZNG-7344], Ward 6

Reference:

Date to Council: February 2, 2026
Author: Brian Nagata, MCIP, RPP
Planner III - Development (A)
(519) 255-6543 ext. 6181

Planning & Building Services
Report Date: December 19, 2025
Clerk's File #: Z/15073

To: Mayor and Members of City Council

Recommendation:

I. THAT Zoning By-law 8600 **BE AMENDED** by adding the following zoning exception to Section 91.10:

18. **NORTHWEST CORNER OF CLAIRVIEW AVENUE AND WATSON AVENUE**

For the lands comprising of Lots 1 & 2, Plan 829 (PIN 01055-0107 LT), the following additional provisions shall apply:

a) *Lot Area*: *minimum* 827.2 m^2

b) *Building Height*: *Main Building*: *maximum* 9.0 m

c) *Side Yard* Width: *minimum*:

1. From the north *side lot line:* 2.20 m

2. From the south *side lot line:* 1.22 m

d) Notwithstanding Table 24.20.5.1, the *minimum* number of required *parking spaces* for a *Multiple Dwelling* shall be 9.

e) Notwithstanding clause .6 of Table 25.5.20.1, the *minimum* separation of a *parking area* from a *building* wall containing a *habitable room window* or containing both a main pedestrian entrance and a *habitable room window* facing the *parking area* where the *building* is located on the same *lot* as the *parking area* shall be 2.00 m and the *parking area* separation shall be maintained with *soft landscaping*, save and except any area occupied by a public walkway providing access to a main pedestrian entrance.

[ZDM 10; ZNG/7344]

II. THAT Zoning By-law 8600 **BE FURTHER AMENDED** by changing the zoning of Lots 1 & 2, Plan 829 (PIN 01055-0107 LT) situated at the northwest corner of Clairview Avenue and Watson Avenue from RD1.2 to RD3.1x(18).

Executive Summary:

N/A

Background:

Application Information:

Location:	291 Watson Avenue (Lots 1 & 2, Plan 829; Roll No. 060-360-04900; PIN 01055-0107 LT)
Ward:	6
Planning District:	Riverside
Zoning District Map:	10
Owner:	Hausology Inc. (Daniel Grenier)
Applicant:	Same as Owner
Authorized Agent:	Pillon Abbs Inc. (Tracey Pillon-Abbs)

Proposal:

The applicant is requesting an amendment to Zoning By-law 8600 to change the zoning for the lands located on the northwest corner of the intersection of Clairview Avenue and Watson Avenue, known municipally as 291 Watson Avenue (the "Subject Property"), from Residential District 1.2 (RD1.2) to Residential District 3.1 (RD3.1) with a zoning exception to allow the construction of an eight-unit Multiple Dwelling with a rear nine-space parking area, with access off Clairview Avenue.

The zoning exception is requested to reduce the minimum lot area and side yard width, the required number of parking spaces, and the minimum parking area separation from a building wall containing a habitable room window facing the parking.

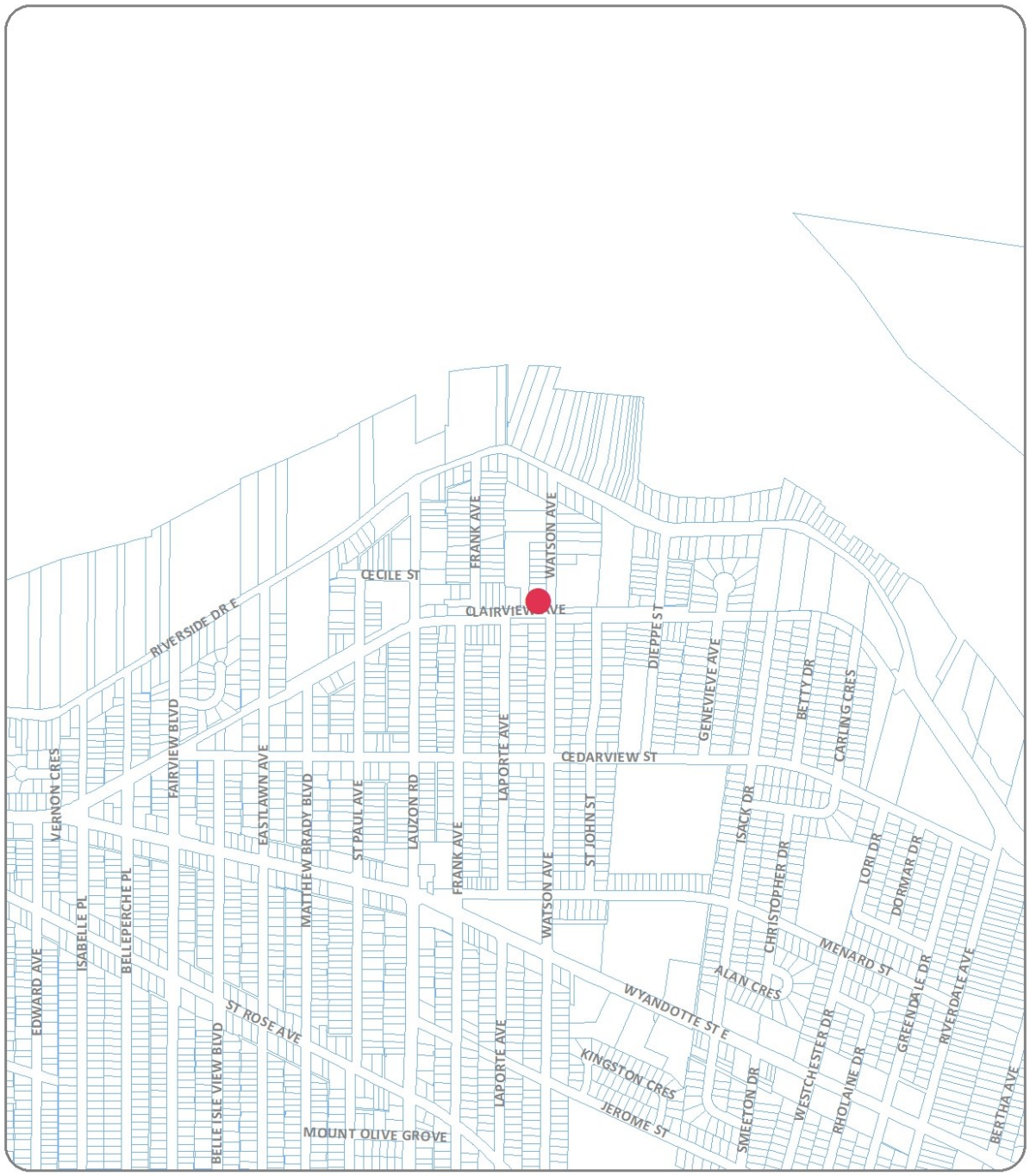
Submitted Information: Conceptual Plans (See Appendix A), Deed, Parking Study, Planning Rationale Report, Renderings, Stage 1-2 Archaeological Assessment with Ministry of Citizenship and Multiculturalism (MCM) Letter, Stormwater Management Report and Zoning By-law Amendment Application Form

All submitted information (except the Deed) can be found on the City's Current Development Applications webpage, referencing the file number and municipal address.

Site Information:

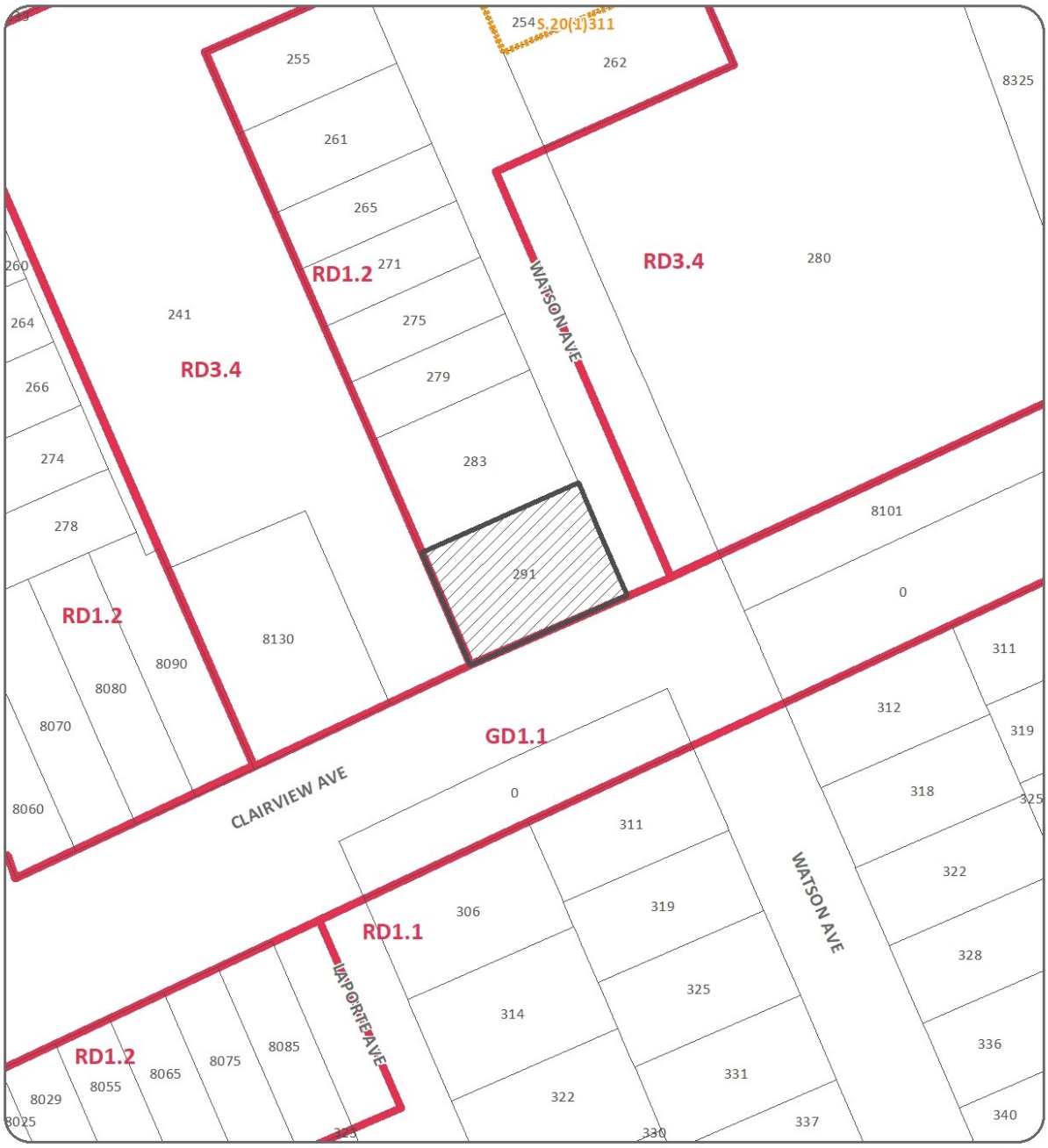
Official Plan	**Zoning**	**Current Use**	**Previous Use**
Residential	Residential District 1.2 (RD1.2)	Single-Unit Dwelling	Agricultural
Lot Width	**Lot Depth**	**Lot Area**	**Lot Shape**
24.4 m	33.9 m	827.2 m^2	Rectangular
All measurements are based on the Registered Plan of Subdivision 829			

The Subject Property contains a one-storey single-unit dwelling with a detached garage and a driveway off Watson Avenue. The remainder of the Subject Property is maintained as landscaped open space, including a manicured lawn, mature trees, and shrubs.



KEY MAP - Z-035/25, ZNG/7344

SUBJECT LANDS



PART OF ZONING DISTRICT MAP 10

N.T.S.

REQUESTED ZONING AMENDMENT

Applicant: Hausology Inc.

SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT

DATE : DECEMBER, 2025
FILE NO. : Z-035/25, ZNG/7344

NEIGHBOURHOOD MAP - Z-035/25, ZNG/7344

SUBJECT LANDS

Neighbourhood Characteristics:

The Subject Property sits on the north side of the Riverside neighbourhood. The Riverside neighbourhood constitutes the area north of the Via Rail corridor, east of Raymo Road, south of the Detroit River and west of Little River.

Surrounding Land Uses:

North	• Small-scale and large-scale forms of low-profile dwellings
East	• Brumpton Park • Small-scale and large-scale forms of low-profile dwellings and one high-profile dwelling
South	• Clairview Bikeway • Riverside Secondary School • M.S. Hetherington Public School • St. John Vianney Catholic Elementary School • St. John Vianney Roman Catholic Church • Small-scale forms of low-profile dwellings • WFCU Centre
West	• Business Offices • Contractor's Offices • Kiwanis Park • Library Riverside Branch • Medical Offices • Personal Service Shop • Retail Stores • Riverview Plaza • St. Paul Pumping Station Park • Small-scale and large-scale forms of low-profile dwellings, one medium-profile dwelling and one high-profile dwelling

Municipal Infrastructure:

	Rural Cross Section	Curbs & Gutters	Lanes	Sidewalks (One Side)	Sidewalks (Both Sides)	Streetlights (One Side)	Streetlights (Both Sides)	On street Parking	Sanitary Sewer	Storm Sewer	Watermain	Hydro
Clairview Avenue	x		2	x		x			x	x	x	x
Watson Avenue		x	2			x		x	x	x	x	x

Discussion:

The defined role of the Provincial Planning Statement, 2024 (the "PPS") is to provide *"policy direction on matters of provincial interest related to land use planning and development. As a key part of Ontario's policy-led planning system, the PPS sets the policy foundation for regulating the development and use of land province-wide, helping achieve the provincial goal of meeting the needs of a fast-growing province while enhancing the quality of life for all Ontarians."*

Appendix C lists policies of the PPS that are considered relevant in discussing provincial interests related to this amendment.

The Planning Department found this amendment to be consistent with the above policies.

Official Plan

Appendix D identifies the Official Plan policies relevant to assessing this amendment's conformity with the Plan.

Table 1 - Volume I Schedules

Schedule	**Designation**
Schedule A - Planning Districts & Policy Areas	Riverside
Schedule A-1 - Special Policy Areas	N/A
Schedule B - Greenway System	Recreationway (Clairview Avenue)
Schedule C - Development Constraints	Floodplain Areas Shoreline and Floodprone Areas

	500 metres of a Known Waste Disposal Site • Site No. 6062 - Dieppe Avenue (Closed 1952), Class NP (No Potential for Impact on Humans or the Environment) • Waste Disposal Site Inventory (June 1991) - Ministry of the Environment
Schedule C-1 - Archaeological Potential	Archaeological Potential Zone
Schedule D - Land Use	Residential
Schedule E - City Centre Planning District	N/A
Schedule F - Roads & Bikeways	N/A
Schedule F-1 - Railways	N/A
Schedule G - Civic Image	N/A
Schedule H - Baseplan Development Phasing	N/A
Schedule J - Urban Structure Plan	N/A
Schedule K - Source Water Protection Areas	Intake Protection Zone 2

Volume I

Chapter 3 - Development Strategy

This amendment complies with the following applicable key policy direction for managing growth consistent with the Vision of the City of Windsor Community Strategic Plan.

3.2 - Growth Concept

3.2.1 - Safe, Caring and Diverse Community (Policy 3.2.1.2)

Encouraging a range of housing types allows residents to remain in their neighbourhoods throughout all life stages and helps ensure that new housing aligns with the community's vision. Providing more housing options as the city grows also reduces pressure to sprawl onto agricultural and natural lands.

Chapter 6 - Land Use:

6.1 Goals

Appendix D identifies the Goals with which this amendment conforms.

6.3 Residential

6.3.1 Objectives

Appendix D identifies the Objectives with which this amendment conforms.

6.3.2 Policies

Permitted Uses (Policy 6.3.2.1)

Low- and medium-profile dwelling units, including an eight-unit multiple dwelling, are permitted uses.

Types of Low-Profile Housing (Policy 6.3.2.3)

There are small- and large-scale forms of low-profile housing. Small-scale forms include multiple dwellings with a maximum of eight dwelling units.

Locational Criteria

Residential intensification shall be directed to the Mixed-Use Nodes and areas in proximity to those Nodes. Within these areas Medium Profile buildings, up to four (4) storeys in height shall be permitted. These taller buildings shall be designed to provide a transition in height and massing from low-profile areas.

New residential development and intensification shall be located where: (Policy 6.3.2.4)

- *(a) There is access to a collector or arterial road;*
    - The Subject Property sits within 225 metres of Lauzon Road, a Class II Arterial Road.
- *(b) Full municipal physical services can be provided;*
    - Municipal electrical, sanitary, storm, and water services, as well as nearby public service facilities, are available to the Subject Property.
- *(c) Adequate community services and open spaces are available or are planned; and*
    - Refer to the response provided to the Surrounding Land Uses section herein.
- *(d) Public transportation service can be provided.*
    - This amendment will allow for transit-supportive development through residential intensification within walking distance of transit stops along the Crosstown 2 bus route.
        - Transit Windsor's 2019 Transit Master Plan and the City of Windsor's Active Transportation Master Plan identify a walking distance of up to 400 metres as acceptable.

Evaluation Criteria for a Neighbourhood Development Pattern

At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed residential development within an area having a Neighbourhood development pattern is: (Policy 6.3.2.5)

- *(a) feasible having regard to the other provisions of this Plan, provincial legislation, policies and appropriate guidelines and support studies for uses:*
    - *(i) within or adjacent to any area identified on Schedule C: Development Constraint Areas and described in the Environment chapter of this Plan;*
        - The Subject Property is within Floodplain Areas and Shoreline and Floodprone Areas.
            - Issuance of a permit from the Essex Region Conservation Authority (ERCA) is a prerequisite to the issuance of a building permit.
            - The ERCA permit will ensure that the proposed development complies with the applicable Floodplain Areas and Shoreline and Floodprone Areas policies of the Official Plan (Official Plan Policies 5.4.6.3 and 5.4.7.2, respectively)
        - The Subject Property is within 500 metres of a Known Waste Disposal Site, Site No. 6062 - Dieppe Avenue (Closed 1952).
            - The Ministry of the Environment *Waste Disposal Site Inventory (June 1991)* classifies Site No. 6062 as Class NP, having no potential for impact on humans or the environment.
    - *(iv) where traffic generation and distribution is a provincial or municipal concern; and*
        - The Transportation Planning Department did not identify any concerns with traffic generation and distribution.
- *(c) In existing neighbourhoods, compatible with the surrounding area in terms of Scale, massing, height, siting, orientation, setbacks, parking and amenity areas.*

Criteria	Comments
Scale	- The surrounding area includes a diverse mix of small-scale and large-scale forms of low-profile dwellings, medium-profile dwellings and high-profile dwellings.
Massing	- Same response as to Scale above.
Height	- The RD1.2 zoning permits a maximum main building height of 9.0 metres. - The applicant proposes a maximum main building height of 9.0

	metres, as outlined in the Planning Rationale Report (PRR). - The Planning Department is recommending that the zoning exception include a provision limiting the maximum main building height to 9.0 metres (RD3.1 typically permits a maximum building height of 14 metres on a corner lot).
Siting	- Similar front yard depth, rear yard depth and side yard width provisions maintain siting consistent with the surrounding area.
Orientation	- The Multiple Dwelling is proposed to be oriented towards Watson Avenue, similar to the small-scale forms of low-profile dwellings in the surrounding area.
Setbacks	- Minimum front yard and rear yard depths remain the same - The applicant is requesting a reduction in minimum side yard width from 6.0 metres where a habitable room window of any dwelling unit faces a side lot line and from 3.0 metres for any other side yard to 2.20 metres and 1.22 metres from the north and south lot lines, respectively, which is greater than the RD1.2 zoning. • The larger minimum side yard width provision applies to medium- and high-profile dwelling units.
Parking	- Parking is proposed to be located to the rear of the Multiple Dwelling. • Placement of parking to the rear of a lot is encouraged under the *City of Windsor Intensification Guidelines*. - The applicant is requesting a reduction in minimum parking area separation from a building wall containing a habitable room window where the building is located on the same lot from 4.50 metres to 2.00 metres to accommodate the parking area. - The Planning Department is recommending that the zoning exception include a provision requiring the parking area separation to contain soft landscaping, providing buffering for the ground floor habitable room windows facing the parking area. - It should be noted that there is an existing nine-space parking area immediately west of the Subject Property.
Amenity Areas	- Similar front yard depth, rear yard depth and side yard width provisions will ensure that the arrangement of amenity areas remains consistent with the surrounding area.

    - In summary, this amendment will allow for development compatible with the surrounding area.

- *(d) provided with adequate off street parking;*

- The applicant submitted a Parking Study prepared by R.C. Spencer Associates Inc., dated November 2024, in support of their request to reduce the required parking spaces from 7 to 6.
- The Transportation Planning Department, via a Memo dated February 26, 2025, confirmed that it does not object to the requested reduction.

- *(e) capable of being provided with full municipal physical services and emergency services; and*

  - Refer to the response provided to Official Plan Policy 6.3.2.4.b) herein for details on the municipal physical services available to the Subject Property.
  - Essex-Windsor EMS, Windsor Fire & Rescue Services (Fire Hall No. 7) & Windsor Police Service serve the Subject Property.

Chapter 9 - Heritage Conservation

9.3 Policies

9.3.7 Heritage Resources and Planning Initiatives

9.3.7.1 Archaeological Assessment

The Subject Property is within an Archaeological Potential Zone.

- The applicant submitted a Stage 1 & 2 Archaeological Assessment prepared by AMICK Consultants Limited, dated December 17, 2024.
- The Heritage Planner, via an email dated December 18, 2025, accepted the Stage 1 & 2 Archaeological Assessment.

Chapter 11 - Tools:

The City aims to achieve land use compatibility throughout Windsor when administering any planning tool under this Chapter. Compatibility between land uses is also an objective of the Zoning By-law Amendment planning tool (Policy 11.6.1.2).

Council considers applicable policies, evaluation criteria, supporting studies, staff and agency comments, relevant provincial legislation and guidelines, and potential impacts on adjacent or similar lands when reviewing Zoning By-law amendment applications (Policy 11.6.3.3).

Zoning By-Law

Appendix E includes relevant excerpts from Zoning By-law 8600.

The subject property is within an RD1.2 zone of Zoning By-law 8600, which does not permit a multiple dwelling use.

The applicant is requesting an amendment to Zoning By-law 8600 to change the zoning to RD3.1, with a zoning exception to allow the construction of an eight-unit Multiple Dwelling with a rear nine-space parking area, with access off Clairview Avenue.

The zoning exception is requested to reduce the minimum lot area from 880.0 m^2 to 827.2 m^2, minimum side yard width from 6.0 metres to 2.20 metres and 1.22 metres from the north and south side lot lines respectively, minimum number of required parking spaces from ten to nine, and minimum separation of a parking area from a building wall containing a habitable room window or containing both a main pedestrian entrance and a habitable room window facing the parking area where the building is on the same lot as the parking area from 4.50 metres 2.00 metres.

The applicant has submitted a Planning Rationale Report (PRR) in support of the requested amendment. The PRR has been considered and supported in this report in conjunction with the provision recommended by the Planning Department herein.

No other zoning deficiencies have been identified or supported.

Appendix G includes a Draft Amending By-law. Subsection 24 (1) of the *Planning Act*, R.S.O. 1990, c. P.13, prohibits a by-law from being passed that does not conform to the Official Plan. As discussed through the Official Plan section herein, the proposed amendment conforms to the applicable policies of the Official Plan.

Risk Analysis:

N/A

Climate Change Risks

Climate Change Mitigation:

Residential intensification minimizes the community's greenhouse gas emissions. Development within existing communities and neighbourhoods, while using existing infrastructure such as sewers, sidewalks, and public transit, helps mitigate development impacts.

Situating development in areas with access to active transportation and transit increases the likelihood of residents utilizing various non-vehicular means of utilitarian transportation, which collectively reduces the amount of greenhouse gas emissions within the City of Windsor.

Climate Change Adaptation:

Climate change may affect the new building, particularly through extreme precipitation and an increased number of days with temperatures above 30 °C. Although this report does not address these issues in detail, any new construction must comply with the current provisions of the Building Code, which the building permit process will enforce. The project must also incorporate best practices for stormwater management.

Financial Matters:

N/A

Consultations:

Comments received from City Departments, external agencies and members of the public on this application were taken into consideration when preparing this report. Appendix F includes a record of comments received.

There are no objections to the proposed amendment.

On October 12, 2024, the applicant hosted an in-person public open house at St. John Vianney Catholic Elementary School and notified owners of properties within 200 metres of the Subject Property. 11 residents attended in person, and two virtually.

Section 3.2 of the Planning Rationale Report summarizes the comments and questions, along with their corresponding responses.

Comments received were taken into consideration when preparing this report.

The City published a statutory notice in the Windsor Star, a local daily newspaper, and mailed a courtesy notice to property owners and residents within 200 metres of the subject property.

Conclusion:

The *Planning Act* requires that a decision of Council in respect of the exercise of any authority that affects a planning matter, "shall be consistent with the *Provincial Planning Statement 2024*. The Planning Department evaluated the recommended zoning amendment to ensure it is consistent with the Provincial Planning Statement 2024 and conforms to the policies of the City of Windsor Official Plan.

The recommended Zoning By-law amendment is consistent with the PPS, conforms with the policy direction of the City of Windsor Official Plan, is compatible with existing and permitted uses in the surrounding neighbourhood and constitutes good planning.

Planning Act Matters:

Brian Nagata, MCIP, RPP
Planner III - Development (A)

I concur with the above comments and opinion of the Registered Professional Planner.

Greg Atkinson, MCIP, RPP
Deputy City Planner - Development

Neil Robertson, MCIP, RPP
City Planner

I am not a Registered Professional Planner and have reviewed as a Corporate Team Leader.

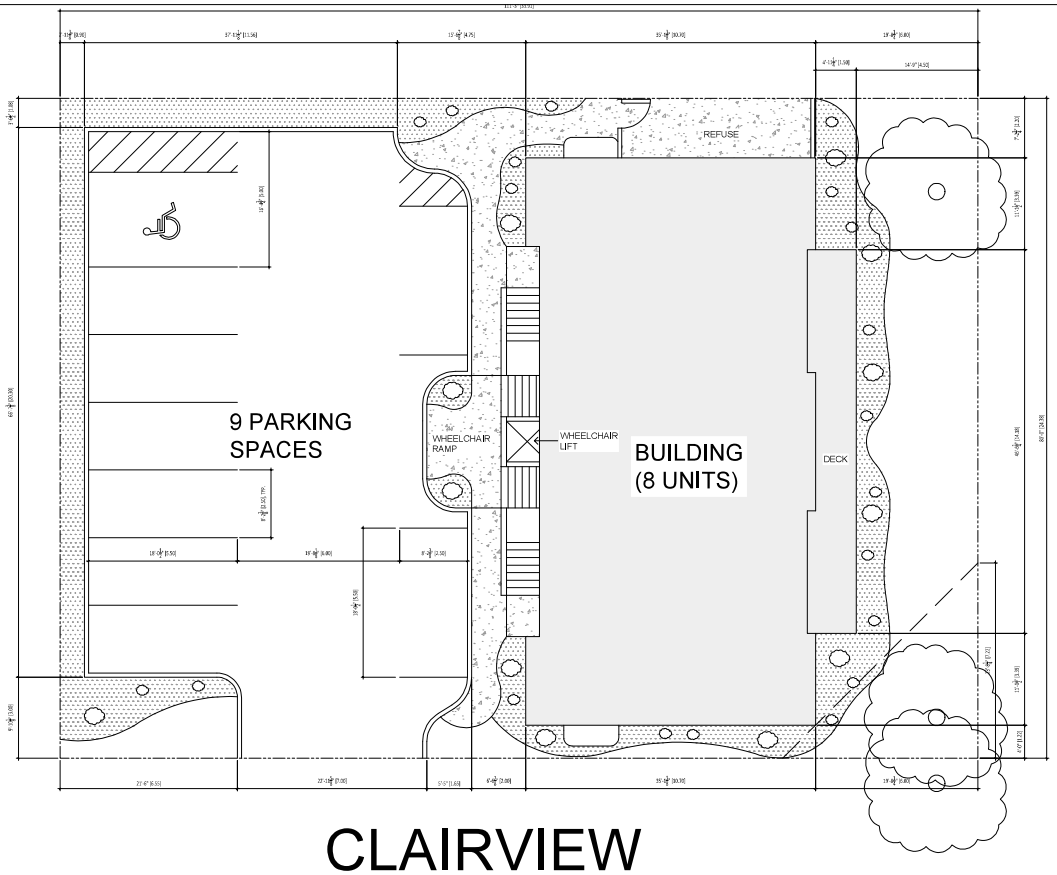
JP RM

Approvals:

Name	Title
Brian Nagata	Planner III - Development (A)
Greg Atkinson	Deputy City Planner - Development
Aaron Farough	Senior Legal Counsel, Legal & Real Estate
Neil Robertson	City Planner
Jelena Payne	Deputy CAO/Commissioner, Economic Development
Ray Mensour	Chief Administrative Officer

Appendices:

1 Appendix A - Conceptual Plans
2 Appendix B - Site Photos
3 Appendix C - Excerpts from PPS 2024
4 Appendix D - Excerpts from Official Plan
5 Appendix E - Excerpts Zoning By-law 8600
6 Appendix F - Consultations
7 Appendix G - Draft Amending By-law



LOT DETAILS

EXISTING ZONING	RD1.2
PROPERTY TYPE	PROPOSED 8-UNITS
LOT AREA	826.8 m²
MAX HEIGHT	
REQUIRED (RD1.2)	9.0m
PROPOSED	MAX 6.0 m
FRONT YARD SETBACK	
REQUIRED (RD1.2)	6.0 m
PROPOSED	6.0 m
SIDE YARD SETBACK	
REQUIRED (RD1.2)	1.20 m
PROPOSED	MIN. 1.20 m
REAR YARD SETBACK	
REQUIRED (RD1.2)	7.5 m
PROPOSED	17.2 m
MAX LOT COVERAGE	
REQUIRED (RD1.2)	45% (372 m²)
PROPOSED	26% (211 m²)
MIN LANDSCAPE OPEN SPACE	
REQUIRED (RD1.2)	NOT DEFINED
PROPOSED	36% (298 m²)
MIN PARKING	
REQUIRED	10
ACTUAL	9
MAX BUILDING SIZE	
REQUIRED (RD1.2)	800 m² (400 m² PER LOT)
PROPOSED	610 m²

WATSON

CLAIRVIEW

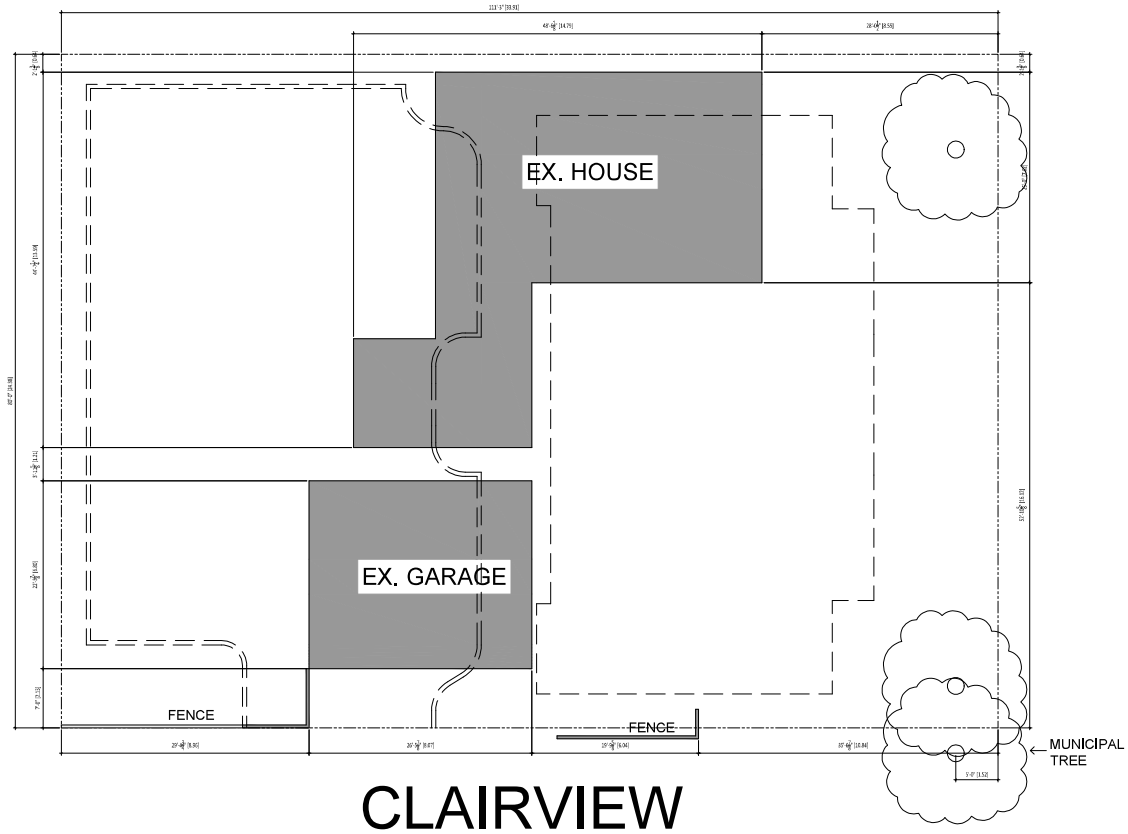
N

PROPOSED 8-UNITS
291 WATSON AVE.
WINDSOR, ON

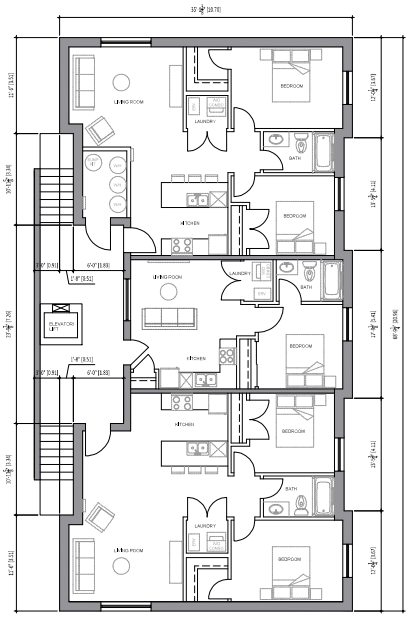
SITE PLAN

Date: NOV 15, 2025
Scale: NTS
Project No.: 24-005

Drawing No.: A-0.1

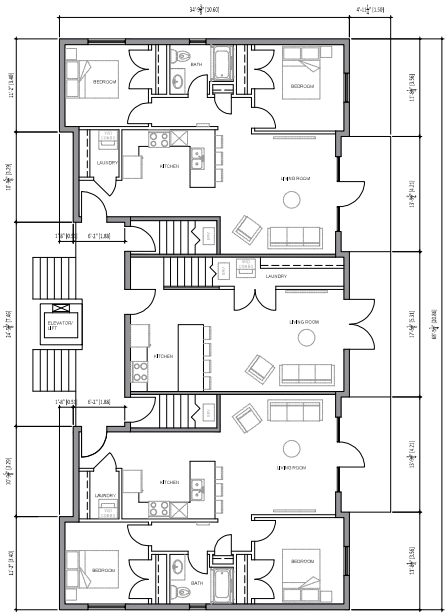


	PROPOSED 8-UNITS 291 WATSON AVE. WINDSOR, ON SITE PLAN	Date: NOV 15, 2025 Scale: NTS Project No.: 24-005 Drawing No.: A-0.2



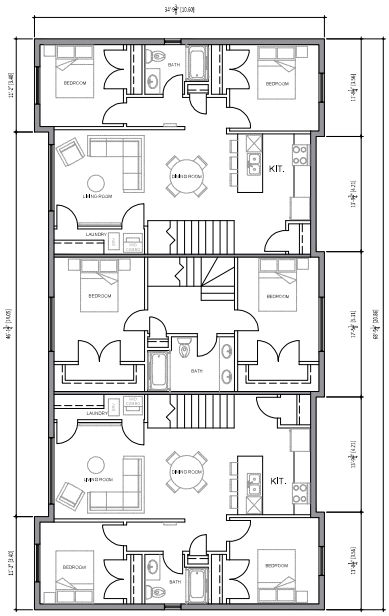
BASEMENT LVL

2169 SQFT



1st LVL

2125 SQFT



2nd LVL

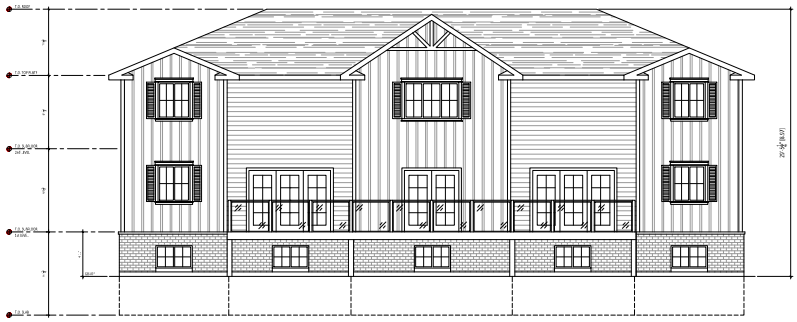
2276 SQFT

PROPOSED 8-UNITS
291 WATSON
WINDSOR, ON

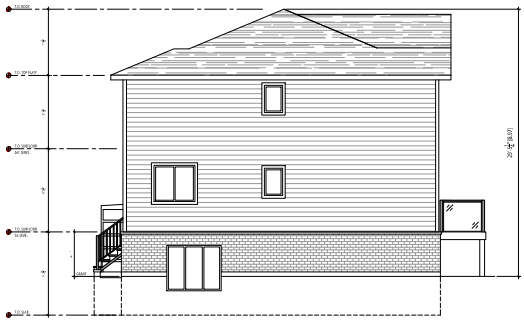
FLOOR PLANS

Date: NOV 15, 2025
Scale: NTS
Project No.: 24-005

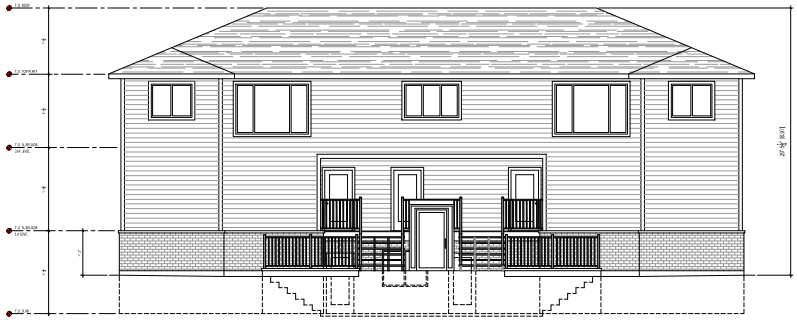
Drawing No.: A-1.0



EAST ELEVATION



SOUTH ELEVATION



WEST ELEVATION

NORTH ELEVATION

PROPOSED 8-UNITS
291 WATSON
WINDSOR, ON

ELEVATIONS

Date: NOV 15, 2025
Scale: NTS
Project No.: 24-005

Drawing No.: A-2.0

APPENDIX “B”

Site Photos (Google Street View - June 2025)

Figure 1 - Looking west towards the subject property from the intersection of Clairview Ave & Watson Ave

Figure 2 - Looking southwest towards the subject property from Watson Ave

Figure 3 - Looking northeast towards the subject property from Clairview Ave

Figure 4 - Looking northwest towards the subject property from Clairview Ave

APPENDIX "C"

Excerpts from Provincial Planning Statement 2024 (PPS)

Chapter 2: Building Homes, Sustaining Strong and Competitive Communities

2.1 Planning for People and Homes

6. Planning authorities should support the achievement of complete communities by:
    a. accommodating an appropriate range and mix of land uses, housing options, transportation options with multimodal access, employment, public service facilities and other institutional uses (including schools and associated child care facilities, longterm care facilities, places of worship and cemeteries), recreation, parks and open space, and other uses to meet long-term needs;
    b. improving accessibility for people of all ages and abilities by addressing land use barriers which restrict their full participation in society; and

2.2 Housing

1. Planning authorities shall provide for an appropriate range and mix of housing options and densities to meet projected needs of current and future residents of the regional market area by:

    a. permitting and facilitating:

        1. all types of residential intensification, including the development and redevelopment of underutilized commercial and institutional sites (e.g., shopping malls and plazas) for residential use, development and introduction of new housing options within previously developed areas, and redevelopment, which results in a net increase in residential units in accordance with policy 2.3.1.3;

    b. promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities, and support the use of active transportation; and
    c. requiring transit-supportive development and prioritizing intensification, including potential air rights development, in proximity to transit, including corridors and stations.

2.3 Settlement Areas and Settlement Area Boundary Expansions

2.3.1 General Policies for Settlement Areas

1. Settlement areas shall be the focus of growth and development. Within settlement areas, growth should be focused in, where applicable, strategic growth areas, including major transit station areas.

2. Land use patterns within settlement areas should be based on densities and a mix of land uses which:

    a. efficiently use land and resources;
    b. optimize existing and planned infrastructure and public service facilities;
    c. support active transportation;
    d. are transit-supportive, as appropriate; and
    e. are freight-supportive.

3. Planning authorities shall support general intensification and redevelopment to support the achievement of complete communities, including by planning for a range and mix of housing options and prioritizing planning and investment in the necessary infrastructure and public service facilities.

2.9 Energy Conservation, Air Quality and Climate Change

1. Planning authorities shall plan to reduce greenhouse gas emissions and prepare for the impacts of a changing climate through approaches that:

    a. support the achievement of compact, transit-supportive, and complete communities;

Chapter 3: Infrastructure and Facilities

3.6 Sewage, Water and Stormwater

2. Municipal sewage services and municipal water services are the preferred form of servicing for settlement areas to support protection of the environment and minimize potential risks to human health and safety. For clarity, municipal sewage services and municipal water services include both centralized servicing systems and decentralized servicing systems.

APPENDIX "D"

Excerpts from the Official Plan

3 Development Strategy

3.2 Growth Concept

3.2.1 Safe, Caring and Diverse Community

NEIGHBOURHOOD HOUSING VARIETY

3.2.1.2 Encouraging a range of housing types will ensure that people have an opportunity to live in their neighbourhoods as they pass through the various stages of their lives. Residents will have a voice in how this new housing fits within their neighbourhood. As the City grows, more housing opportunities will mean less sprawl onto agricultural and natural lands.

5. Environment

5.4 Environmental Management

5.4.6 Floodplain Areas Policies

DEVELOPMENT CRITERIA

5.4.6.4 Council may permit development in a floodplain in recognized flood fringe areas outside of the floodway, including behind flood control dykes (so as to address the matter of the potential failure of protective works) provided:

(a) sufficient information accompanies the application to show that the proposed development and its occupants will be protected from the effects of a Regulatory Flood;

(b) the potential upstream and downstream impacts of the development proposal will not significantly affect the hydrology or hydraulics of the floodplain; and

(c) that adequate floodproofing measures, determined in consultation with the Essex Region Conservation Authority, are incorporated in the development.

5.4.7 Shoreline and Floodprone Areas Policies

DEVELOPMENT REQUIREMENTS

5.4.7.2 Council may permit development in a floodprone area provided:

(a) the effects of the proposal on wave and current patterns, water flows and levels, and water quality are considered by the Municipality, in consultation with the Essex Region Conservation Authority and/or federal or provincial governments, to be acceptable;

(b) that adequate floodproofing measures, determined in consultation with the Essex Region Conservation Authority, are incorporated in the development;

(c) that the development be set back an appropriate distance from the shoreline. The setbacks for development will be determined in consultation with the Essex Region Conservation Authority on a site specific basis and may be incorporated into secondary plans and/or the zoning by-law as appropriate. When determining such setbacks, consideration will be given to:

(i) the type of shoreline;

(ii) bank stability;

(iii) angle of bank slope;

(iv) degree of erosion protection, and

(v) other relevant aspects.

5.4.9 Waste Disposal Sites Policies

KNOWN SITES	5.4.9.1	Schedule C: Development Constraint Areas identifies the location of all Known or Suspected Waste Disposal Sites within Windsor and adjacent municipalities within approximately 500 metres of the municipal boundary.
DISPOSAL SITE REPORT	5.4.9.2	Council shall require proponents of development within 500 metres of a Known or Suspected Waste Disposal Site to prepare a report in accordance with provincial legislation, policy and appropriate guidelines to demonstrate the site is suitable for development.
RESTRICT DEVELOPMENT	5.4.9.3	Council shall prohibit residential, commercial, employment, mixed use and institutional development within 30 metres of a known waste disposal site and restrict development within 500 metres of a known or suspected waste disposal site if the site has any adverse environmental effects or poses a risk to public health and safety.
DEVELOPMENT APPROVALS	5.4.9.4	Where development is proposed on a waste disposal site, an official plan amendment, zoning by-law amendment, or building permit will not be adopted or granted until applicable approvals from the province are obtained.

6. Land Use

6.1 Goals

In keeping with the Strategic Directions, Council's land use goals are to achieve:

NEIGHBOURHOODS 6.1.1 Safe, caring and diverse neighbourhoods.

RESIDENTIAL 6.1.3 Housing suited to the needs of Windsor's residents.

RESIDENTIAL INTENSIFICATION 6.1.14 To direct residential intensification to those areas of the City where transportation, municipal services, community facilities and goods and services are readily available. **(added by OPA #159 – APPROVED July 11, 2022, B/L# 100-2022)**

6.3 Residential

The lands designated as "Residential" on Schedule D: Land Use provide the main locations for housing in Windsor outside of the City Centre Planning District. In order to develop safe, caring and diverse neighbourhoods, opportunities for a broad range of housing types and complementary services and amenities are provided.

The following objectives and policies establish the framework for development decisions in Residential areas.

6.3.1 Objectives

RANGE OF FORMS & TENURES 6.3.1.1 To support a complementary range of housing forms and tenures in all neighbourhoods.

NEIGHBOURHOODS 6.3.1.2 To promote compact neighbourhoods which encourage a balanced transportation system.

INTENSIFICATION, INFILL & REDEVELOPMENT 6.3.1.2 To promote residential redevelopment, infill and intensification initiatives in locations in accordance with this Plan. (**Added by OPA#159 - APPROVED July 11, 2022, B/L#100-2022)**

6.3.2 Policies

In order to facilitate the orderly development and integration of housing in Windsor, the following policies shall apply.

PERMITTED USES 6.3.2.1 Uses permitted in the Residential land use designation identified on Schedule D: Land Use include Low Profile, and Medium Profile dwelling units.

TYPES OF LOW PROFILE HOUSING 6.3.2.3 For the purposes of this Plan, Low Profile housing development is further classified as follows:

(a) small scale forms: single detached, semi-detached, duplex and row and multiplexes with up to 8 units; and
(b) large scale forms: buildings with more than 8 units.

LOCATIONAL CRITERIA 6.3.2.4 Residential intensification shall be directed to the Mixed Use Nodes and areas in proximity to those Nodes. Within these areas Medium Profile buildings, up to four (4) storeys in height shall be permitted. These taller buildings shall be designed to provide a transition in height and massing from low-profile areas.

New residential development and intensification shall be located where:

(a) There is access to a collector or arterial road;
(b) Full municipal physical services can be provided;
(c) Adequate community services and open spaces are available or are planned; and
(d) Public transportation service can be provided.

(Added by OPA #159 – APPROVED July 11, 2022, B/L# 100-2022)

EVALUATION CRITERIA FOR A NEIGHBOURHOOD DEVELOPMENT PATTERN 6.3.2.5 At the time of submission, the proponent shall demonstrate to the satisfaction of the Municipality that a proposed residential development within an area having a Neighbourhood development pattern is:

(a) feasible having regard to the other provisions of this Plan, provincial legislation, policies and appropriate guidelines and support studies for uses:

(i) within or adjacent to any area identified on Schedule C: Development Constraint Areas and described in the Environment chapter of this Plan;

(iv) where traffic generation and distribution is a provincial or municipal concern; and

(c) In existing neighbourhoods, compatible with the surrounding area in terms of scale, massing, height, siting, orientation, setbacks, parking and amenity areas.

(d) provided with adequate off street parking;

(e) capable of being provided with full municipal physical services and emergency services; and

9 Heritage Conservation

Parts of this chapter were amended as part of Official Plan Amendment #76 as part of a 5-year review of the Official Plan. Official Plan Amendment #76 was approved by the Ministry of Municipal Affairs and Housing on 01/06/2012.

9.3 Policies

9.3.7 Heritage Resources and Planning Initiatives

ARCHAEOLOGICAL ASSESSMENT

9.3.7.1 Council will integrate heritage conservation into the development and infrastructure approval process by:

(a) An archaeological assessment is required as part of a complete application for all development or site alteration application, including municipal projects, if it is determined using the archaeological management plan potential mapping that any part of a potential development area possesses archaeological potential or known archaeological resources as set out in Schedule C-1 Archaeological Potential. Projects involving in-water works may require a marine archaeological assessment if so determined using the Criteria for Evaluating Marine Archaeological Potential checklist published by the Archaeology Program Unit, MCM.

Archaeological assessments shall be undertaken to the appropriate stage of assessment by a consultant archaeologist in compliance with provincial requirements and standards.

All archaeological assessments reports shall be provided to the Archaeology Program Unit, Ministry of Citizenship and Multiculturalism in accordance with the Ontario Heritage Act. The assessment report shall be provided to the City of Windsor for comment to ensure that the scope is adequate and consistent with the conservation objectives of the WAMP. A copy of the Ministry review letter will be provided to the City by the licensed archaeologist who completed the assessment or the proponent. The City will maintain copies of all reports and review letters for information purposes.

Where archaeological resources are documented and found to be Indigenous in origin, a copy of the assessment report shall be provided by the consultant to the appropriate Indigenous communities.

Where Stage 3 or Stage 4 archaeological assessments are undertaken on Indigenous archaeological resources, the consultant archaeologist shall engage with appropriate Indigenous communities in accordance with Ministry Standards and Guidelines for Consultant Archaeologists; (Added by OPA #181– September 09, 2024– By law 139-2024)

11 Tools

This chapter was amended as part of Official Plan Amendments #84 as part of a 5-year review of the Official Plan. Official Plan Amendment #84 was approved by the Ministry of Municipal Affairs and Housing on 07/09/2012.

11.6 Zoning

A municipality can regulate the use and development of lands, buildings and other structures under the zoning provisions of the Planning Act.

11.6.1 Objectives

COMPATIBLE USES 11.6.1.2 To ensure compatibility between land uses.

11.6.3 Zoning By-law Amendment Policies

AMENDMENTS MUST CONFORM 11.6.3.1 All amendments to the Zoning By-law(s) shall conform with this Plan. The Municipality will, on each occasion of approval of a change to the zoning by-law(s), specify that conformity with the Official Plan is maintained or that the change will be in conformity upon the coming into effect of an amendment to the Official Plan.

REVIEW PROCEDURE 11.6.3.2 All applications for Zoning By-law amendments shall be processed in accordance with the provisions of the Planning Act, and regulations pursuant thereto, and the procedural requirements of this Plan. In general, after an applicant's pre-application consultation meeting with municipal staff and submission of an application that is determined to be complete, all applications shall: **Added by OPA 65 – 10/22/2007– By-law 192-2007**

(a) Be circulated to appropriate agencies and those agencies be provided with sufficient time to respond; **Added by OPA 65 – 10/22/2007– By-law 192-2007**

(b) Be advertised and be presented to the public and the views of the public ascertained at a public meeting to be held in accordance with the Planning Act; and **Added by OPA 65 – 10/22/2007– By-law 192-2007**

(c) Be given due and thorough consideration by Council. **Added by OPA 65 – 10/22/2007– By-law 192-2007**

EVALUATION CRITERIA 11.6.3.3 When considering applications for Zoning By-law amendments, Council shall consider the policies of this Plan and will, without limiting the generality of the foregoing, consider such matters as the following:

(a) The relevant evaluation criteria contained in the Land Use Chapter of this Plan, Volume II: Secondary Plans & Special Policy Areas and other relevant standards and guidelines;

(b) Relevant support studies;

(c) The comments and recommendations from municipal staff and circularized agencies;

(d) Relevant provincial legislation, policies and appropriate guidelines; and

(e) The ramifications of the decision on the use of adjacent or similar lands.

11.6.5 Holding Zone Policies

USE OF HOLDING ZONES 11.6.5.1 Council may use an "H" or "h" symbol in conjunction with any zoning designation in accordance with the provisions of the Planning Act. The holding provisions shall apply to lands to be zoned for specific uses but held or delayed from development or redevelopment for an interim period until such time as specified development conditions have been satisfied. Holding provisions will be applied in order to meet any one or more of the following:

(a) To achieve orderly staging of development or redevelopment, in accordance with municipal and provincial policies;

(b) To ensure that the adequate infrastructure and community services and facilities are or will be available in accordance with municipal standards;

(c) To adopt measures to mitigate negative impacts resulting from the proximity of lands to transportation and utility corridors, incompatible land uses or any other source of nuisance or hazard to public health and welfare;

(d) To satisfy policies of the Official Plan related to heritage conservation, site plan control, potentially contaminated sites, protection of the natural environment, community improvement and any other matters which are deemed by Council or the province to be relevant to development or redevelopment of the lands;

(e) To achieve the exchange of facilities, services or other matters set out in the bonusing policies of this Plan; and

(f) To ensure the execution of legal agreement(s), approval of subdivision plans and/or approval of necessary studies by the appropriate authorities to satisfy the criteria set out in (a), (b), (c), (d) and (e) above.

IMPLEMENTATION OF HOLDING ZONES 11.6.5.2 Lands subject to holding provisions shall be identified within the implementing zoning by-law by the placement of an "H" or "h" immediately preceding the relevant zoning symbol.

PERMITTED USES IN HOLDING ZONES 11.6.5.3 Permitted uses within an area subject to holding provisions shall be limited to lawfully existing uses and additions or alterations thereto and any use of municipality, public authority or public utility. **Amended by OPA 84 – 09/07/2012**

REMOVAL OF A HOLDING SYMBOL 11.6.5.4 The holding symbol shall be removed by by-law amendment once Council is satisfied that all conditions, which were the reason for application of the holding provision, have been met. The conditions for removal shall be set out in a resolution of Council. Council shall give notice of its intention to

pass a by-law to remove an “H” or “h” symbol in accordance with the provisions of the Planning Act.

DEVELOPMENT RESERVE DISTRICT 11.6.5.5 Where no secondary plan is in place and/or specific uses of large relatively vacant areas are not yet determined, or, where specific development constraints identified in this Plan apply, the lands may be placed into a development reserve zone, on an interim basis. Development reserve zones will permit only lawfully existing land uses, additions thereto and accessory uses and any use of the City of Windsor or other public authority, as defined by the zoning by-law. Subsequent to the adoption of a secondary plan and/or the identification of specific land uses for the subject lands, or, approval of measures to mitigate the development constraint, the lands may be rezoned to an appropriate zone category, in accordance with the provisions and policies of this Plan. **(amended by OPA #22 – 07/16/02)**

APPENDIX "E"

Excerpts from Zoning By-law 8600

City of Windsor Zoning By-law 8600

SECTION 10 - RESIDENTIAL DISTRICTS 1. (RD1.)

10.2 RESIDENTIAL DISTRICT 1.2 (RD1.2)

10.2.1 PERMITTED USES

Existing Duplex Dwelling
Existing Semi-Detached Dwelling
One *Single Unit Dwelling*
Any use accessory to the preceding uses

10.2.5 PROVISIONS

		Duplex Dwelling	Semi-Detached Dwelling	Single Unit Dwelling
.1	Lot Width – minimum	9.0 m	15.0 m	12.0 m
.2	Lot Area – minimum	360.0 m^2	450.0 m^2	360.0 m^2
.3	Lot Coverage – maximum	45.0%	45.0%	45.0%
.4	Main Building Height – maximum	9.0 m	9.0 m	9.0 m
.5	Front Yard Depth – minimum	6.0 m	6.0 m	6.0 m
.6	Rear Yard Depth – minimum	7.50 m	7.50 m	7.50 m
.7	Side Yard Width – minimum	1.20 m	1.20 m	1.20 m
.10	Gross Floor Area – main building – maximum	400 m^2	400 m^2	400 m^2

SECTION 12 - RESIDENTIAL DISTRICTS 3. (RD3.)

12.1 RESIDENTIAL DISTRICT 3.1 (RD3.1)

12.1.1 PERMITTED USES

Double Duplex Dwelling
Duplex Dwelling
Lodging House
Multiple Dwelling
Religious Residence
Residential Care Facility

Semi-Detached Dwelling
Single Unit Dwelling (*Existing*)
Townhome Dwelling
Any use accessory to any of the preceding uses

12.1.5 PROVISIONS

.1	Lot Frontage – minimum	18.0 m
.2	Lot Area – minimum	
	For a *corner lot* having a minimum frontage of 30.0 m on each of the *exterior lot lines*:	
	a) For the first 5 *dwelling units*	540.0 m^2
	b) For each additional *dwelling unit*	67.0 m^2 per unit
	For any other *lot*:	
	c) For the first 4 *dwelling units*	540.0 m^2
	d) For each additional *dwelling unit*	85.0 m^2 per unit
.3	Lot Coverage – maximum	35.0%
.4	Main Building Height – maximum	
	Corner Lot	14.0 m
	Interior Lot	10.0 m
.5	Front Yard Depth – minimum	6.0 m
.6	Rear Yard Depth – minimum	7.50 m
.7	Side Yard Width – minimum	
	a) Where a *habitable room window* of any *dwelling unit* faces a *side lot line*	6.0 m
	b) Any other side yard	3.0 m
.8	Landscaped Open Space Yard – minimum	35.0% of *lot area*

.50 A *Lodging House* for the accommodation of 10 persons or less, and any use accessory thereto, shall comply with the *Single Unit Dwelling* provisions of Section 10.1.5 and further, the whole of the *building* shall be used for a *Lodging House*, including any *accessory use*. [ZNG/5630]

.55 A *Double Duplex Dwelling*, *Duplex Dwelling*, *Multiple Dwelling* having a maximum of 4 *dwelling units*, *Semi-Detached Dwelling* or *Townhome Dwelling*, or an addition to an *existing Single Unit Dwelling,* and any use accessory thereto, shall comply with the provisions of Section 11.2.5.

SECTION 24 – PARKING, LOADING AND STACKING PROVISIONS

24.20 PARKING SPACE PROVISIONS

24.20.5 REQUIRED PARKING SPACES – ALL OTHER AREAS AND USES NOT LISTED IN TABLES 24.20.1.1 AND 24.20.3.1

.1 The required minimum number of parking spaces shall be as shown opposite the respective use as shown in Table 24.20.5.1:

TABLE 24.20.5.1 – REQUIRED PARKING SPACES

USE	PARKING RATE - MINIMUM
Multiple Dwelling containing a minimum of 5 Dwelling units	1.25 for each dwelling unit

SECTION 25 – PARKING AREA PROVISIONS

25.5.20 PARKING AREA SEPARATION

.1 A parking area separation shall be provided as shown in Table 25.5.20.1:

TABLE 25.5.20.1 – PARKING AREA SEPARATION

PARKING AREA FROM		MINIMUM SEPARATION
.6	A building wall containing a habitable room window or containing both a main pedestrian entrance and a habitable room window facing the parking area where the building is located on the same lot as the parking area	4.50 m

.5 The area forming the parking area separation shall be maintained exclusively as a landscaped open space yard.

APPENDIX "F"

Consultations

CALDWELL FIRST NATION COMMUNITY

No comments provided

ENGINEERING - DEVELOPMENT

We have reviewed the subject Rezoning application and have the following comments:

Site Servicing - The site may be serviced by a 250mm sanitary sewer and a 525mm storm sewer located within the Watson Avenue right-of-way. If possible existing connections should be utilized. Any redundant connections shall be abandoned in accordance with the City of Windsor Engineering Best Practice B.P 1.3.3.

Stormwater Management - The applicant has submitted a Functional Stormwater Management report and it has been deemed acceptable by the City's Engineering department. A detailed Stormwater management report will still be required at the detailed site design stage and prior to building permits.

In summary we have no objection to the proposed development, subject to the following requirement:

The applicant will be required to submit, prior to the issuance of permits, a detailed Stormwater management plan in accordance with Windsor Essex Region Stormwater Management Standards Manual, restricting Stormwater runoff to pre development levels. This has included, at a minimum:

- Submission of stormwater management review fee,
- Stormwater management report stamped by a professional engineer
- Site servicing drawings stamped by a professional engineer

For more information of SWM requirements, visit: link

https://essexregionconservation.ca/wp-content/uploads/2018/12/WE-Region-SWM-Standards-Manual.pdf.

https://www.citywindsor.ca/business/buildersanddevelopers/Documents/Checklist-Rational-Method.pdf

If you have any further questions or concerns, please contact Jaegar King, of this department at jking@citywindsor.ca

[Juan Paramo - Development Engineer]

ENGINEERING - R.O.W.

Comments to Stage 2 Planning Consultation Application

Required Drawing Revisions:

1. **Sewer Connections** - All existing and proposed storm, sanitary and water services must be identified on the drawings, as well as the associated mainline sewers/water mains.

    - Modify drawings to include all sewer connections and water services.
    - Identify any redundant connections to be abandoned in accordance with Engineering Best Practice BP1.3.3.

Right-of-Way Permit Requirements:

CCTV Sewer Inspection - The Owner further agrees to provide at its entire expense CCTV inspection satisfying City of Windsor Standard Specification S-32, for all existing and newly constructed sanitary and storm sewer infrastructure. The inspection shall include both mainline sewers and private drain connections, and shall be required to be submitted prior to the issuance of construction permits;

Driveway Approaches - The Owner further agrees that driveway approaches shall be constructed in such width and location as shall be approved by the City Engineer, with straight flare driveway approaches and no raised curbs within the right-of-way. The Owner shall have the option of constructing said driveway approaches as follows:

1. Commercial/Industrial Property

    a. Unless otherwise noted, to construct all non-residential driveway approaches of concrete in accordance with City of Windsor Standard Drawing AS-204.

ERCA Requirements - The owner(s) further agrees to follow all drainage and flood proofing recommendations of the Essex Region Conservation Authority (ERCA) may have with respect to the subject land, based on final approval by the City Engineer. If applicable, the Owner will obtain all necessary permits from ERCA with respect to the drainage works on the subject lands.

Sewer Connections - The site is serviced by a 250mm sanitary sewer and a 525mm sewer located within the Watson Avenue Street right-of-way. All existing and proposed storm, sanitary and water services must be identified on the drawings, as well as the associated mainline sewers/water mains.

- Modify drawings to include all sewer connections and water services.
- Identify any redundant connections to be abandoned in accordance with Engineering Best Practice BP1.3.3.

If you have any further questions or concerns, please contact Karen Kong, of this department at kkong@citywindsor.ca

[Mark Schaffhauser - Technologist II]

ENWIN UTILITIES LTD. - HYDRO ENGINEERING

Comments to Stage 1 Planning Consultation Application

No Objection, provided adequate clearances are achieved and maintained.

Please note the following.

1. ENWIN has 27.6kV overhead primary conductors on the east side of the Watson Ave.
2. ENWIN has 120/240V overhead secondary conductors on the east side of the Watson Ave.
3. ENWIN has a pole near the north east corner of the property.

Prior to working in these areas, we would suggest notifying your contractor and referring to the Occupational Health and Safety Act and Regulations for Construction Projects to confirm clearance requirements during construction.

Also, we suggest referring to the Ontario Building Code for permanent required clearances for New Building Construction.

[Keegan Morency Kendall - Hydro Engineering Technologist]

ENWIN UTILITIES LTD. - WATER ENGINEERING

Comments to Stage 1 Planning Consultation Application

ENWIN Water has no objections.

[Bruce Ogg - Water Project Review Officer]

ESSEX REGION CONSERVATION AREA (ERCA)

The City of Windsor has received Application for Zoning By-law Amendment Z-035/25 [ZNG/7344] for the above noted subject property. The Applicant is requesting an amendment to Zoning By-law 8600 to change the zoning for the lands located on the northwest corner of the intersection of Clairview Avenue and Watson Avenue, known municipally as 291 Watson Avenue, from Residential District 1.2 (RD1.2) to Residential District 3.1 (RD3.1) with a zoning exception to allow the construction of a eight-unit Multiple Dwelling with a rear nine-space parking area, with access of Clairview Avenue. The zoning exception is requested to reduce the minimum lot area and side yard width,

the required number of parking spaces, and the minimum parking area separation from a building wall containing a habitable room window facing the parking area.

We request the City of Windsor to collect the appropriate fee of $400.00 per line item 30 of the 2025 Board Approved ERCA Fee Schedule for this application.

NATURAL HAZARDS AND REGULATORY RESPONSIBILITIES UNDER THE CONSERVATION AUTHORITIES ACT. O. REG 686/21

The following comments reflect ERCA's role in protecting people and property from the threats of natural hazards and regulating development hazards lands under Section 28 of the Conservation Authorities Act.

The above noted lands are subject to our Regulation under the Conservation Authorities Act (Ontario Regulation No. 41/24). The parcel falls within the regulated area of the Detroit River. The property owner will be required to obtain an approval from the Essex Region Conservation Authority prior to any construction or site alteration or other activities affected by Section 28 of the Conservation Authorities Act.

We note that the low-lying nature of the roadway may result in water, approximately 0.8 metres to 1.0 metres deep over the road during a 1:100 year flood event. The Municipality should confirm through applicable emergency services (i.e. fire, police, etc.) or other means as appropriate, that they have the ability to safely access this area during a 1:100 year flood event, in order to fulfill the Municipality's responsibilities under Section 5.2.8 of the Provincial Planning Statement (2024). The property owner will be required to obtain an approval from the Essex Region Conservation Authority prior to any construction or site alteration or other activities affected by Section 28 of the Conservation Authorities Act.

FINAL RECOMMENDATION

As noted above, the low-lying nature of the roadway may result in water, approximately 0.8 metres to 1.0 metres deep over the road during a 1:100 year flood event. The Municipality should confirm through applicable emergency services (i.e. fire, police, etc.) or other means as appropriate, that they have the ability to safely access this area during a 1:100 year flood event, in order to fulfill the Municipality's responsibilities under Section 5.2.8 of the Provincial Planning Statement (2024). The property owner will be required to obtain an approval from the Essex Region Conservation Authority prior to any construction or site alteration or other activities affected by Section 28 of the Conservation Authorities Act.

[Alicia Good - Watershed Planner]

PARKS DESIGN & DEVELOPMENT

Comments to Stage 1 Planning Consultation Application

There was only one city tree identified on this new development.
Please request a Tree Root Protection zone be set up around this Silver maple.
If any damage is done during construction the developer will be responsible for the replacement cost under the Tree Canopy Recovery Policy.

[Yemi Adeyeye - City Forester Manager Forestry]

Natural Areas has no concerns.
Only ask that if any trees or shrubs are removed, that they are first checked for active bird nests and if present, no nests are disturbed (Migratory Bird Act). the property is in Source Water Protection zone and Regulated Area, an ERCA permit will likely be required.

[Karen Alexander - City Naturalist & Supervisor, Natural Areas]

PLANNING DEPARTMENT - HERITAGE

December 18, 2025

This email is to confirm that I have received all three items necessary to clear the archaeology condition on the above zoning by-law amendment application. I have no further Heritage Planning comments or concerns.

Comments to Stage 1 Planning Consultation Application

Heritage

There is no apparent built heritage concern with this property.

Archaeology

The City of Windsor is in receipt of the Stage 1 & 2 Archaeological Assessment called "Stage 1-2 Archaeological Assessment, 291 Watson Avenue, Lot 128, Concession 1 Petite Cote, (Geographical Township of Sandwich), City of Windsor, County of Essex (AMICK Corporate Project #2024-765/MCM File #P038-1553-2024),” dated December 17, 2024, with a recommendation of "No Further Work" for the Study Area. However, we require a copy of the letter from the Ministry confirming acceptance of the report in the Ontario Public Register of Archaeological Reports, as well as GIS Shapefiles of the Study Area.

[Tracy Tang - Heritage Planner]

PLANNING DEPARTMENT - LANDSCAPE ARCHITECT

Comments to Stage 1 Planning Consultation Application

As the proposed residential development falls below the threshold for Site Plan Control, there are limited required studies from an urban design perspective. Any studies required by ERCA or Parks are to be shared with the St Urban Designer. The application identifies existing vegetation and therefore a Tree Inventory & Preservation Study is required to assess the loss to the urban tree canopy for replacement or compensation.

[Stefan Fediuk - Landscape Architect]

TRANSPORTATION PLANNING

Comments to Stage 2 Planning Consultation Application

Land Conveyance

Not Applicable

Corner Cut-Off

Not Applicable

Sidewalk

Not Applicable

Parking

All parking must comply with ZBL 8600.

- The current site plan is 1 bicycle parking space deficient.

Transportation Planning received and reviewed Parking Study conducted by PC Spencer Associated Inc., file No. 24-1694, dated November 2024. We reject the aforementioned study for bellow main reasons:

- The study calculated the parking requirement using ITE manual while phrasing ZBL 8600 to round down the calculated number. This is contradictory.
- As it is mentioned on the scope of the parking study, the City of Windsor measures parking rate based on the number of units. We do not consider the number of the bedrooms. **Therefore, we reject the analysis contained in the parking study as it is based on number of the bedrooms.**

However, considering site specific, the magnitude reduction of the 1 parking space is acceptable for this development.

Transportation Impact Study

Not Applicable

Access

All accesses shall conform to the TAC Geometric Design Guide for Canadian Roads and the City of Windsor Standard Engineering Drawings.

Exterior Path

All new exterior paths of travel must meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).

Other Comments

Not Applicable

Should you have any further questions or concerns, please contact Ellie MehriLou, of this department at EMehrilou@citywindsor.ca.

[Elara Mehrilou - Transportation Planner I]

WALPOLE ISLAND FIRST NATION

No comments provided

WINDSOR POLICE SERVICE

Comments to Stage 1 Planning Consultation Application

The only thing I can add to this issue from what I previously sent you is that the revised (increased) flood water levels referenced in the letter from ERCA are now of a magnitude whereby the vast majority of our fleet vehicles could not traverse any such sections of flooded roadway until the flood waters were to subside. I confirmed this after discussing the matter with one of our lead automotive technicians. We measured the ERCA-referenced potential high water levels (specifically the worst case level of 1.0m) in terms of our Patrol response vehicles and this level would not permit our vehicles to safely traverse the flooded roadway without causing engine damage and/or shutdown – in the opinion of the lead automotive technician. We could certainly do so once flood waters receded or, I presume, possibly attempt to obtain a small watercraft (boat, dinghy, raft, etc.) to respond if urgency required such.

[Barry Horrobin - Director of Planning & Physical Resources]

APPENDIX "G"

Draft Amending By-law

BY-LAW NUMBER -2026

A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW"

Passed the day of , 2026.

WHEREAS it is deemed expedient to further amend By-law Number 8600 of the Council of The Corporation of the City of Windsor, cited as the "City of Windsor Zoning By-law" passed the 31st day of March 1986, as heretofore amended:

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

1. That Section 91.10 of said by-law is amended by adding the following clause:

18. **NORTHWEST CORNER OF CLAIRVIEW AVENUE AND WATSON AVENUE**

For the lands comprising of Lots 1 & 2, Plan 829 (PIN 01055-0107 LT), the following additional provisions shall apply:

a) *Lot Area*: *minimum* 827.2 m^2

b) *Building Height*: *Main Building*: *maximum* 9.0 m

c) *Side Yard* Width: *minimum*:

1. From the north *side lot line:* 2.20 m

2. From the south *side lot line:* 1.22 m

d) Notwithstanding Table 24.20.5.1, the *minimum* number of required *parking spaces* for a *Multiple Dwelling* shall be 9.

e) Notwithstanding clause .6 of Table 25.5.20.1, the *minimum* separation of a *parking area* from a *building* wall containing a *habitable room window* or containing both a main pedestrian entrance and a *habitable room window* facing the *parking area* where the *building* is located on the same *lot* as the *parking area* shall be 2.00 m and the *parking area* separation shall be maintained with *soft landscaping*, save and except any area occupied by a public walkway providing access to a main pedestrian entrance.

[ZDM 10; ZNG/7344]

2. That said by-law is further amended by amending the Zoning District Maps shown in Column 2 by changing the zoning symbol of the lands described in Column 3 from that shown in Column 4 to that shown in Column 5:

1. Item Number	2. Zoning District Map	3. Lands Affected	4. Current Zoning Symbol	5. New Zoning Symbol
1	10	Lots 1 & 2, Plan 829; PIN 01055-0107 LT (located on the northwest corner of Clairview Avenue and Watson Avenue; Roll No 060-360-04900)	RD1.2	RD3.1x(18)

DREW DILKENS, MAYOR

CLERK

First Reading , 2026
Second Reading , 2026
Third Reading , 2026

SCHEDULE 2

1. By-law _____ has the following purpose and effect:

   To amend the zoning of the lands located on the northwest corner of Clairview Avenue and Watson Avenue, described as Lots 1 & 2, Plan 829, PIN 01055-0107 LT, to permit the development of a multiple dwelling on the subject land.

   The amending by-law changes the zoning on the subject land from Residential District 1.2 (RD1.2) to Residential District 3.1 (RD3.1). It adds a zoning exception reducing the minimum lot area to 827.2 m^2, maximum main building height to 9.0 metres, minimum side yard width to 2.20 metres and 1.22 metres from the north and south side lot lines respectively, minimum number of required parking spaces to nine, and minimum separation of a parking area from a building wall containing a habitable room window or containing both a main pedestrian entrance and a habitable room window facing the parking area where the building is on the same lot as the parking area to 2.00 metres with *soft landscaping* in any area not occupied by a public walkway providing access to a main pedestrian entrance.

2. Key map showing the location of the lands to which the By-law _____applies.

PART OF ZONING DISTRICT MAP 10

N.T.S.

SCHEDULE 2

Applicant: Hausology Inc.

SUBJECT LANDS

PLANNING & BUILDING DEPARTMENT

DATE : DECEMBER, 2025
FILE NO. : Z-035/25, ZNG/7344

PE CONSTRUCTION
GENERAL CONTRACTOR

380 MANNING RD, TECUMSEH, ON N8N 4W5 | 226-777-5551

RE: Item 7.1 – Zoning By-law Amendment – 291 Watson Ave
DHSC Meeting – February 2, 2026

I am writing to provide a brief background on the planning considerations and community input associated with the proposed development at 291 Watson Ave.

The site sits within a neighbourhood that already includes a mix of multi-unit residential buildings. Early in the design process, and prior to the Open House, we contemplated a 9-unit configuration. Listening to the feedback received at Open House and with Planning staff, we made the decision to reduce the proposal to 8 units.

At the Open House, residents raised additional comments around the refuse location, building size, parking, and visibility at the corner. Below is how each of those items has been addressed:

- **Refuse Management:** Garbage storage has been intentionally located along the side of the building in a screened area, away from adjacent rear yards and out of view from the street, to minimize visual impacts and respect nearby properties.
- **Building Scale:** The building size has been kept well within dimensions consistent with what is permitted under the existing zoning.
- **Parking:** A parking study has been completed to confirm adequate on-site parking and reduce the likelihood of spillover onto the street.
- **Corner Visibility:** The limited sightlines at the corner appear to be primarily the result of overgrown landscaping. We are committed to improving front-yard landscaping to enhance visibility and safety.

We have also recently reached out again to the neighbours on Watson Avenue to offer an opportunity to speak with us directly. The letter distributed to residents is attached for the Committee's reference. While no on requested a meeting, we remain focused on delivering a building that we can stand behind and that will contribute positively to the neighbourhood.

Respectfully,

Dan Grenier
President
PE Construction and Hausology Inc.

Dear Neighbour,

My name is Dan Grenier. I am the owner and developer of a proposed **8-unit residential project** at **291 Watson Ave**.

You may or may not have already received notice that this project is scheduled to be reviewed by the City of Windsor's **Development & Heritage Standing Committee on February 2**. Before that occurs, I wanted to personally reach out to the immediately adjacent neighbours and invite you to meet with me directly.

I have included a **preliminary rendering** of the project to provide a visual sense of what is being considered. The design is not final. My intent in sharing it now is to hear whether there are elements you feel could be improved to better fit the street and surrounding homes.

This letter is not a request for your approval. You were respectful with me at the Open House, and I want to return that respect by hearing your perspective directly. Should the City permit the 8-unit project to proceed, I do not want you to feel that your voice was not heard. I would like to consider any reasonable input that could help the project better fit the neighbourhood.

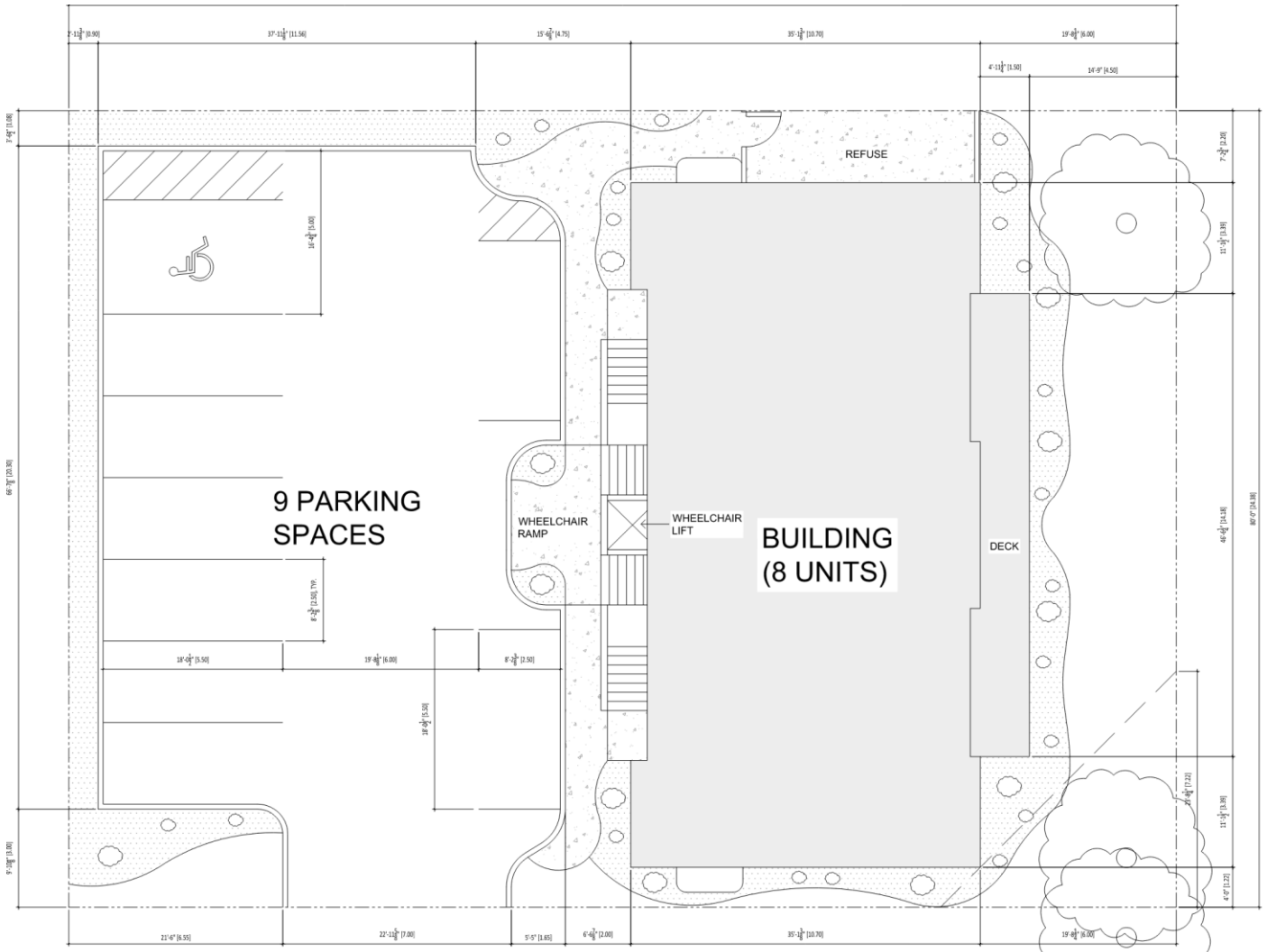
If you are open to a brief **in-person meeting** before February 2, I would welcome the opportunity to sit down and listen.

You can reach me directly on my cell at 226-787-7842 or email me at daniel@perealestatesolutions.com to coordinate a time.

Respectfully,

Dan Grenier
President PE Construction and Hausology Inc.

The design focuses on familiar residential proportions and soft detailing to align with the character of the street, while using modern materials in a restrained way. The goal is a building that feels settled and respectful of its surroundings, not dominant or visually disruptive.



LOT DETAILS

EXISTING ZONING	RD1.2
PROPERTY TYPE	PROPOSED 8-UNITS
LOT AREA	826.8 m^2
MAX HEIGHT	
REQUIRED (RD1.2)	9.0m
PROPOSED	MAX 9.0 m
FRONT YARD SETBACK	
REQUIRED (RD1.2)	6.0 m
PROPOSED	6.0 m
SIDE YARD SETBACK	
REQUIRED (RD1.2)	1.20 m
PROPOSED	MIN. 1.20 m
REAR YARD SETBACK	
REQUIRED (RD1.2)	7.5 m
PROPOSED	17.2 m
MAX LOT COVERAGE	
REQUIRED (RD1.2)	45% (372 m^2)
PROPOSED	26% (211 m^2)
MIN LANDSCAPE OPEN SPACE	
REQUIRED (RD1.2)	NOT DEFINED
PROPOSED	36% (298 m^2)
MIN PARKING	
REQUIRED	10
ACTUAL	9
MAX BUILDING SIZE	
REQUIRED (RD1.2)	800 m^2 (400 m^2 PER LOT)
PROPOSED	610 m^2

WATSON

CLAIRVIEW

N

From: Gladys Chiasson < >
Sent: Monday, January 26, 2026 4:05 PM
To: Clerks <clerks@citywindsor.ca>
Subject: Re: Delegation Confirmation - Item 7.1 – Zoning By-law Amendment Application for 291 Watson Avenue, Z-035/25 [ZNG-7344], Ward 6

I will be attending the meeting. My name is Gladys Chiasson

On this Street alone we have Windsor house, two large apartment buildings, and large condo's units. that makes parking hard on this street.

Making the right turn Clairveiw street, is dangerous as it is because it was a streetcar route. We don't have this eight-unit Multiple Dwelling.

January 27, 2026

To the City of Windsor Mayor and Council Members,

Re: Proposed Zoning By-law Amendment
Subject Property: 291 Watson Avenue

File #Z-035/25 (ZNG/7344)
Application: Rezoning from Residential District 1.2 (RD1.2) to Residential District 3.1 (RD3.1)

This letter is to formally advise that we, Enzo and Sylvia Maola, owners and long-time residents of Watson Avenue, oppose the proposed zoning by-law amendment to change the subject property from Residential District 1.2 (RD1.2) to Residential District 3.1 (RD3.1) to permit the development of an eight (8) unit Multiple Dwelling (apartment building) with a rear nine (9) space parking area.

We also oppose the requested reduction to the established minimum side yard setback along the north property line, which represents a departure from the performance standards intended to protect adjacent residential properties.

Our opposition is based on planning, zoning, and land-use compatibility grounds. The portion of Watson Avenue between Riverside Drive East and Clairview Avenue already contains a concentration of multiple dwelling developments. The introduction of an eight-unit apartment building on an undersized lot measuring approximately 80 feet by 111 feet constitutes an over-intensification of the site that is not consistent with the prevailing built form or the intent of the RD1.2 zoning designation.

The proposed rezoning does not meet the standard planning tests of compatibility, appropriateness, and minimal adverse impact as required under the City of Windsor Official Plan and Zoning By-law 8600. In particular, the scale and density of the proposed development are not appropriate for this specific site, as evidenced by the need to reduce required setbacks and compress building massing and site functions. This variance-driven design approach suggests that the site cannot comfortably or appropriately accommodate an eight-unit apartment building without adverse impacts on adjacent properties.

Specifically, the proposed development would result in:

- Increased on-street parking demand beyond the capacity of Watson Avenue, leading to congestion, reduced sightlines, and compromised traffic and pedestrian safety
- Increased noise and activity levels inconsistent with the existing low-density residential character
- Adverse impacts on neighbouring property values
- Erosion of the remaining single-family residential character of the block

As the immediately adjacent neighbours to the north, we would experience direct and disproportionate impacts, including loss of privacy, loss of sunlight to our backyard and garden,

and reduced enjoyment of our property due to the scale and proximity of the proposed building. These impacts are neither minor nor adequately mitigated and therefore do not meet the Official Plan objective of minimizing adverse effects on surrounding residential uses.

We are also concerned with the proposed garbage storage location along the shared north property line. The storage of refuse generated by eight residential units in such close proximity to our property raises legitimate concerns related to odour, sanitation, and pest attraction, which would negatively affect our property and quality of life.

As residents of this neighbourhood for approximately sixty (60) years, we are not opposed to responsible residential intensification. However, we strongly believe that the proposed RD3.1 zoning and eight-unit apartment building represent an inappropriate level of density for this site. A lower-density alternative, such as a duplex or four-unit multiple dwelling that respects existing zoning performance standards, would better align with the City's intensification objectives while minimizing adverse impacts on surrounding homeowners.

For the reasons outlined above, we respectfully request that this zoning by-law amendment application be denied.

Thank you for your consideration.

Respectfully submitted,

Enzo Maola
Sylvia Maola

January 28, 2026

Re: File #Z-035/25 (ZNG/7344) – Proposed Rezoning of 291 Watson Avenue

City of Windsor Mayor and Members of City Council,

As a Watson Avenue property owner, I am writing to share my concerns and opposition to the proposed rezoning of 291 Watson Avenue from RD1.2 to RD3.1, which would permit the redevelopment of a site currently intended for a single-family home into an eight-unit apartment building.

I understand and appreciate the City's efforts to address the broader housing shortage, and I whole-heartedly support thoughtful residential intensification where it makes sense. However, in this case, I believe the scale and density being proposed for this particular property are not appropriate given the size of the lot and the existing character of the surrounding neighbourhood.

The proposal relies on several requested variances, including reduced side-yard setbacks, increased lot coverage, and reduced on-site parking. To me, this raises a concern that the development is being pushed beyond what the site can reasonably accommodate. These variances suggest that the proposal does not align with the intent of the City of Windsor Official Plan or Zoning By-Law 8600, which are meant to ensure that new development fits its context and minimizes impacts on nearby residents.

Parking and traffic are also major concerns. On-street parking is already heavily used, particularly during evenings, overnight, and on weekends. Additional parking demand from an eight-unit building would likely worsen congestion and make it more difficult and less safe for residents to see oncoming traffic when entering or exiting their driveways. Reduced on-site parking only adds to this concern and increases the risk of conflicts between vehicles and pedestrians.

Because this is a corner lot, the scale and lot coverage of the proposed development also affect visibility and traffic flow at nearby intersections. It is already challenging to see oncoming traffic when approaching Clairview from Watson, and increased density on this site would likely intensify those safety issues.

While some level of intensification is inevitable and necessary, I respectfully ask Council to consider denying this high-density proposal in favour of a lower-density option that better fits the size of the lot and the existing neighbourhood. A more modest form of development could still contribute to housing goals while respecting established planning standards and maintaining the safety and livability of the area.

Thank you for your time and for considering my comments.

Sincerely,
Stephanie Maola

From: Sandra Hines < >
Sent: January 30, 2026 11:03
To: clerks <clerks@citywindsor.ca>
Subject: zoning amendment 291 Watson

This letter is to register our opposition to the zoning by-law amendment that allows an 8 unit apartment building for 291 Watson. WE live at [redacted] Watson and enjoy seeing a daily concours of walkers, joggers, runners, cyclists, dog walkers, grade school students, motor wheel chair patients who SAFELY use the 300 block of Broadview. This is a juncture with the Riverside trail that connects our neighbourhood with the many other parks on the Trail. An apartment at this juncture will kill the enjoyment and safety of those many Windsorites who now use this route. The main threat will be the demands of this new development to seek an open flow for traffic through the dead end of Watson. We oppose this change to the zoning in our community.

Roger & Sandy Hines

March 4, 2026

Re: File #Z-035/25 (ZNG/7344) – Proposed Rezoning of 291 Watson Avenue

Windsor City Council,

As the owner of [redacted] Watson, I am writing to share my concerns and opposition to the proposed rezoning of 291 Watson Avenue from RD1.2 to RD3.1, which would permit the redevelopment of a site currently intended for a single-family home into an eight-unit apartment building.

I understand and appreciate the City's efforts to address the broader housing shortage, and I whole-heartedly support thoughtful residential intensification where it makes sense. However, in this case, I believe the scale and density being proposed for this particular property are not appropriate given the size of the lot and the existing character of the surrounding neighbourhood.

The proposal relies on several requested variances, including reduced side-yard setbacks, increased lot coverage, and reduced on-site parking. To me, this raises a concern that the development is being pushed beyond what the site can reasonably accommodate. These variances suggest that the proposal does not align with the intent of the City of Windsor Official Plan or Zoning By-Law 8600, which are meant to ensure that new development fits its context and minimizes impacts on nearby residents.

Parking and traffic are also major concerns. On-street parking is already heavily used, particularly during evenings, overnight, and on weekends. Additional parking demand from an eight-unit building would likely worsen congestion and make it more difficult and less safe for residents to see oncoming traffic when entering or exiting their driveways. Reduced on-site parking only adds to this concern and increases the risk of conflicts between vehicles and pedestrians.

Because this is a corner lot, the scale and lot coverage of the proposed development also affect visibility and traffic flow at nearby intersections. It is already challenging to see oncoming traffic when approaching Clairview from Watson, and increased density on this site would likely intensify those safety issues.

While some level of intensification is inevitable and necessary, I respectfully ask Council to consider denying this high-density proposal in favour of a lower-density option that better fits the size of the lot and the existing neighbourhood. A more modest form of development could still contribute to housing goals while respecting established planning standards and maintaining the safety and livability of the area.

Thank you for your time and for considering my comments.

Sincerely,

Stephanie Maola

March 4, 2026

To Windsor City Council

Re: Proposed Zoning By-law Amendment
Subject Property: 291 Watson Avenue

File #Z-035/25 (ZNG/7344)
Application: Rezoning from Residential District 1.2 (RD1.2) to Residential District 3.1 (RD3.1)

This letter is to formally advise that we, Enzo and Sylvia Maola, owners and long-time residents of Watson Avenue, oppose the proposed zoning by-law amendment to change the subject property from Residential District 1.2 (RD1.2) to Residential District 3.1 (RD3.1) to permit the development of an eight (8) unit Multiple Dwelling (apartment building) with a rear nine (9) space parking area.

We *strongly* oppose the requested reduction to the established minimum side yard setback along the north property line, which represents a departure from the performance standards intended to protect adjacent residential properties.

Our opposition is based on planning, zoning, and land-use compatibility grounds. The portion of Watson Avenue between Riverside Drive East and Clairview Avenue already contains a concentration of multiple dwelling developments. The introduction of an eight-unit apartment building on an undersized lot measuring approximately 80 feet by 111 feet constitutes an over-intensification of the site that is not consistent with the prevailing built form or the intent of the RD1.2 zoning designation.

The proposed rezoning does not meet the standard planning tests of compatibility, appropriateness, and minimal adverse impact as required under the City of Windsor Official Plan and Zoning By-law 8600. In particular, the scale and density of the proposed development are not appropriate for this specific site, as evidenced by the need to reduce required setbacks and compress building massing and site functions. This variance-driven design approach suggests that the site cannot comfortably or appropriately accommodate an eight-unit apartment building without adverse impacts on adjacent properties.

Specifically, the proposed development would result in:

- Increased on-street parking demand beyond the capacity of Watson Avenue, leading to congestion, reduced sightlines, and compromised traffic and pedestrian safety
- Increased noise and activity levels inconsistent with the existing low-density residential character
- Adverse impacts on neighbouring property values
- Erosion of the remaining single-family residential character of the block

As the immediately adjacent neighbours to the north, we would experience direct and disproportionate impacts, including loss of privacy, loss of sunlight to our backyard and garden,

and reduced enjoyment of our property due to the scale and proximity of the proposed building. These impacts are neither minor nor adequately mitigated and therefore do not meet the Official Plan objective of minimizing adverse effects on surrounding residential uses.

We are also *extremely* concerned with the proposed garbage storage location along the shared north property line. The storage of refuse generated by eight residential units in such close proximity to our property raises legitimate concerns related to odour, sanitation, and pest attraction, which would negatively affect our property and quality of life.

As residents of this neighbourhood for approximately sixty (60) years, we are not opposed to responsible residential intensification. However, we strongly believe that the proposed RD3.1 zoning and eight-unit apartment building represent an inappropriate level of density for this site. A lower-density alternative, such as a duplex or four-unit multiple dwelling that respects existing zoning performance standards, would better align with the City's intensification objectives while minimizing adverse impacts on surrounding homeowners.

For the reasons outlined above, we respectfully request that this zoning by-law amendment application be denied.

Thank you for your consideration.

Respectfully submitted,

Enzo Maola
Sylvia Maola

Essex Region Conservation

the place for life

planning@erca.org
P.519.776.5209
F.519.776.8688
360 Fairview Avenue West

2026-03-09
File Number: 0012-26

Brian Nagata, City of Windsor
350 City Hall Square West - 3rd Floor Suite 310
Windsor, Ontario
N9A 6S1

RE: Rezone for Increased Density
291 WATSON AVE, The Corporation of the City of Windsor
Municipal File Number: Z-035-25 ZNG-7344

The City of Windsor has received Application for Zoning By-law Amendment Z-035/25 [ZNG/7344] for the above noted subject property. The Applicant is requesting an amendment to Zoning By-law 8600 to change the zoning for the lands located on the northwest corner of the intersection of Clairview Avenue and Watson Avenue, known municipally as 291 Watson Avenue, from Residential District 1.2 (RD1.2) to Residential District 3.1 (RD3.1) with a zoning exception to allow the construction of a eight-unit Multiple Dwelling, including basement dwelling units, with a rear nine-space parking area, with access of Clairview Avenue.

Our office previously provided comments to the Development and Heritage Standing Committee, dated January 13, 2026.

The Essex Region Conservation Authority is presently in conversation with the City of Windsor Planning Department and Fire and Rescue Services to address technical issues with this proposed development. We support the City of Windsor Planning Department's request that Council defer this proposal, Item No. 8.1 on the March 9th Council agenda, to a future meeting date. We request to be notified in writing of the decision for this file.

We look forward to working together with the City in coming to a mutually satisfactory resolution on this matter.

Alicia Good

Alicia Good
Watershed Planner
/ a.l.g

Essex Region Conservation Authority
sustaining the place for life

Committee Matters: SCM 94/2026

Subject: Minutes of the Essex-Windsor Solid Waste Authority (EWSWA) Regular Board of its meeting held December 2, 2025

Moved by: Councillor Mark McKenzie
Seconded by: Councillor Gary Kaschak

Decision Number: **ETPS 1105**
THAT the minutes of the Essex-Windsor Solid Waste Authority (EWSWA) Regular Board meeting held December 2, 2025, **BE RECEIVED**.
Carried.

Report Number: SCM 56/2026

Clerk's Note:

1. Please refer to Item 7.1 from the Environment, Transportation & Public Safety Standing Committee held on March 25, 2026.

2. To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20260327/-1/10614

Committee Matters: SCM 56/2026

Subject: Minutes of the Essex-Windsor Solid Waste Authority (EWSWA) Regular Board of its meeting held December 2, 2025

Essex-Windsor Solid Waste Authority
Regular Board Meeting
MINUTES

Meeting Date: **Tuesday, December 2, 2025**

Time: **4:00 PM**

Location: **Essex County Civic Centre**
Council Chambers, 2nd Floor
360 Fairview Avenue West
Essex, Ontario N8M 1Y6

Attendance

Board Members:

Gary McNamara –Chair	County of Essex
Hilda MacDonald	County of Essex
Michael Akpata	County of Essex
Rob Shepley	County of Essex
Kirk Walstedt	County of Essex
Gary Kaschak –Vice Chair	City of Windsor
Kieran McKenzie	City of Windsor
Jim Morrison	City of Windsor

EWSWA Staff:

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

City of Windsor Staff:

Jim Leether	Manager of Environmental Services
Mark Spizzirri	Manager of Performance Management and Business Case Development

County of Essex Staff:

Melissa Ryan	Director of Financial Services/Treasurer
David Sundin	Solicitor/Interim Director, Legislative and Legal Services
Claire Bebbington	Deputy County Solicitor

Absent:

Drew Dilkens	City of Windsor (Ex-Officio)
Mark McKenzie	City of Windsor
Tony Ardovini	Deputy Treasurer Financial Planning
Stacey McGuire	Acting Executive Director of Operations

1. Call to Order

The Chair called the meeting to order at 4:00 PM.

2. Motion to Move In-Camera

Moved by Kirk Walstedt
Seconded by Rob Shepley
That the Board move into closed meeting pursuant to Section 239 (2) (f), (k) of the Municipal Act, 2001, as amended for the following reasons:

- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose.
- (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

98-2025
Carried

Moved by Kieran McKenzie
Seconded by Jim Morrison
That the EWSWA Board ***rise*** from the Closed Meeting at 4:34 PM.

101-2025
Carried

3. Declaration of Pecuniary Interest

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

4. Approval of the Minutes

Moved by Rob Shepley
Seconded by Gary Kaschak
That the minutes from the Essex-Windsor Solid Waste Authority Regular Meeting, dated November 4, 2025, be ***approved and adopted***.

102-2025
Carried

5. Business Arising from the Minutes

No items were raised for discussion.

6. Correspondence

There were no correspondences for December 2, 2025.

7. Delegations

There were no delegations for December 2, 2025.

8. Waste Disposal

A. Update: Cell 5 North Construction at the Regional Landfill

The Manager of Waste Disposal provided an update on the design, engineering, and construction of Cell 5 North. After the initial tender was awarded to Sterling Ridge Infrastructure Inc. in July 2024 for $12,035,300 plus HST. A revised upset limit of $13,182,126 million plus HST was approved in March 2025 due to underestimated quantities. The budget increase was due to additional excavation and grading triggered by unusable sandy clay, expanded capping and slope grading, and additional sand removal, backfilling, topsoil, and seeding. Construction began in July 2024 and was completed in late October 2025. Despite the request for an increase, actual construction costs came in significantly lower than expected. The total cost to engineer and construct Cell 5 North was $12.59 million, resulting in a favourable variance of $1.42 million against the revised total budget of $14.01 million. The Chair asked if there were any questions. No questions were asked.

Moved by Hilda MacDonald
Seconded by Michael Akpata

That the Board ***receive*** this report as information for the completion of the Cell 5 North Construction Project at the Regional Landfill (Tender Contract 9-2024).

103-2025
Carried

B. Reverse Osmosis Status Update and Proposed Procurement Strategy

The Manager of Waste Disposal provided an update on the Reverse Osmosis (RO) Leachate Treatment pilot project, the ongoing polishing study, and the proposed procurement strategy for establishing a permanent, long-term leachate treatment solution. The pilot project has demonstrated strong performance, supporting the transition toward a permanent onsite treatment solution. The polishing study began in November, and initial results are very promising. Further evaluation and data collection will continue to confirm long-term performance.

A permanent RO treatment plant is identified as the preferred long-term approach. Estimated capital costs are between $11–14 million, with projected annual operating costs of approximately $1.3 million. These plans align with recommendations approved by the Board in July 2025. The polishing study remains underway, and Administration will continue reviewing results as they become available.

The RO system currently in use is rented as part of the pilot project. An extension of the agreement with Rochem will be required to maintain operations until a permanent facility is constructed and commissioned. Administration has been in ongoing discussions with Rochem regarding this extension.

Kieran McKenzie asked what the risk is that the polishing study will not produce satisfactory results or that government regulations regarding discharge to the drain may change.

The Manager of Waste Disposal stated that there is always some risk. The polishing system being used is a small-scale version of proven technology, and preliminary results have been very strong.

Kieran McKenzie asked if the process being pursued was a more sustainable option compared to alternatives.

The Manager of Waste Disposal replied yes. The RO system separates liquid into permeate (clean water) and concentrate (contaminated water). The focus is on managing the concentrate. Reducing the contaminating lifespan at the Regional Landfill would involve evaporative technology and expanding the gas collection system, which would also improve cost-effectiveness.

Mr. Kaschak asked how many loads are currently being delivered to the City?

The Manager of Waste Disposal stated that the current approval from the City of Windsor Pollution Control is that 12 loads of leachate from the Regional Landfill can be hauled to the Lou Romano Water Reclamation Plant daily between Monday and Friday, with 9 loads of untreated leachate and 3 loads of treated permeate. On Saturday, 3 loads of untreated leachate are being sent to the Lou Romano Water Reclamation Plant. One additional load of untreated leachate is also being hauled to the Little River Pollution Control Plant. Leachate will need to be double-handled (i.e. processed through the RO and hauled to treatment plants) until such time that it is approved by the MECP for discharge to the ditch.

Mr. Kaschak asked how long the approval process will take.

The Manager of Waste Disposal stated that the Ministry of the Environment, Conservation and Parks (MECP) requires six months of data to approve the discharge plan. The process will begin as soon as possible.

Moved by Kieran McKenzie
Seconded by Rob Shepley

That the Board ***receive*** this report as information and that the Board:

1. Authorize the Authority to proceed with an extension of the rental of the mobile RO equipment being used for the Pilot Project;

2. Authorize Administration to prepare procurement documents in preparation for the design and build of the facilities and equipment required to operate a permanent full-scale RO System;
3. Authorize and direct Administration to develop a financing strategy for a permanent RO System for the Board's consideration in 2026; and
4. Conditionally approve the Direct Purchase of RO equipment from Rochem Americas Inc. for the permanent RO System and authorize Administration to pay a deposit to Rochem, subject to the Permeate Polishing Study producing satisfactory results to allow for the discharge of the leachate to the drain.

104-2025
Carried

C. Update on Landfill Fires and Prevention Strategy

The Manager of Waste Disposal provided an update on the status of landfill fires and presented the prevention strategy. He provided a summary of historical and current fires at the landfill. He noted that landfill fires are not something new, but they do present challenges to Authority staff.

Recently Authority Administration has met with the Town of Essex to discuss the increased volumes of fires at the landfill. The cause of some of the fires is difficult to identify, but there have been several fires believed to be related to the disposal of lithium-ion batteries.

The Authority also recently completed construction of Cell 5N and on August 4, 2025, began landfilling from Cell 4N into Cell 5N from west to east. Placement of garbage on the cell floor requires initial placement to be 10-12 feet thick so as not to damage the cell floor, while normal lift thickness would be 1-2 feet. In review of at least 3 recent fires, it can be assumed that an uncompacted edge of garbage, combined with high winds and an ignition source (battery) is what caused these fires. Once the cell floor was covered, which took approximately 2 months, the edges were tapered and covered with soil. Since this time, Administration has had discussions with staff and equipment operators that all exposed edges must be tapered, packed and covered and that the active work face be kept to a minimum to ensure adequate cover material is placed each day.

With the assistance of the Town of Essex Fire Department, Authority Administration has purchased additional equipment to maintain preparedness in the event of future fires. In 2026, the Authority's Promotion and Education Budget reallocated funds to increase the Hazardous and Special Products Program to specifically target the proper disposal of batteries. Social media campaigns will push out messaging to increase awareness of improper battery disposal.

Mr. Shepley asked if education alone would be enough, or if there is anything more that can be done beyond education, and if the fires are not related to batteries?

The Manager of Waste Disposal stated that Administration always tries to determine the cause of each fire, but it's very difficult to pinpoint the cause. While most fires occur at the active tip face, last year, there was a fire in an area that hadn't been landfilled for over a year. The focus will be on ensuring staff are properly covering garbage to help reduce risk as much as possible.

Mr. Shepley commented that there has been some suggestion that the auto-shredder fluff that is used could be contributing to the fires

The Manager of Waste Disposal stated he does not see evidence of that. If auto shredder fluff (ASR) is left in the right conditions, it can burn like anything else, but he has never seen a fire caused by ASR. It is usually mattresses that continue to smoulder.

The General Manager noted that the Authority has been receiving ASR for many years as approved daily cover and, to her knowledge, has never had a fire caused by it. Proper fire management comes down to covering garbage at the end of each day. The Authority continues to work with municipal partners to educate residents about keeping batteries out of household garbage. This messaging is critical as batteries are now in everything, and people often dispose of them in the trash. The Authority is not alone in this issue as other municipalities are facing the same challenges, and the Authority will continue to educate residents.

There were no further questions.

Moved by Rob Shepley
Seconded by Gary Kashcak

That the Board ***receive*** this report as information.

105-2025
Carried

9. Waste Diversion

A. Circular Materials Take Back Collaborative

The Manager of Waste Diversion provided an update indicating potential for a *Take Back* program to recycle carts and boxes as municipalities transition to single-stream recycling. She noted that advocacy efforts have resulted in Circular Materials (CM) acknowledging the need to address the issue. CM requested an exploratory meeting, and several meetings have since taken place, including a recent meeting with CM and IPL to discuss potential structures for a Take Back program. Staff outlined the Authority's responsibilities within the proposed program. CM is developing a financial

proposal, which the Authority expects to receive by the end of the week. Curbside collection will not be included as part of CM's the Take Back program. The objective of the program is to ensure that carts and boxes are diverted from the Regional Landfill and that there is no cost to residents. No additional financial implications are anticipated at this time.

The Chair asked if there were any questions.

Mr. Walstedt acknowledged the efforts to address the issue and asked whether curbside collection could be considered further.

The Manager of Waste Diversion noted that CM confirmed it would not participate in curbside collection but indicated there may be an alternative option involving a remote drop-off location.

Mr. Morrison asked whether multiple alternate drop-off locations across the region could be explored.

The General Manager noted that the proposal remains in draft form and suggested pursuing an agreement with CM to ensure proper collection of boxes. She recommended reviewing CM's financial proposal once available and, depending on that figure, other options could potentially be explored.

Mr. Walstedt left the meeting at 5:24 p.m.

The General Manager also stated that staff have been providing residents with information on repurposing carts and boxes.

Kieran McKenzie questioned whether CM's provision of varying service levels in other municipalities may indicate similar options under a Take Back program.

The Manager of Waste Diversion stated that progress to date reflects regional advocacy efforts and is unaware of the program being offered in other areas.

The Chair left the meeting at 5:28 pm, and the Vice Chair assumed the position of Chair until the Chair's return at 5:40 pm.

Moved by Jim Morrison
Seconded by Rob Shepley
That the Board ***receive*** this report for information and ***endorse*** Authority Administration's engagement with Circular Materials to finalize an agreement in support of a Take Back program.

106-2025
Carried

B. Circular Materials Update Regarding Cart Sizes (Verbal update)

The General Manager advised that she, as well as the City of Windsor Mayor, have spoken with Circular Materials (CM) regarding a potential reconsideration of different cart sizes (smaller option). Mr. Allen Langdon, CM's CEO, indicated an update would be provided by the end of the week. The Board will be updated as information becomes available.

The Chair asked if there were questions. No questions were asked.

Moved by Jim Morrison
Seconded by Rob Shepley
That the Board ***receive*** the verbal update as information.

107-2025
Carried

C. Green Bin Program: Yeti Grand Prize Draw 2025

The Manager of Waste Diversion stated that as part of the promotion and education for the Green Bin Program, the Authority participated in events throughout the region. Authority staff attended events such as the Essex Fun Fest, Tecumseh Corn fest, Meet the Machine, and Earth Day events. Residents had the opportunity to receive a ballot for the grand prize draw if they participated in or engaged in the Green Bin Program events, such as downloading the Recycle Coach app. The Chair selected a ballot from the 485 ballots that were received. The winner will be notified by email.

10. Finance & Administration

A. Status of Manager of Waste Disposal Recruitment (Verbal report)

The General Manager provided an update on the recruitment process for the Manager of Waste Disposal, due to his upcoming retirement. The position was initially posted in September, however, no candidate was successfully identified through the first posting. As a result, the job was reposted with a closing date of December 5, 2025. The current Manager of Waste Disposal will continue in the role until a suitable successor is appointed.

Moved by Rob Shepley

Seconded by Kieran McKenzie
That the Board ***receive*** the verbal report as information.

108-2025
Carried

11. New Business

The Chair noted that Mr. Walstedt term on the Board will end December 31, 2025. He thanked Mr. Walstedt for representing the County of Essex and recognized his contributions in 2025.

12. Other Items

No items were raised for discussion.

13. By-Laws

A. By-Law 18-2025

Moved by Hilda MacDonald
Seconded by Kieran McKenzie
That By-Law 18-2025, being a By-law to:

1. Authorize the Authority to proceed with an extension of the rental of the mobile RO equipment being used for the Pilot Project;
2. Authorize Administration to prepare procurement documents in preparation for the design and build of the facilities and equipment required to operate a permanent full-scale RO System;
3. Authorize and direct Administration to develop a financing strategy for a permanent RO System for the Board's consideration in 2026; and
4. Conditionally approve the Direct Purchase of RO equipment from Rochem Americas Inc. for the permanent RO System and authorize Administration to pay a deposit to Rochem, subject to the Permeate Polishing Study producing satisfactory results to allow for the discharge of the leachate to the drain.

109-2025
Carried

B. By-Law 19-2025

Moved by Hilda MacDonald
Seconded by Kieran McKenzie
That By-Law 19-2025, being a By-law to Confirm the Proceedings of the Board of the Essex-Windsor Solid Waste Authority be given three readings and be ***adopted*** this 2nd day of December, 2025.

110-2025
Carried

14. Next Meeting Dates

Tuesday, January 6, 2026
Tuesday, February 3, 2026
Tuesday, March 3, 2026
Wednesday, April 15, 2026
Tuesday, May 5, 2026
Tuesday, June 2, 2026
Tuesday, July 7, 2026
Wednesday, August 12, 2026
Tuesday, September 1, 2026
Tuesday, October 6, 2026
Tuesday, November 3, 2026
Tuesday, December 1, 2026

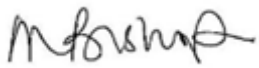
15. Adjournment

Moved by Rob Shepley
Seconded by Jim Morrison
THAT the Board stand ***adjourned*** at 5:45 PM.

111-2025
Carried

All of which is respectfully submitted.

Gary McNamara
Chair



Michelle Bishop
General Manager

Committee Matters: SCM 95/2026

Subject: Waste Collection Service Level Enhancements to Strengthen the Core

Moved by: Councillor Renaldo Agostino
Seconded by: Councillor Mark McKenzie

Decision Number: **ETPS 1106**

I. THAT the report of the Senior Manager, Environmental Services Operation dated February 5,2026, entitled, "Waste Collection Service Level Enhancements to Strengthen the Core" **BE RECEIVED**; and,

II. THAT Council **AUTHORIZE** the addition of one (1) Full Time Equivalent CUPE Local 82 Waste Collection Operator position within the Environmental Services Division of Public Works Operations to provide enhanced street waste collection service coverage within the downtown core; and further,

III. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute an agreement with the Downtown Windsor Business Improvement Area (DWBIA) for enhanced street waste collection service in the downtown core, satisfactory in legal form to the City Solicitor, in technical content to the City Engineer and in financial content to the City Treasurer, or their designates, under the following conditions:

a. DWBIA to contribute $80,000 annually to the City plus any negotiated annual percentage increase per the terms and conditions of the applicable collective agreement for the new City Waste Collection Operator position;
b. That the City extend street waste collection coverage in the downtown core to include a Sunday shift, in addition to dedicated staffing to address concerns throughout the regular work week; and
c. The term of the agreement to be for a period of three (3) years, with options to extend for two (2) additional one (1) year periods upon mutual agreement of the parties.

Carried.

Report Number: S 16/2026
Clerk's File: SW/15100

Clerk's Note:

1. The recommendation of the Environment, Transportation & Public Safety Standing Committee and Administration are the same.

2. Please refer to Item 8.1 from the Environment, Transportation & Public Safety Standing Committee held on March 25, 2026.

3. To view the stream of this Standing Committee meeting, please refer to: https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20260327/-1/10614

Subject: Waste Collection Service Level Enhancements to Strengthen the Core (WARD 3)

Reference:

Date to Council: March 25, 2026
Author: Jim Leether
Public Works – Operations, Environmental Services
519-974-2277 ext.3123
jleether@citywindsor.ca

Public Works - Operations
Report Date: 2/5/2026
Clerk's File #: SW/15100

To: Mayor and Members of City Council

Recommendation:

I. THAT Council **RECIEVE** the report "Waste Collection Service Level Enhancements to Strengthen the Core"; and further,

II. THAT Council **AUTHORIZE** the addition of one (1) Full Time Equivalent CUPE Local 82 Waste Collection Operator position within the Environmental Services Division of Public Works Operations to provide enhanced street waste collection service coverage within the downtown core; and further,

III. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute an agreement with the Downtown Windsor Business Improvement Area (DWBIA) for enhanced street waste collection service in the downtown core, satisfactory in legal form to the City Solicitor, in technical content to the City Engineer and in financial content to the City Treasurer, or their designates, under the following conditions:

a. DWBIA to contribute $80,000 annually to the City plus any negotiated annual percentage increase per the terms and conditions of the applicable collective agreement for the new City Waste Collection Operator position;
b. That the City extend street waste collection coverage in the downtown core to include a Sunday shift, in addition to dedicated staffing to address concerns throughout the regular work week; and

c. The term of the agreement to be for a period of three (3) years, with options to extend for two (2) additional one (1) year periods upon mutual agreement of the parties.

Background:

Environmental Services is responsible for a wide range of operations around the City of Windsor including, but not limited to, all solid waste management, street sanitation, barricade deliveries and cleaning up debris on City rights-of-way (ROW).

In recent years, Environmental Services has entered several strategic partnerships with organizations that operate at arms' length from the City yet maintain strong public-sector affiliations, including the Windsor Essex Community Housing Corporation ("WECHC"), Public and Separate School Boards and several of the Business Improvement Associations.

Further, under the Strengthen the Core ("STC") initiative, Environmental Services has implemented several projects in the downtown core that are encompassed within the overall Public Works mandate of cleanliness and high standards, including but not limited to:

- The **"Curb the Trash"** program, delivered in partnership with the Downtown Windsor Business Improvement Association ("DWBIA"), provided new lockable refuse carts specifically to businesses in alleyways. This initiative significantly reduced bin rummaging and the resulting litter scattered throughout the area;

- Introduction of new **MetroStor litter bins** in the DWBIA – Following successful implementation in large dense cities such as New York, San Francisco and London, England, these are the first installation of its kind in Canada. These raised bins have helped reduce litter, enabled sidewalk cleaning, and provided surfaces for decorative artwork; and

- Purchase of a new, first of its kind in this region, electric-powered **Glutton Zen street sweeper** designed for sidewalks, pathways and paved alleyways, areas that are often difficult to access with traditional equipment. While this unit was initially deployed to support the STC initiative, it is already in use in other applications City wide.

Environmental Services continues to seek further partnerships and engage with community partners and in doing so have met regularly with the DWBIA and the Economic Development team to identify synergies and opportunities in the downtown core that can further support the STC initiative and the greater good of the City of Windsor.

Discussion:

Environmental Services and the DWBIA have met regularly to identify opportunities, synergies and shortfalls in overall service delivery in the downtown core and in doing so, identified that both entities are providing overlapping services with regards to litter collection, sidewalk cleaning and illegal dump site clean ups.

Environmental Services can provide and enhance their services in the downtown core to satisfy the needs of both the City and the DWBIA. This would require the addition of one regular full time Waste Collection Operator in the CUPE Local 82 bargaining unit. In recognition of this, the DWBIA has confirmed they are willing to provide funding of $80,000 annually plus applicable wage increases annually to partially cover the cost of this new position with the difference funded by operating budget reductions resulting from service synergies, efficiencies and completion of a departmental realignment of union and non-union staff as described below.

Engagement with the DWBIA identified a coverage service gap as Environmental Services lacks a regularly scheduled Sunday waste operations shift in the downtown area. Currently, Environment Services operate 140 hours out of 168 hours in a regular seven-day week (from 10:00pm Sunday through to 6:00pm Saturday weekly). As part of the proposal to hire additional staff, Environmental Services would realign other existing staff to allow for a new regularly scheduled 10-hour Sunday day shift (7:30am to 5:30pm). This would add 10 hours of weekly coverage year-round, increasing from 140 hours weekly to 150 hours out of a possible 168 (an increase to 89% coverage). Non-union staffing would re-align with the new shift schedules to provide supervisory coverage accordingly.

Resulting from the staffing changes proposed, the expectation from the DWBIA would be one (1) staff be made available to work predominantly downtown and engage in any related work that supports the STC initiative and other departmental operations. As an added benefit, the realignment of shifts will further enhance regular Environmental Services service operations across the City, such as street sweeping, litter bin emptying, special events clean ups, graffiti removal, road clean ups and response to road emergencies, by increasing overall coverage and efficiencies.

Risk Analysis:

The recommended agreement between the City and the DWBIA will serve to establish role clarity and ensure full cost recovery by the City for the enhanced service provision.

Climate Change Risks:

Climate Change Mitigation

The proposed enhanced service is expected to have a direct positive impact on climate change mitigation by preventing illegal dumping and litter accumulation in the area, which currently trigger reactive cleanups and increase vehicle kilometres travelled, resulting in additional greenhouse gas emissions.

Climate Change Adaptation

Increasing weekly operational coverage through the introduction of a dedicated Sunday shift, along with broader enhancements to Environmental Services, strengthens the City's overall readiness and responsiveness to climate-related disruptions. Consistent service availability reduces the risk of stormwater system blockages caused by litter and debris accumulation and enables more timely recovery following acute weather events, including heavy rainfall and high-wind conditions.

Financial Matters:

The total 2026 cost of wages and fringe benefits for one Waste Collection FTE as outlined in this report is $94,708. Annual revenue of $80,000 beginning in 2026 plus an annual increase equal to the annual negotiated increases for L82 staff would be collected from the DWBIA each year of the contract. Additional administrative overhead costs were deemed minor and not further imposed on the DWBIA given this initiative helps to further support the City's STC initiative and overall economic viability within the downtown core.

The DWBIA will cease outsourcing this work and redirect the budget dollars from their street cleaning ($75,000) and power washing ($15,000) budget to pay the City for the services stipulated in the agreement. These funds shall be withheld from the Members' Levy collected by the City and remitted to the DWBIA annually. The balance of funding required to add the proposed FTE will be obtained from achievable budget reallocations related to contracted services in the clean the city and illegal dump site programs as a result of the proposed operational changes as outlined in this report, see Table 1. Existing fleet and equipment will be used to support this additional staff service provision.

Table 1 – Financial Summary – First Year Estimates

Budget Summary:	**Budget Impact**
Waste Collection FTE - Wage and Fringe	$ 94,708
Less: Funding from DWBIA	(80,000)
Less: Reductions in Contracted Service costs	(14,708)
Net Budget Impact	**$ -**

Consultations:

Cindy Becker, Financial Planning Administrator – Environmental
Lorie Gregg, Executive Director of Financial Planning and Deputy City Treasurer
Joshua Meloche, Legal
Chris MacLeod, Chair, DWBIA
Cristina Melnik, Economic Development
CUPE LOCAL 82

Conclusion:

The staffing and shift changes proposed for Environmental Sevices will further enhance street waste colleciton operations coverage by providing seven day a week support, while creating a truly dedicated support for the Strengthen the Core initiative, resulting in synergies and cost efficiencies within the already approved 2026 budget.

Approvals:

Name	Title
Rachel Chesterfield	Manager, Performance Measurement and Business Case Development
Stacey McGuire	Executive Director, Operations / Deputy City Engineer (A)
David Simpson	Commissioner, Infrastructure Services and City Engineer
Wira Vendrasco	City Solicitor
Janice Guthrie	Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

N/A

Appendices:

N/A

Subject: 2025 Year-End Operating Budget Variance Report for Transit Windsor - City Wide

Reference:

Date to Council: April 13, 2026
Author: James Chacko
Executive Director Transit Windsor (A)
(519) 253-2300 x 2763
jchacko@citywindsor.ca

Lorie Gregg
Executive Director, Financial Planning/Deputy Treasurer
(519) 255-6100 x 6522
lgregg@citywindsor.ca
Transit Windsor
Report Date: 3/20/2026
Clerk's File #: AFB/14256

To: Mayor and Members of City Council

Recommendation:

THAT City Council **RECEIVE FOR INFORMATION** the 2025 Year-End Operating Budget Variance Report for Transit Windsor, and;

THAT, pursuant to Council Resolution CR282/2025, Council **DIRECT** Administration to update the current Transit Windsor Master Plan, prior to proceeding with a standalone analysis of a potential east-west route enhancements through the southeast corridors of the City, subject to funding approval through the 2027 budget process.

Executive Summary:

N/A

Background:

This report provides background on the factors contributing to Transit Windsor's 2025 operating variance, including the ridership, revenue, and operating conditions that influenced financial performance during the year. The information presented provides context for these impacts within the broader policy and operating environment in which they occurred.

Over the past six years, municipal transit systems have operated within a prolonged period of transition and volatility. Transit Windsor's operating environment has been

shaped by successive and overlapping external factors, including the COVID-19 pandemic, rapid fluctuations in post-secondary enrolment, changes to federal immigration policy affecting international students, legislative and funding decisions by upper levels of government, supply chain disruptions, and ongoing volatility in diesel fuel pricing. During this period, transit agencies across Ontario have experienced elevated financial and operational uncertainty, requiring service continuity to be maintained amid shifting travel patterns and unpredictable demand.

As previously reported in the Transit Windsor Second Quarter Service Report (S 118/2025), Transit Windsor experienced a material reduction in ridership resulting from the federal cap on international students introduced in September 2024. In 2024, post-secondary students accounted for 58% of Transit Windsor's ridership, which declined to 43% in 2025, thus negatively impacting fare revenue. This is not dissimilar to the impact federal caps have had on post-secondary institutions. Both the University of Windsor and St. Clair College have reported budget deficits and implemented program reductions and cost containment measures in response. These institutional adjustments further illustrate the systemic nature of the issue and provide important context for the impacts on the transit ridership and operations.

Taken together, these conditions provide the context for the 2025 operating variance and form the basis for bringing this report forward to Council for information.

Discussion:

The 2025 operating variance must also be understood within a broader provincial context. Municipal transit systems across Ontario have reported similar revenue pressures in 2025, largely attributed to the same federal policy changes affecting international student enrolment. Public reporting from other Ontario municipalities has confirmed declines in transit ridership and fare revenue linked to reduced post-secondary populations, reinforcing that Transit Windsor's experience is not unique.

The 2025 operating variance reflects the combined impact of reduced transit use driven by external policy and market changes, alongside the need to continue delivering transit services within a largely fixed operating environment. While Administration actively managed costs and service delivery within approved budgets, the most significant revenue impacts in 2025 resulted from factors outside the City's control.

Primary Revenue Driver: Ridership Composition and Fare Revenue

Ridership composition and revenue realization: Ridership data indicates that the overall reduction in system usage was concentrated within the post-secondary student category. In 2025, the post-secondary student cohort accounted for 43% of the overall ridership. As a result, the decline in post-secondary student ridership had a disproportionate effect on fare revenue when compared to changes in other rider segments.

Research and public reporting confirm that international student enrolment declined substantially at both the University of Windsor and St. Clair College during this period, contributing to institutional budget deficits, program suspensions, and operational restructuring. For Transit Windsor, this reduction in student enrolment and ridership

resulted in a 2025 post-secondary pass revenue deficit of $2,255,000. Comparable transit agencies across Ontario have reported similar reductions in ridership and fare revenue stemming from fewer international students. This broader pattern suggests that Transit Windsor's experience is consistent with trends observed across the province (see Appendix A).

At the same time, performance reporting confirms that ridership demand in non-student categories remained comparatively resilient. Adult and youth riders together accounted for approximately 57% of Transit Windsor's total ridership in 2025, and growth in these categories indicates that underlying demand for transit services among residents, workers, and younger riders continued. However, this growth within the remaining 57% of the ridership base was not sufficient to offset the revenue loss associated with reduced post-secondary travel, which represented a disproportionately large share of system usage and fare revenue.

Secondary Revenue Impacts: Provincial Gas Tax Funding

Provincial Gas Tax implications: Ridership trends also have secondary implications for Provincial Gas Tax (PGT) funding, which represents an important component of Transit Windsor's external revenue. While PGT allocations are not determined solely by year over year ridership levels, sustained changes in system usage can influence funding outcomes over time through provincial reporting and monitoring processes.

In 2025, the Province undertook a re-evaluation of the Gas Tax allocation methodology, and as part of this process, Provincial Gas Tax (PGT) funding for 2024-25 was held at the prior year allocation level. Because Transit Windsor's approved 2025 operating budget had projected an increase in PGT revenue based on previous-year ridership performance, this freeze meant that the expected additional funding did not materialize. Consequently, the budgeted growth in PGT revenue did not occur, creating a revenue shortfall of approximately $1,186,000 and contributing to the overall operating deficit. For 2026, this issue has been corrected in the approved operating budget, with the PGT revenue forecast adjusted to align with the frozen 2024 allocation level of $4,462,356. The Province recently confirmed that the 2026 allocation will remain at the same level as 2024.

The Province continues its review of the program, and future funding levels remain subject to the outcomes of that process. Future allocations may be affected by revised funding methodologies and broader system usage trends. Any downward adjustment in funding would present an additional financial risk to Transit Windsor, while stable allocations would help support continued budget predictability under current forecasts.

Provincial Funding Changes to Ontario Works

Revenues were also negatively affected by a Provincial change to Ontario Works funding that reduced transit support for eligible riders. In August 2023, the City was advised that funding supporting employment related activities through Ontario Works would be transferred to Employment Ontario, with the new service model implemented in January 2024. As a result, funding to support bus passes for Ontario Works riders was significantly reduced, with riders redirected to the Affordable Pass Program. Council approved this change through the 2026 budget, resulting in a revenue loss to Transit Windsor of $731,000 in 2025.

Other Revenue Categories

The remaining revenue variance is attributable to shortfalls in other revenue categories.

Operating Conditions During 2025

Operating conditions and service reliability: In parallel with ridership changes, Transit Windsor operated within a challenging service environment during 2025. A high volume of construction related detours affected multiple corridors across the city, increasing travel time variability and introducing service reliability challenges. As a result of these detours, an additional 171,472 kilometres were required to be added to the route system. While these disruptions were temporary in nature and largely external to Transit Windsor's control, they required continued service delivery to maintain service levels and network coverage. These operating conditions can influence rider behaviour, particularly for discretionary trips, and may delay ridership recovery even where underlying demand remains. Reduced service predictability and longer travel times likely contributed to lower ridership during parts of the year.

Cost Pressures and Fixed Operating Requirements

Cost pressures and service continuity: While revenue pressures were the dominant factor in the 2025 operating variance, Transit Windsor also experienced cost increases related to salaries and benefits, operating and maintenance activities, and service delivery requirements necessary to maintain service levels. A primary driver of increased salary and benefit costs in 2025 was the requirement to provide 10 paid medical leave (PML) days in accordance with federal labour legislation applicable to federal employers. Transit Windsor was subject to these requirements in 2025 due to the operation of cross border services. It is important to note that these costs will not continue in 2026, as the elimination of Tunnel Bus services means Transit Windsor is no longer classified as a federal employer as of January 1, 2026.

Additional cost pressures related to increased overtime costs were experienced within maintenance operations due to requirements to maintain an aging fleet, as well as operational requirements associated with maintaining a full complement of Operators. These staffing related pressures required additional operational flexibility to ensure service continuity and reliability for riders. Collectively, these cost pressures reflect operational realities experienced during the year and were managed within the context of maintaining safe, reliable transit service across the network. Recent investments in Transit Windsor's ageing fleet have led to significant improvements to the average age of the fleet from 8.48 years to 6.81 years. The replacement of buses that have exceeded their service life expectancy not only reduces the operating costs of the entire fleet but also reduces service disruptions that negatively impact rider satisfaction.

Mitigation Actions Undertaken in 2025

During the 2025 operating budget deliberations, City Council approved a series of measures to help mitigate the emerging operating variance while maintaining system reliability and transit service delivery. These actions focused on stabilizing revenues where feasible and addressing controllable cost pressures within the existing operating environment. While these measures helped manage factors within municipal influence,

they could not fully offset revenue losses driven by external factors, including a federal cap on international students, the introduction of 10 paid medical leave days for federally regulated employees, and the provincial decision to hold Provincial Gas Tax funding at 2024–2025 levels.

Strategic Service Realignment

Council decisions supported targeted adjustments to Transit Windsor's service model in response to changing ridership patterns, legislative changes, funding decisions from upper levels of government and emerging financial pressures. These actions include the elimination of the Tunnel Bus, the discontinuation of specialized school extra service, and other targeted operational adjustments such as deploying service more efficiently where feasible. Specialized services, while responsive to specific demand at the time they are introduced, are typically higher cost and operate outside the core fixed route network. As ridership patterns change, maintaining these services can divert limited resources from the broader system and limit the City's ability to invest in reliable service that benefits the greatest number of riders. Council's decisions are consistent with the principles and recommendations of the Transit Windsor Master Plan, which emphasizes focusing investment on a strong, efficient base network, aligning service levels with demonstrated demand, and prioritizing long-term system resilience over fragmented service delivery. Collectively, these Council decisions will help manage current pressures while positioning Transit Windsor to make more effective, system wide investments over time.

Service Investments and Timing Considerations

The decline in ridership in 2025 coincided with an active phase of Transit Master Plan implementation, including the introduction of new routes and network adjustments previously approved by Council. These changes were intended to improve system connectivity, better align service with evolving travel patterns, and strengthen the long-term performance and resilience of the transit network.

As part of this implementation, approximately 20,000 additional service hours were introduced to expand network coverage and improve frequency. These enhancements were implemented within the existing operating budget, reflecting a reallocation of resources rather than an increase in approved operating funding. In parallel, major capital investments including the East End Terminal scheduled to open in 2026 and the West End Terminal are expected to improve customer experience and support more reliable service delivery. Collectively, these investments position the system to respond to changing travel demand and support ridership recovery over time.

These actions also underscore the importance of a balanced, system-wide approach to service planning. While post-secondary students have historically represented a significant share of transit demand, recent enrolment shifts highlight the risks of reliance on any single demographic. A network designed to serve a broad range of users including workers, students, seniors, and residents with diverse trip purposes is better positioned to adapt to external policy changes, demographic shifts, and economic conditions, supporting long-term ridership stability.

Consistent with industry practice, newly introduced or restructured routes typically require an adjustment period before achieving stable ridership performance. The public transit industry has previously identified an 18- to 24-month timeframe as a reasonable benchmark for assessing the full ridership potential of new services. As a result, the ridership and revenue benefits associated with service enhancements implemented in 2024 and 2025 are expected to materialize gradually as travel patterns stabilize.

Post-secondary Partnership Measures
In response to sustained cost pressures associated with post-secondary transit programs, Transit Windsor renegotiated its transportation agreements with St. Clair College related to the Saints Pass Transit Program and with the University of Windsor related to the UPass Program. While these programs have historically supported student access to transit, higher than anticipated usage levels increased operating pressures on Transit Windsor. The updated agreements were intended to better align program costs with current ridership demand and mitigate ongoing financial impacts while maintaining continued access for post-secondary students.

Labour Related Cost Mitigation
Certain labour-related cost pressures experienced in 2025 were temporary. During the year, Transit Windsor was subject to federally mandated Paid Medical Leave (PML) requirements because it was operating cross-border Tunnel Bus services. In total, operations overtime increased by approximately $2.3 million, representing a 75% increase over 2024. A high utilization rate of PML days contributed to these increased labour costs.

Transit service operates on fixed schedules that must be delivered regardless of staff availability. When a bus operator was absent due to PML, the scheduled service still had to be operated. These absences were therefore covered by other qualified operators, often through overtime, to ensure service continuity and maintain approved service levels. As a result, the financial impact of PML extended beyond the cost of the absent employee and included the cost of backfilling those shifts. This dynamic contributed to higher labour costs in 2025, particularly within bus operations.

With the conclusion of Tunnel Bus operations, Transit Windsor is no longer classified as a federal employer. As a result, PML-related cost pressures will not continue in 2026.

Revenue Adjustments and Forward Planning
Recognizing that several revenue pressures experienced in 2025 were likely to persist, Administration incorporated updated assumptions into the 2026 operating budget using the clearest and most reliable information available during the development process. While these adjustments improved alignment between projected revenues and the broader operating environment, a number of external factors continued to evolve throughout the latter part of the budget process. Because many of these developments were still emerging and not sufficiently confirmed at the time, they were not fully incorporated within the finalized budget. As a result, additional revenue impacts are expected in 2026, and Administration will continue to refine future budgets as more definitive information becomes available to help ensure Transit Windsor stays on a stable and sustainable financial path.

It is important to recognize that the full resolution of the variance will take time. Ridership recovery, particularly within post-secondary markets, depends on factors beyond municipal control, and the financial benefits of service investments and network adjustments are expected to materialize gradually as routes mature and travel behaviour stabilizes.

The 2025 operating variance reflects a convergence of reduced fare revenue associated with post-secondary enrolment changes, secondary impacts on Provincial Gas Tax funding, service reliability challenges arising from extensive detours, and ongoing cost pressures required to sustain transit operations. These factors developed over the course of the year and align with trends observed across other Ontario transit systems, reinforcing that Transit Windsor's budget variance in 2025 was shaped in large part by broader external conditions.

Transit operating results remain materially influenced by a range of external and structural factors that are outside municipal control, including diesel fuel prices, labour market conditions, senior government funding frameworks, post-secondary enrolment trends, and broader shifts in travel behaviour.

As a result, the actions undertaken in 2025 should be understood as stabilizing and risk mitigating measures rather than a permanent resolution of the operating variance. Future operating results will continue to be influenced by external conditions as well as the funding established through the annual budget process, both of which require ongoing monitoring and adjustment as conditions evolve.

Council Direction on Future Service Planning

The ten-year Transit Windsor Master Plan, approved by Council on January 27, 2020 (CR 40/2020), provides the long-term framework for transit service planning across the city. Since its approval, the operating environment has changed considerably and is expected to continue to evolve. These changes include major investments in growth and employment areas, approval of the development of the Sandwich South Lands, advancement of the hospital project, shifts in ridership demographics, and the introduction of new technology and improved data-collection tools.

While Council Resolution CR282/2025 directed Administration to report back with options related to potential service enhancements or new east-west routes through the southeast corridors of the City, Administration notes that addressing this direction in isolation may not fully reflect the broader and evolving context in which transit service decisions must now be made. Work is currently underway to strengthen data, technology, and customer communications, including implementation of the UMO contactless smart card system, enhancements to Automatic Vehicle Location (AVL) and Automatic Passenger Counter (APC) systems, and improved real-time communications with riders which will support more evidence-based service planning. These efforts are intended to improve service reliability, better understand travel patterns, and support ridership growth over time.

In consideration of these factors, and recognizing the current financial context, Administration is recommending that the full Transit Windsor Master Plan review be

advanced and initiated in 2027, with funding consideration through the 2027 budget, rather than proceeding with a standalone review of a single route or corridor. This approach would enable Council to consider future service enhancements within a comprehensive, data-informed framework that reflects current growth patterns, travel behaviour, technology capabilities, and fiscal capacity, and would provide a stronger foundation for long-term, sustainable transit planning across the city.

Risk Analysis:
Key risks associated with Transit Windsor's operating outlook in 2026, and future years include continued volatility in diesel fuel pricing, potential changes to Provincial Gas Tax funding methodologies, and uncertainty regarding the pace of ridership recovery within post-secondary markets. Significant service reductions, if pursued, would also carry the risk of further suppressing ridership, limiting access to employment and education, and affecting broader economic activity. These risks will be monitored through ongoing financial forecasting and budget development processes.

Climate Change Risks

Climate Change Mitigation:
N/A

Climate Change Adaptation:
N/A

Financial Matters:

2025 Year-End Position
Transit Windsor ended 2025 with an operating deficit of $7,954,750, driven by a combination of revenue pressures and rising operating costs throughout the year. To help offset this impact, $1,300,000 was transferred from the Transit Windsor Growth Initiatives Reserve at year end, reducing the remaining net shortfall to $6,654,750. This net shortfall was offset by surpluses in other City departments, corporate accounts and agencies, boards and commissions, to balance the City's year-end financial position.

Revenue Performance
Revenues fell short of budget by $5,664,500, including the impact of Provincial Gas Tax (PGT) funding. A number of external factors contributed to lower-than-expected revenues, most notably the reduction in international student ridership that became more evident as the year progressed. This decline is reflected in post-secondary transit pass usage, which decreased by approximately 19% from 2024 to 2025, with a further projected decline of 18% from 2025 to 2026, acknowledging that 2026 pass uptake may continue to be affected by evolving enrolment patterns. These conditions are expected to continue influencing revenue levels into 2026.

Revenues were also negatively affected by a Provincial change to Ontario Works funding that reduced transit support for eligible riders. Effective January 2024, funding

for employment‑related supports was transferred from Ontario Works to Employment Ontario, resulting in a significant reduction in funding for bus passes and the redirection of affected riders to the Affordable Pass Program. Council approved this change through the 2026 budget, resulting in a $731,000 revenue reduction for Transit Windsor in 2025. The remaining revenue variance reflects shortfalls across other revenue categories.

Provincial Gas Tax (PGT)
Within the overall revenue variance, the 2025 PGT funding reflected the Province's decision to maintain the 2024–25 funding level at the previous year's amount rather than the increase included in the 2025 budget. This resulted in a $1.186 million shortfall, which has been corrected in the 2026 operating budget.

Expenditure Pressures
Operating expenditures exceeded budget by $2,290,250, reflecting continued pressures in maintenance, parts, and labour related costs.

Category	Variance ($)	Summary of Drivers
Operating & Maintenance Supplies	(439,672)	Higher vehicle maintenance and parts costs for aging fleet, partially offset by lower fuel consumption due to phased-in service implementation.
Purchased Services	(104,685)	Increased security costs at the downtown terminal and continued tunnel toll expenses prior to program discontinuation.
Salaries & Benefits	(1,700,750)	Paid Medical Leave requirements, unbudgeted labour for Tunnel and school extra services, arbitration outcomes, and overtime to maintain service levels, partially offset by vacancy gapping.
Miscellaneous Expenditures	(45,143)	Operational items that collectively resulted in a minor deficit.

2026 Financial Outlook
The 2026 operating budget incorporates updated assumptions based on the most reliable information available during its development. While the budget reflects the best confirmed information available at that time, certain revenue pressures had not yet been fully defined within required timelines. These emerging impacts were therefore not fully incorporated into the 2026 budget and will be addressed in future budget cycles as they become clearer.

Several external factors continued to evolve into early 2026, and additional revenue pressures are anticipated in the current year. Administration will continue to monitor these conditions closely and bring forward recommended adjustments through regular reporting as confirmed impacts become known.

Consultations:

Tony Ardovini – Executive Director, Financial Planning/Deputy Treasurer
Tina Moore – Executive Initiatives Coordinator
Stephan Habrun – Director, Operations & Planning

Conclusion:

The 2025 operating variance experienced by Transit Windsor was driven primarily by external factors that reduced transit ridership and fare revenue, most notably federal immigration policy changes affecting post-secondary enrolment. Secondary impacts, including changes to Provincial Gas Tax funding and temporary operating challenges, further contributed to the overall financial outcome within a largely fixed operating environment.

Throughout 2025, City Council approved targeted measures to manage controllable pressures and stabilize transit operations while maintaining service reliability. While these actions helped mitigate risk, Transit Windsor's operating results will continue to be influenced by external conditions and the funding context established through the annual budget process. Ongoing monitoring and periodic adjustment will remain necessary as ridership patterns and broader economic conditions continue to evolve.

Planning Act Matters:

N/A

Approvals:

Name	Title
James Chacko	Executive Director, Transit Windsor (A)
Rachel Chesterfield	Manager Performance Measurement and Business Case Development
Lorie Gregg	Executive Director, Financial Planning/Deputy Treasurer
Jelena Payne	Deputy CAO/Commissioner, Economic Development
Janice Guthrie	Commissioner, Finance & City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

1 Appendix A - Impact of Declining International Student Enrolment

Appendix A

Impact of Declining International Student Enrolment

Overview
On January 22, 2024, the Minister of Immigration, Refugees and Citizenship announced that the Government of Canada would introduce a temporary cap on international student permit applications. In January 2024, the cap was expected to result in approximately 360,000 approved study permits, representing a 35 percent reduction from 2023 levels. In September 2024, the federal government announced a further 10 percent reduction in permits issued.

The resulting decline in international student enrolment has had significant impacts on post-secondary institutions across Ontario. In 2024, the University of Windsor reported 1,308 fewer international students compared to 2023, while St. Clair College reported 628 fewer international students. More broadly, Ontario universities forecast combined operating deficits of $175 million in 2024 and $273 million in 2025.

International students represent a significant component of transit ridership, relying on transit services for commuting to school and essential daily travel. As a result, municipalities experienced corresponding reductions in transit ridership and fare revenue as international student populations declined.

University of Windsor
The University of Windsor reported continued enrolment declines between 2023 and 2025, with total enrolment decreasing from 17,994 students in 2023 to 15,980 students in 2025. International undergraduate enrolment declined from 822 to 741 students, while international graduate enrolment decreased from 3,202 to 1,991 students.

The University's 2025–2026 Operating Budget projected a $35 million deficit, citing a tuition revenue decline exceeding $30 million and identifying reductions in international student enrolment as a key contributing factor. The University implemented a range of operational and staffing adjustments in response to these pressures.

St. Clair College
St. Clair College reported a projected $6.5 million operating deficit, alongside a 23 percent overall enrolment decline for the fall 2025 semester and a 63 percent reduction in international students. In response, the College paused enrolment in 21 academic programs and initiated operational adjustments, including changes to its physical footprint in downtown Windsor.

Other Ontario Municipalities

Municipal transit systems across Ontario have reported similar ridership and revenue impacts linked to reduced international student enrolment. Mississauga reported a 24 percent decline in student ridership in 2025, Waterloo reported approximately four million fewer transit trips year over year, and Brampton Transit reported a 20 percent decline in ridership and a $26 million reduction in fare revenue. Greater Sudbury also reported a fare revenue shortfall largely attributed to declines in international student enrolment.

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Subject: Annual Update: Strengthen the Core: Downtown Windsor Revitalization Plan – City Wide

Reference:

Date to Council: April 13, 2026
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Economic Development and Innovation
Report Date: 3/19/2026
Clerk's File #: MD/14771

To: Mayor and Members of City Council

Recommendation:

I. **THAT** City Council **ENDORSE** the annual update on the Strengthen the Core: Downtown Windsor Revitalization Plan approved by City Council on May 13, 2024 (CR 49/2024) and the priorities for 2026 to enable continued progress; and further,

II. THAT Administration **BE AUTHORIZED** to take any other steps as may be required to bring effect the priorities for 2026, and that the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any required documentation/agreement(s) for that purpose, satisfactory in form to the City Solicitor, in financial content to the City Treasurer, and in technical content to the Deputy CAO / Commissioner of Economic Development and Commissioner of Corporate Services; and further,

III. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any amendment(s) to any required documentation/agreement(s) as may be required, provided that the amendment(s) are satisfactory in form to the City Solicitor, in financial content to the City Treasurer and technical content to the Deputy CAO / Commissioner of Economic Development and Commissioner of Corporate Services.

Executive Summary:

This report provides City Council with an update on progress made under the Strengthen the Core: Downtown Windsor Revitalization Plan (hereafter referred to as

'the STC Revitalization Plan') since its approval in May 2024 and seeks Council endorsement of priority actions for 2026.

Over the past year, the plan has moved from strategy to implementation, resulting in measurable improvements in public perception of safety, increased enforcement and maintenance activity, expanded social supports, growing residential investment, and renewed downtown activation. A follow-up community survey conducted in 2025 indicates improving confidence in downtown Windsor, alongside recognition that sustained effort is required.

Key outcomes to date include increased police and by-law presence, over 8,000 resolved 311 service requests within the downtown core, approval of 308 new residential units, significant private sector investment announcements, expanded shelter and health services through the Homelessness and Housing Help Hub (hereafter referred to 'H4'), and increased attendance at downtown events and activations.

The recommended 2026 priorities focus on sustaining momentum through continued safety and cleanliness initiatives, business attraction and downtown activation, housing delivery, and coordinated supports for vulnerable populations. Council endorsement of these priorities will enable Administration to continue implementation while maintaining accountability through regular reporting.

Background:

In fall of 2023, StrategyCorp Consultants were engaged to collaborate with City Council, administration, Windsor residents, and local businesses to develop a comprehensive strategic action plan aimed at revitalizing the downtown core. Based on their findings and recommendations, the STC Revitalization Plan, was created that outlined seven pillars to help achieve the overarching goal of downtown revitalization; (1) Safe Streets, (2) High Standards, (3) Healthy Spaces, (4) Place-Making, (5) Vibrant District, (6) 'Our Downtown', and (7) Stronger Together.

In April 2024, City Council endorsed and approved the STC Revitalization Plan. As part of a phased approach to the plan's implementation, City Council approved the expansion of service hours for H4, the expansion of Windsor Police Service including Police Officers to provide more visibility and enforcement, Auxiliary Officers in City parks and trails, the addition of a dedicated Building By-Law Officer for Ward 3 for enforcement within the downtown core, and the addition of a Project Lead to coordinate and manage the STC Revitalization Plan and execute the StrategyCorp strategy to ensure momentum and success.

These approvals reflected Council's direction to pursue a phased, coordinated approach that balances safety, social supports, enforcement, placemaking, and long-term investment in the downtown core, and the request to bring back updates to council regarding the progress and successes of the approved plan (CR 49/2024).

Since Council's endorsement, the STC Revitalization Plan has been actively advanced through a series of coordinated initiatives and partnerships. Over the past year, the Project Lead has worked closely with municipal departments, community stakeholders,

and business leaders to begin implementing the seven pillars of the plan. This has included launching targeted safety and by-law enforcement initiatives in the downtown core, supporting local events and festivals to strengthen placemaking and vibrancy, and improving coordination across service providers to address housing and homelessness challenges. In addition, engagement with downtown residents and businesses has been ongoing through public meetings, surveys, and advisory groups to ensure that actions remain aligned with community needs and that momentum is sustained as the plan progresses.

To support implementation and track progress, Administration has taken a data driven approach to measuring public feedback and perception of the downtown core. A community survey was conducted in 2024 to establish a baseline understanding of conditions, priorities, and perceptions prior to implementation of the STC Revitalization Plan. A subsequent survey was conducted in 2025, after approximately one year of implementation to assess how feedback and perceptions have changed over time and to help measure the early impact of the plan, and the figures referenced throughout this report are informed by the results of that survey, alongside operational and administrative data.

Discussion:

Since its adoption, the STC Revitalization Plan has driven meaningful, measurable change in Downtown Windsor. Over the past year, we have not only launched new initiatives but also monitored their impact through resident and stakeholder feedback, showing clear progress in revitalization efforts.

Raising Standards: Cleanliness and Maintenance

To raise standards in the core, 516 labour hours were dedicated to higher-standard maintenance projects, alongside the installation of 45 new and upgraded garbage receptacles, the deployment of the region's first electric Glutton Street Sweeper, the expansion of the Curb the Trash program, and enhanced neighbourhood services across the Downtown Windsor Business Improvement Area (DWBIA) to improve cleanliness and reduce overflow. Commercial alleys within the downtown core are now proactively patrolled five to six days per week to ensure unsightly items are removed and illegal dumping is addressed in a timely manner.

In addition, Environmental Services implemented a full-time, year-round afternoon shift in 2025, significantly enhancing the City's ability to respond immediately to items of concern. This operational change has effectively expanded service coverage and overall responsiveness. The shift was achieved without hiring additional staff, through internal operational synergies that allowed enhanced service delivery without added costs.

Safe Streets: Enforcement and Visibility

Improving safety and reinforcing public confidence in the downtown core has been a central focus of the STC Revitalization Plan. In 2024, survey respondents rated their overall feeling of safety in the downtown at an average of 2.0. One year later, that average increased to 2.29, with fewer residents reporting that conditions had "significantly worsened" (36.7% in 2024 compared to 20.37% in 2025). More people also acknowledged that safety had "somewhat improved" (4.4% in 2024 versus 11.64% in 2025). Over 1,500 Windsor Police Service arrests were made as of December 31, 2025, directly correlating with survey data that showed fewer residents dissatisfied with enforcement of crimes (a 10.3% improvement year over year). Enforcement action was taken on over 60 vacant or non-compliant properties, and by-law officers logged 575 patrol hours. These figures reflect increased targeted deployment within the downtown core, rather than an increase in overall criminal incidents, and align with improved public perceptions of police visibility and responsiveness.

Building on the Safe Streets Program pilot launched in August 2023 which tested the use of commercial grade surveillance technology through the installation of four cameras with real time monitoring capabilities and security lighting at key downtown locations, lessons learned were used to inform a scalable program model. In 2025, the City advanced this work by launching a Request for Proposals to support the development and delivery of Project Greenlight. In 2026, Project Greenlight was formally launched, expanding the pilot approach by supporting eligible downtown businesses and property owners with outward facing security cameras and lighting to enhance visibility, deter crime, and reinforce public confidence in safety efforts.

Service Delivery Improvements and Partnerships

In 2025, City staff resolved over 8,000 Municipal 311 service requests within the geographical area of the STC Revitalization Plan, demonstrating faster response times, improved interdepartmental coordination, and a visible commitment to addressing resident and business concerns. These operational gains reflect improved coordination across City divisions and partners, including the use of 311 analytics to inform deployments of resources and staff, and streamline operations, demonstrating that the STC Revitalization Plan is actively breaking down silos.

City Administration also deepened partnerships with the Downtown Windsor Business Improvement Area, Windsor Symphony Orchestra, Art Windsor Essex, Tourism Windsor Essex Pelee Island, and cross border partners including the Downtown Detroit Partnership to better align programming and activation logistics in the downtown core. An example of this improved coordination is the Detroit Free Press Marathon, where route changes through downtown were supported by multiple City divisions and partners and generated positive feedback from residents and businesses.

Supports for Vulnerable Populations

City Council has approved facility enhancements and major system upgrades to increase emergency shelter capacity at the temporary H4 site, which now operates 24/7 year-round. Program enhancements and expansions of support services were advanced with Windsor Police Service, Windsor Regional Hospital and Hôtel-Dieu Grace Healthcare, support that helped attract $2.2M from the Government of Ontario for the Nurse Police Team and Crisis Response Team. The Mental Health and Addictions

Urgent Crisis Centre also expanded hours and services, improving access for residents in need. The expansion of services and supports has been tangible. In 2025, a total of 2,062 known unique clients and 5,973 anonymous clients accessed H4. These groups are not mutually exclusive. In total, the site recorded 109,585 visits in 2025.

These metrics align with survey results showing increased public awareness of expanded H4 hours (63.5%), new police community response services (65.7%), and expanded mental health services (67.1%). At the same time, dissatisfaction with service adequacy declined, as more people recognized that supports were improving. While high utilization reflects the scale of need in the community, these results indicate improved access to services, reduced reliance on emergency responses, and stronger coordination among health, housing, and enforcement partners.

Downtown Vibrancy: Events, Culture and Placemaking

The STC Revitalization Plan has re-energized the cultural and social fabric of downtown. In 2025, over 3,500 people visited the STC website, more than 170 media stories were published, and downtown residents and visitors flocked to 197 events including block parties, the Downtown Windsor Farmers' Market, the City Hall Square grand opening, Live at the Square music nights, and the unveiling of the Streetcar 351 Legacy Beacon. The Windsor International Film Festival welcomed over 50,000 attendees, marking its most successful year to date, and the Downtown Windsor Farmers' Market was named best in Ontario by Farmers' Markets Ontario. The opening of the City Hall Ice Rink on December 13, followed by the New Year's Eve Skate event, served as a major winter activation and placemaking initiative in the downtown core. The rink quickly became a popular gathering space for residents and families, increasing winter foot traffic and supporting nearby businesses. Public feedback consistently identified the ice rink as one of the most impactful new downtown amenities, reinforcing the core as a year-round destination. The Streetcar 351 Legacy Beacon and surrounding patio space also continued to function as a key placemaking and gathering area. In 2025, the Streetcar recorded over 27,000 formal visits, with thousands more visitors using the surrounding patio and Beacon area for events and informal use. Together, these spaces have become recognizable landmarks and community gathering places, contributing to increased foot traffic, events, and overall vibrancy in the City Hall Square and riverfront area.

Notably, there have been shifts in year-over-year satisfaction with the downtown environment. Across nearly every category, public washroom cleanliness, inviting design, street lighting, and crime enforcement, the 2025 numbers show clear improvements. This year, 40% of residents reported being "somewhat satisfied" or "very satisfied" with police visibility, a notable increase of nearly 16% since 2024. Cleanliness is another area where residents are seeing progress: 24% expressed satisfaction with the general cleanliness of streets and sidewalks, which is up 9% from last year. Public washroom availability and accessibility are also on the rise, with satisfaction increasing by 3% and 4%, respectively. These improvements reflect Windsor's ongoing investment in core services and the community's growing confidence in the downtown environment.

Investment and Economic Impacts

Investment and incentive activity showed positive momentum, with Council approving 2 financial incentive applications totaling $384,180 in estimated grant funding, alongside 10 inquiries to the CIP program. Emerging retail leads from ICSC Conference attendance and additional networks signal renewed interest in food, entertainment, and specialty services, with directional vacancy improvements reported locally. A recent CBRE report notes a decrease in downtown office vacancy from approximately 40% to 34%. Office to residential conversions contributed to the lower overall vacancy rate, which makes use of vacant buildings and brings more residents to the core. While vacancy rates remain elevated relative to pre-pandemic levels, this improvement represents an early indicator of renewed market confidence rather than a resolved structural challenge.

Along with ongoing residential development, many new businesses and organizations opened or relocated to the core throughout the year, reinforcing confidence in downtown's trajectory and the impact of STC Revitalization Plan's storefront and activation efforts. For example in 2025, 308 new residential units received planning approvals downtown, fueling long-term vibrancy. The City announced a partnership with Farhi Holdings Corporation and local contractor PCR Constructors Inc. to deliver two landmark residential developments representing a transformative investment of approximately $300 million dollar investment for Caron Avenue developments, which will bring 387 additional units to the core. Additionally, the 531 Pelissier Group development — a $16.8 million investment delivering 48 new residential units downtown — was formally announced in 2026, however the Expression of Interest process, evaluation and pre-development site works were completed in 2025 and represent continued progress under the STC and Housing Solutions Made for Windsor initiatives.

The STC Revitalization Plan is generating measurable returns on investment by increasing activity, visitation, and spending in the downtown. Early indicators show that operational and economic outcomes are trending upward across multiple fronts. Event generated economic activity continues to rise, with festivals, block parties, and markets drawing thousands of attendees who support surrounding retailers, restaurants, and cultural venues. Transit ridership to and from the core is climbing as well, with numbers exceeding 6.55 million reflecting stronger demand for downtown amenities and improved perceptions of safety. Foot traffic estimates from signature events and seasonal programming point to meaningful spillover spending in adjacent businesses. Changes to the City's Work from Home policy, shifting from two remote workdays to one per week, have helped support more consistent weekday activity in the downtown core by increasing the daytime presence of employees and reinforcing foot traffic during traditional business hours. Vacancy trends and new business inquiries also suggest a renewed appetite for investment, indicating that STC Revitalization Plan initiatives are translating into long-term economic stability.

To support and amplify these outcomes, the STC Revitalization Plan continues to work hand-in-hand with broader city-building strategies, including the Windsor Works Economic Development Strategy. The two plans reinforce one another by advancing shared priorities around talent attraction, increased density, and place-based competitiveness. This alignment is further strengthened through growing cross-border partnerships that bring best practices, regional collaboration, and new activation opportunities into the core. Initiatives such as the Detroit Lions Drone Show, the "Line

the Drive" activation for the Detroit Free Press International Marathon that welcomed 26,000 runners, and the Detroit Lions Thanksgiving Day Block Party demonstrate how Windsor is leveraging Detroit's experience and regional draw while continuing to build its own distinct identity. The addition of a dedicated Senior Economic Development Officer role ensures ongoing coordination between these efforts, supporting consistent implementation from strategy through execution and robust tracking of metrics.

What Residents Told Us

The 2025 Strengthen the Core Survey offers a deep look at how residents are experiencing change in downtown Windsor. Respondents described a growing sense of pride and optimism about the core's direction. Signature events, such as the Downtown Farmers' Market and City Hall Square Grand Opening, were frequently mentioned as catalysts for community connection and economic activity. As one resident shared, *"The Downtown Farmers Market is an absolute gem and asset for the City of Windsor. The current location on Pelissier has contributed to a decrease in vacancies and economic stimulus for the existing businesses on Pelissier and Maiden Lane."*

Feedback also pointed to increased awareness and use of city programs, with practical improvements like lockable garbage bins and storefront upgrades making a visible difference. Residents expressed appreciation for new amenities, decorative lighting, and the addition of spaces like the City Hall Ice Rink and Legacy Beacon, which have contributed to a more vibrant and welcoming atmosphere. One respondent noted, *"The new initiatives are working well and making downtown more attractive."*

Many acknowledged the positive effect of increased police patrols and targeted interventions but emphasized the need for ongoing attention to lighting and street activity. There is also recognition of progress in supporting vulnerable populations, with expanded hours at H4 and improved coordination among service providers seen as steps in the right direction. *"The overall effort is noticeable (police presence, efforts to get homeless services concentrated and away from main street, CIP objectives, etc. etc.), KEEP IT GOING KEEP IMPROVING."*

Looking ahead, residents are enthusiastic about downtown's strengths, its riverfront, cultural events, walkability, and historic character, and are eager for more retail, restaurants, family-friendly activities, and green spaces. They also called for continued investment in housing and business incentives and stressed the importance of clear communication about available services and supports. Overall, the survey reflects a community that is engaged, hopeful, and ready to build on recent momentum to create a more inclusive and prosperous downtown.

These results tell a clear story: the STC Revitalization Plan is more than a strategy on paper, it is producing tangible improvements in safety, vibrancy, and service delivery. Downtown Windsor is becoming safer, more welcoming, and more resilient for residents, businesses, and visitors alike.

For a more comprehensive overview, please refer to Appendix A for an outline of survey results and STC Revitalization Plan milestones achieved this year.

Partners for Progress

Below is a list of partners who have been engaged to successfully execute the STC Revitalization Plan. This list will continue to expand over time as additional stakeholders are engaged in the downtown revitalization efforts:

- Art Windsor-Essex
- Canadian Mental Health Association Windsor-Essex County Branch (CMHA)
- Destination Downtown Windsor Committee
- Detroit Free Press Marathon
- The United Church of the Downtown Mission
- Downtown Windsor BIA (DWBIA)
- Downtown Windsor Farmer's Market
- Downtown Windsor Community Collaborative (DWCC)
- Enbridge
- ENWIN Utilities
- Family Services Windsor-Essex (FSWE)
- Homelessness and Housing Help Hub (H4)
- Hotel Dieu Grace Healthcare (HDGH)
- House of Sophrosyne
- Invest Windsor-Essex (IWE) (Small Business & Entrepreneurship Centre)
- River Collaborative
- Shoppers' Drug Mart
- St. Clair College
- Tourism Windsor-Essex Pelee Island (TWEPI)
- United Way Windsor-Essex
- University of Windsor
- Windsor-Detroit Tunnel
- Windsor Essex County Health Unit (WECHU)
- Windsor Essex Community Housing Corporation (CHC)
- Windsor Essex Ontario Health Team (WEOHT)
- Windsor International Film Festival (WIFF)
- Windsor Police Service (WPS)
- Windsor Regional Hospital (WRH)
- Windsor Shelter Health Associates
- Windsor Symphony Orchestra

On a recurring basis, Administration has convened and/or participated in the following partner roundtables specific to the STC Revitalization Plan:

- **Health Partner Roundtable:**
  Quarterly discussions with STC Revitalization Plan partners to align initiatives with the Strengthen the Core plan. Participants include: WRH, HDGH, WECHU, CMHA, FSWE, Human and Health Services, Corporate Services, WPS, Mayor's Office

- **Downtown Marketing Roundtable:**
  Monthly meetings to discuss downtown priorities with IWE, TWEPI, DWBIA, Parks and Recreation, Corporate Services

- **Downtown Safety Roundtable:**
  Monthly meeting hosted by WPS on general safety of downtown. Partners include: Councillor Agostino, WPS, Deputy CBO, DWBIA, Corporate Services, Human and Health Services

- **Destination Downtown Committee:**
  Periodic meetings that bring together partners from across the City to develop and determine activities that would benefit and compliment the STC Revitalization Plan. Partners include: Councillor Agostino, City of Windsor Economic Development, WIFF, Rocket Innovation, St. Clair College, City of Windsor Corporate Services, DWBIA, Caesars Windsor, Retro Suites, Cyber Systems, Felix Culpa Architecture, BK Cornerstone, and other downtown businesses.

- **Detroit-Windsor Partnership**:
  River Connections Roundtable focused on mobilizing visitors from Detroit to Windsor for major events. Partners include: Windsor-Essex Chamber of Commerce, Detroit Mayor's Office, Visit Detroit, Downtown Detroit Partnership, TWEPI, Consulate General of Canada in Detroit, Rocket Innovation, Wayne State University, WIFF, University of Windsor and other partners.

- **DWBIA Roundtable**:
  Bi-weekly update meetings to support DWBIA initiatives. This includes collaboration with DWBIA and City of Windsor departments including Economic Development, Environmental Services and By-law Enforcement for the core.

- **P2P Neighbourhoods Program – United Way and Downtown Windsor Community Collaborative:**
  Monthly meetings focused on residential initiatives and enhancing the quality of life of those living within the City's core. Partners include United Way and DWCC.

- **Windsor/Detroit Free Press Marathon (DFPM) Partner Committee:**
  Monthly committee meetings (DWBIA, TWEPI, CoW, Detroit-Windsor Tunnel, DFPM) to strengthen partnerships and initiatives during DFPM weekend, including route changes to feature City-owned properties such as the Ice Rink and Charles Clark Square.

STC Revitalization Plan Prioritize for 2026

Building on the progress to date, the following priorities will guide upcoming efforts under the STC Revitalization Plan:

- **Project Greenlight (2026) (Launched)**
  Implement Project Greenlight for enhanced safety measures and technology-driven solutions to improve security and public confidence in the downtown core.

- **Investment and Business Attraction (Ongoing)**
  Continue targeted outreach to retailers, developers, and investors to attract new businesses and strengthen economic activity.

- **Downtown Activation Program (2026)**
  Launch an Activation Program to activate vacant storefronts, support small business incubation, and increase foot traffic downtown.

- **Housing Solutions Made for Windsor (Ongoing)**
  Advance key residential developments, including Caron Avenue and Pelissier Street projects, to increase housing options and revitalize the downtown area.

- **Downtown Windsor Innovation Zone (2026)**
  Mobilize the Innovation Zone to deliver activations and programming such as Innovation Week, Startup Landing Zone, Tech Connect Meetups, and landing space in the core.

- **Downtown Activations and Events (Ongoing)**
  Expand placemaking initiatives and cultural programming to enhance vibrancy, attract visitors and improve the experience for residents and businesses in the core. Administration is working on an activation plan for the former Bus Depot site, supporting this work by creating a dedicated space for events, markets and community programming.

- **Cleanliness and Safety Patrols (Ongoing)**
  Continue enhanced cleanliness efforts and maintain regular safety patrols throughout the downtown area to ensure a welcoming and secure environment.

- **Supports and Services for Vulnerable Populations (Ongoing)**
  Work with partners to continue offering supports and services to individuals experiencing homelessness and those with mental health challenges, ensuring a compassionate and coordinated approach.

- **Parking Availability and Access Enhancements (In Progress)**
  Advance downtown street parking access and utilization, including conversion of underutilized curb lanes and expanded angled parking where feasible.

- **Waste Collection Service Level Enhancements (2026)**
  Environmental Services will introduce routine sidewalk power washing to improve cleanliness in high-traffic areas and install an additional 15 to 20 upgraded waste receptacles. In partnership with the DWBIA, a Sunday collection shift is proposed to be introduced to ensure litter bins do not sit longer than 24 hours, improving responsiveness and overall appearance in the core.

STC Revitalization Plan Lessons Learned

The first year of the Strengthen the Core Plan demonstrated that organizing revitalization efforts around seven clear pillars, Safe Streets, High Standards, Healthy Spaces, Place Making, Vibrant Districts, Our Downtown, and Stronger Together, provides a clear and practical structure for coordinated action. This approach helped keep City departments, service providers, and partners aligned, while advancing progress across safety, cleanliness, activation, and long-term investment. The same pillar-based framework could be applied in other BIAs to strengthen coordination, focus resources, and support consistent communication with businesses and residents.

Experience also showed that when all seven pillars move forward together, BIAs are better positioned to balance immediate operational needs with longer-term economic development and community building goals. This integrated approach, supported by regular partner engagement and simple performance metrics, can help other BIAs accelerate visible improvements, strengthen collaboration, and sustain momentum over time.

Risk Analysis:

While the adoption and implementation of the STC Revitalization Plan over the past year has begun to improve perceptions of safety and strengthen confidence in the downtown core, reputational risk remains if momentum is not sustained. The nearly 500 responses from the 2025 STC Revitalization Plan survey confirmed that while conditions are trending positively, the downtown is still viewed by many as an area requiring ongoing focus and investment. A failure to maintain and build upon this progress could undermine the early gains achieved, risk public confidence in the City's commitment to downtown renewal and deter further private investment.

Resource risks also remain acute. Despite expansions to H4, Windsor Shelter Health, and the deployment of by-law enforcement, Windsor Police, and Auxiliary Officers, pressures on emergency and health services continue. As highlighted in the first year of implementation, Windsor Police remain significantly engaged in non-policing issues such as mental health, addictions, and homelessness. Without enhanced and sustained funding from upper levels of government for proactive community-based supports and expansions to supportive housing, there is a continued risk of over-reliance on emergency responses, which are costly and do not address root causes. Services such as the Nurse Police Team and Crisis Response Team continue to demonstrate value by stabilizing immediate crises, reducing trauma, and minimizing repeat emergency calls. To achieve long term risk mitigation, there is a need to shift toward sustainable solutions that expand access to ongoing supports and supportive housing programs, helping individuals transition into stable, long-term housing rather than remaining in interim or emergency situations.

In addition, operational and legal risks have grown as new initiatives have been introduced. For example, 516 labour hours spent raising standards in the core, over 60 non-compliant properties under enforcement, and 575 by-law patrol hours demonstrate commitment, but also introduce greater scrutiny on enforcement practices and outcomes. Likewise, the continued review of surveillance cameras and other technology-based tools for crime prevention must carefully balance public safety

with privacy protection and compliance with procurement and privacy legislation. Expansion of Project Greenlight and other action strategies must be implemented transparently to avoid reputational and legal challenges.

Finally, there is an execution risk if the STC Revitalization Plan is not continuously measured and communicated. Progress made in 2025, including over 8000 resolved 311 service requests within the Strengthen the Core area of focus, 308 new residential units received planning approval downtown, and strong participation in events like the Farmers' Market, City Hall Square Grand Opening, and Streetcar 351 unveiling, shows that residents and stakeholders are taking notice of positive change. To ensure these successes are not viewed as temporary, the STC Revitalization Plan must continue to be a multi-pronged approach that is monitored, measured, and championed on a regular basis. Sustained leadership, transparent reporting, and ongoing community engagement are essential to ensuring early gains translate into lasting revitalization.

Mitigating these risks will require continued Council leadership through sustained funding decisions, policy support, and advocacy to senior levels of government to ensure long-term stability and success.

Climate Change Risks:

Climate Change Mitigation

No critical or significant Climate Change risks have been identified with the progress of the Strengthen the Core plan.

Attracting new residents and businesses to the downtown core while increasing a sense of safety may reduce community greenhouse gas emissions, as residents living closer to places of employment, essential services, entertainment, and recreational amenities have the ability to participate in active transportation opportunities more easily.

Climate Change Adaptation

No critical or significant Climate Change Adaptation risks have been identified with the progress of the STC Revitalization Plan.

Downtown cores, including Windsor, are impacted by the urban heat island effect. Extreme heat can negatively impact the comfort of a space, reducing the length of time a visitor will spend in a location. Extreme heat can also exacerbate physical and mental health conditions.

Creating a Vibrant District through improved streetscaping will consider opportunities to improve the tree canopy and/or artificial shade. Mitigating the impacts of increasing temperatures and extreme heat by making façade and building improvements could be considered and property owners may leverage the Community Improvement Program (CIP) to support these efforts.

Financial Matters:

Capital project 7241025 titled "Community Safety & Downtown Revitalization" was created for Downtown Capital Improvements, with an approved budget of $1,000,000. Total expenses-to-date is $99,616, leaving a balance of $900,384.

To date, several capital budget initiatives have been identified with total funding of $666,220 allocated to these initiatives, which include surveillance camera enhancement (Project Greenlight), decorative lighting along Ouellette Avenue, garbage receptacles, garbage carts and H4 signage removal and replacement. There is a total of $333,780 that remains unallocated within the approved budget and available to support new initiatives.

The project approved budget is sufficient to cover all the initiatives under STC Revitalization Plan for 2026.

The Executive Committee is responsible for reviewing, prioritising and approving funding requests submitted by the various departments involved in the STC Revitalization Plan

Consultations:

Michael Okanlawon – Financial Planning Administrator

Inspector Scott Jeffery - Windsor Police Services

Kelly Goz – Manager, Homelessness and Housing Supports

Jim Leether - Senior Manager, Environmental Services

Laura Diotte - Manager, Planning (Development Applications)

STC Executive Committee

Conclusion:

The progress of the STC Revitalization Plan over the past year demonstrates how coordinated, collaborative efforts can drive meaningful change in Windsor's downtown core. Strategic actions have led to measurable improvements in safety perceptions, service delivery, and community vibrancy, supported by nearly 500 survey responses, thousands of resolved service requests, and strong attendance at downtown events and activations. These advancements have been made possible through the dedication of City staff, community partners, businesses, and residents who continue to champion the downtown as a place to live, work, and visit.

Looking ahead, the challenge is to maintain and accelerate this momentum. While early results are positive, sustained investment, innovation, and intergovernmental support will be required to address the root causes of safety, housing, and social challenges. Administration will continue to track and report on key performance metrics, refine action strategies as new risks and opportunities emerge, and provide City Council with regular updates to ensure that downtown Windsor's revitalization remains a top priority.

Council endorsement of the 2026 priorities will enable Administration to sustain momentum, respond to remaining challenges, and continue delivering measurable improvements in downtown Windsor.

Planning Act Matters:

N/A

Approvals:

Name	Title
Cristina Melnik	Senior Economic Development Officer
Matthew Johnson	Executive Director, Economic Development and Climate Change
David Simpson	Commissioner of Infrastructure Services and City Engineer
Dana Paladino	Commissioner, Human and Health Services
Andrew Daher	Commissioner, Corporate Services
Michael Chantler	Commissioner, Community Services
Jelena Payne	Deputy, Chief Administrative Officer and Commissioner, Economic Development
Lorie Gregg	On behalf of Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email
Windsor Regional Hospital		
Canadian Mental Health Association		
Hotel Dieu Grace Healthcare		
Windsor Police Service		
Downtown Windsor BIA		
Family Services Windsor-Essex		

Appendices:

1 Strengthen the Core Progress Report

Strengthen the CORE

Strengthen the Core Progress Report

February 2026

THE CITY OF WINDSOR
ONTARIO, CANADA

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2025 Milestones

Introduction

Downtown Revitalization Plan

Momentum is building in Downtown Windsor as revitalization efforts create a thriving core. The 2025 Strengthen the Core Survey shows a community engaged and united around a shared vision for a vibrant and welcoming downtown. While opportunities remain, survey feedback highlights clear progress and a strong foundation for continued growth.

Over the past year, the STC Downtown Revitalization Plan has demonstrated how coordinated efforts can drive meaningful change. Strategic actions have improved safety perceptions, enhanced services, and boosted community activity—supported by nearly 500 survey responses, thousands of resolved service requests, and strong participation in downtown events. These achievements reflect the dedication of City Council, community partners, businesses, and residents who champion downtown as a place to live, work, and visit.

Looking ahead, the focus is on sustaining and accelerating this momentum. Continued investment and collaboration will be essential to address safety, housing, and social challenges. Administration will monitor key performance metrics, adapt strategies as new opportunities emerge, and provide regular updates to City Council to ensure downtown revitalization remains a priority.

IN 2025

491
Survey respondents

197
Events Downtown

171
Media stories

$384,180
CIP grant funding approved

3,597
Website visits

8,000+
resolved 311 service requests

Perception of Safety

Safe Streets

Positive trend in public safety perception

Safety perceptions are improving. The average safety rating increased from 2.0 in 2024 to 2.29 in 2025. More respondents reported feeling “somewhat safe” or “neutral,” and fewer selected the lowest rating. Less than half the respondents feel their sense of safety is unchanged, a growing group (14%) report feeling safer downtown, a sign that targeted safety measures are beginning to have an effect. Notably, the percentage of residents who “always feel safe” downtown increased by almost 4% over 2024. Most respondents feel less safe overnight vs. daytime hours, with 64% feeling safest in the morning and afternoon. This suggests that improvements to policing, and street activity are helping during peak hours.

The focus of concern is shifting, with the proportion of respondents who feel issues are “across the downtown” dropping by over 10% since 2024. This indicates that targeted interventions are working.

The majority of survey respondents, nearly 58%, say more police patrols are making downtown better.

	Effectiveness
Increase in Downtown Police Service Patrols	57.95 %

Compared to 2024

Increase in police

12 Officers

Perception of Safety

up by 9%

Police Visibility Satisfaction

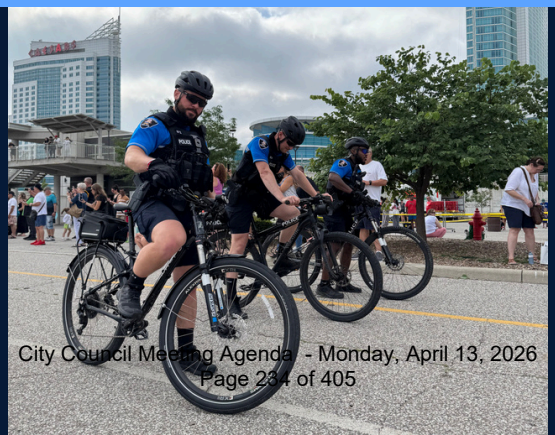
up by 16%

Perception of enforcement of crimes

up by 7%

“The overall effort is noticeable (police presence, efforts to get homeless services concentrated and away from main street, CIP objectives, etc. etc.), KEEP IT GOING KEEP IMPROVING.” – survey respondent

“Increased police patrol is noticed and appreciated.” – survey respondent



Successful Initiatives

Vibrant District

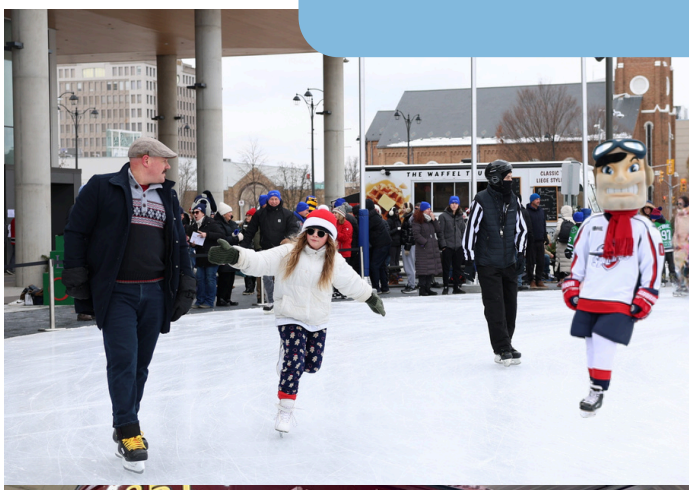
Action Items:

1. Continue moving forward on Council endorsed projects including Festival Plaza, Civic Esplanade, Legacy Beacon, and City Hall ice rink.
2. Investigate options to enhance/improve existing event venues to attract a diverse range of events and activations, and to maximize event attendance.

An increase of approximately 3% from 2024 responded that new initiatives in downtown have been working well. The Farmers Market, decorative lighting, increased police and by-law enforcement, and new events were highlighted as successful initiatives. Residents appreciate the visible changes and the sense of pride these initiatives bring. The opening of the City Hall Ice Rink and Legacy Beacon received positive feedback for adding vibrancy and new experiences downtown.

Top 5 Events from Survey Results:

1. Downtown Windsor Farmers Market
2. Windsor International Film Festival
3. Capitol Theater Performances
4. Night Market
5. Canada Day Arts Fair and Parade



> “Yes! We're reaping the benefits of the city's initiative to make downtown Windsor a pedestrian and cyclist paradise. This is increasing our residents' quality of life, increasing our local GDP, and is drawing residents to the area rather than moving them out. We're also knocking it out of the park by housing our homeless folks and offering free world-class addiction and trauma services for any and all who need it.”
>
> - survey respondent

	Effectiveness
Opening of Legacy Beacon, Streetcar 351	32.56 %
Opening of the City Hall Ince Rink at City Hall Square	29.11 %

Community Engagement and Vibrancy

Vibrant District

3 out of 4 respondents say the Downtown Windsor Farmers' Market is their go-to event!

Downtown Windsor's events and public activations are thriving, with participation trending upwards. The Downtown Windsor Farmers' Market continues to be the city's signature gathering, attracting nearly three-quarters (75%) of survey respondents. Other major draws included the City Hall Square Grand Opening, Block Party, Night Market, Capital Theatre performances, WIFF, Windsor Symphony Orchestra and Canada Day Arts Fair & Parade. In 2026, we anticipate **over 100 events in the core** to build on the momentum of 2025.

	Satisfaction
Festival and events downtown	41%
Arts and cultural attractions	36%

Public satisfaction with promotion of art & culture, festival and recreation

Increased 12% from 2024

"The Downtown Farmers Market is an absolute gem and asset for the City of Windsor. The current location on Pelissier has contributed to a decrease in vacancies and economic stimulus for the existing businesses on Pelissier and Maiden Lane."

- survey respondent

"The events and activities downtown are bringing people together and creating a sense of community."

- survey respondent

Strengthen the Core Programs

High Standards

© Tourism Windsor Essex

Action Item:

- Increase the amount of garbage receptacles that deter rummaging, and improve the frequency of garbage collection in the core.
- Enhance City-owned properties located in the core (i.e. parking garages, parkettes, etc.).

The City's revitalization programs are gaining momentum. The "Curb the Trash" lockable bins have improved core-area cleanliness. The City also continues to enhance properties like parking garages and parkettes—highlighted by the 2025 Pelisser Street Parking Garage mural by local artist Derks, Park in Perfect Harmony.

	Effectiveness
Locakable Garbage Bins (Curb the Trash)	48.43 %

45 MetroSTOR garbage bins have been installed downtown in 2025 with plans to add an additional 30 bins.

General Perception of Street Cleanliness
24% Satisfaction

Increased 9% from 2024

"The new garbage bin going in, also the new sidewalk vacuum is an excellent idea, we should definitely have more of them. Also, city crews doing a great job downtown keeping it clean and is looking much cleaner."

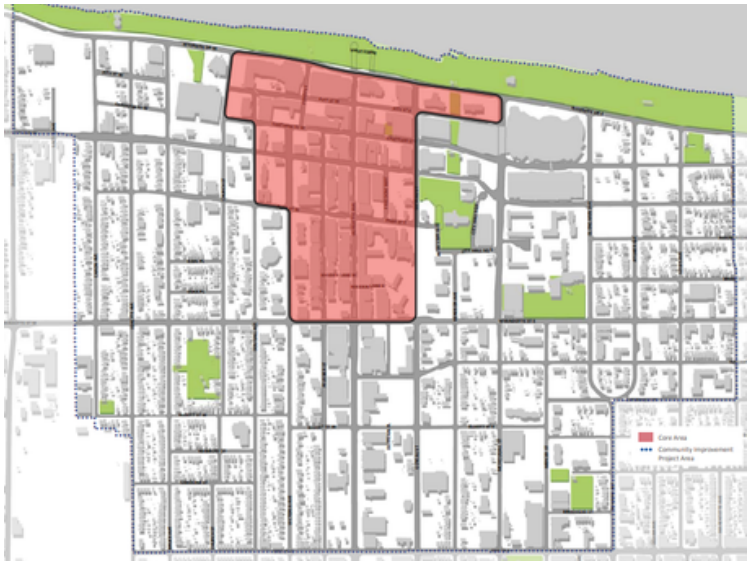
-Survey Respondent

Downtown Windsor Enhancement Strategy

Place Making

Action Item: Increase awareness and engagement with existing CIPs that have been established to support growth in the downtown core.

The Downtown Windsor Enhancement Strategy and Community Improvement Plan offers grants to encourage projects that will enhance downtown. Grants are offered for the conversion of existing upper storey space to new residential units, the development of new residential units, retail enhancements, and facade improvements.



Some survey respondents reported awareness or use of the Downtown Windsor Community Improvement Plan (CIP) grants, which are helping to support new housing and business investment in the core.

CIP enhancements will be presented to council in Q1 2026.

	Effectiveness
Building/ Property Improvement	15.60 %
Commerical/Mixed Use Building Facade Improvement Program	18.26 %
Upper Story Residential Conversion Grant Program	15.11 %
Downtown Windsor CIP: New Residential Development Grant Program	14.83 %
Downtown Windsor CIP: Retail Investment Grant Program	17.21 %

CIP Success Story

28, 34, 36 Chatham Street East

A mixed-use building located at 28 Chatham Street completed façade improvements to a previously vacant mixed-use building with commercial space on the ground floor and residential units above. Over the summer, the property underwent significant upgrades, including new brickwork, windows, and restoration of the original wooden doors along the ground floor. The building, once vacant, is now fully occupied by new businesses, demonstrating the tangible impact of the CIP on downtown revitalization.

Housing Solutions Made For Windsor

Action Item: Explore additional housing options downtown through the Housing Solutions Made for Windsor plan.

Investment

$300 million

Developments

4 developments

Housing units

387 units

Housing Solutions Made for Windsor is gaining positive momentum in the core. With the recent announcement of new housing at Caron Avenue and an upcoming announcement for Pelissier Avenue, these developments will bring more residents into downtown and contribute meaningfully toward the city's goal of creating 3,000 new homes in the core by 2030 as outlined in the Windsor Works strategy.

"We have the infrastructure to become a top tourist destination"

-survey respondent

Business Attraction

Place Making

Action Item:
Support the Downtown Windsor BIA in their efforts to attract new businesses and anchor tenants downtown (i.e. grocery stores and restaurants).

Encourage employment opportunities downtown to create foot traffic.

The Downtown Windsor Pitch Book, developed by City of Windsor Economic Development team in collaboration with Invest WindsorEssex, is designed to showcase the region's dynamic growth and investment potential. This comprehensive resource highlights the significant progress in revitalizing Downtown Windsor, outlines the robust support systems and programs available to businesses and investors, and emphasizes the unique advantages that make Windsor a premier destination for economic development. From strategic location and skilled workforce to innovative initiatives driving transformation, the Pitch Book serves as a powerful tool to attract and inspire new opportunities in our community.

Many survey respondents shared their ideas and aspirations for the future of downtown Windsor. Some of those responses included:

1. "More family entertainment, an aquarium, soccer stadium, more free activities."
2. "High end retail, bars and restaurants with good food. Nice patios. Live entertainment."
3. "Give me places to linger. I want architects and artists to create cohesive spaces with lovely public sight-lines, well-thought-out lighting, amenities, transportation, things to do, things to eat…."

ICSC @CANADA

ICSC Conference - October 2025

In October 2025, the Economic Development team attended the ICSC Conference in Toronto as part of their lead generation strategy.

This strategic presence resulted in over **81 new leads, 8 site selection packages provided and 6 meetings with prospective investors.** By leveraging this high-profile event, the team successfully strengthened relationships, showcased regional opportunities, and positioned Windsor as a competitive destination for investment and growth.

Stronger Together

Improving Services Through Partnership

Action Items:
Expand programs to meet client needs

Strengthen coordination between City staff, its partners, and regional leadership

City Administration brought together leadership from mental health and addictions service providers, along with key stakeholders, to strengthen collaboration and improve service delivery in the downtown core. Through regular engagement and coordinated metric tracking, this approach led to several measurable outcomes:

- Expanded hours and services at the Homelessness and Housing Help Hub (H4)
- Increased coordination across Windsor Police, crisis response teams, and health partners
- Improved public awareness and satisfaction with available services
- Reduced dissatisfaction with service adequacy and increased perceptions of safety

These collaborative efforts have resulted in more transparent goal-setting, ongoing evaluation, and a visible improvement in downtown Windsor's safety, vibrancy, and support for vulnerable populations.

311 WINDSOR CITY SERVICES

Windsor 311 was a critical tool used by city administration to improve interdepartmental communication to resolve issues efficiently and effectively within the geographical boundaries of Strengthen the Core.

Strengthened coordination through the City's community safety and well-being infrastructure, resulted in **over 8000 resolved 311 service requests** within the geographical boundaries of the strengthen the core

Round Table Leadership

WINDSOR POLICE

WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE - NO EXCEPTIONS!

familyservices
WINDSOR-ESSEX
COUNSELLING & ADVOCACY CENTRE

weCHC
Community Health Centre

Canadian Mental Health Association
Windsor-Essex County

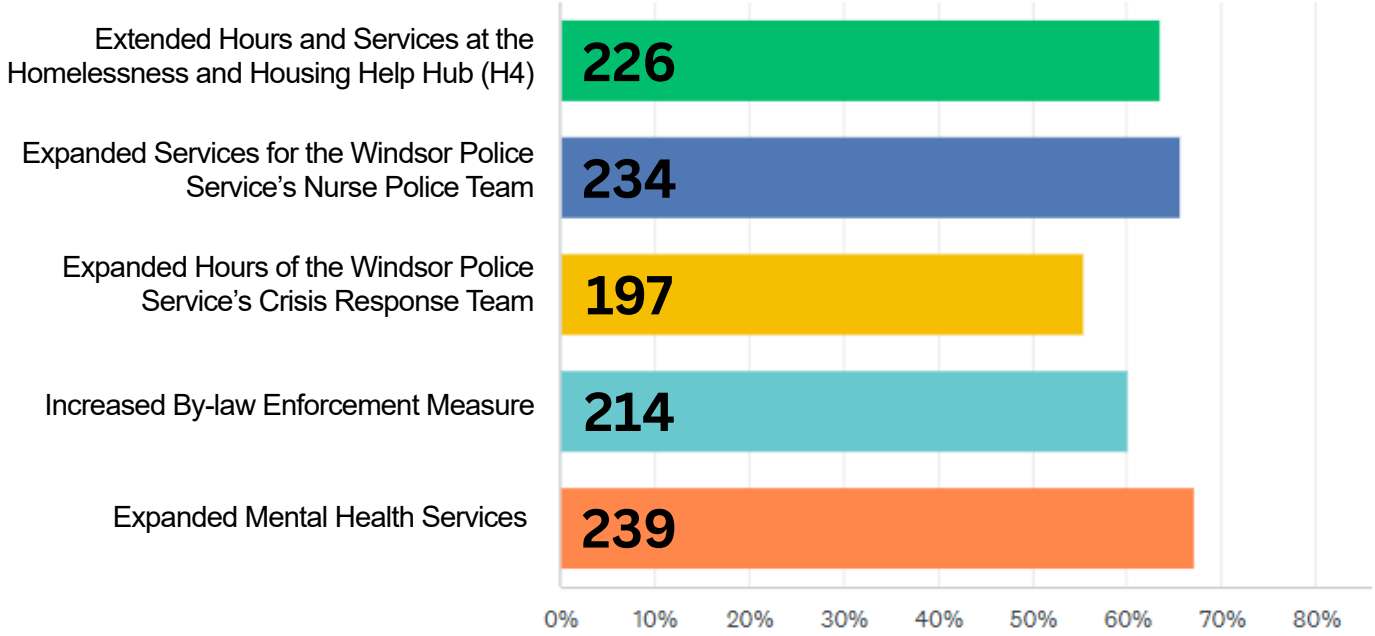
HÔTEL-DIEU GRACE HEALTHCARE

Program Awareness

Awareness of Healthy Spaces initiatives is strong, with over half of respondents indicating they are aware of extended hours at the Homelessness and Housing Help Hub (H4), expanded police and nurse teams, increased by-law enforcement, and expanded mental health services.

When asked about the effectiveness of these initiatives, about **25% of respondents felt that Healthy Spaces programs are "very effective" or "somewhat effective"** in improving the downtown environment. This growing awareness and positive perception reflect the community's recognition of the city's efforts to create a healthier, safer, and more supportive downtown for all.

Which of the following Healthy Spaces initiatives are you aware of?



Program Awareness

Action Items:
Extend H4 hours of operation to ensure people who are unhoused have a facility they can access prior to the opening of overnight shelters.

In 2025, a total of **2,062 known unique clients** and **5,973 anonymous clients accessed H4.** These groups are not mutually exclusive. In total, the site recorded **109,585 visits** throughout the year.

	Effectiveness
Healthy Spaces initiatives in improving the downtown environment?	25.19%

Compared to 2024

Perception of service gaps for vulnerable populations ↘

Decreased 2.5%

Top Needs identified by Survey Respondents

1. Overnight shelter spaces
2. Drop in centres
3. Interim housing
4. Permanent housing
5. Expanded mental health and addiction supports including 24/7 crisis intervention

Many respondents recognize improvements in crisis support, outreach, and coordination among service providers. Further addressing these challenges will require a coordinated, multi-level approach involving municipal, provincial, and federal governments.

Action Item:
Advocate for long-term provincial funding for Windsor Police Service and Windsor Regional Hospital to help make the Nurse and Police Team pilot project permanent and to extend its hours of operations.

Program enhancements and expansions for support services were advanced with Windsor Police Service, Windsor Regional Hospital, and Hôtel-Dieu Grace Healthcare, support that helped attract $2.2M from the Government of Ontario for the Nurse Police Team and Crisis Response Team.

OUR DOWNTOWN Windsor

To date the campaign has been **viewed 62,218 times and shared 72 times.**

Posted collaboratively by the City, the Mayor and the featured business.

Action Items:

1. Work collaboratively with Tourism Windsor Essex Pelee Island and the Downtown Windsor BIA to create and launch a marketing campaign - **'Our Downtown' - aimed at sharing the positive stories and highlighting the successes of the downtown core**, in the words and from the mouths of downtown community stakeholders.
2. Profile businesses, business owners, landlords and residents in and from downtown.
3. Build on existing community engagement with downtown stakeholders and community members to **make the downtown streetscape feel more welcoming and safer.**

The Our Downtown Windsor social media campaign launched in November 2025, with our first ambassador, Chris MacLeod, Broker of Record at Realty One Iconic. This initiative invites the City of Windsor to partner with local Downtown Ambassadors and celebrate the people, places, and events that form the heartbeat of our downtown community.

To date, **22 ambassadors** made up of residents and businesses, have been identified, and the list continues to grow through a public call for nominations. The campaign's goal is to feature one ambassador each month, creating opportunities to build meaningful relationships within the downtown community and gain insight into their unique experiences.

APPENDIX

2025 Milestones

January 2025

Council approval of the $20 million Master Plan to revitalize Festival Plaza
Festival Plaza redesign approved

Lions Drone Show takes place in downtown Windsor in partnership with the Detroit Lions. More than 400 drones soared from Riverfront Festival Plaza hundreds of feet into the air before they aligned to form different words and images over the Detroit River.

February 2025

The Mental Health and Addictions Urgent Crisis Centre (MHAUCC), run by Hôtel-Dieu Grace Healthcare and the Canadian Mental Health Agency (CMHA), expanded its hours to be open 24 hours a day, seven days a week for intake from police and paramedics, the hospital and partners.

Pelissier Street Expression of Interest closed February 2025; proposals received and the City began negotiations with developers on a potential development agreement.

Downtown Windsor Famers Market named best in Ontario

April 2025

Mayor Drew Dilkens, members of City Council, and special guests gathered at Windsor's waterfront for the grand opening of the Legacy Beacon, unveiling of Streetcar No. 351 and the corresponding historical exhibition, and to announce the official naming of Michael D. Hurst Legacy Park.

The Windsor International Aquatic and Training Centre hosted the sold out World Aquatics Diving World Cup featuring 119 athletes from 24 nations, including nine Canadian athletes over the 4 days event.

June 2025

City of Windsor birthday and grand opening of City Hall Square. A new multi-purpose public space that includes a skating rink, a pavilion housing public washrooms, a jet water feature that will operate for most of the year and a light display that will run in the evening most of the year. It also contains a built-in electrical system that can support festivals with food trucks, vendors, or performers.

July 2025

Approximately one year after the launch of the Strengthen the Core – Downtown Windsor Revitalization Plan, the City of Windsor invited residents, business owners, service providers, and visitors to participate in a follow-up survey to help assess the impact of the plan's first year of implementation.

Every Friday evening from July through October 2025, Windsor's new City Hall Square plaza transformed into a hub of music, culture, and community with Live at The Square — a free weekly concert series that celebrates some of the best in local talent.

2025 Milestones

July 2025

The Pelissier Street Parking Garage rooftop transformed into a full-scale outdoor boxing arena for Rumble on the Roof, an electrifying night of live amateur boxing under the stars.

Hotel-Dieu Grace Healthcare announced that its Mental Health and Addictions Urgent Crisis Centre (MHAUCC) now offers walk-in services 24 hours a day, 7 days a week, 365 days a year.

The City of Windsor launched the Business Pulse Survey to connect with downtown businesses and better understand their current challenges and perceived opportunities.

The City of Windsor Economic Development Team, along with DWBIA, TWEPI, and SBEC, participated in the First Impressions Community Exchange program with the Downtown London BIA. This program pairs communities to evaluate the first impressions they make on visitors. The insights gathered will be used to identify ways to better attract tourists, residents, and investors.

Windsor Shelter Health Announcement Provincial funding for Windsor shelter health

City Council voted to expand the washroom facilities, add additional space for emergency shelter and upgrades to major systems.

August 2025

The City of Windsor introduced new metroSTOR RCF-Series trash cans, marking a first-of-its-kind installation in Canada.

WEtech alliance relocates to the second floor of the University of Windsor's Windsor Hall, in downtown Windsor.

The Economic Development Team at the City of Windsor launched the investment attraction pitch book.

September 2025

Return of Fall in Love with downtown Windsor, a full month jam-packed with exciting events, programs, and activations in the core, including a concert and new public art installations in the Pelissier Street parking garage, an illuminated arts festival, exhibitions, poetry readings, farmers' markets, and much more.

Unveiling of DERKZ's The Language of My World murals, along with the "Park in Perfect Harmony" installations in the Pelissier Parking Garage.

Auburn Developments submits 1,602 multi-tower residential redevelopment proposal for 825 Riverside Drive West.

Hotel Dieu Grace Healthcare opens new Homeless and Addiction Recovery Treatment (HART) hub.

2025 Milestones

October 2025

Windsor Police Service announced $2.28M funding secured through Ontario's Community Safety and Policing Grant program to enhance community safety initiatives, including $1.14M for the Problem-Oriented Policing Unit, $633K for the Crisis Response Team, and $500K for the Nurse Police Team—strengthening partnerships and delivering proactive, multidisciplinary emergency response.

Detroit Free Press Marathon, Line the Drive event hosted 5 activations in the core in partnership with TWEPI, Downtown Windsor Business Improvement Association, the Windsor-Detroit Tunnel, AM800 CKLW and the City of Windsor Strengthen the Core team.

Downtown Windsor was featured in the Downtown Detroit Community Development Update published by the Downtown Detroit Partnership. Economic Development Team partnered with Downtown Detroit Partnership (DDP) for first ever Cross Border Fall Forum.

A tech-inspired mural was unveiled in downtown Windsor, created by the Haunted Zoo and is found on the Red Piston building on Chatham Street.

Updated Property standards By-Law announced to address vacant building, lighting and maintenance.

The Economic Development team participated in the ICSC Conference to generate leads to help fill downtown vacancies. The team generated and connected with 81 new leads, 8 site selection packages provided and 6 meetings with prospective investors.

Blue Jays watch party hosted at the new City Hall Square brought hundreds of families and fans to the downtown core.

WIFF 2025 showcased 231 films and over 300 screening from October 23 to November 2, 2025, in downtown Windsor. Welcoming over 50,000 viewers — WIFFs most successful year to date.

November 2025

The YMCA of Southwestern Ontario celebrated its new home in downtown Windsor. A grand opening ceremony was held at the new YMCA Learning and Career Centre at 300 Ouellette Avenue near University Avenue West, inside the University of Windsor's downtown campus building.

City of Windsor announced first major future development under the Housing Solutions Made for Windsor portfolio. An investment of approximately $300 Million, 4 new buildings, and 387 new units as Caron Avenue and Riverside Drive West Developments.

The City of Windsor hosts a Detroit Lions-sanctioned block party on Nov. 27 for the team's annual Thanksgiving Day Classic against the Green Bay Packers.

2025 Milestones

November 2025

Project GreenLight program RFP closed and the successful applicant selected to install downtown security cameras in the core. Program launch expected Q2 of 2026.

Inspiration Group of Companies Inc. proposes development of a 17-storey hotel and residential tower at Wyandotte & Ouellette.

Heart Hub provincial funding announcement HDGH - HART Hub at Hôtel-Dieu Grace Healthcare (HDGH) as part of the province's almost $550 million investment to open 28 HART Hubs across Ontario to protect the safety of children and families

As of November 24, 2025, the councils of the City of Windsor and Essex County, as well as the seven lower-tier municipalities of the County of Essex, have endorsed the refreshed version of the Windsor Essex Community Safety & Well-Being Plan (the 2026-2029 Plan).

December 2025

The City of Windsor hosted the grand opening of the new City Hall Square Ice Rink—an exciting addition to the heart of downtown and a festive destination for residents and visitors this winter season. The celebration featured live entertainment, food trucks, free hot chocolate, and complimentary skate rentals, and welcomed hundreds of attendees.

The Salvation Army Windsor Centre of Hope announced the temporary expansion of emergency shelter adding 16 new beds on the second floor, and additional staffing hours in the kitchen and cleaning departments.

The City of Windsor invited residents and visitors to ring in the new year at their family-friend New Year's Eve Rink Party. Hundreds of families attended the event from 6 - 9 p.m. and enjoyed music, food trucks, free hot chocolate and skating.

Subject: Options for Licensing Hotels and Motels - City Wide

Reference:

Date to Council: March 26, 2025
Author: Craig Robertson
Manager of Licensing and Enforcement & Deputy Licence Commissioner
519-255-6100 ext. 6869
crobertson@citywindsor.ca
Policy, Gaming, Licensing & By-Law Enforcement
Report Date: 2/13/2025
Clerk's File #: ACL2025

To: Mayor and Members of City Council

Recommendation:

THAT Council **RECEIVE** the report of the Manager of Licensing & Enforcement and Deputy Licence Commissioner dated February 13, 2025 entitled 'Options for Licensing Hotels and Motels' in response to CQ 17-2021.

Executive Summary:

N/A

Background:

At the July 26, 2021 Meeting of Council, Councillor Kieran McKenzie asked the following of Administration (CQ 17-2021):

> *'Asks that, to promote greater public safety for all people, that Administration work to develop a by-law for Council consideration to provide the City of Windsor with additional tools within the licensing framework for enforcement agencies to address unsafe and illicit activity in hotels and motels across the community that create dangerous and undesirable situations for motel guests, neighbours, and community members alike. The bylaw development process should include consultation process with industry stakeholders and social service providers, social agencies and health providers from both within and external to the City of Windsor as well as any other stakeholder group deemed appropriate by Administration.'*

In order to respond to Councillor Kieran McKenzie's question, a number of municipalities were surveyed as well as the Ontario Restaurant Hotel and Motel Association. The Housing and Children's Services area for the City of Windsor was also

called upon to provide input. Each group noted various comments and concerns which are summarized for Council's information.

Discussion:

The City of Windsor currently licenses Bed and Breakfasts, Short Term Rentals (airbnb style) and lodging homes. The City does not currently licence hotels and motels. Approximately thirty similarly or larger-sized municipalities in Ontario were examined to determine their licensing regimes. Of those surveyed, seven had hotel/motel licensing programs and many did not respond to requests for information on compliance levels or staff/agency utilization. The responses that were received are outlined below while detailed responses can be found attached as 'Appendix A'.

Some of the responding municipalities license hotels and motels, but enforcement of guest behavior and broader public concerns often fall outside licensing and is primarily addressed by police and controlled by other legislation. Hamilton, Brantford, Chatham-Kent, Guelph, Halton Hills, and Niagara Falls all require varying degrees of licensing oversight, including fire, electrical, health, and zoning certifications, maintaining guest registers, and periodic inspections. However, Brantford and Hamilton explicitly acknowledge that behavioral issues are a policing matter rather than something licensing can fully regulate. Similarly, Chatham-Kent and Brantford have found their licensing programs effective for compliance but do not report significant impacts on nuisance issues.

Hamilton and Niagara Falls take a more proactive stance by including broader nuisance provisions, while other municipalities, like Guelph, do not. Brantford and Niagara Falls impose general conditions preventing licensees from permitting by-law violations, but again, enforcement ultimately relies on external agencies for any issues presenting an element of criminality. Hamilton escalates repeated noncompliance through license conditions, revocations, and appeals. Meanwhile, London does not license hotels or motels but instead relies on a broad regulatory framework addressing health, safety, nuisance control, consumer protection, and crime prevention, reinforcing the idea that broader legislative tools play a more significant role than licensing in addressing public concerns.

Stakeholder Survey

The Ontario Restaurant Hotel & Motel Association (ORHMA) is an industry group with over 4,000 members, representing more than 11,000 establishments across the province. Administration reached out and asked the following questions:

1. Does ORHMA have a stance or policy position on municipal licensing of Hotels and Motels? What are the major concerns for your members for/against?
2. What experience might ORHMA members have with municipal licensing relating to health and safety/nuisance control? Can it be effective? How could it be done better?
3. What industry guidance might the ORHMA offer a municipality considering instituting Hotel and Motel licensing?

In response, ORHMA surveyed member businesses in known hotel-licensing cities, being, Niagara Falls, Guelph, Hamilton, and Halton Hills. ORHMA determined that many establishments are not aware of the licensing requirements and concluded that the licenses have “no impact” on their members. However they did state their position is that municipal licensing systems largely duplicate other statutory or industry requirements.

ORHMA provided examples of duplication of regulations commonly found in licensing by-laws. The primary example were the requirements to maintain registers of guests and complaints. Guest logs are statutorily required, and guest complaint tracking is a standard industry practice described as a “brand-driven requirement” for quality assurance. It was also asserted that requiring a register of complaints for hotels may be an unfair singling out of the hotel sector among other service-oriented businesses.

ORHMA’s response also included a list of statutes or regulations their members are subject to in order to illustrate their assertion that the industry is currently well regulated. The association’s response is included as an appendix to this report.

Being a member of ORHMA is a voluntary requirement, and the response of ORHMA may not be representative of the business that may be most affected by nuisance or criminal enforcement actions. It should be noted that any licensing regime would have to be applied to all operators and not just ones deemed as ‘nuisance’, possibly resulting in push back from some of the larger scale operators or those who operate in good standing.

In consultation with **Housing and Children’s Services**, it was identified that new regulations or enforcement actions may have an effect on low-income or homeless populations since many people who cannot find permanent affordable housing often rent motel rooms as a temporary low-cost housing option. In an effort to conceptualize the scope of possible impacts of licensing or nuisance closures, the city’s Housing and Children’s Services were identified as a source of data highly tuned to the anticipated affected populations. Continued consultation with Homelessness and Housing Support is recommended while these impacts are considered and evaluated.

According to the By Names Prioritized List (BNPL), there were 942 households in Windsor-Essex experiencing homelessness in December 2024. Of those, 21 households were known to be most frequently staying in a hotel or motel. The true number of households using motels as an affordable housing option is estimated to be higher given that some may not access community housing agencies and thus would not be reflected on the BNPL. If a motel is unable to meet new licensing requirements this could result in the displacement of these low income individuals and families

An increase in demand and costs in the emergency shelter system is another concern if motel rates increase and people are no longer able to stay in motels for longer term accommodations. Rates would be expected to increase due to the costs of licensing, safety inspections and updates, or a decrease in room supply resulting from possible motel closures

Using City records, it is noted that bylaw enforcement response to motel and hotel matters is extremely rare. In the limited situations which by-law has responded, it has

usually been in relation to violations under a current by-law such as land maintenance, rather than public and guest behaviour. In behavioural cases it is assumed that Windsor Police Services have been the primary enforcement entity involved.

Windsor Police Service provided the following information after doing a query of all reports written in which a hotel or motel was added as an entity. The below numbers do not include calls for service where a report was not generated. In these cases, an officer may have attended a call for service at a motel regarding noise and the noise stopped upon their arrival, so the officer did not do a report, or a call about a trespasser, the officer arrived and the party left. If the trespasser did not cause any damage, or there wasn't a report of criminality, then the officer doesn't have to do a report. These type of instances are not included in the below numbers.

Occurrence Reports - in which a hotel/motel is listed as an entity

2024	2023	2022	2021	2020	2019	2018	5 yr avg
93	104	83	126	130	92	72	107.20

Windsor Fire and Rescue Service already inspects hotels and motels to ensure all fire life safety systems are in working order. These items include; fire suppression systems, posted emergency escape plans, emergency lighting and exit signs, ensuring fire extinguishers and smoke alarms and Carbon Monoxide detectors are inspected, maintained and in proper locations, etc. They regularly do blitz inspections and respond to any complaints related to legitimate Fire Code contraventions expediently.

Options

Option 1

Status Quo - the alternatives to licensing mainly rely on existing enforcement agencies and mechanisms, and can be a highly targeted approach to specific conditions.

Currently, the City is able to enforce the following by-laws without any changes. This list is not exhaustive but consists of by-laws that may be called upon in specific situations related to the Councillor's Question.

- By-law Number 8544: respecting the removal of snow and ice from sidewalks on the highways in the City of Windsor
- By-law Number 6716: respecting the emission of sounds (Noise By-law)
- By-law Number 113-2006: to prohibit smoking in the City of Windsor
- By-law Number 2-2006: to establish and maintain a system for the collection and disposal of waste in the City of Windsor
- By-law Number 3-2006: to establish standards respecting yard waste & exterior property maintenance and to prohibit littering in the City of Windsor

In most cases however, illicit or nuisance activity would still need to be dealt with by police enforcement agencies as is currently the case.

Option 2 – General Licensing Regime

Implementing a license for hotels and motels is the most general manner a municipality could seek to regulate that business sector, and the City of Windsor's current licensing by-law is adequate to address business and safety standards but challenges remain for addressing the activity of guests. A hotelier could be held accountable if breaches to any bylaws occur and gives the Corporation some power in a general sense. By-laws which would be able to be enforced by City staff are those which are also listed in Option 1, as implementing a licence would make owners responsible to follow and answer to existing bylaws only. To more specifically address illicit activity within the licensing framework, the by-law could be amended to include a general nuisance provision similar to Niagara Falls, a crime-specific "do not cause, suffer, or permit" provision similar to Brantford, or a fourth goal for the licensing by-law of "suppressing conditions conducive to crime" similar to London. The main strength a licencing regime would offer would be to allow an owners' licence to be suspended or revoked for repeated infractions of City by-laws.

In most cases, City Bylaw Officers are limited in the nuisance claims they can address and cannot address criminal activity. Accordingly, Administration recommends maintaining status quo.

Risk Analysis:

Option 1

It is likely that existing by-laws and codes currently enforced by Municipal Enforcement Agencies including Police, Building, Fire, Bylaw Enforcement, etc. can address nuisance concerns as they have been.

Option 2

The likelihood for large scale operators to comply with a newly implemented licensing regime without complaint is low. These operators are generally not the source of nuisance complaints and do provide economic benefit to the City. In the case of operators where 'nuisances' have been identified, it could be argued that revoking the license itself would only punish the owners and not the person creating the nuisance itself. Also, as noted in the discussion portion, licensing hotels and motels have not made significant changes in the overall number of nuisance complaints received in municipalities with licencing in place.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

Option 1

There are no financial implications arising from option 1, other than the status quo.

Option 2

If a program is implemented the licence fees would need to cover the City's costs. These include the amounts related to Administrative costs to issue the licence, enforcement costs responding to complaints and inspection costs for Zoning, Building, Fire etc.

If Council directs Administration to go forward with Option 2, Administration will draft an additional report, outlining the costs associated with the need for additional resources from Building, Bylaw Enforcement and Fire - as additional inspections would be required. A licence program would require all hotels and motels to be licensed not just nuisance ones so caseloads would increase for these areas. This option may also result in increased overtime for the Bylaw division, as enforcement issues of this nature occur at all times of day.

Consultations:

Various Municipalities as named

Ontario Restaurant Hotel & Motel Association (ORHMA)

Social Services/Housing and Children's Services

Windsor Fire and Rescue Services– Fire Prevention Division

Windsor Police Service

Rosa Scalia – Finance

Sharon Strosberg - Legal

Conclusion:

According to City records, By Law Enforcement response to nuisance hotel/motel matters is extremely rare. In the limited situations which by-law has responded, it has usually been in relation to violations under a current by-law such as land maintenance, rather than public and guest behaviour. In these cases it is most likely that Windsor Police have been the primary enforcement entity involved. In most scenarios this would still be the case, as Police have authority over any incident relating to unruly guests and the like.

As noted by ORHMA, in most municipal licensing regimes, a duplication in processes is occurring as a great deal of legislation exists regulating the hotel/motel industry. This legislation already requires hotels and motels to comply with what the bylaws are requiring in most municipalities, making the licensing regime redundant.

Planning Act Matters:

N/A

Approvals:

Name	Title
Craig Robertson	Manager of Licensing & Enforcement and Deputy Licence Commissioner
Steve Vlachodimos	City Clerk & Licence Commissioner
Dana Paladino	Senior Executive Director of Corporate Service
Michael Chantler acting for Ray Mensour	Commissioner of Community and Corporate Services
Joe Mancina	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

1 Municipal Scan Responses
2 Response from The Ontario Restaurant Hotel & Motel Association

Appendix A – Full Municipal Scan

1. **City of Hamilton** - licenses Bed and Breakfasts, Hotels, and Motels as a premises with one or more bedrooms offered to the public for rent on a basis of 7 days or less. Upon application a licensee must submit a site plan and certifications for fire, electrical, and property standards. Additional electrical and property standards certifications are required every three years thereafter.

   License conditions include the keeping of a record of guest complaints, the duty to immediately report any personal safety complaints to the Director of Licensing, and the requirement of an employee to be present at all times if the establishment has four or more rooms available.

   In a 2012 committee report on the proposed licensing of Motels, Hamilton administration staff noted that *"some Motels/Hotels are known to be a chronic source of complaint to enforcement staff and the Police concerning behavioural activities of guests"* and continuous proactive enforcement efforts would be required to protect the public against violations.

   Hamilton administration confirmed that the primary enforcement mechanisms are the imposition of conditions or revocation of a license in a progressive enforcement process. Repeated noncompliance is referred to Hamilton's Licensing Appeal Tribunal. Administration works in collaboration with law enforcement if there are behavioural concerns.

2. **City of Brantford** - licenses Hotels and Motels as businesses where rooms are provided for rent on a temporary or transient basis. Licensing requirements consist of periodic electrical and fire certifications and there is a condition to maintain a guest register.

   Brantford has a general provision which states no licensee may cause, suffer, or permit a breach of any by-law of the Municipality or of any statute, order-in-council or regulation of the Legislature of the Province of Ontario, or of the Parliament of Canada to arise upon or in connection with the licensed place or premises.

   In response to a Council request to conduct public consultations prior to the implementation of Hotel/Motel licensing, the report noted public concern for safety and nuisance issues created by guests. Administration responded to these concerns by stating:

   "Behavioural calls are and remain a policing matter. While the licensing program is designed to achieve compliance in order to operate at the time of application, there is no catch-all business licensing provision that will adequately address behaviour of the guests at the hotels and motels."

   Brantford Administration has recently noted that their program is working well from a compliance standpoint pertaining to building, health, fire inspections and duties

of the operators. Anyone looking to report a complaint about criminal activity would be directed to the police. They have found that the program is a good tool to make the operators aware of Council's expectations through the local legislation.

3. In the Municipality of **Chatham-Kent,** Hotels and Motels are licensed. As per their bylaw: Hotel/Motel shall mean one or more adjacent Buildings or part thereof primarily used for the purposes of catering to the needs of the traveling public wherein individual sleeping facilities are provided in separate units each containing sanitary facilities and which may contain cooking facilities. Accessory uses may include restaurants, rooms licensed under the *Liquor Licence Act*, recreational facilities, and conference and convention facilities. There shall be two classes for Hotel/Motel:

   Hotel/Motel Class 1: Inspections required by Health and Fire

   Hotel/Motel Class 2: Inspection required by Fire

   The inspections are required upon renewal: (For renewals of a Licence, the Premises shall have been inspected within the calendar year in which the Licence renewal is applied for, or in the previous calendar year). The business must operate in a "clean and sanitary condition in compliance with all requirements of the Chatham-Kent Public Health Unit" and maintain a register of guests. Chatham-Kent administration indicated the hotel/motel license was implemented in 2002 and confirmed to continue after a 2015 service review. Reasons cited for continuance are regular inspection by Fire Services and use of the register of guests to Police, if necessary. Administration is not aware of any effect on nuisance complaints and is not aware of any additional staff or outside agency resources as a result of licensing hotels/motels.

4. **City of Guelph -** licenses hotels as any premises that provides four or more rooms available for rent by the travelling public. Upon application, the licensee must provide Zoning, By-law, Building, and Fire certifications and only Fire upon annual renewal.

   There is a condition on the license to maintain a guest register. There are no general nuisance provisions in their licensing by-law.

5. **Town of Halton Hills -** licenses hotels and motels as 'accommodation services' offered to the public on a temporary basis with either at least four suites (hotels) or being accessed from the outside (motel). Licensees must receive certification from Fire, Health, Zoning, and a Town official.

   Conditions require the maintenance of a guest register including their name, address, and motor vehicle plate number. Safety and sanitation standards are included as conditions.

6. **City of Niagara Falls -** licenses Motels and “tourist establishments” with five or more rental units under a general Licensing By-law. Businesses are directed to obtain reports or certifications as decided by Administration. The sole condition is the maintenance of a complete guest register which must be open to inspection by any Officer of the Municipality.

   Notably, Niagara Falls maintains general nuisance provisions in the bylaw which applies to all licenses. It states that licensees shall not cause, suffer, or permit: (b) nuisance, (c) shouting, noise or other disturbance which is unnecessary, unreasonable or contrary to any By-Law, (e) profane, offensive or abusive language or disorderly conduct, or (f) a breach of any by-law of the Municipality or of any statute, order-in-council or regulation of the Legislature of the Province of Ontario, or of the Parliament of Canada to arise upon or in connection with the licensed place or premises.

Furthermore, while the above municipalities noted licensing regimes, the City of London provided that;

7. **The City of London** does not license hotels or motels, they provided general provisions which may be applicable to the goals of the Council Question. They state the same goals for the exercise of its licensing powers as Windsor does: Health and Safety; Nuisance Control; and Consumer Protection. Importantly, London adds a fourth goal- “Suppressing conditions conducive to crime”. This may pair with a generalized duty of licensees to not ‘suffer, cause, or permit’ violations of laws or by-laws to explicitly target illicit conditions.

ORHMA
ONTARIO RESTAURANT HOTEL & MOTEL ASSOCIATION

RE: Hotel / Motel Business Licensing

1. Does ORHMA have a stance or policy position on municipal licensing of Hotels and Motels? What are the major concerns for your members for/against?

2. What experience might ORHMA members have with municipal licensing relating to health and safety/nuisance control? Can it be effective? How could it be done better?
    a. For instance, some municipalities like Hamilton require a record of complaints to be maintained;

3. What industry guidance might the ORHMA offer a municipality considering instituting Hotel and Motel licensing?

There are very few Ontario municipalities that mandate a hotel specific business license. To our knowledge only the cities of Niagara Falls, Guelph, Hamilton and the town of Halton Hills have such a license. ORHMA has conducted calls to various hotels across these cities with indication that many are not even aware of being a part of such mandated licenses which means they have no impact.

The absence of a hotel specific business license does not translate that the sector is not regulated. In fact, it is extremely regulated by all three levels of government and it's through this governance that the vast majority of municipalities are not entertaining implementing a municipal license. Regulation is good as it provides safety and security for our many employees and guests, but duplication becomes "red tape" and an obstacle for doing business. We believe a municipal license only adds another layer of enforcement and it comes with fees. Fees that are costly to an industry that will have a long tough pandemic recovery road ahead and currently face a huge labour shortage.

Keeping track of guest complaints is a standard practice by most hotels and usually is a brand driven requirement for quality and service assurance but to include this as a government requirement does not equate to any positive outcome and appears to be unfair singling out only the hotel sector among the other many service-minded businesses operating. Not to mention that any health and safety issues are documented by the local health units and/or applicable agencies.

The recent amendment to the Accommodation Sector Registration of Guests Act, 2021 mandates documentation be kept of registered guests and this guest log be handed over to police officials if required in the on-going effort to combat human trafficking.

The Rules/Regulations of the Hotel/Motel Industry

The listing below is an unofficial listing for the average hotel/motel operating in Ontario and outlines the laws they must abide by from what signage must be posted to courses their staff must take and the burden is not inconsequential. They must continually update these requirements as ideas are conceived that a new law, regulation, or sign is required by any new government initiatives at all levels. This list is not meant to be exhaustive nor is it appropriate to cite this list as an authority.

Signage Requirements for Hotel Restaurants

Business License (municipal requirement)
Liquor Licence (Liquor Licence Act)
Fetal Alcohol Syndrome Warning Poster (Liquor Licence Act)

No-Smoking Signs (Smoke-Free Ontario Act)
Occupational Health and Safety Poster (Occupational Health and Safety Act)
Employment Standards Poster (Employment Standards Act)
Food Premise Inspection Sign (municipal requirement)
WSIB Poster (Workplace Safety and Insurance Act)
Pay Equity Poster (Pay Equity Act, either by legislative obligation or director order from Pay Equity Commission)
Elevator Safety Certificates (Technical Safety and Standards Act)

Licenses/permits/registrations that new business have to apply for a hotel restaurant:

- Register your business
- Business number - HST number
- Liquor license - which then includes food establishment license
- Ontario - need to apply for Hours of Work & Averaging Hours - Ministry of Labour
- Employer's Health Tax number
- WSIB number
- Certifications required:
    - Food Safety
    - Common Safety Orientation(CSO) certification
    - SmartServe
- Permits required to pass before opening (these final inspections are also all required before to obtain your liquor license):
    - Fire
    - Health
    - Building

Signage Requirements for Hotel Guest Rooms

Emergency Exit Routes (Fire Code)
Notice of Liability (Innkeepers Act)
Room Rates (Hotel Registration of Guests Act including guest documentation which has recently been revised to support the fight against Human Trafficking)
No Smoking Signs (Smoke Free Ontario Act)

Legislative/Regulatory Obligations Provincial
Liquor Licence Act
Liquor Control Act
Health Protection and Promotion Act
Smoke-Free Ontario Act
Employment Standards Act
Occupational Health and Safety Act
Labour Relations Act
Pay Equity Act
Workplace Safety and Insurance Act
Waste Diversion Act
Environmental Protection Act
Accessibility for Ontarians with Disabilities Act
Consumer Protection Act
Private Security and Investigative Services Act

Planning Act
Retail Sales Tax Act
Employer Health Tax Act
Corporations Tax Act
Corporations Act
Business Corporations Act
Business Names Act
Innkeepers Act

Accommodation Sector Registration of Guests Act, 2021

Safe Drinking Water Act
Ontario Water Resources Act
Ontario Human Rights Code
Technical Safety and Standards Act (TSAA)
Electrical Safety Authority (ESA)
Ontario Fire Code
Ontario Building Code

Legislative/Regulatory Obligations- Federal

SOCAN/Re Sound

Subject: Additional Information regarding report S 21/2025 - Licensing Hotels and Motels - City Wide

Reference:

Date to Council: June 25, 2025
Author: Stephen Lynn
Manager, Social Policy & Planning
Human & Health Services
slynn@citywindsor.ca
519-255-5200 Ext. 5270
Report Date: 6/9/2025
Clerk's File #: ACL2025

To: Mayor and Members of City Council

Additional Information:

Recommendation:

THAT the Additional Information Memo from the Manager, Social Policy & Planning dated June 9, 2025 regarding the Options for Licensing Hotels and Motels - City Wide submitted for information **BE NOTED AND FILED**.

Background:

At the Environment, Transportation & Public Safety Standing Committee (ETPS) meeting held on March 26, 2025, the following motion for Item 8.1:

> THAT the report of the Manager of Licensing and Enforcement & Deputy License Commissioner dated February 13, 2025, entitled "Options for Licensing Hotels and Motels - City Wide" **BE REFERRED** to the Community Safety & Wellbeing Committee to allow for review and comment surrounding the issue of illicit activity happening in some facilities across the community.

The Community Safety & Wellbeing Committee, known as the Regional Systems Leadership Table (RSLT), is the provincially mandated advisory committee for the Windsor-Essex Regional Community Safety and Well-being Plan. The RSLT membership includes representation from both the City of Windsor and County of Essex administrations, as well as community organizations and stakeholders.

Upon review of the motion from the March 26, 2025 ETPS meeting, the committee is not the appropriate body to provide comments regarding licensing options for hotels and motels within the City of Windsor. The scope and mandate of the RSLT focus on

broader systems-level collaboration and strategic planning to enhance community safety and well-being across the region through the implementation of the Plan. Licensing decisions, particularly those related to specific business types such as hotels and motels, fall outside the committee's purview and are more appropriately addressed through municipal regulatory or planning processes.

Approvals:

Name	Title
Craig Robertson	Manager, Licensing and Enforcement & Deputy License Commissioner
Steve Vlachodimos	City Clerk
Andrew Daher	Commissioner, Corporate Services
Dana Paladino	Commissioner, Human & Health Services
Ray Mensour	Chief Administrative Officer

Appendices:

Subject: 2025 Year-End Operating Budget Variance Report - City Wide

Reference:

Date to Council: April 13, 2026
Author: Janice Guthrie
Commission, Finance & City Treasurer
519-255-6100 Ext. 6271
jguthrie@citywindsor.ca

Financial Planning
City Treasurer
Report Date: 3/20/2026
Clerk's File #: AF/14854

To: Mayor and Members of City Council

Recommendation:

1. THAT City Council **RECEIVE FOR INFORMATION** the 2025 Year-End Operating Budget Variance Report; and further,

2. THAT City Council **ACCEPT** the recommendations of the City Treasurer with regards to the finalization of the 2025 Year-End as follows:

    a. THAT the Operating Budget surplus of $341,848 **BE TRANSFERRED** to the Budget Stabilization Contingency

    b. THAT $4,830,090 in Budget Carry-Forwards **BE APPROVED** as detailed in Appendix C; and further,

3. THAT Council **RECEIVE** the attached Development Charges 2025 Income Statement Schedule as detailed in Appendix D; and further,

4. THAT Council **RECEIVE** the attached Development Charge Reserve Fund Statement – Listing of Credits as detailed in Appendix E; and further,

5. THAT City Council **APPROVE** the following transfers to/(from) the various reserve accounts/funds which is required as part of the 2025 Year-End close:

    a. ($677,305) to Fund 231 – WREN SSM IES Reserve
    b. ($500,000) to Account 1798 – Commodity Tax Reserve Account
    c. (125,290) to Account 1746 - TW Amherstburg Bus Route
    d. ($57,279) to Account 1781 - Fire - Small Fleet Reserve

e. ($32,616) to Account 1799 - Flood Protection Education Program
f. ($28,123) to Account 1782 - Fire - Clothing Reserve
g. ($19,776) to Account 1756 - Reserve for Tree Planting
h. ($18,477) to Account 1797 - Defib Tiered Response Reserve
i. ($2,422) to Account 1755 - Reserve for Fire Education
j. $3,020 from Account 1763 - Class Reserve - Parks and Recreation
k. $20,958 from Account 1790 - Landfill #3 - Perpetual Care (PW Environmental)
l. $24,422 from Account 1783 - Non-Union Salary Market Reserve
m. $40,963 from Account 1784 - Succession Planning Reserve
n. $60,525 from Fund 114-128 - Development Charge Reserves
o. $77,988 from Account 1801 - Capital Donation Reserve
p. $292,387 from Fund 160 - Capital Expenditure Reserve
q. $913,171 from Fund 177 - PC Maintenance/Support Reserve
r. $1,300,000 from Account 1741 - Transit Windsor Growth Initiatives
s. $1,426,556 from Fund 170 – Pay As You Go (PAYG) Leasing Reserve
t. $6,278,931 from Fund 180 – Building Permit Reserve

6. THAT Council **APPROVE** the creation of a new reserve account titled "Homelessness Reserve," and further

    a. THAT Council **ENDORSE**, as part of the year-end closing process, the transfer of $1,200,000 in surplus to the Homelessness Funding into the Homelessness Reserve; and,

    b. THAT the City Treasurer **BE AUTHORIZED** to approve the use of funds from the Homelessness Reserve, as required, to support future homelessness-related needs, and that all reserve activity **BE REPORTED** to Council through future year-end variance reports.

Executive Summary:

N/A

Background:

Annual operating budgets for all City departments are set at or around the beginning of the calendar year. Professional estimates, the current legislative environment, macroeconomic trends (such as currency fluctuations, commodity prices, unemployment figures, inflationary trends, and business investment, etc.) and other local information available at the time are significant inputs to the operating budget. All departments are responsible to monitor revenues and expenditures on an ongoing basis and undertake projections through to the end of the year to ensure they remain at, or as close to, their approved budget as possible. This assists in mitigating all material variances as effectively as possible. As is typical with most forecasts, accuracy tends to increase as the year progresses and more information and data becomes available. In addition to the City's operating budget, which is primarily funded by the property tax levy, certain expenditures are funded by specific non-property tax levy sources such as

Legislated Building Permit Fees, On/Off Street Parking Operations and the Sewer Surcharge Operating Fund. The discussion section of this report provides additional detail for the year-end variances for all departments. City Council is being requested to approve actions which were taken in order to finalize the 2025 year-end operating results.

Discussion:

Year-End Operating Variance

The 2025 fiscal year has been closed with an operating surplus of $341,848. This figure includes budget carryovers totalling $4,830,090, which have been outlined in Appendix C. These budget carry forwards are primarily due to the timing of expenditures and will assist in ensuring that planned City services will have sufficient funding when required. The surplus also includes the use of $3,228,904, which was drawn from the Budget Stabilization Reserve (BSR). As part of the development of the 2025 Operating budget, $6.8 million was approved as placeholder funding to be drawn as needed. The lesser amount of $3.2 million has been detailed below in Table C.

Table A below provides a summary of the 2025 Gross and Net approved operating budgets and year-end variances for City Departments, Agencies, Boards & Committees. The year-end variances have been sorted from largest deficit to largest surplus. Supporting explanations for the departmental variances is included in Appendix A.

Table A: 2025 Corporate Variance Summary

Department	2025 Gross Budget	2025 Net Budget	2025 Year-End Variance	% of Net Budget
Transit Windsor	$44,175,110	$14,122,873	($6,654,750)	(47.12%)
Fire & Rescue	$57,652,517	$55,900,464	($987,301)	(1.77%)
Public Works	$59,733,593	$28,948,238	($683,165)	(2.36%)
Planning & Development	$5,607,069	$3,165,146	($142,921)	(4.52%)
Legal	$14,687,473	$4,820,042	($118,645)	(2.46%)
Council Services	$6,746,611	$3,757,742	($78,740)	(2.10%)
Taxation & Financial Projects	$4,160,293	$811,608	($70,255)	(8.66%)
Human Resources	$8,189,967	$7,374,350	($55,661)	(0.75%)
Building Services	$9,322,899	$1,292,904	($47,671)	(3.69%)
Corporate Security	$4,334,461	$1,806,110	($9,801)	(0.54%)
Parks, Recreation & Facilities	$66,579,959	$43,740,331	($7,596)	(0.02%)
Mayor's Office	$500,846	$500,846	$0	0.00%
Communications	$4,339,149	$3,131,006	$0	0.00%
Pollution Control	$27,444,929	$0	$0	0.00%
CAO's Office	$1,185,623	$1,185,623	$425	0.04%
Asset Planning	$1,687,497	$722,488	$605	0.08%
Engineering	$11,037,737	$2,776,782	$1,372	0.05%
Economic Development	$2,504,830	$2,330,830	$2,160	0.09%
Huron Lodge	$35,182,108	$10,132,831	$2,279	0.02%
Financial Accounting	$3,432,838	$2,581,680	$24,448	0.95%
Culture	$2,161,416	$1,819,406	$59,410	3.27%
Employment & Social Services	$167,272,224	$8,535,363	$84,101	0.99%
Information Technology	$12,110,390	$9,834,901	$86,368	0.88%
City Council	$1,138,319	$956,328	$111,617	11.67%
Financial Planning	$5,249,062	$3,171,326	$144,920	4.57%
Housing & Children Services *	$219,554,255	$18,271,832	$440,655	2.41%
Corporate Accounts	$210,403,004	$99,604,465	$6,676,186	6.70%
Sub-Total: City Departments	**$986,394,179**	**$331,295,515**	**($1,221,960)**	**(0.37%)**
EWSWA	$11,639,067	$11,606,028	$0	0.00%
Housing Corporation	$27,748,808	$18,207,291	$0	0.00%
Windsor Public Library	$9,428,960	$8,561,036	$0	0.00%
Agencies	$24,352,906	$24,252,308	$459,201	1.89%
Windsor Police Service	$133,105,161	$111,034,717	$1,104,607	0.99%
Sub-Total: ABC's	**$206,274,902**	**$173,661,380**	**$1,563,808**	**0.90%**
Total: Municipal	**$1,192,669,081**	**$504,956,895**	**$341,848**	**0.07%**

Operational & Economic Statistics

Appendix B includes a list of relevant operational and economic statistics (extracted from various sources) that have been presented in previous variance reports to Council. The data is provided as background information and is depicted graphically for 2025 year-end, along with each of the preceding nine years for ease of reference and comparison purposes. Administration will continue to monitor and report on these statistics as part of the regular variance reporting to Council.

Budget Carry-Forwards

Appendix C includes a list of the recommended budget carry-forwards, which have been approved for 2025. These are budgeted items, which total $4,830,090 and that, due to timing, not been expended in 2025. As a result, the budgets for those items have been carried forward into 2026. These expenditure line items are expected to be utilized in support of services in 2026 or beyond. A detailed review has been completed for each carry forward request and it has been determined that the amounts are reasonable.

Development Charge Reserve Income Statements

The final two appendices **(Appendix D & Appendix E)** provide City Council with detailed revenues and expenses for all the development charge reserves in 2025, as required by the Development Charges Act, along with a listing of outstanding development charge credits at year-end.

Other Operating Reserves

On/Off Street Parking

The final transfer to the On/Off Street Parking Reserve was lower than budgeted in 2025, reflecting temporary decreases in daily and monthly parking revenue due to later than planned implementation of the 2025 rate adjustments and lower usage levels, coupled with salary and wage pressures.

Building Permit Reserve

The 2025 contribution to the Building Permit Fee Reserve (BPFR) is $837,821, consisting of a $643,148 surplus from Building Permit activity revenue over expenses and $194,673 in other revenues.

Through this report, Administration seeks to address the levy‑funded balance currently held within the BPFR. In 2021, Council approved the closure of the Building Permit Contra Reserve that was created in 2011 to offset the deficit in the BPFR. As part of the closure, $8 million was transferred to the BPFR and the transfer moved the BPFR into a $1 million surplus position after several years of deficit.

Of the $8 million Contra Reserve transfer, $1.9 million was originally funded by surplus building permit fees collected in 2013, and an additional $0.3 million was funded from interest revenue earned on those funds between 2013 and 2021. The remaining $5.8 million of the transfer was supported by the City's levy-funded Pay-As-You-Go Capital Reserve (Fund 169).

Administration recommends returning the $5.8 million levy-funded portion of the 2021 Contra Reserve contribution along with and $0.5 million in interest earned on this balance from 2022 to 2025 to its original funding source, the Pay-As-You-Go Capital Reserve (Fund 169).

Following this transfer, and inclusive of the 2025 contribution noted above, the Building Permit Fee Reserve will have a final 2025 unencumbered balance of $13.5 million.

Additional details can be found in report C41/2026 also presented at this time.

Wastewater Reserve

The year-end contribution to the Wastewater Reserve for 2025 totaled $4,382,667, consisting of a $3,055,539 revenue surplus driven primarily by continued growth and the addition of new metered customers, along with a $1,327,128 expenditure surplus achieved through savings across several areas. While some departments experienced unavoidable cost pressures related to staffing, contracted services, and program activity, these impacts were more than offset by strong results in Pollution Control, including favourable utility performance, reduced material and chemical costs, and higher revenue from service recoveries. Overall, wastewater operations collectively delivered a positive year-end variance, reflecting effective financial management across departments while supporting the City's ongoing service demands. Additional details for all departmental variances are provided in Appendix A.

It is important to note that Council has previously committed $6.9 million (C62/2025) from the Wastewater Sewer Surcharge Reserve (Fund 153) and the Stormwater Sewer Surcharge Reserve (Fund 234) to support the credits and rebates approved in 2025 to assist in the Programs' transition. An additional $1.3 million was expected to be added to the reserve balances in 2025 as a result of new properties being added to the program. Further, based upon the proposed 2026 rates and budget approval, a transfer of up to $5.5 million in reserve funding will likely be required in 2026. While a $4.4 million surplus was realized in 2025, significant transfers from the reserves continue to be required to maintain service levels and rates as budgeted.

Stormwater Management Reserve

The 2025 year-end position for the Stormwater Program reflects a total deficit of $800,270, resulting from both revenue and expenditure shortfalls. This variance represents a modest amount when considering the overall stormwater budget of $53,049,089. The revenue deficit of $364,240 is primarily due to adjustments made throughout the year to impervious area calculations, which reduced billable amounts. The expenditure deficit of $436,030 reflects operational cost pressures across multiple areas, including higher utility costs at pumping stations, increased contracted service

requirements, greater material and supply needs, and staffing-related impacts such as overtime and retroactive compensation adjustments. These pressures were partially offset by favourable variances in several areas, including lower program participation in certain rebate programs, salary savings from temporary vacancies, and reduced administrative fees. Overall, the stormwater program experienced cost challenges that exceeded available savings, resulting in a net deficit for the year. Detailed departmental results are provided in Appendix A.

Other Reserve Transfers

Municipal Vacant Home Tax (VHT)

In 2025, the City continued with its Municipal Vacant Home Tax Program (VHT Program) levying a three percent (3%) tax on residential properties that were vacant for more than one hundred and eighty-three (183) days in 2025. The complaint-based program resulted in one hundred and eleven billings (111), generating a total revenue net of related expenses of $147,260. As VHT revenue was budgeted at $100,000, the net amount of $47,260 was transferred to the City's Housing Reserve (Fund 216) to assist with housing-related programs, projects, and initiatives (in accordance with Council direction (CR493/2023)).

Municipal Accommodation Tax (MAT)

In 2025, total revenue net of administrative costs generated from the Municipal Accommodation Tax (MAT) was $3,888,244, of which, fifty percent (50%) or $1,944,122, was shared equally between the City of Windsor and Tourism Windsor Essex and Pelee Island (TWEPI). The City's share was transferred to the Tourism Development Infrastructure and Program Reserve (Fund 214) to support tourism-related attraction enhancements.

City's Housing Reserve

For the year-ended December 31, 2025, the Windsor-Essex Community Housing Corporation (CHC), generated a surplus of $1,083,444 which was transferred to the City's Housing Reserve (Fund 216). The City of Windsor is the Consolidated Municipal Service Manager for Windsor and Essex County ("catchment area") and is responsible for the Social Housing Program requirements and funding for approximately forty (40) providers. This surplus, representing the return of funds previously granted but not used, may be drawn on in future years to address financial requirements that arise, not only with CHC, but any of the forty (40) providers in the catchment area. At December 31, 2025, the balance in the City's Housing Reserve (Fund 216) was $4,231,206 (net of encumbrances).

Fringe Rate Stabilization Reserve

During the 2025 budget development process, and in an effort to minimize the overall tax levy requirement, it was determined that a measured level of risk could be assumed with respect to the Corporation's fringe benefit budget, supported by the strong balance in the Fringe Rate Stabilization Reserve (Fund 158). As anticipated, this approach resulted in a fringe benefit deficit of $6,205,723, which was funded through a draw from the Reserve.

Given the magnitude of the deficit, it was further determined that, in addition to the $1,000,000 transfer from the Fringe Benefit Contingency within the operating budget, the $2,400,000 Budget Stabilization Contingency would also be allocated to the Reserve to support its replenishment for future years.

After accounting for the $6,205,723 draw, the Fringe Rate Stabilization Reserve (Fund 158) closed the year with a balance of $2,686,903. A summary of all inflows and outflows related to this Reserve are provided in the table below.

Description	Amount $
2025 Opening Balance	5,356,049
Interest Earned	107,443
Departmental Fringe Benefit Recoveries	29,134
Transfer from the Fringe Benefit Contingency (Operating)	1,000,000
Transfer from the Budget Stabilization Contingency Reserve	2,400,000
Transfer to Operating Budget to Cover the 2025 Deficit	(6,205,723)
2025 Closing Balance	**2,686,903**

Reserve for Tax Appeals

In 2025, Net Tax Additions/Reductions, from the supplementary and omitted billing processes, resulted in a surplus of $2,621,766. Typically, surpluses are transferred to the Reserve for Tax Appeals (Fund 192). At December 31, 2025, the balance of the Reserve for Tax Appeals was $20,790,446. Taking into consideration the overall health of balance in the Reserve for Tax Appeals, Administration deferred the transfer of this surplus as a measure to balance the City's year-end financial position.

Transfer To / From Reserves

Throughout the course of the year, costs and/or revenues related to certain initiatives are captured in operating accounts/funds and then transferred at year-end to/from various specific reserves consistent with past practice. The following transfers have occurred, and a summary is provided below in **Table B.**

Table B: 2025 Summary of Transfers (To)/From Reserve Accounts/Funds

RESERVE FUND / ACCOUNT	AMOUNT
Fund 231 - WREN SSM IES Reserve	($677,305)
Account 1798-Commodity Tax Reserve Account	($500,000)
Account 1746-TW Amherstburg Bus Route	($125,290)
Account 1781-Fire - Small Fleet Reserve	($57,279)
Account 1799-Flood Protection Education Prg.	($32,616)
Account 1782-Fire - Clothing Reserve	($28,123)
Account 1756 - Reserve for Tree Planting	($19,776)
Account 1797-Defib Tiered Response Reserve	($18,477)
Account 1755-Reserve for Fire Education	($2,422)
Account 1763-Class Reserve - Parks and Recreation	$3,020
Account 1790-Landfill #3 - Perpetual Care (PW Environmental)	$20,958
Account 1783-Non-Union Salary Market Reserve	$24,422
Account 1784 - Succession Planning Reserve	$40,963
Fund 114-128 - Development Charge Reserves	$60,525
Account 1801-Capital Donation Reserve	$77,988
Fund 160 - Capital Expenditure Reserve	$292,387
Fund 177-PC Maintenance/Support Reserve	$913,171
Account 1741-Transit Windsor Growth Initiatives	$1,300,000
Fund 170 - Pay As You Go (PAYG) Leasing Reserve	$1,426,556
Fund 180 - Building Permit Reserve	$6,278,931

One-Time Funding

During the development of the 2025 operating budget, a total of $6,759,013 in one-time funding was approved to address non-recurring budgetary needs for the fiscal year. These requests were considered and approved during the budget process to prevent ongoing operating costs from being embedded in the base budget, thereby minimizing the required levy increase. Throughout the year, departmental budgets are closely monitored, and access to approved one-time funding is restricted to instances where a

department anticipates ending the year in a deficit position. Whenever possible, departments are encouraged to avoid utilizing these funds to preserve the balance in the reserves from which they are approved. Of the total one-time funding approved in 2025, only $3,228,904 was drawn from the reserve, representing 48% of the total allocated amount. **Table C** below includes a departmental listing of approved one-time funding vs. the total amounts transferred in 2025.

Table C: 2025 Approved One-Time Funding vs. 2025 Actual Transfers

Department	Approved One-Time Funding	Actual Transferred Funding	Un-transferred	Percentage Used
Asset Planning	$70,057	$0	$70,057	0%
Building	$10,000	$0	$10,000	0%
Communications	$583,109	$246,834	$336,275	42%
Corporate Accounts	$1,510,200	$1,510,200	$0	100%
Economic Development	$125,000	$125,000	$0	100%
Housing & Children	$1,137,935	$0	$1,137,935	0%
Housing Corporation	$105,489	$0	$105,489	0%
Information Technology	$308,867	$0	$308,867	0%
Legal	$400,000	$400,000	$0	100%
Parks, Rec. & Facilities	$1,164,918	$0	$1,164,918	0%
Planning & Development	$427,888	$200,000	$227,888	47%
Public Works	$149,601	$79,751	$69,850	53%
Taxation & Fin. Projects	$98,830	$0	$98,830	0%
Transit Windsor	$667,119	$667,119	$0	100%
Total	**$6,759,013**	**$3,228,904**	**$3,530,109**	**48%**

Based on the transfers outlined in the table above, a total of $3,530,109 was retained within the Budget Stabilization Reserve (Fund 139). This strategic decision supports the ongoing financial sustainability of the Reserve, ensuring that adequate resources remain available to address future fiscal pressures, unforeseen expenditures, and potential revenue shortfalls. The balance remaining in the Budget Stabilization Reserve (Fund 139) as at December 31, 2025, was $6,465,200.

Homelessness Reserve Account

Recommendation 6 to this Report establishes a Homelessness Reserve Account, intended to retain 100% City-funded contributions to support future homelessness-related costs. For 2025, Administration maximized the use of federal and provincial funds for homelessness programs, resulting in a deferral of City funds not spent prior to December 31, 2025, of $1,200,000. Administration is seeking City Council's approval to create a new reserve account, endorsement to transfer these, and any future surpluses to the Homelessness Reserve Account. Further, authorization is being requested from City Council to allow the City Treasurer to authorize use of the funds within this Homelessness Reserve Account as needed to address future City homelessness needs. On an annual basis, Administration will report the activity of this account to Council through the year-end operating budget variance report.

Risk Analysis:

The following represents several risks and how such risks were addressed in 2025:

Annually, *Net Tax Additions/Reductions* are difficult to project as taxpayers have the ability to appeal their property assessment value on an annual basis, with the impact of those settlements, reflected in this account. As a reminder to City Council, on January 1, 2019, property assessment was placed on hold due to the pandemic. Property values in Ontario continue to be assessed based upon market conditions which prevailed on or around January 1, 2016. Given that the province-wide reassessment continues to remain on-hold and taking into consideration the overall health of the Reserves for Tax Appeals (Fund 192), Administration deferred the transfer of the surplus in the Net Tax Additions/Reduction for 2025, to balance the City's year-end financial position.

Current macro and micro economic conditions such as changes to local unemployment rates, volatility of energy costs, commodity prices, interest rates and tariffs, as well as supply and demand for products and services are all risk factors that required mitigation. Inflationary increases (the Consumer Price Index) in 2025 averaged 2.1%.

There are a number of strategies that Administration employs to mitigate the impacts of these factors. As it relates to energy costs, Administration pursues initiatives identified through the Energy Management Plan and other capital works that may reduce energy consumption across corporate facilities, thus resulting in lower overall energy costs. With regards to unemployment within the City of Windsor, Administration continues to implement Windsor Work and other economic development strategies to enhance growth within the City of Windsor. With regards to tariffs, Administration has adopted administrative action plans identified in C69/2025, City Wide Tariff Impact and Response, to manage on-going risks related to tariffs. Further, as it relates to purchase of goods and services, Administration leverages the Purchasing By-Law 93-2012 and related policies and procedures to ensure effective procurement of goods and services in a transparent and accountable manner.

Seasonal variability with respect to revenues (e.g. Recreation Fees) and expenses (e.g. winter control), while not avoidable, Administration actively monitors these factors, reports on forecasted impacts of these issues on the City's operating results and identifies and implements strategies to mitigate where possible.

Potential increases in staffing costs due to factors such as sick call replacement, modified duties (particularly in mandated or 24/7 operational areas), WSIB, joint job evaluation or other arbitration decisions, and health benefit usage (Green Shield). Certain costs may be covered by corporate provisions/reserves. Examples of cost mitigation strategies in 2025 include:

- Use of the Fringe Rate Stabilization Reserve (Fund 158) to minimize the impact of fringe benefits on the 2025 Operating Budget. Refer to the discussion under Fringe Rate Stabilization Reserve (Fund 158).

- The Corporate Salary & Wage Provision account captures provisions and accruals related to collective agreements and other personnel matters. This corporate provision includes funding for job evaluation increases, unforeseen WSIB costs, overtime for eligible non-union employees, and a general contingency allowance. The account is intended to mitigate the impact of such unanticipated expenses on departmental operating budgets.

Potential increase to unavoidable expenditures such as emergency repairs and maintenance, related purchases of materials and supplies, legal expenses, streetlight maintenance, etc.

- Transfer from Transit Windsor Growth Initiative Reserve account (1741) of $1.3 million to partially mitigate the deficit related to temporary labour requirements and maintenance costs, to sustain service delivery at Transit Windsor.
- Transfer from the Self-Insurance Reserve (Fund 142) to fund claims and insurance premiums of $1.5 million.

The significant use of estimates, historical knowledge, and judgement in developing budgets and projecting actual expenses for the year implies that actual year-end revenues and expenditures may differ significantly from quarterly projections. One way to mitigate this risk and help to offset any unexpected or one-time variances is by way of the annual corporate contingency account.

Climate Change Risks:

Climate Change Mitigation:

Climate Change Mitigation initiatives are budgeted throughout the corporation and any variances form part of the departmental and ABC variance descriptions.

Climate Change Adaptation:

Climate Change Adaptation initiatives are budgeted throughout the corporation and any variances form part of the departmental and ABC variance descriptions.

Financial Matters:

Detailed descriptions to support the departmental year-end variances have been provided in Appendix A.

Consultations:

All City Departments provided comments to augment and clarify the analysis performed by the Financial Planning Department.

David Soave, Manager, Strategic Operating Budget Development & Control

Emilie Dunnigan, Manager, Development Revenue & Financial Administration

Rachel Chesterfield, Manager, Performance Measurement & Bus. Case Development

Linda Higgins, Manager of Inter-Governmental Subsidies & Financial Administration

Carrie McCrindle, Manager of Inter-Governmental Subsidies & Financial Administration

Mark Spizzirri, Senior Manager, Financial Planning (ABC's)

Michael Dennis, Manager, Strategic Capital Budget Development & Control

Conclusion:

The 2025 year-end close process is complete, and the variance report is being presented to City Council for final direction.

Planning Act Matters:

N/A

Approvals:

Name	Title
Lorie Gregg	Executive Director, Financial Planning, Deputy Treasurer
Tony Ardovini	Executive Director, Financial Planning, Deputy Treasurer
Janice Guthrie	Commissioner, Finance & City Treasurer
Jelena Payne for Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

1 Appendix A - 2025 Operating Budget Variance
2 Appendix B - 2025 Operational & Economic Statistics
3 Appendix C - 2025 Budget Carry-Forwards
5 Appendix D - 2025 Development Charges Reserve Funds Income Statement
6 Appendix E - 2025 Statement of Activity - Development Charge Credits

Appendix A

2025 Operating Budget Variance (Year-End)

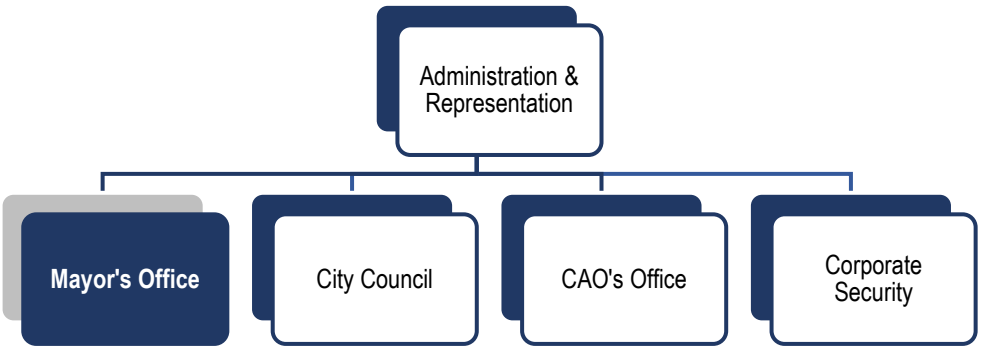
Operating Budget Variance Summary by Department

Department	2025 Expense Budget	2025 Revenue Budget	2025 Net Budget	Q2 Projected Variance	Q3 Projected Variance	Year-End Final Variance	% of Net Budget
Transit Windsor	$44,175,110	$30,052,237	$14,122,873	($3,468,000)	($5,453,000)	($6,654,750)	(47.12%)
Fire & Rescue	$57,652,517	$1,752,053	$55,900,464	($1,585,000)	($1,833,000)	($987,301)	(1.77%)
Public Works	$59,733,593	$30,785,355	$28,948,238	$0	($155,000)	($683,165)	(2.36%)
Planning & Development	$5,607,069	$2,441,923	$3,165,146	$0	$0	($142,921)	(4.52%)
Legal	$14,687,473	$9,867,431	$4,820,042	$0	$0	($118,645)	(2.46%)
Council Services	$6,746,611	$2,988,869	$3,757,742	$0	$0	($78,740)	(2.10%)
Taxation & Financial Projects	$4,160,293	$3,348,685	$811,608	$0	($132,000)	($70,255)	(8.66%)
Human Resources	$8,189,967	$815,617	$7,374,350	$0	($100,000)	($55,661)	(0.75%)
Building Services	$9,322,899	$8,029,995	$1,292,904	$0	$0	($47,671)	(3.69%)
Corporate Security	$4,334,461	$2,528,351	$1,806,110	$0	$0	($9,801)	(0.54%)
Parks, Recreation & Facilities	$66,579,959	$22,839,628	$43,740,331	$0	($92,000)	($7,596)	(0.02%)
Mayor's Office	$500,846	$0	$500,846	$0	$0	$0	0.00%
Communications	$4,339,149	$1,208,143	$3,131,006	$0	$0	$0	0.00%
Pollution Control	$27,444,929	$27,444,929	$0	$0	$0	$0	0.00%
CAO's Office	$1,185,623	$0	$1,185,623	$0	$0	$425	0.04%
Asset Planning	$1,687,497	$965,009	$722,488	$0	$0	$605	0.08%
Engineering	$11,037,737	$8,260,955	$2,776,782	$0	$185,000	$1,372	0.05%
Economic Development	$2,504,830	$174,000	$2,330,830	$0	$0	$2,160	0.09%
Huron Lodge	$35,182,108	$25,049,277	$10,132,831	$0	$0	$2,279	0.02%
Financial Accounting	$3,432,838	$851,158	$2,581,680	$0	$0	$24,448	0.95%
Culture	$2,161,416	$342,010	$1,819,406	$0	$0	$59,410	3.27%
Employment & Social Services	$167,272,224	$158,736,861	$8,535,363	$0	$0	$84,101	0.99%
Information Technology	$12,110,390	$2,275,489	$9,834,901	$0	$0	$86,368	0.88%
City Council	$1,138,319	$181,991	$956,328	$0	$0	$111,617	11.67%
Financial Planning	$5,249,062	$2,077,736	$3,171,326	$0	$0	$144,920	4.57%
Housing & Children Services *	$219,554,255	$201,282,423	$18,271,832	$0	$462,000	$440,655	2.41%
Corporate Accounts	$210,403,004	$110,798,539	$99,604,465	$0	$2,704,000	$6,676,186	6.70%
Sub-Total: City Departments	**$986,394,179**	**$655,098,664**	**$331,295,515**	**($5,053,000)**	**($4,414,000)**	**($1,221,960)**	**(0.37%)**
EWSWA	$11,639,067	$33,039	$11,606,028	$0	$0	$0	0.00%
Housing Corporation	$27,748,808	$9,541,517	$18,207,291	$0	$738,000	$0	0.00%
Windsor Public Library	$9,428,960	$867,924	$8,561,036	$0	$0	$0	0.00%
Agencies	$24,352,906	$100,598	$24,252,308	$0	$316,000	$459,201	1.89%
Windsor Police Service	$133,105,161	$22,070,444	$111,034,717	($2,575,000)	($1,800,000)	$1,104,607	0.99%
Sub-Total: ABC's	**$206,274,902**	**$32,613,522**	**$173,661,380**	**($2,575,000)**	**($746,000)**	**$1,563,808**	**0.90%**
Total: Municipal	**$1,192,669,081**	**$687,712,186**	**$504,956,895**	**($7,628,000)**	**($5,160,000)**	**$341,848**	**0.07%**

Mayor's Office

DEPARTMENTAL OVERVIEW

The Mayor is the Head of City Council the Chief Executive Officer (CEO) of the Corporation of the City of Windsor. As Head of Council he presides over all meetings of Council. The Mayor ensures that the laws governing the Municipality are properly executed and enforced. The Mayor has primary responsibility for seeing that the policies of the Municipality are implemented, and he works closely with Council to ensure that this occurs. As CEO, the Mayor has responsibility for all actions taken on behalf of the municipal corporation. Based on the approval of Council, the Mayor has responsibility for directing municipal spending priorities in accordance with local needs and preferences, and oversees the Municipality's administration to ensure that all actions taken by administration are consistent with Council policies.



	2022	2023	2024
Annual Revenue Budget	$0	$0	$0
Annual Expense Budget	$505,705	$504,338	$504,893
Annual Net Budget	**$505,705**	**$504,338**	**$504,893**
Annual Net Variance	**$0**	**$0**	**$0**
Variance as a % of Net Budget	**0.0%**	**0.0%**	**0.0%**

2025 Year-End Variance: $0

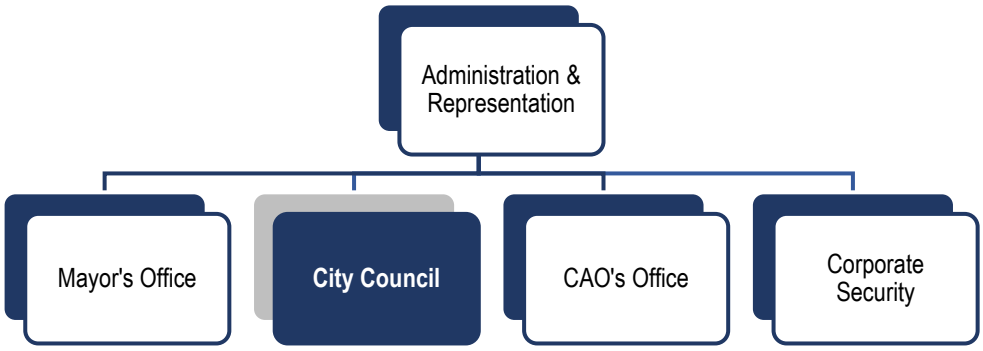
VARIANCE DESCRIPTION

The department is reporting a balanced position with no surplus or deficit at year-end.

City Council

DEPARTMENTAL OVERVIEW

Ontario Municipalities are governed by municipal councils. The role of municipal councils is to provide direction on matters governing municipal services, and the various regulatory frameworks. These functions are performed based on the delegated authority contained within the Municipal Act and other legislation and regulations. In Windsor, City Council is composed of the Mayor (Head of Council) and 10 Councillors (1 for each of the 10 Wards).



	2022	2023	2024
Annual Revenue Budget	($1,010,920)	($803,211)	($156,991)
Annual Expense Budget	$1,875,527	$1,547,581	$1,149,967
Annual Net Budget	**$864,607**	**$744,370**	**$992,976**
Annual Net Variance	**$164,560**	**$17,355**	**$29,155**
Variance as a % of Net Budget	**19.0%**	**2.3%**	**2.9%**

2025 Year-End Variance: $111,617

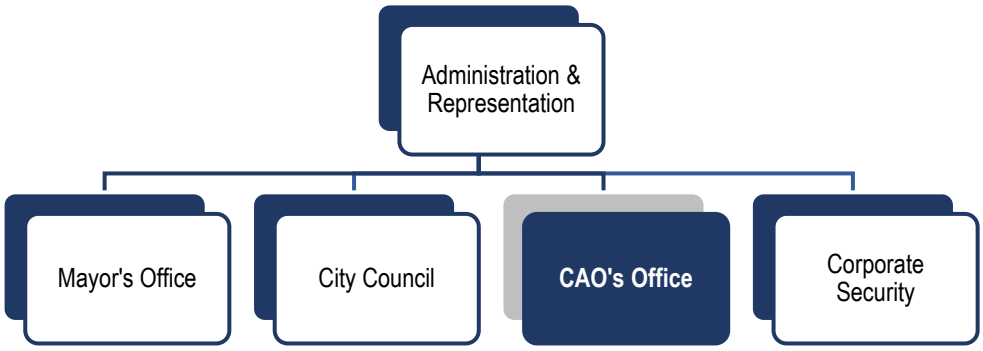
VARIANCE DESCRIPTION

In 2025, City Council realized a surplus of over $65,300 for monies received for Councillor memberships on ABC boards. The department also achieved lower expenses during the year.

CAO's Office

DEPARTMENTAL OVERVIEW

The Chief Administrative Officer (CAO) works closely with the Mayor and City Council, as well as City Administration through its senior leaders, to ensure Council's goals and objectives are achieved. This is realized through strategic leadership to the Corporation, managing the daily operations of service delivery, and leading ongoing improvements with a goal of greater efficiency.



	2022	2023	2024
Annual Revenue Budget	$0	$0	$0
Annual Expense Budget	$1,103,044	$1,070,193	$1,200,218
Annual Net Budget	**$1,103,044**	**$1,070,193**	**$1,200,218**
Annual Net Variance	**$160,731**	**$30,288**	**$5,013**
Variance as a % of Net Budget	**14.6%**	**2.8%**	**0.4%**

2025 Year-End Variance: $425

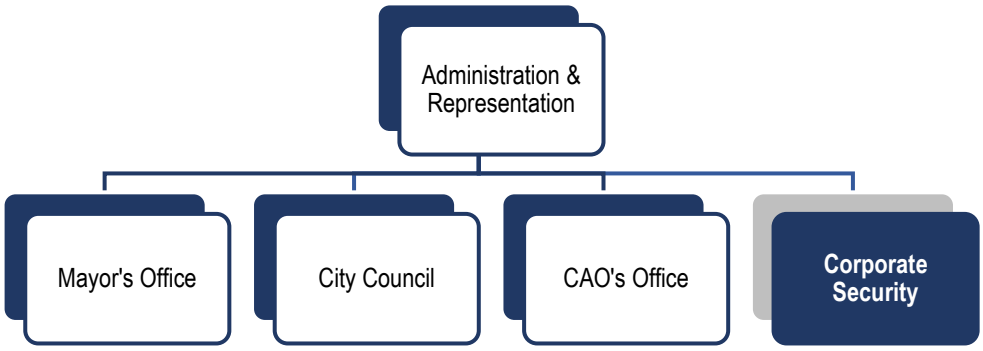
VARIANCE DESCRIPTION

The year-end variance is nominal and does not materially affect the department's financial position.

Corporate Security

DEPARTMENTAL OVERVIEW

The Security and Special Activities Unit provides facilities management services to the City Hall Square campus and proactive and reactive security measures to the Corporation at large working synergistically with existing agencies, departments and tenants.



	2022	2023	2024
Annual Revenue Budget	($2,515,286)	($2,670,764)	($2,594,150)
Annual Expense Budget	$3,701,829	$3,883,870	$3,998,394
Annual Net Budget	**$1,186,543**	**$1,213,106**	**$1,404,244**
Annual Net Variance	**$343,282**	**($261,565)**	**($364,592)**
Variance as a % of Net Budget	**28.9%**	**(21.6%)**	**(26.0%)**

2025 Year-End Variance: ($9,801)

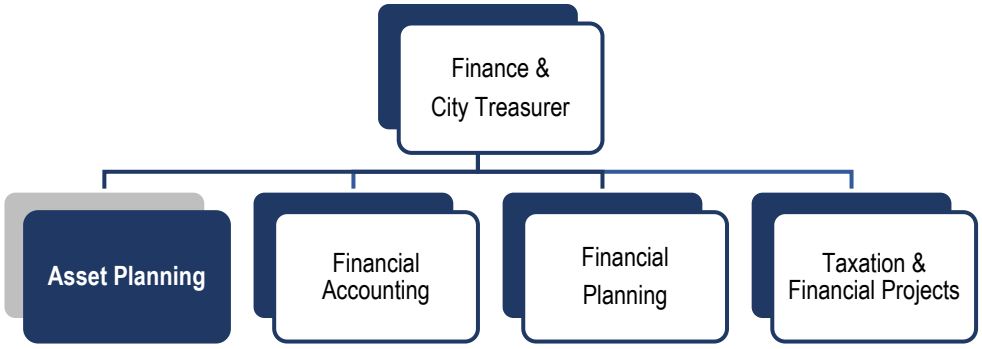
VARIANCE DESCRIPTION

The year-end deficit is due to higher utilization of corporate security guards.

Asset Planning

DEPARTMENTAL OVERVIEW

The Asset Planning department plays a crucial role in managing the organization's physical and financial assets by ensuring strategic planning and effective budgeting. It is responsible for guiding long-term asset management strategies that support the sustainability and efficiency of the organization's infrastructure and capital investments. The department provides a range of key services, including asset planning, capital budget development and monitoring, corporate energy management, and the administration of capital grant funding programs. These functions help ensure that assets are maintained and renewed in a cost-effective manner, energy efficiency is prioritized, and external funding opportunities are maximized.



	2022	2023	2024
Annual Revenue Budget	($1,010,920)	($803,211)	($858,800)
Annual Expense Budget	$1,875,527	$1,547,581	$1,598,313
Annual Net Budget	**$864,607**	**$744,370**	**$739,513**
Annual Net Variance	**($35,651)**	**$72,293**	**($28,969)**
Variance as a % of Net Budget	**(4.1%)**	**9.7%**	**(3.9%)**

2025 Year-End Variance: $605

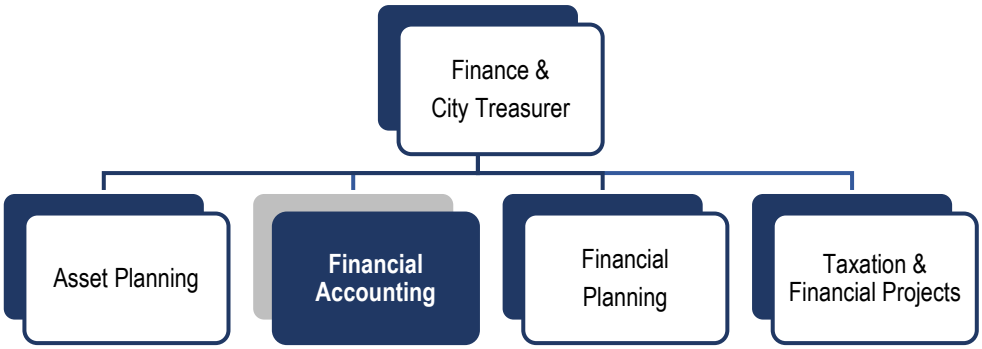
VARIANCE DESCRIPTION

The year-end variance is nominal and does not materially affect the department's financial position.

Financial Accounting

DEPARTMENTAL OVERVIEW

The Financial Accounting department is responsible for managing the organization's financial transactions with accuracy and integrity, ensuring compliance with all relevant financial regulations, policies, and reporting standards. This department plays a key role in maintaining accurate financial records and supporting transparency and accountability across the organization. It provides a wide range of essential services, including accounts payable and receivable, general accounting, and payroll administration. The department supports informed decision-making and contributes to the organization's overall financial stability and accountability.



	2022	2023	2024
Annual Revenue Budget	($833,103)	($632,556)	($673,550)
Annual Expense Budget	$3,162,235	$3,218,530	$3,404,853
Annual Net Budget	**$2,329,132**	**$2,585,974**	**$2,731,303**
Annual Net Variance	**$55,004**	**$0**	**$15,061**
Variance as a % of Net Budget	**2.4%**	**0.0%**	**0.6%**

2025 Year-End Variance: $24,448

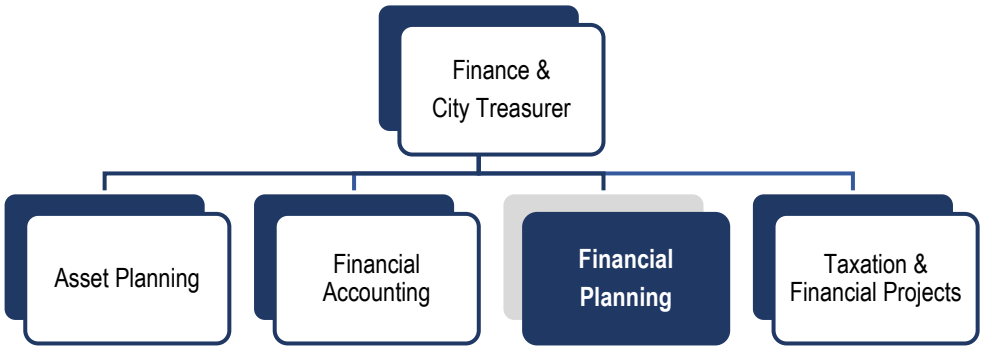
VARIANCE DESCRIPTION

The Department ended the fiscal year with a modest surplus of $24,448, primarily attributable to minor savings realized across various miscellaneous expenditure accounts. These include lower-than-anticipated spending on items such as office supplies and general administrative costs, and other routine operational expenses.

Financial Planning

DEPARTMENTAL OVERVIEW

The Financial Planning department plays a vital role in ensuring the organization's financial health by providing strategic oversight. It is responsible for leading the development and monitoring of the operating budget, ensuring that financial resources are aligned with organizational priorities and used efficiently. The department also oversees performance measurement initiatives, helping to track progress and identify areas for improvement. In addition, it provides overall financial planning leadership, offering guidance and recommendations to both the Corporation and Council.



	2022	2023	2024
Annual Revenue Budget	($1,125,237)	($1,258,340)	($1,542,084)
Annual Expense Budget	$3,971,534	$4,270,004	$4,922,080
Annual Net Budget	**$2,846,297**	**$3,011,664**	**$3,379,996**
Annual Net Variance	**$100,336**	**($71,298)**	**$28,333**
Variance as a % of Net Budget	**3.5%**	**(2.4%)**	**0.8%**

2025 Year-End Variance: $144,920

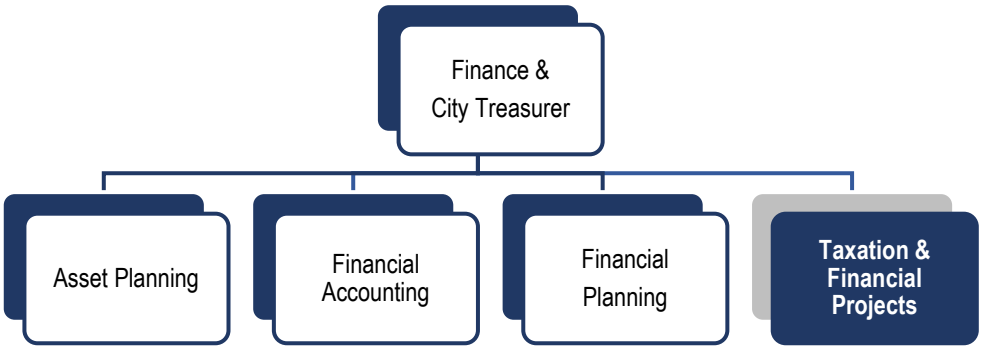
VARIANCE DESCRIPTION

Financial Planning ended the year with a surplus of $144,920, primarily attributable to salary and wage gapping experienced throughout the year. The favourable variance reflects periods where positions remained vacant or were filled later than anticipated, resulting in lower-than-budgeted personnel expenditures.

Taxation & Financial Projects

DEPARTMENTAL OVERVIEW

The Taxation & Financial Projects department plays a critical role in managing the organization's revenue streams by ensuring the accurate billing, timely collection, and effective administration of property taxes and other financial resources. Its key services include property tax billing and collection, cash management, and providing strategic leadership on a variety of corporate financial projects. The department ensures the reliable flow of funds necessary to support essential programs and services across the organization.



	2022	2023	2024
Annual Revenue Budget	($2,870,561)	($3,006,735)	($3,541,946)
Annual Expense Budget	$3,475,392	$3,704,444	$4,191,258
Annual Net Budget	**$604,831**	**$697,709**	**$649,312**
Annual Net Variance	**($268,259)**	**($241,779)**	**($506,434)**
Variance as a % of Net Budget	**(44.4%)**	**(34.7%)**	**(78.0%)**

2025 Year-End Variance: ($70,255)

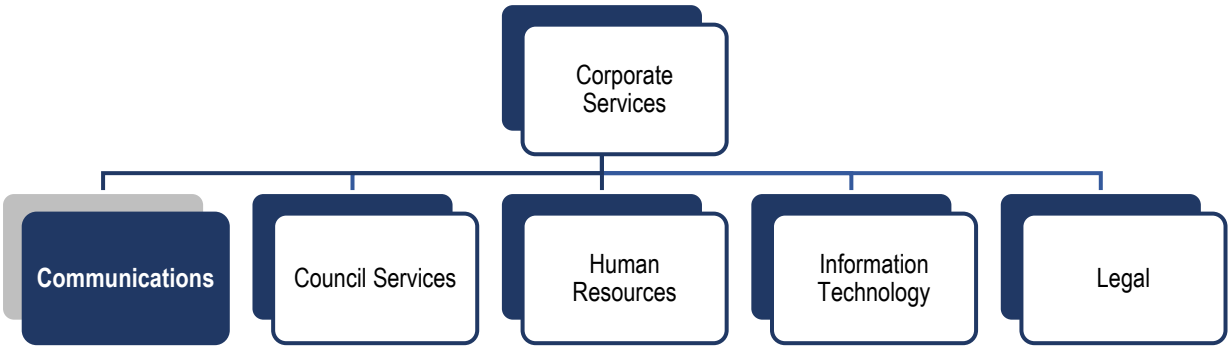
VARIANCE DESCRIPTION

Taxation & Financial Projects ended the year with a deficit of $70,255, primarily attributable to higher-than-anticipated postage and courier costs incurred throughout the year. These increased mailing and delivery expenses, associated with the distribution of tax notices and other related correspondence, resulted in expenditures exceeding the approved budget and contributed to the unfavourable year-end variance.

Communications

DEPARTMENTAL OVERVIEW

The Communications department serves as the central hub for all communication and customer service activities within the City of Windsor, ensuring consistent, accurate, and timely information is shared both internally among staff and externally with residents, stakeholders, and the media. Its core responsibilities include acting as the primary point of contact for all corporate communications, managing both internal and external messaging, and overseeing the operation of the 211/311 contact centre. This contact centre serves as a vital resource for residents, offering accessible information and support regarding City services and programs.



	2022	2023	2024
Annual Revenue Budget	($715,502)	($718,928)	($681,033)
Annual Expense Budget	$4,058,175	$4,264,283	$4,374,801
Annual Net Budget	**$3,342,673**	**$3,545,355**	**$3,693,768**
Annual Net Variance	**($112,141)**	**$58,880**	**$137,406**
Variance as a % of Net Budget	**(3.4%)**	**1.7%**	**3.7%**

2025 Year-End Variance: $0

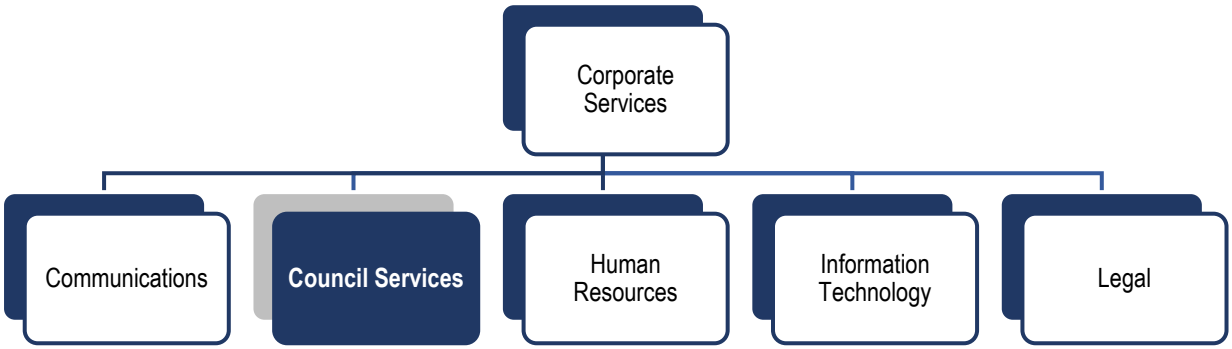
VARIANCE DESCRIPTION

The department is reporting a balanced position with no surplus or deficit at year-end.

Council Services

DEPARTMENTAL OVERVIEW

The Council Services Department administers the city's legislative processes, ensuring transparency, accountability, and effective governance. Its responsibilities include overseeing municipal Elections, organizing and supporting Council and Committee meetings, and maintaining official public records in accordance with legislative requirements. Licensing & By-Law Enforcement is responsible for managing and enforcing a variety of municipal by-laws and licensing regulations. This includes overseeing several categories of business licenses, as well as ensuring compliance with regulatory standards that promote public health, safety, and community well-being.



	2022	2023	2024
Annual Revenue Budget	($3,203,000)	($2,965,377)	($3,238,437)
Annual Expense Budget	$6,585,297	$6,646,823	$7,251,786
Annual Net Budget	**$3,382,297**	**$3,681,446**	**$4,013,349**
Annual Net Variance	**($395,074)**	**$187,943**	**$265,432**
Variance as a % of Net Budget	**(11.7%)**	**5.1%**	**6.6%**

2025 Year-End Variance: ($78,740)

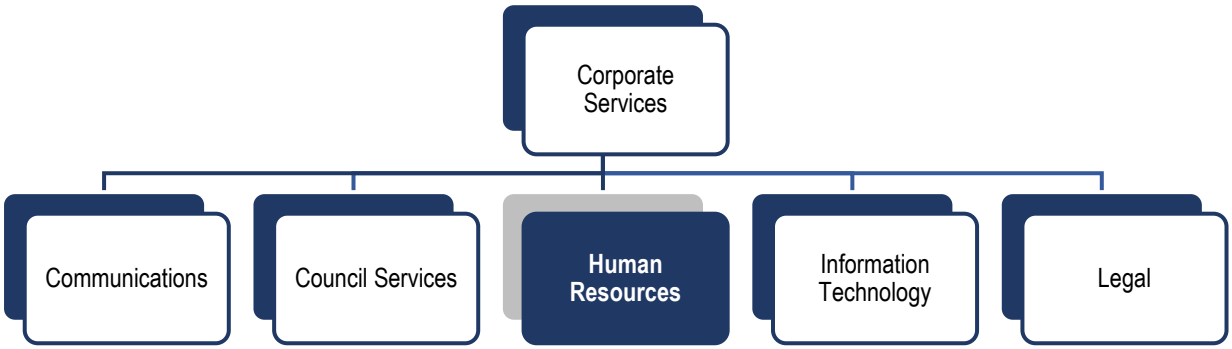
VARIANCE DESCRIPTION

The deficit is attributable to a decline in By-Law Enforcement revenue, specifically from the division's Repeat Offender Fee related to land maintenance violations, and an overage in salary and wages. The Repeat Offender Fee, introduced by Council in 2019 as a deterrent for property owners who neglected property upkeep, was originally budgeted based on the number of work orders issued in the previous year. However, with fewer Orders to Comply being issued, the number of Repeat Offender Fees collected had declined, reflecting the intended impact on the fee.

Human Resources

DEPARTMENTAL OVERVIEW

The Human Resources department provides a wide range of essential services that support the organization's workforce and contribute to a positive, productive work environment. These services include recruitment, benefits administration, occupational health and safety initiatives, and employee relations support. As an equal opportunity employer, the department is also committed to fostering an inclusive and supportive work culture. It leads efforts in succession planning to ensure leadership continuity, facilitates professional skills development and training opportunities to support career growth, and implements mental health and wellness initiatives that promotes the overall well-being of the organization.



	2022	2023	2024
Annual Revenue Budget	($919,342)	($842,764)	($1,098,672)
Annual Expense Budget	$7,252,526	$7,543,216	$8,219,043
Annual Net Budget	**$6,333,184**	**$6,700,452**	**$7,120,371**
Annual Net Variance	**$4,009**	**$56,105**	**($287,387)**
Variance as a % of Net Budget	**0.1%**	**0.8%**	**(4.0%)**

2025 Year-End Variance: ($55,661)

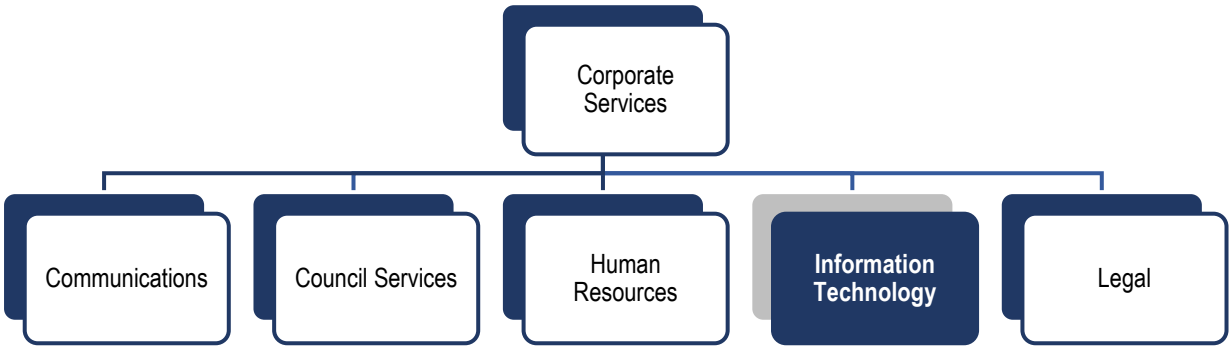
VARIANCE DESCRIPTION

The Human Resources Department ended the year with a deficit of $55,661, primarily attributable to external legal fees associated with investigations related to workplace harassment and violence. These costs are inherently difficult to forecast, as they fluctuate from year to year based on both the number of complaints received and the complexity and cost of each investigation.

Information Technology

DEPARTMENTAL OVERVIEW

The Information Technology department plays a vital role in driving operational efficiencies through strategic technology planning and support. In addition, the department is responsible for providing and maintaining the systems, applications, computers, networks, data management, internet access, and security protocols that are essential to the smooth functioning of City operations. The IT department also develops and enforces policies that safeguard the integrity and security of the City's digital infrastructure, ensuring compliance with relevant regulations and protecting sensitive information.



	2022	2023	2024
Annual Revenue Budget	($1,709,375)	($1,709,375)	($2,560,523)
Annual Expense Budget	$9,076,667	$9,879,728	$11,480,842
Annual Net Budget	**$7,367,292**	**$8,170,353**	**$8,920,319**
Annual Net Variance	**($31,070)**	**$181,264**	**$40,229**
Variance as a % of Net Budget	**(0.4%)**	**2.2%**	**0.5%**

2025 Year-End Variance: $86,368

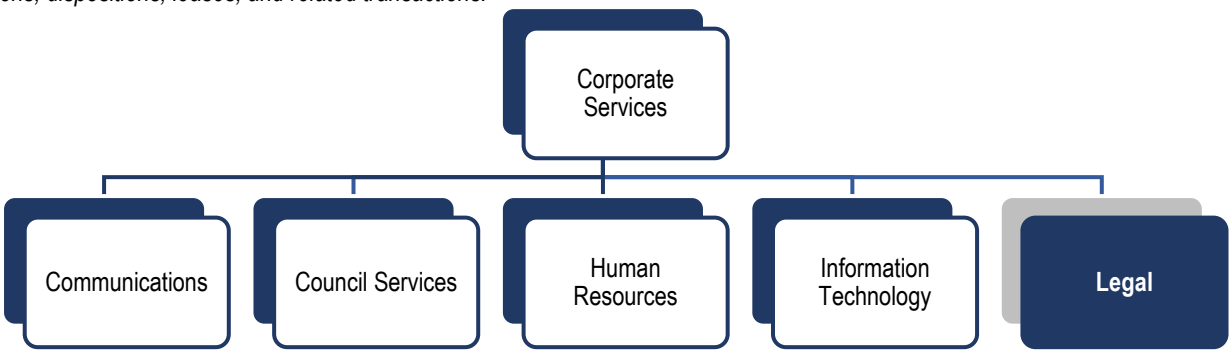
VARIANCE DESCRIPTION

Information Technology ended the year with a surplus of $86,368, primarily attributable to salary and wage gapping experienced throughout the year. The favourable variance reflects periods where positions remained vacant or were filled later than anticipated, resulting in lower-than-budgeted personnel expenditures.

Legal

DEPARTMENTAL OVERVIEW

The Legal Department plays a vital role in safeguarding the City's legal interests by ensuring compliance with applicable laws, regulations, and policies. It provides timely and expert legal advice to Council, senior leadership, and City departments across a wide range of matters, helping to mitigate legal risks and ensure sound governance. The department also offers representation in administrative tribunals and court proceedings, handles complex contractual negotiations and agreements, and oversees matters related to expropriations, labour and employment law, and municipal liability. The Legal department also manages the City's real estate assets, providing legal guidance on property acquisitions, dispositions, leases, and related transactions.



	2022	2023	2024
Annual Revenue Budget	($9,276,121)	($7,592,357)	($7,697,590)
Annual Expense Budget	$16,095,141	$14,430,670	$14,462,972
Annual Net Budget	**$6,819,020**	**$6,838,313**	**$6,765,382**
Annual Net Variance	**$199,563**	**($806,091)**	**($212,005)**
Variance as a % of Net Budget	**2.9%**	**(11.8%)**	**(3.1%)**

2025 Year-End Variance: ($118,645)

VARIANCE DESCRIPTION

The Legal Department ended the year with a deficit of $118,645, see additional information below:

Legal Administration & Real Estate
Legal Administration & Real Estate ended the year in a deficit of $65,565 which is primarily attributable to a revenue shortfall in User Fees.

Purchasing
Purchasing ended the year in a surplus of $150,144, primarily attributable to salary and wage gapping experienced throughout the year.

Risk & Insurance

Risk & Insurance ended the year in a surplus of $12,814. The year-end variance is nominal and does not materially affect the department's financial position. Deficits related to claims and insurance premiums were mitigated through transfers from Reserve Fund F142, Self Insurance Reserve.

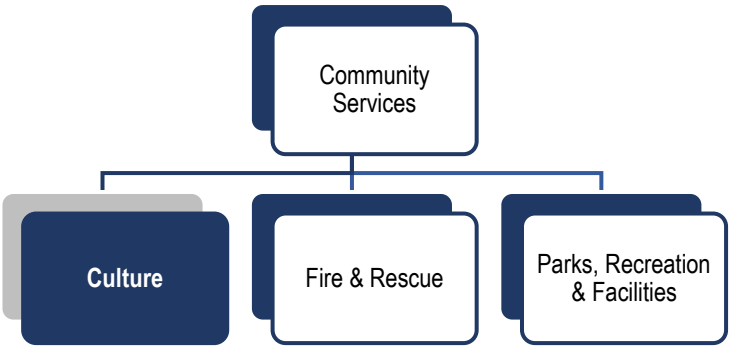
Provincial Offences

Provincial Offences ended the year in a deficit of $216,038, primarily driven by revenue shortfalls related to red light camera fines. POA revenues are shared with the City's municipal county partners, thereby adding to the financial impact of reduced fine revenues. This pressure was further partially mitigated by lower-than-anticipated operating, rental, and processing costs, in addition to a reduced transfer to Reserve Fund F236, Traffic & Road Safety Improvements (Traffic Calming).

Culture

DEPARTMENTAL OVERVIEW

The Culture department plays a crucial role in fostering artistic expression, preserving heritage, and enhancing community engagement through various programs and services. By supporting cultural initiatives, the department strengthens Windsor's identity, celebrates diversity, and enriches the lives of residents. Key responsibilities include cultural programming, public art, heritage and historical preservation, community engagement, and quality of life. These initiatives also contribute to community experiences, tourism, and economic development, while ensuring Windsor's cultural assets are accessible, inclusive, and reflective of the community it serves.



	2022	2023	2024
Annual Revenue Budget	n/a	n/a	n/a
Annual Expense Budget	n/a	n/a	n/a
Annual Net Budget	**$0**	**$0**	**$0**
Annual Net Variance	**n/a**	**n/a**	**$164,337**
Variance as a % of Net Budget	**n/a**	**n/a**	**n/a**

2025 Year-End Variance: $59,410

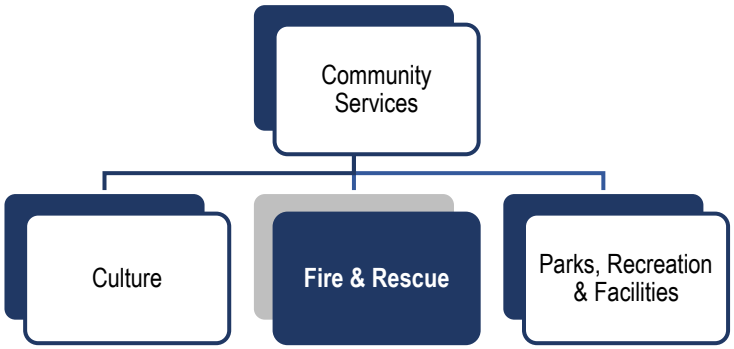
VARIANCE DESCRIPTION

Culture ended the year with an overall surplus of $59,410 mainly due to less expenditures in public relations as well as expenses relating to curatorial support, conservations, and museum events.

Fire & Rescue

DEPARTMENTAL OVERVIEW

The Fire & Rescue department is responsible for protecting lives, property, and the environment from fire, hazardous situations, and other emergencies. It operates through a combination of highly trained firefighters, specialized equipment, and coordinated response strategies to ensure public safety. Key responsibilities include fire suppression, emergency medical services, rescue operations, hazardous materials response, fire prevention and code enforcement, public education, disaster and emergency preparedness and fire investigation.



	2022	2023	2024
Annual Revenue Budget	($1,952,731)	($2,001,430)	($2,103,522)
Annual Expense Budget	$52,491,089	$52,507,897	$57,607,535
Annual Net Budget	**$50,538,358**	**$50,506,467**	**$55,504,013**
Annual Net Variance	**($3,464,816)**	**($1,536,849)**	**($1,929,188)**
Variance as a % of Net Budget	**(6.9%)**	**(3.0%)**	**(3.5%)**

2025 Year-End Variance: ($987,301)

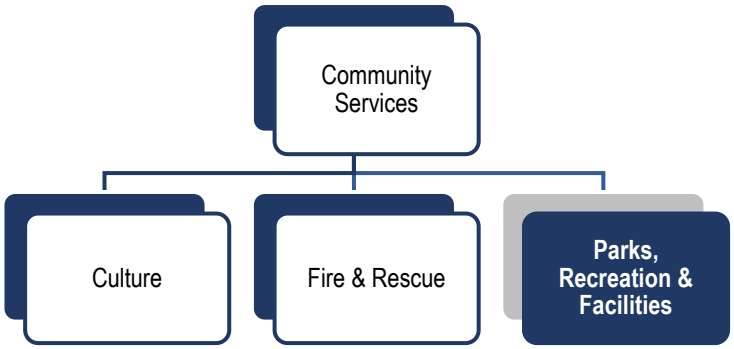
VARIANCE DESCRIPTION

Windsor Fire & Rescue Services ended the period with a net deficit primarily driven by overtime pressures of $1,805,144 resulting from continued employee absences, including sick leave, parental leave, and short-term WSIB cases, which require overtime to maintain operational staffing levels. This pressure was partially offset by a $557,037 salary accounts surplus and grant funding, along with an additional $260,806 surplus in other accounts primarily due to lower fuel costs, grant funding, and insurance recoveries.

Parks, Recreation & Facilities

DEPARTMENTAL OVERVIEW

The Parks, Recreation and Facilities division is responsible for enhancing the quality of life in a community by providing and maintaining public parks, recreational facilities, and a wide variety of programs and events for people of all ages and abilities. In addition, the division is responsible for the efficient management, maintenance, and operation of the City's physical infrastructure and buildings. This division ensures that all facilities, such as offices, recreation centres, libraries, and other municipal buildings are safe, functional, and well-maintained to support daily operations and public use.



	2022	2023	2024
Annual Revenue Budget	($21,429,802)	($22,575,828)	($22,359,946)
Annual Expense Budget	$62,580,085	$66,434,676	$68,565,861
Annual Net Budget	**$41,150,283**	**$43,858,848**	**$46,205,915**
Annual Net Variance	**($323,720)**	**$607,734**	**($511,516)**
Variance as a % of Net Budget	**(0.8%)**	**1.4%**	**(1.1%)**

2025 Year-End Variance: ($7,596)

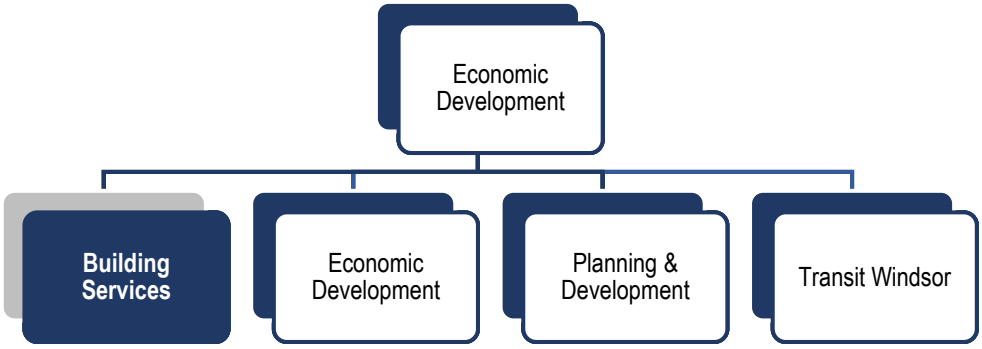
VARIANCE DESCRIPTION

The year end variance is primarily driven by inflation-related increases in purchased services.

Building Services

DEPARTMENTAL OVERVIEW

Building Services plays a critical role in ensuring the safety, integrity, and compliance of all buildings and properties within the municipality. The department is responsible for the application and enforcement of the Ontario Building Code, as well as property-related Municipal Bylaws. Key responsibilities include issuing building permits, conducting inspections, investigating complaints, enforcing maintenance bylaws, overseeing land use regulations and providing guidance and information to property owners, developers, and contractors regarding building regulations and permit processes.



	2022	2023	2024
Annual Revenue Budget	($5,842,761)	($7,320,864)	($8,043,432)
Annual Expense Budget	$7,871,886	$8,633,939	$9,493,128
Annual Net Budget	**$2,029,125**	**$1,313,075**	**$1,449,696**
Annual Net Variance	**($113,227)**	**($162,074)**	**($111,496)**
Variance as a % of Net Budget	**(5.6%)**	**(12.3%)**	**(7.7%)**

2025 Year-End Variance: ($47,671)

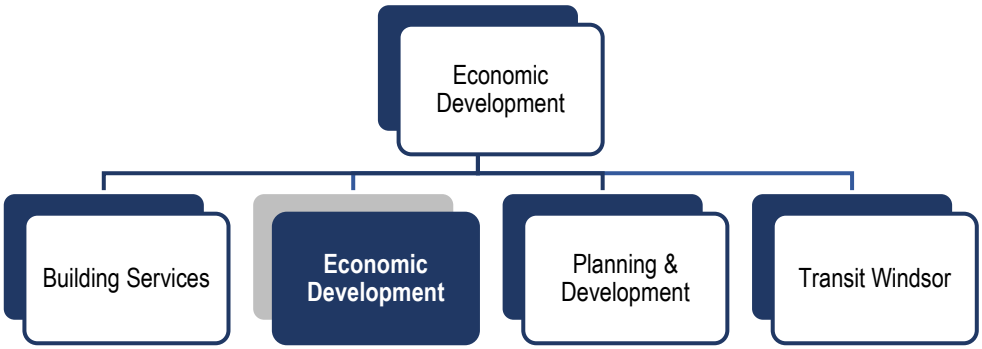
VARIANCE DESCRIPTION

Building department deficit is due to lower realized revenue from Building by-law enforcement, including enforcement of property standards, residential rental property conditions and upkeep of vacant buildings.

Economic Development

DEPARTMENTAL OVERVIEW

Economic Development is dedicated to promoting sustained economic growth by attracting new business investment and supporting the success of existing enterprises within the region. The department plays a key role in fostering a vibrant, resilient, and economically diverse community, helping to ensure long-term prosperity and a high quality of life for residents. Key responsibilities include attracting and supporting new business and industries, encouraging innovation and entrepreneurship, marketing the region, developing economic strategies and policies, and monitoring economic trends and data.



	2022	2023	2024
Annual Revenue Budget	$0	($263,523)	($91,826)
Annual Expense Budget	$1,364,556	$2,116,390	$2,285,949
Annual Net Budget	**$1,364,556**	**$1,852,867**	**$2,194,123**
Annual Net Variance	**$0**	**$491,637**	**$165,626**
Variance as a % of Net Budget	**0.0%**	**26.5%**	**7.5%**

2025 Year-End Variance: $2,160

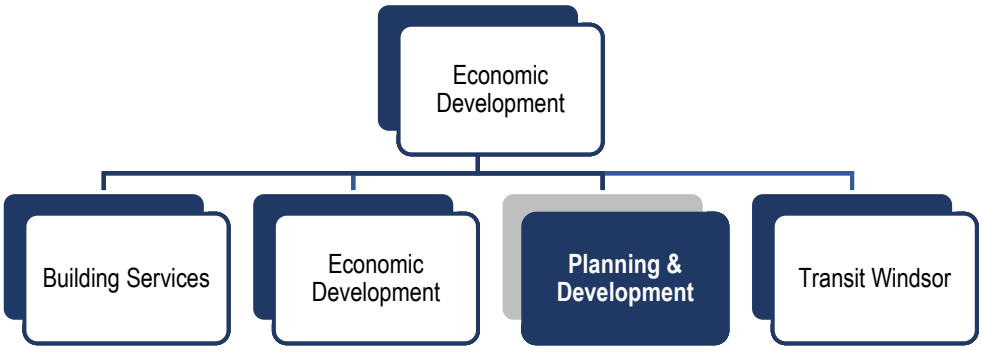
VARIANCE DESCRIPTION

The year-end variance is nominal and does not materially affect the department's financial position.

Planning & Development

DEPARTMENTAL OVERVIEW

Planning & Development is responsibe for the growth and development of the municipality through the preparation, implementation, and ongoing management of land use policies and planning frameworks. Central to this role is the development and maintenance of the Official Plan and Zoning By-law, which together serve as the foundation for land use decisions and future development within the city. Key responsibilities include preparing and updating planning documents, administering and interpreting the Zoning By-laws, reviewing, processing, and evaluating development applications, providing professional recommendations to Council and engaging with stakeholders.



	2022	2023	2024
Annual Revenue Budget	($934,271)	($1,850,430)	($2,001,180)
Annual Expense Budget	$4,109,297	$5,178,686	$5,561,286
Annual Net Budget	**$3,175,026**	**$3,328,256**	**$3,560,106**
Annual Net Variance	**$622,677**	**$92,214**	**$3,828**
Variance as a % of Net Budget	**19.6%**	**2.8%**	**0.1%**

2025 Year-End Variance: ($142,921)

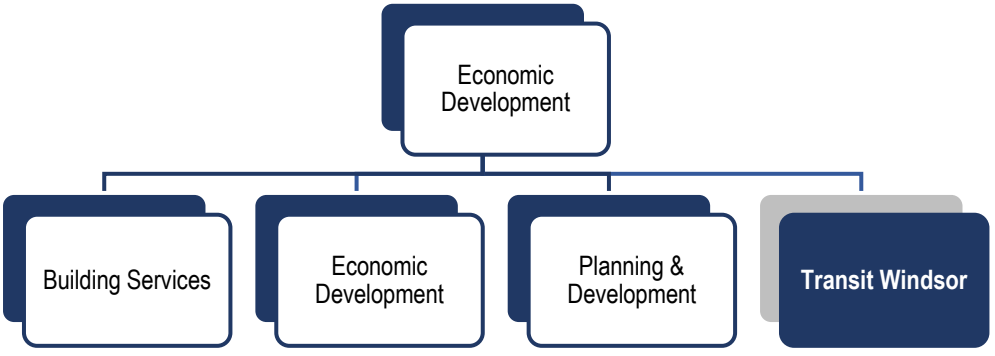
VARIANCE DESCRIPTION

Deficit is related to the deferred implementation of the user fee increase as a result of the current economic conditions and the desire to keep development applications moving forward.

Transit Windsor

DEPARTMENTAL OVERVIEW

Transit Windsor plays a vital role in supporting community connectivity and enhancing quality of life by providing accessible, reliable, and efficient transportation options for both residents and visitors. The service offers a variety of transit solutions that enable people to move throughout the city for a wide range of daily needs, including employment, education, healthcare, shopping, and leisure activities. Transit Services contributes to the economic vitality, social inclusiveness, and environmental sustainability of the city by enabling greater mobility, reducing traffic congestion, and supporting access to essential services.



	2022	2023	2024
Annual Revenue Budget	($22,896,391)	($24,776,135)	($28,221,541)
Annual Expense Budget	$39,317,934	$42,357,601	$45,840,469
Annual Net Budget	**$16,421,543**	**$17,581,466**	**$17,618,928**
Annual Net Variance	**($1,048,416)**	**($2,605,339)**	**($1,895,803)**
Variance as a % of Net Budget	**(6.4%)**	**(14.8%)**	**(10.8%)**

2025 Year-End Variance: ($6,654,750)

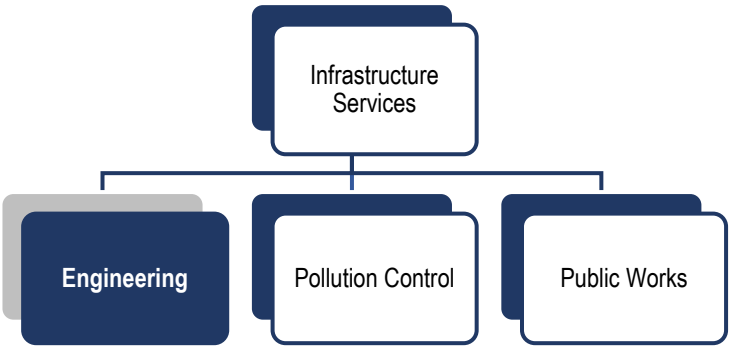
VARIANCE DESCRIPTION

Transit Windsor ended 2025 with an operating deficit primarily due to lower fare revenue resulting from reduced post secondary ridership following federal limits on international student enrolment. Provincial Gas Tax funding was also lower than anticipated after the Province maintained allocations at the prior year level. Operating cost pressures including temporary labour requirements, as well as maintenance and parts needed to sustain service delivery further influenced year-end results. A transfer from the Transit Windsor Growth Initiatives Reserve was applied at year end to help mitigate the overall impact. Additional details are outlined in the companion report C36/2026.

Engineering

DEPARTMENTAL OVERVIEW

The Engineering department is responsible for the planning, design, and delivery of infrastructure projects that support the city's growth, functionality, and long-term sustainability. The department oversees a broad range of technical and support services critical to the effective development and maintenance of public assets and services. Key responsiblilities include project management, oversight of capital projects, review of engineering development applications, issuance and adsministration of right-of-way permits, management of the geographic information system (GIS) and provision of computer aided design (CAD) services.



	2022	2023	2024
Annual Revenue Budget	($5,338,928)	($6,597,807)	($7,101,168)
Annual Expense Budget	$7,913,993	$9,443,767	$10,024,571
Annual Net Budget	**$2,575,065**	**$2,845,960**	**$2,923,403**
Annual Net Variance	**($243,858)**	**$495,697**	**$575,016**
Variance as a % of Net Budget	**(9.5%)**	**17.4%**	**19.7%**

2025 Year-End Variance: $1,372

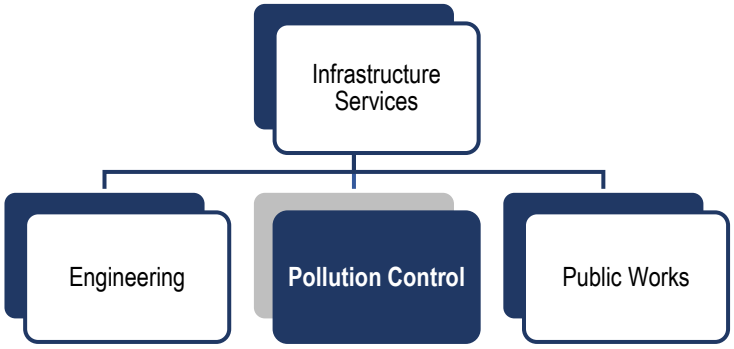
VARIANCE DESCRIPTION

The year-end variance is nominal and does not materially affect the department’s financial position.

Pollution Control

DEPARTMENTAL OVERVIEW

Pollution Control is responsible for the management and operation of critical infrastructure that protects public health and the environment by treating wastewater and managing biosolids generated by the community. Key responsibilities include operating and maintaining the wastewater pumping stations, managing two major wastewater treatment plants, overseeing the biosolid processing facility, and ensuring compliance with all provincial and federal environmental regulations.



	2022	2023	2024
Annual Revenue Budget	($21,337,790)	($24,120,651)	($25,201,078)
Annual Expense Budget	$21,337,790	$24,120,651	$25,201,078
Annual Net Budget	**$0**	**$0**	**$0**
Annual Net Variance	**n/a**	**n/a**	**n/a**
Variance as a % of Net Budget	**n/a**	**n/a**	**n/a**

2025 Year-End Variance: $0

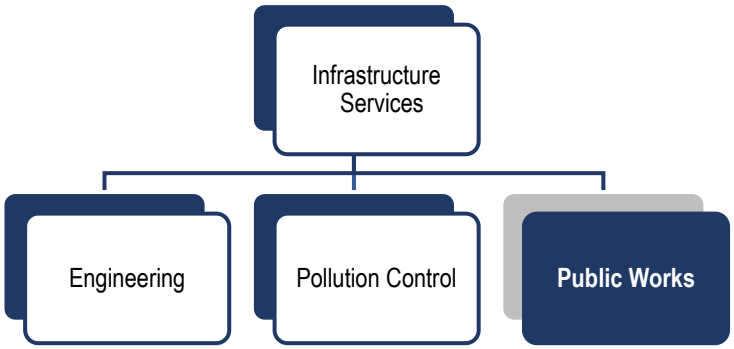
VARIANCE DESCRIPTION

The department is reporting a balanced position with no surplus or deficit at year-end.

Public Works

DEPARTMENTAL OVERVIEW

The Public Works department is responsible for the planning, design, construction, operation, and maintenance of the City's essential transportation and infrastructure systems. This includes comprehensive management of roadways, sanitary and storm sewer systems, traffic control infrastructure (such as signals and signage), and the City's municipal vehicle fleet. Additional services include street lighting management, municipal parking administration and seasonal maintenance such as snow clearing, and street sweeping. Environmental Services ensures the efficient and responsible collection of residential and municipal waste, including recyclables and yard waste.



	2022	2023	2024
Annual Revenue Budget	($29,641,435)	($32,474,213)	($31,220,100)
Annual Expense Budget	$58,680,331	$64,764,224	$64,702,367
Annual Net Budget	**$29,038,896**	**$32,290,011**	**$33,482,267**
Annual Net Variance	**($2,935,920)**	**$203,873**	**$108,436**
Variance as a % of Net Budget	**(10.1%)**	**0.6%**	**0.3%**

2025 Year-End Variance: ($683,165)

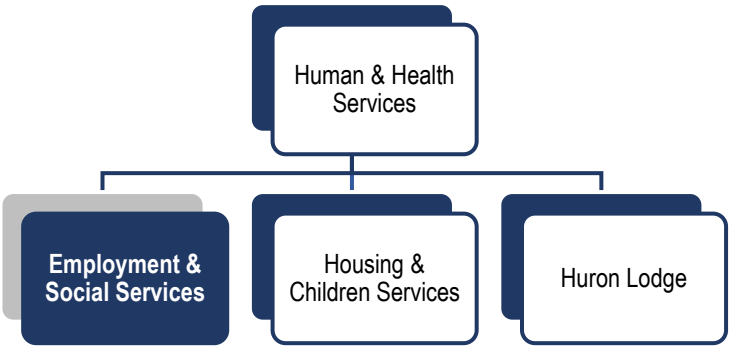
VARIANCE DESCRIPTION

Public Works ended the year with a net levy deficit of $683,165. Throughout the year, the department responded to above average late season winter conditions, increased demand for contracted services such as streetlight maintenance and accident related damage repairs on E.C. Row Expressway. Additional costs related to overtime needs associated with staffing vacancies, vehicle repairs and rentals, material, and equipment requirements also contributed to overall pressures as teams worked to maintain service levels across a growing infrastructure network. Despite these challenges, Public Works achieved significant positive financial results through salary gapping, reduced fuel costs and consumption, and higher than anticipated revenue recoveries. These favourable variances substantially offset the year's pressures.

Employment & Social Services

DEPARTMENTAL OVERVIEW

The Employment & Social Services department delivers a range of financial, social, and employment supports to individuals and families experiencing temporary financial hardship within Windsor, Essex County, and Pelee Island. The division is committed to promoting stability, self-sufficiency, and improved quality of life for residents through accessible, client-centered services. The department also leads the provision of Employment Ontario services across the Windsor-Essex, Chatham-Kent, and Sarnia-Lambton regions.



	2022	2023	2024
Annual Revenue Budget	($93,448,255)	($115,187,574)	($141,056,563)
Annual Expense Budget	$101,037,567	$123,194,263	$149,452,140
Annual Net Budget	**$7,589,312**	**$8,006,689**	**$8,395,577**
Annual Net Variance	**$1,267,504**	**($109,330)**	**$809,983**
Variance as a % of Net Budget	**16.7%**	**(1.4%)**	**9.6%**

2025 Year-End Variance: $84,101

VARIANCE DESCRIPTION

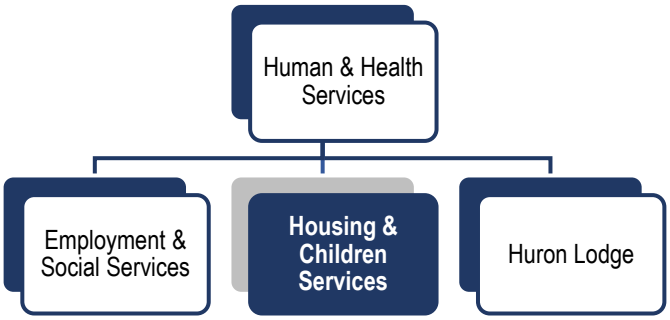
Employment and Social Services ended the year with a surplus of $84,101. This was primarily driven by lower than budgeted salary costs, increased cost recoveries, and reduced Community Investment Fund expenditures within the Community Safety & Well Being program. These savings were partially offset by higher expenditures in discretionary programs.

Housing & Children Services

DEPARTMENTAL OVERVIEW

Housing Services administers program requirements and funding for 7,300 units (includes Windsor Essex Community Housing Corporation units) and including over 32 social housing providers in Windsor and Essex County. The Homelessness & Housing Support area administers funding from all three levels of government and oversees various homelessness and supportive housing programs in Windsor and Essex County.

The City of Windsor is the Consolidated Municipal Service Manager (CMSM) for Children's Services in Windsor and Essex County. CMSMs are the designated child care and early years service system managers responsible for planning and managing licensed child care services and EarlyON Child and Family Centres in their communities.



	2022	2023	2024
Annual Revenue Budget	($93,310,462)	($129,202,225)	($143,063,018)
Annual Expense Budget	$107,209,475	$142,844,245	$159,319,871
Annual Net Budget	**$13,899,013**	**$13,642,020**	**$16,256,853**
Annual Net Variance	**($1,406,961)**	**($1,420,791)**	**$25,169**
Variance as a % of Net Budget	**(10.1%)**	**(10.4%)**	**0.2%**

2025 Year-End Variance: $440,655

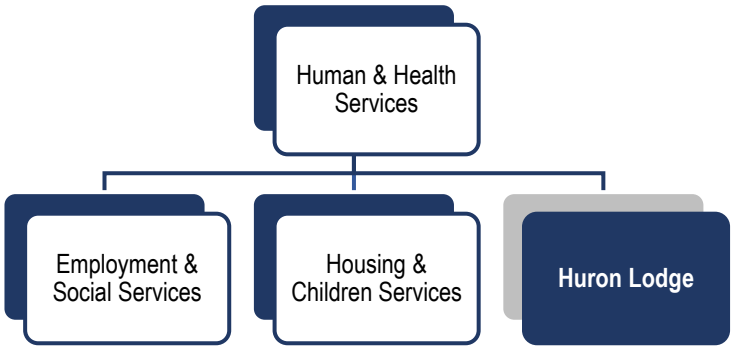
VARIANCE DESCRIPTION

The Housing and Children Services Department has an overall surplus of $440,665. This surplus is mostly due maximizing non-municipal funding sources which resulted in a Net City surplus of $339,304. Additionally, a surplus of $101,352 was the net result of lower than anticipated rent supplements costs and subsidy costs for Non-Profit Housing.

Huron Lodge

DEPARTMENTAL OVERVIEW

The Huron Lodge department is a municipally-operated long-term care facility dedicated to delivering compassionate, resident-centered care in a safe, respectful, and home-like environment. Designed to meet the complex health and personal care needs of individuals who require 24-hour nursing support, Huron Lodge serves as both a residence and a community for its residents. Key responsibilities include skilled nursing care, personal support services, recreational programming, nutritious meals and dietary services, family engagement and support.



	2022	2023	2024
Annual Revenue Budget	($18,059,248)	($22,410,512)	($25,080,120)
Annual Expense Budget	$26,521,327	$31,984,347	$35,232,654
Annual Net Budget	**$8,462,079**	**$9,573,835**	**$10,152,534**
Annual Net Variance	**$1,060,768**	**$1,178,839**	**$646,249**
Variance as a % of Net Budget	**12.5%**	**12.3%**	**6.4%**

2025 Year-End Variance: $2,279

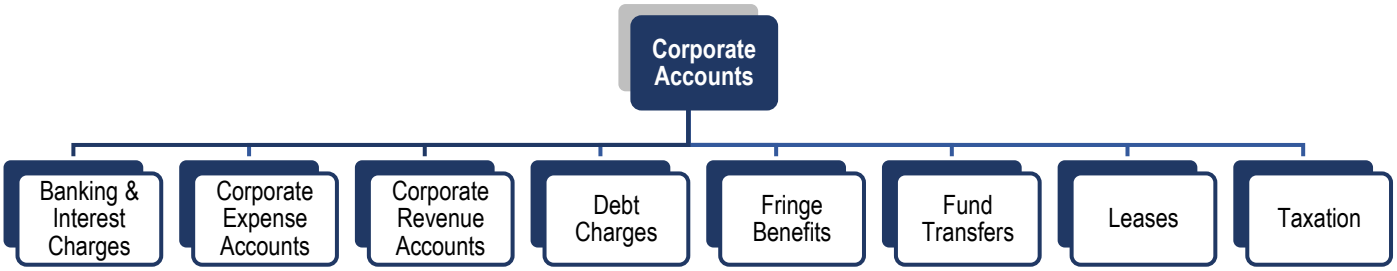
VARIANCE DESCRIPTION

The year-end variance is nominal and does not materially affect the department's financial position.

Corporate Accounts

DEPARTMENTAL OVERVIEW

Corporate Accounts include a range of financial revenue and expenditure accounts that are not directly assigned to any one department within the Corporation. These accounts represent corporate-wide financial activities that support the overall fiscal management of the organization. The budgets reflected in this section pertain to revenues and expenses that impact the Corporation as a whole, rather than being associated with the operations of a specific department. Examples may include corporate provisions, investment income, general taxation revenues, debt charges, and other centrally managed financial items. By consolidating these items under Corporate Accounts, the City ensures transparent financial oversight and maintains fiscal accountability for activities and obligations that span across departmental boundaries.



	2022	2023	2024
Annual Revenue Budget	($135,372,275)	($130,354,324)	($102,233,264)
Annual Expense Budget	$219,926,715	$220,807,900	$194,461,508
Annual Net Budget	**$84,554,440**	**$90,453,576**	**$92,228,244**
Annual Net Variance	**$5,297,210**	**$946,628**	**$646,249**
Variance as a % of Net Budget	**6.3%**	**1.0%**	**0.7%**

2025 Year-End Variance: $6,676,186

VARIANCE DESCRIPTION

Penalties & Interest Charges **$3,213,924**

The 2025 surplus of $3,213,924 is primarily attributed to the following: [A] A surplus of $2,867,661 in Interest and Penalities on Taxes Receivable. Overdue property tax accounts are subject to interest and penalities as prescribed by By-Law 105-2025; [B] A surplus of $145,351 in Interest and Penalties on outstanding Accounts Receivable (non-tax); [C] A surplus of $1,666,604 from Interest on Investments, resulting from higher than anticipated returns on cash and temporary investments. Refer to C38/2025, the 2025 Annual Investment Compliance Report for further information; [D] Offset by a deficit of $1,471,157 from Capital Interest Income, resulting from lower than anticipated interest income, as fewer capital projects required internal financing.

Net Tax Additions / Reductions **$2,621,766**

A 2025 surplus from Net Tax Additions/Reductions is $2,621,766. Net Tax Additions/Reductions result from the supplementary and omitted billing process that occurs annually. They represent additional property notices issued for changes in assessment not captured in roll return, including new construction, renovations, demolitions, etc. Supplementary bills cover the current year's assesment while omitted bills cover billings for the two previous years.

CIP Property Tax Rebates **$1,522,126**

A year-end surplus of $1,522,126 due to the deferred implementation date under the Economic Development CIP.

Salary & Wage Provision **$851,294**

The Corporate Salary & Wage Provision account includes provisions and accruals for various collective agreements and personnel related matters. The corporate provisions within this account include amounts for job evaluation increases, unanticipated WSIB costs, overtime for eligible non-union members, and a general contingency provision. The surplus offsets related deficits within the departments.

Program Support Recoveries **$565,023**

A year-end surplus of $565,023 in Program Support Recoveries was due to additional in-year program funding available within Employment & Social Services.

Corporate Utilties **$397,438**

An overall year-end surplus of $397,438 was realized in Corporate Utilities.

Transfers From Other Funds **($683,295)**

This deficit totalling $683,295 represents an offset to various surpluses within the “Other Funding Sources” such as the Off Street Parking Reserve, Sewer Surcharge Reserve, Building Permit Reserve and Provincially Funded Programs. This represents a deficit for accounting purposes only.

Casino Revenue **($1,861,858)**

While continuing to provide the City of Windsor annual revenue pursuit to the hosting fee, this revenue was lower than anticipated.

Various Miscellaneous **$49,768**

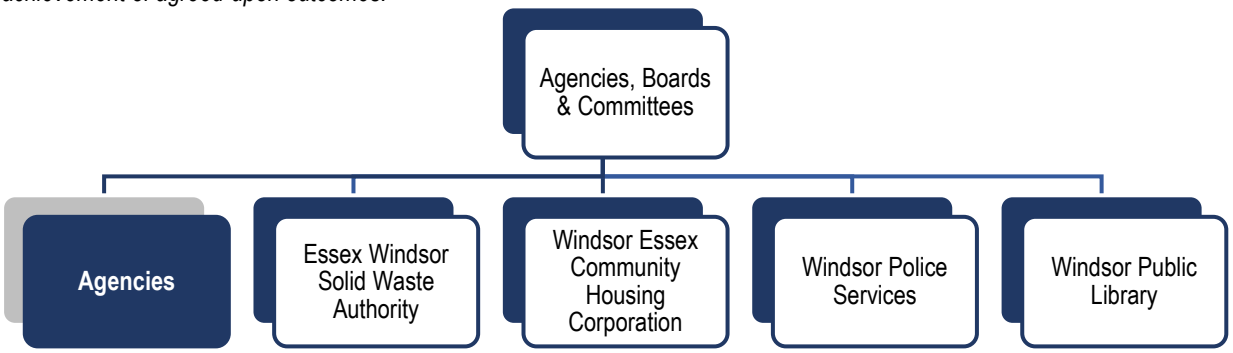
Various miscellaneous items totalling $49,768 within the Corporate Accounts make up the balance of the overall surplus.

Total **$6,676,186**

Agencies

ABC OVERVIEW

Municipally funded agencies are independent or arm's-length organizations that receive financial support from the municipality to deliver specific services, programs, or mandates that align with the City's strategic priorities and community needs. While these agencies operate with their own governance structures, such as boards of directors, they are accountable to the municipality for the responsible use of public funds and the achievement of agreed-upon outcomes.



	2022	2023	2024
Annual Revenue Budget	($100,598)	($100,598)	($100,598)
Annual Expense Budget	$20,858,514	$22,634,432	$24,522,485
Annual Net Budget	**$20,757,916**	**$22,533,834**	**$24,421,887**
Annual Net Variance	**$1,114,860**	**$289,178**	**$1,343,986**
Variance as a % of Net Budget	**5.4%**	**1.3%**	**5.5%**

2025 Year-End Variance: $459,201

VARIANCE DESCRIPTION

The Agencies concluded the year with a surplus of $459,201. This includes the following:

A $196,546 surplus from the **Windsor-Essex County Health Unit**, representing the City of Windsor's pro-rata share of unspent 2024 funding contributions approved by the Board of Health.

The $162,655 surplus from **Emergency Medical Services** represents the projected surplus communicated by the County of Essex for calendar year 2025 of $171,222, net of an adjust for 2024 resulting from the final year-end reconciliation of $8,567.

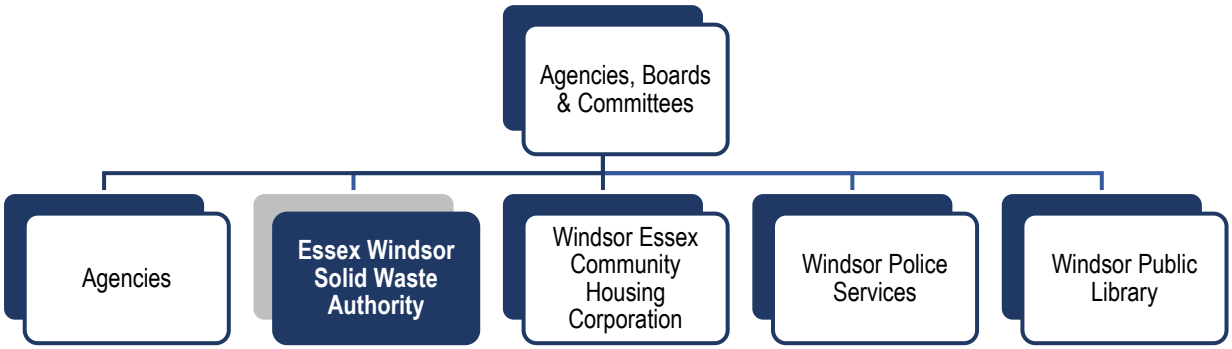
A $100,000 surplus from **Handi Transit**, representing the return of prior year (2024) funding.

These variances collectively contributed to the overall favourable year-end position for the City's agency funding.

Essex Windsor Solid Waste Authority (EWSWA)

ABC OVERVIEW

The Essex Windsor Solid Waste Authority (EWSWA) is a public agency responsible for the planning, management, and oversight of solid waste services within Windsor-Essex. Its primary mandate is to ensure the safe, efficient, and environmentally responsible collection, disposal, diversion, and processing of waste materials generated by residents, businesses, and institutions. EWSWA is governed by a board of management composed of elected officials from both the City of Windsor and the County of Essex, and operates independently or at arm's length from the municipalities.



	2022	2023	2024
Annual Revenue Budget			
Annual Expense Budget			
Annual Net Budget	**$0**	**$0**	**$0**
Annual Net Variance			
Variance as a % of Net Budget	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**

2025 Year-End Variance: $0

VARIANCE DESCRIPTION

The Essex Windsor Solid Waste Authority is reporting a balanced position with no surplus or deficit at year-end.

Windsor Essex Community Housing Corporation

ABC OVERVIEW

The Windsor Essex Community Housing Corporation is a non-profit organization that is responsible for the provision, management, and maintenance of affordable rental housing for individuals and families with low to moderate incomes. Its primary mandate is to ensure access to safe, secure, and affordable housing, thereby supporting the overall well-being, stability, and inclusion of residents in the community. Community Housing Corporations play a vital role in addressing housing affordability, reducing homelessness, and fostering inclusive, diverse, and resilient communities.

	2022	2023	2024
Annual Revenue Budget	($8,307,760)	($8,293,990)	($8,776,223)
Annual Expense Budget	$21,991,253	$23,920,525	$25,608,108
Annual Net Budget	**$13,683,493**	**$15,626,535**	**$16,831,885**
Annual Net Variance			**$265,673**
Variance as a % of Net Budget	**0.0%**	**0.0%**	**1.6%**

2025 Year-End Variance: $0

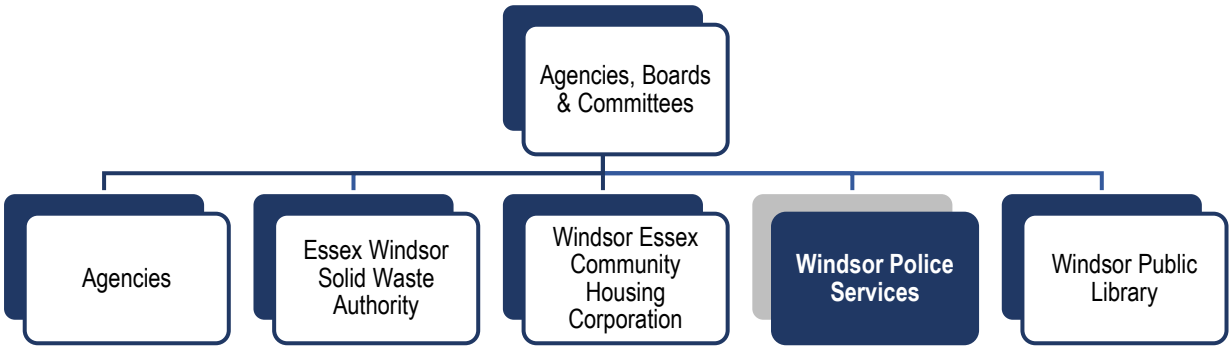
VARIANCE DESCRIPTION

The Windsor Essex Community Housing Corporation is reporting a balanced position with no surplus or deficit at year-end.

Windsor Police Services

ABC OVERVIEW

The Windsor Police Service (WPS) department is responsible for delivering a wide range of public safety and policing services, including crime prevention, law enforcement, victim support, public order maintenance, and emergency response. WPS is committed to serving the community with integrity, professionalism, and accountability. Operating in alignment with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code, WPS upholds the fundamental rights and freedoms of all individuals while working to ensure the safety and security of all persons and property within its jurisdiction.



	2022	2023	2024
Annual Revenue Budget	($18,042,140)	($18,862,655)	($20,382,135)
Annual Expense Budget	$115,019,577	$117,868,133	$123,958,993
Annual Net Budget	**$96,977,437**	**$99,005,478**	**$103,576,858**
Annual Net Variance	**$620,859**	**($72,756)**	**($3,792,328)**
Variance as a % of Net Budget	**0.6%**	**(0.1%)**	**(3.7%)**

2025 Year-End Variance: $1,104,607

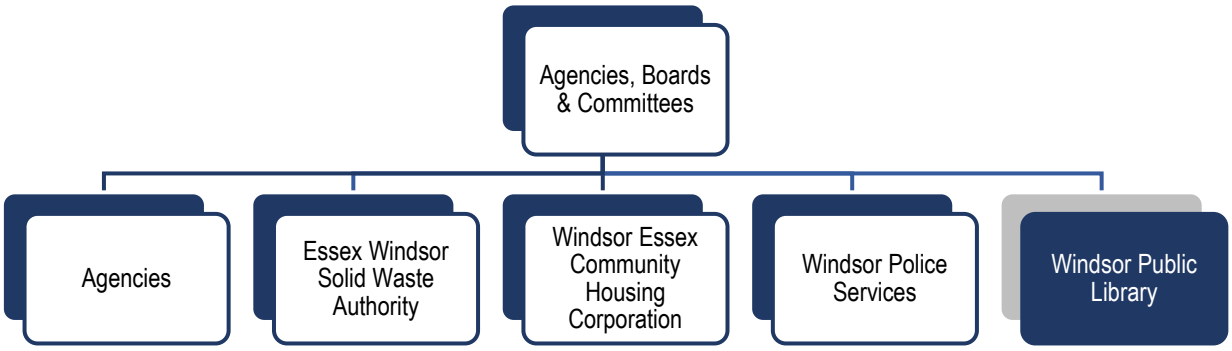
VARIANCE DESCRIPTION

In addition to slight surpluses in fees and recoveries of expenditures, additional grant opportunities that were explored in conjunction with City Administration resulted in the Windsor Police Service maximizing available funding opportunities and exceeded original projections. The most significant cause of variation in expenditures is due to overtime costs to properly staff front line operations, WSIB related costs and external legal costs. Further proactive measures taken throughout the year, reduced deficits relating to items such as fuel and training costs.

Windsor Public Library

DEPARTMENTAL OVERVIEW

The Windsor Public Library provides access to information, education, and cultural resources for people of all ages. Libraries serve as hubs for learning, research, creativity, and public engagement, offering a wide range of services beyond just lending books. Modern libraries have evolved into dynamic centers of learning and innovation, making information accessible to everyone while fostering a sense of community, lifelong learning, and cultural enrichment.



	2022	2023	2024
Annual Revenue Budget	($964,895)	($961,195)	($2,103,522)
Annual Expense Budget	$9,284,880	$9,210,381	$57,607,535
Annual Net Budget	**$8,319,985**	**$8,249,186**	**$55,504,013**
Annual Net Variance	**$461,895**	**$112,150**	**($7,078)**
Variance as a % of Net Budget	**5.6%**	**1.4%**	**(0.0%)**

2025 Year-End Variance: $0

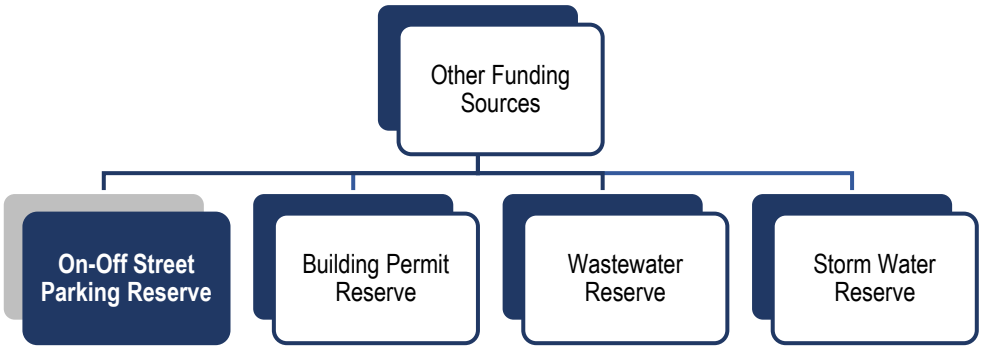
VARIANCE DESCRIPTION

The Windsor Public Library is reporting a balanced position with no surplus or deficit at year-end.

On-Off Street Parking Reserve

FUNDING SOURCE OVERVIEW

The On-Off Street Parking Reserve is a designated municipal reserve fund used to support the operation, maintenance, and long-term sustainability of both on-street and off-street parking infrastructure within the city. This includes parking meters, municipal surface lots, and structured parking facilities. Revenues collected from parking fees, permits, fines, and related services are allocated to this reserve, which is then used to: fund capital improvements, support maintenance activities, ensure financial sustainability and offset operational costs.



2025 Year-End Variance: ($1,123,043)

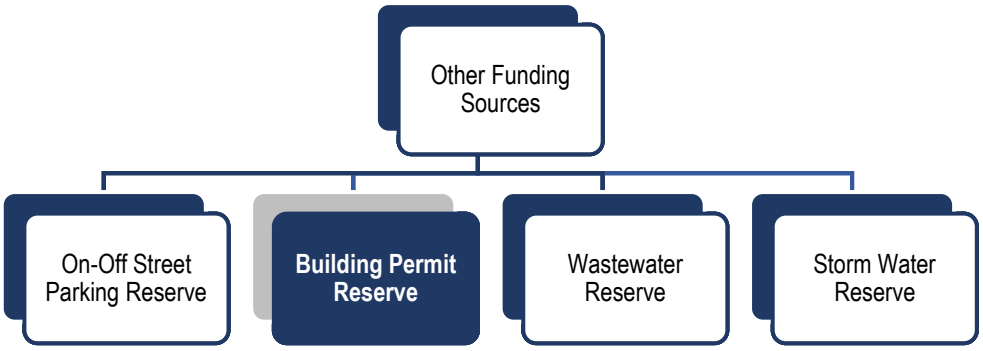
VARIANCE DESCRIPTION

The final transfer to the On/Off Street Parking Reserve was lower than budgeted in 2025, reflecting temporary decreases in daily and monthly parking revenue due to delayed implementation of the 2025 rate adjustments and lower usage levels, as well as overages in salary and wages.

Building Permit Reserve

FUNDING SOURCE OVERVIEW

The Building Permit Reserve is a dedicated municipal reserve fund established to support the financial stability and sustainability of the City's building services operations. It is funded through revenues generated from building permit fees, which are collected under the authority of the Ontario Building Code Act. and used to offset fluctuations in building activity, support operational needs, ensure compliance with legislative requirements, and fund technology enhancements, equipment and capital improvements.



2025 Year-End Variance: $837,822

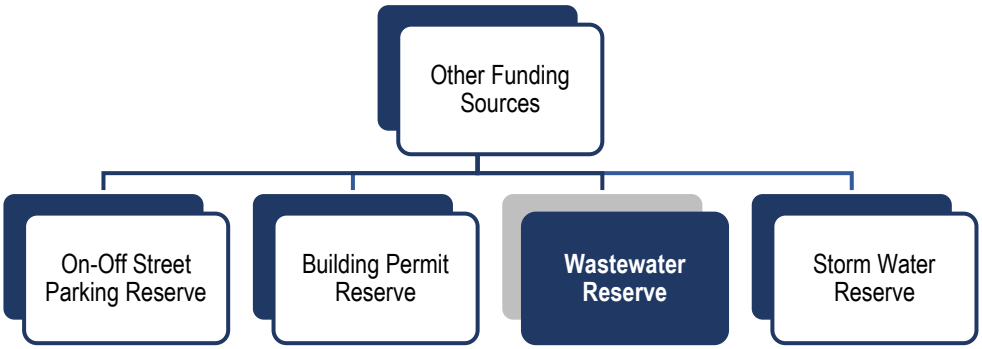
VARIANCE DESCRIPTION

For the year-ended December 31, 2025, a contribution of $837K was made to the Building Permit Fee Reserve. Refer to the C41/2026 for the 2025 Annual Report - Building Permit Fee Reserve Fund - City Wide, for further information.

Wastewater Reserve

FUNDING SOURCE OVERVIEW

The Wastewater Reserve is a dedicated municipal reserve fund established to support the ongoing operation, maintenance, and capital investment needs of the City's wastewater and sanitary sewer systems. It plays a critical role in ensuring the long-term sustainability and environmental performance of municipal wastewater infrastructure. Funded primarily through user fees, the Wastewater Reserve is used to finance major capital projects, support emergency repairs, stabilize wastewater rates, ensure compliance with provincial/federal environmental regulations and invest in flood mitigation strategies, capacity enhancements, and climate adaptation measures.



2025 Year-End Variance: $4,382,668

VARIANCE DESCRIPTION

Wastewater Revenue
Wastewater revenue ended the year with a surplus of $3,055,539, driven primarily by growth and the addition of new metered customers.

Pollution Control
For 2025, Pollution Control concluded the year with a net wastewater surplus of $2,221,108, the result of $2,422,946 in departmental surpluses offset by $201,838 in unavoidable cost pressures. The department experienced higher-than-budgeted salary and overtime costs, and also faced cost pressures driven by increased demand, including higher municipal taxes. Despite the cost challenges, Pollution Control achieved savings from utilities at the plants, contracted service, chemical, and material costs.

Public Works
For 2025, Public Works ended the year with a net wastewater deficit of $442,853, resulting from unavoidable cost pressures. Throughout the year, the department responded to increased demand for contracted services such as sewer rodding, sewer investigation, and manhole repair, increased requirements for the purchase of materials and supplies to support sewer operations, and additional allocations of staff to wastewater funded operations.

Engineering

For 2025, Engineering ended the year with a net wastewater deficit of $153,788. The shortfall was predominantly the result of PDC rebate payouts exceeding budget expectations, indicating elevated program uptake. While this created upward pressure on year end results, the department continues to maintain strong oversight of its financial commitments and operational priorities.

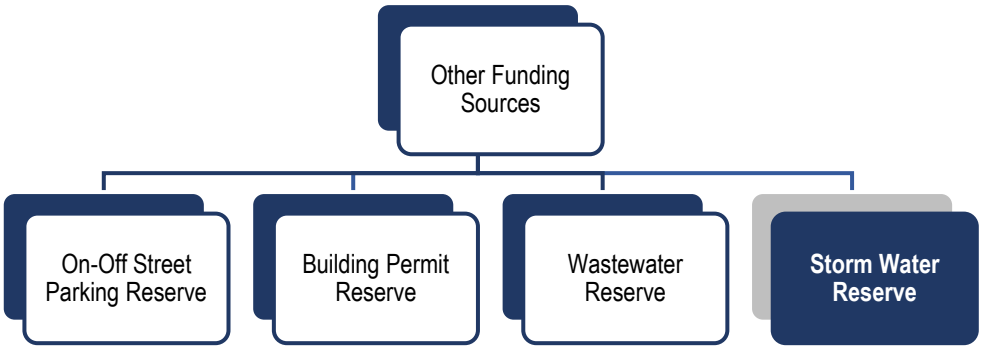
Administration

For 2025, Administration ended the year with a net wastewater deficit of $297,338. This variance reflects higher than expected sanitary surcharge rebate activity, demonstrating strong program utilization. These impacts are being effectively mitigated by continued savings in discretionary expenditures.

Storm Water Reserve

FUNDING SOURCE OVERVIEW

The Storm Water Reserve is a designated municipal reserve fund established to support the management, maintenance, and enhancement of the City's storm water infrastructure. This infrastructure includes storm sewers, culverts, catch basins, retention ponds, and other systems designed to manage rainwater and surface runoff, helping to prevent flooding, protect property, and reduce environmental impacts. Funded primarily through storm water user fees, this reserve is used to finance capital improvements, support routine maintenance and emergency repairs, and implement flood mitigation projects.



2025 Year-End Variance: ($800,270)

VARIANCE DESCRIPTION

Stormwater Revenue
Stormwater revenue ended the year with a deficit of $364,240, as adjustments made throughout the year to impervious area measurements reduced billable stormwater charges and therefore lowered revenue.

Pollution Control
Pollution Control ended the year with a net stormwater deficit of $375,975. The department experienced higher than budgeted utility costs at pumping stations throughout the year, along with increased overtime requirements. These pressures were partially offset by favourable results in several areas in discretionary expenditures.

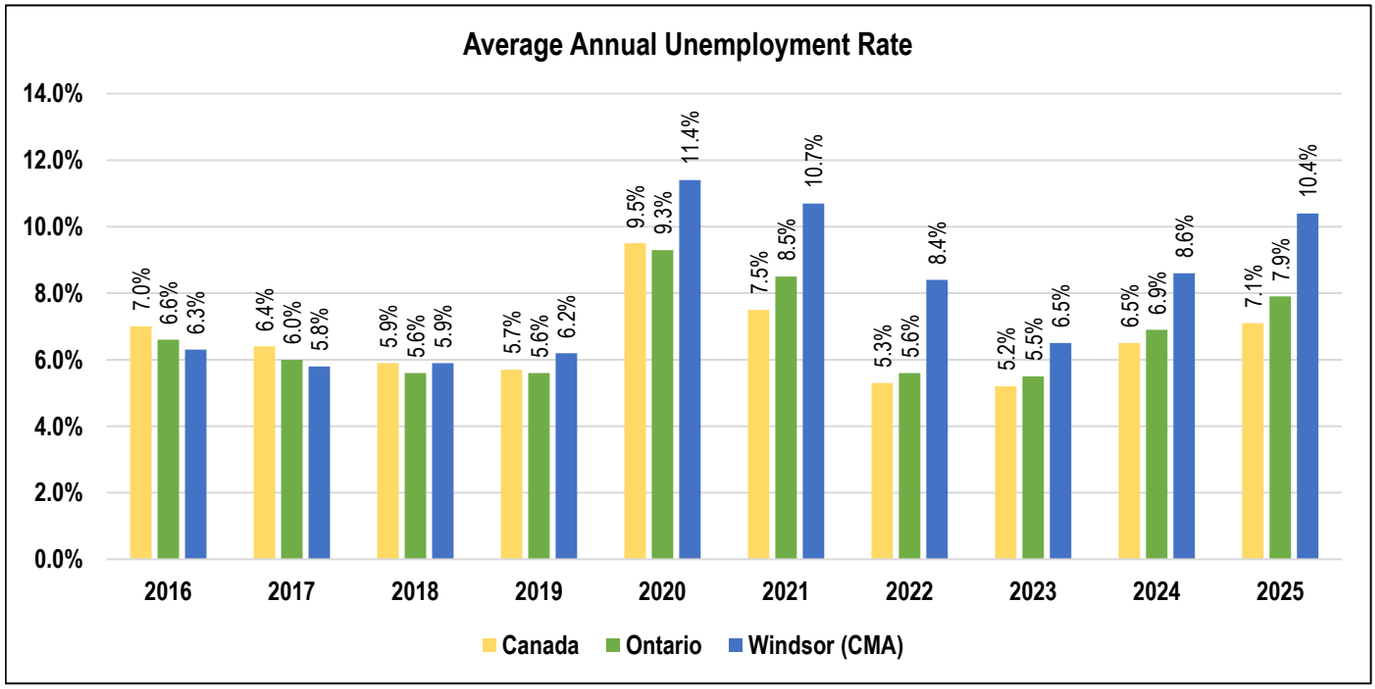
Public Works
Public Works ended the year with a net stormwater deficit of $601,527, attributable to unavoidable cost pressures experienced throughout the year. During the year, Public Works responded to elevated demand for contracted services including catch basin cleaning, manhole repairs, and street sweeping, while also managing increased requirements for materials and supplies essential to ongoing operations. Allocations of staff time to stormwater funded activities grew in response to operational needs.

Engineering
Engineering ended the year with a net stormwater surplus of $335,509. This positive result was driven largely by lower than budgeted activity in the Tree Planting and Rain Barrel Rebate programs.

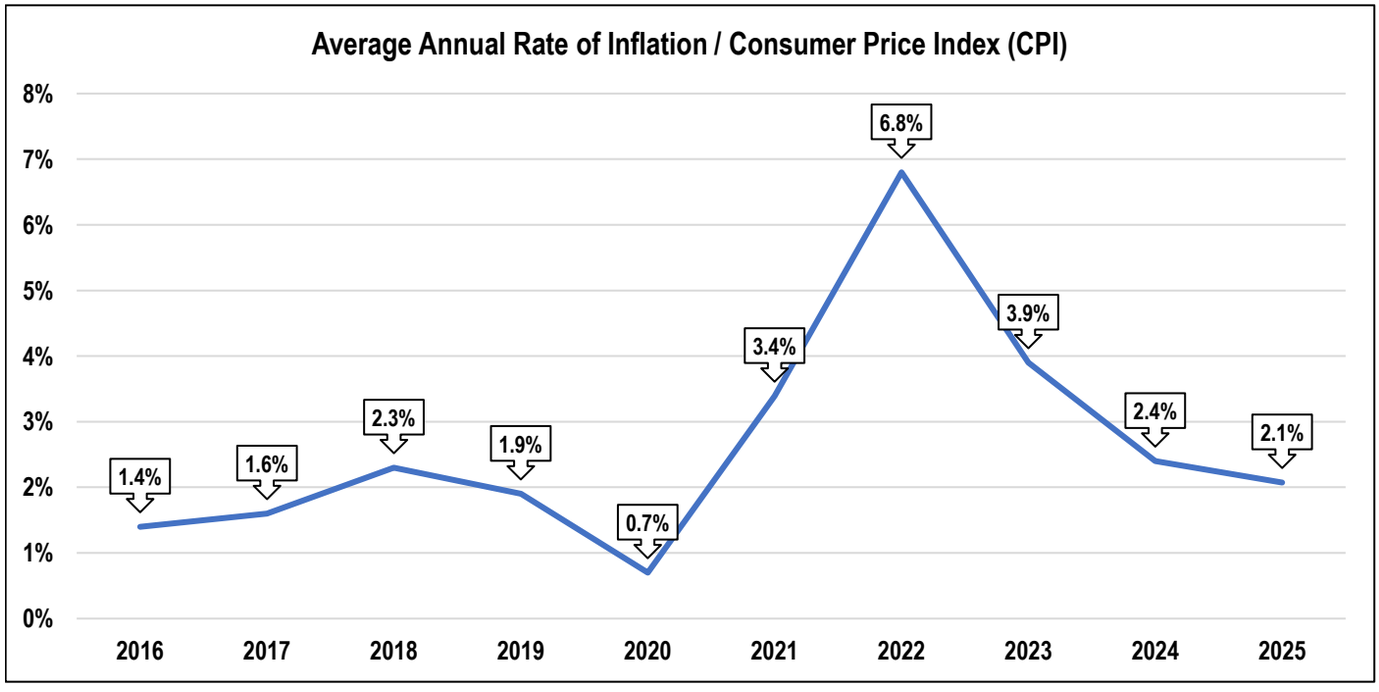
Administration

Administration ended the year with a net stormwater surplus of $205,963, resulted from lower administrative fees, appeals activity and other departmental costs.

ECONOMIC STATISTICS

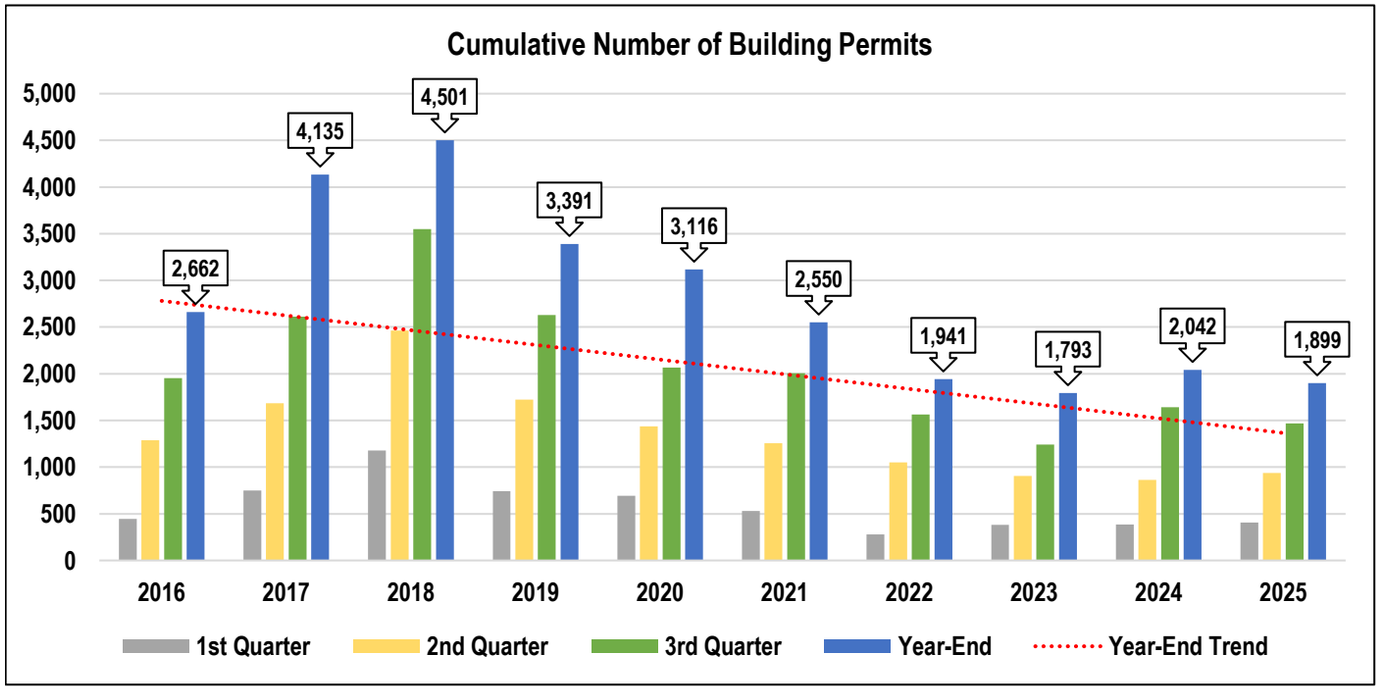


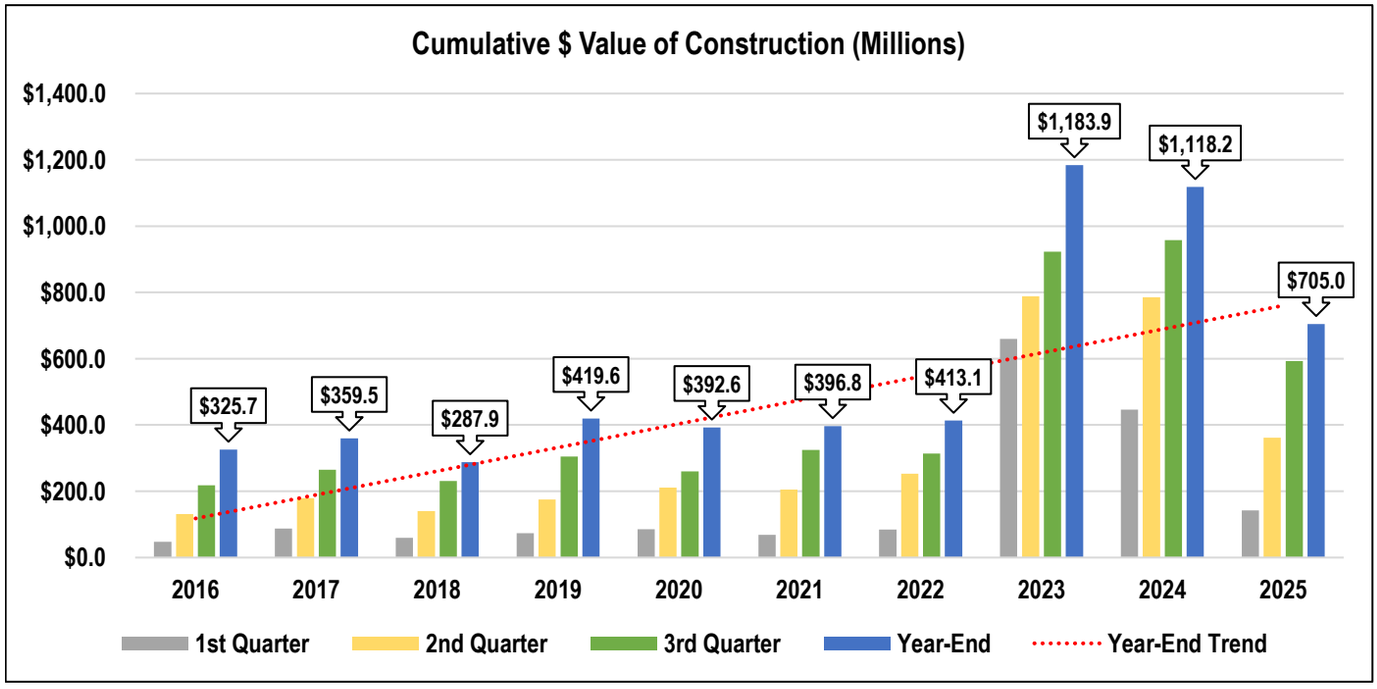
Source: Statistics Canada (3-Month Moving Average, Unadjusted)



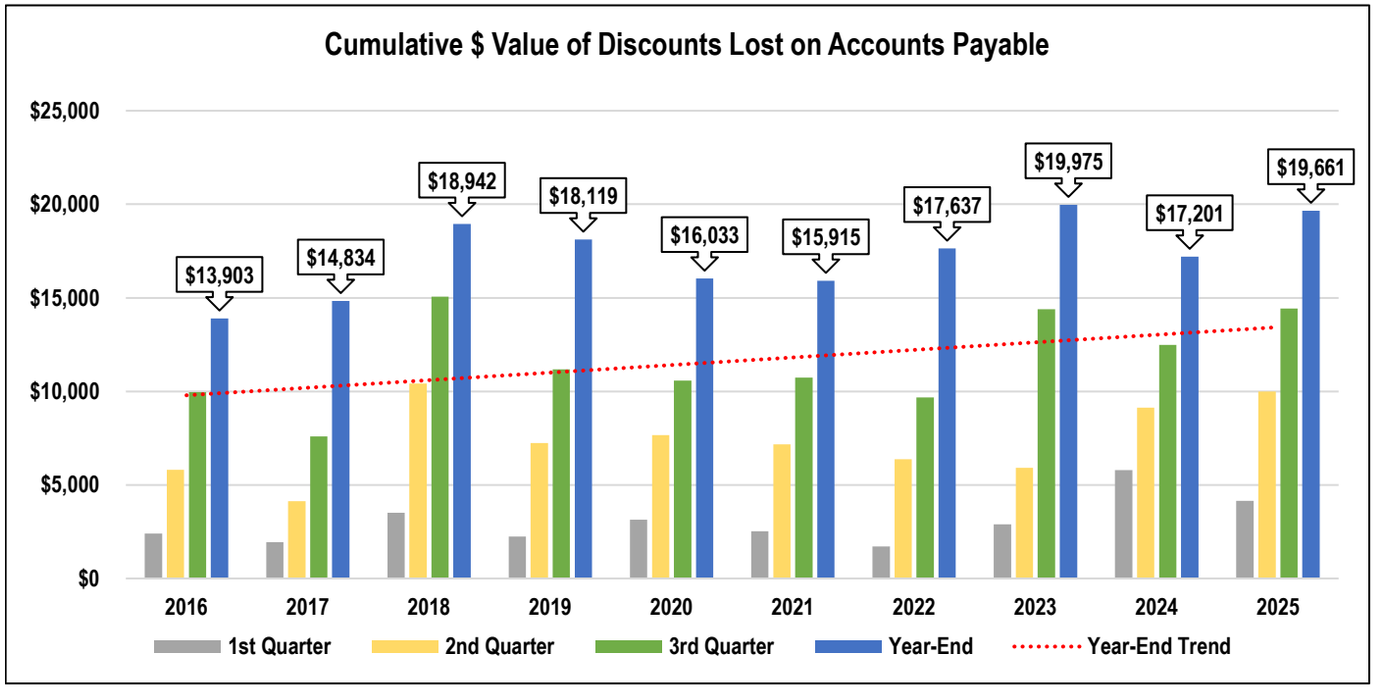
Source: Statistics Canada (All Items, Unadjusted)

BUILDING SERVICES

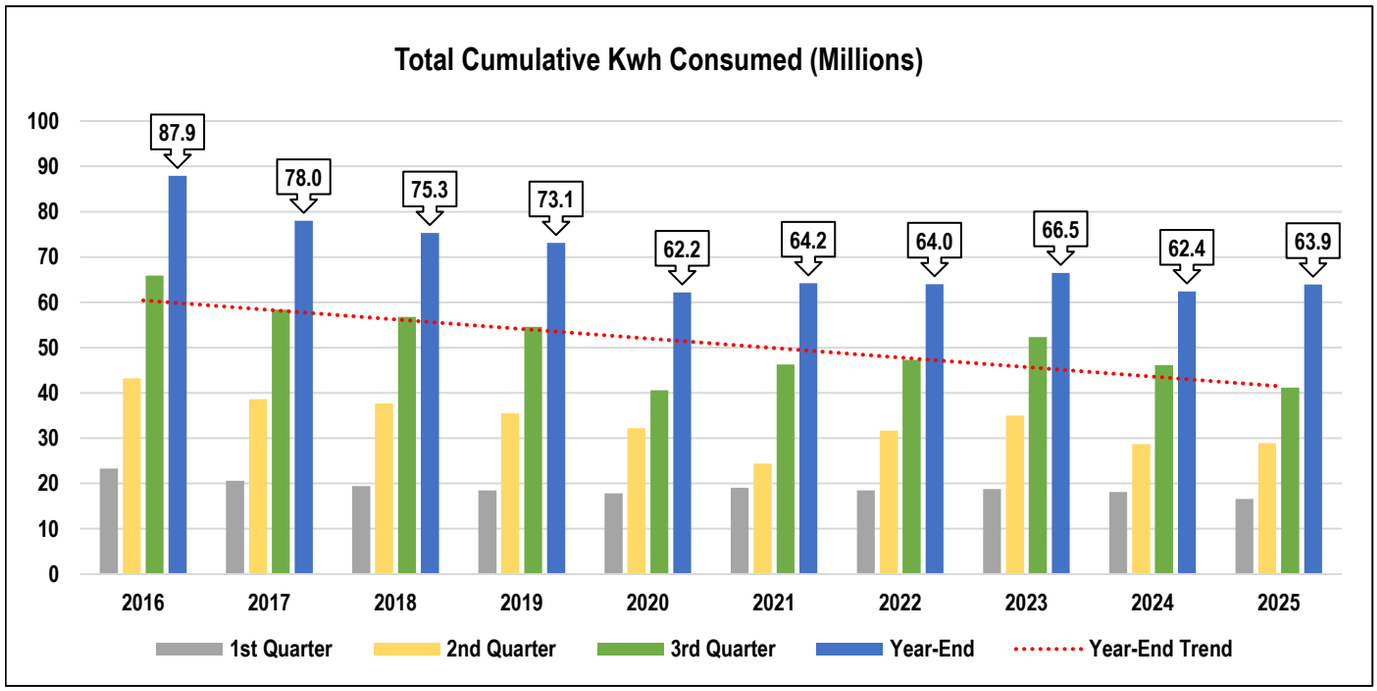




FINANCIAL ACCOUNTING



ASSET PLANNING



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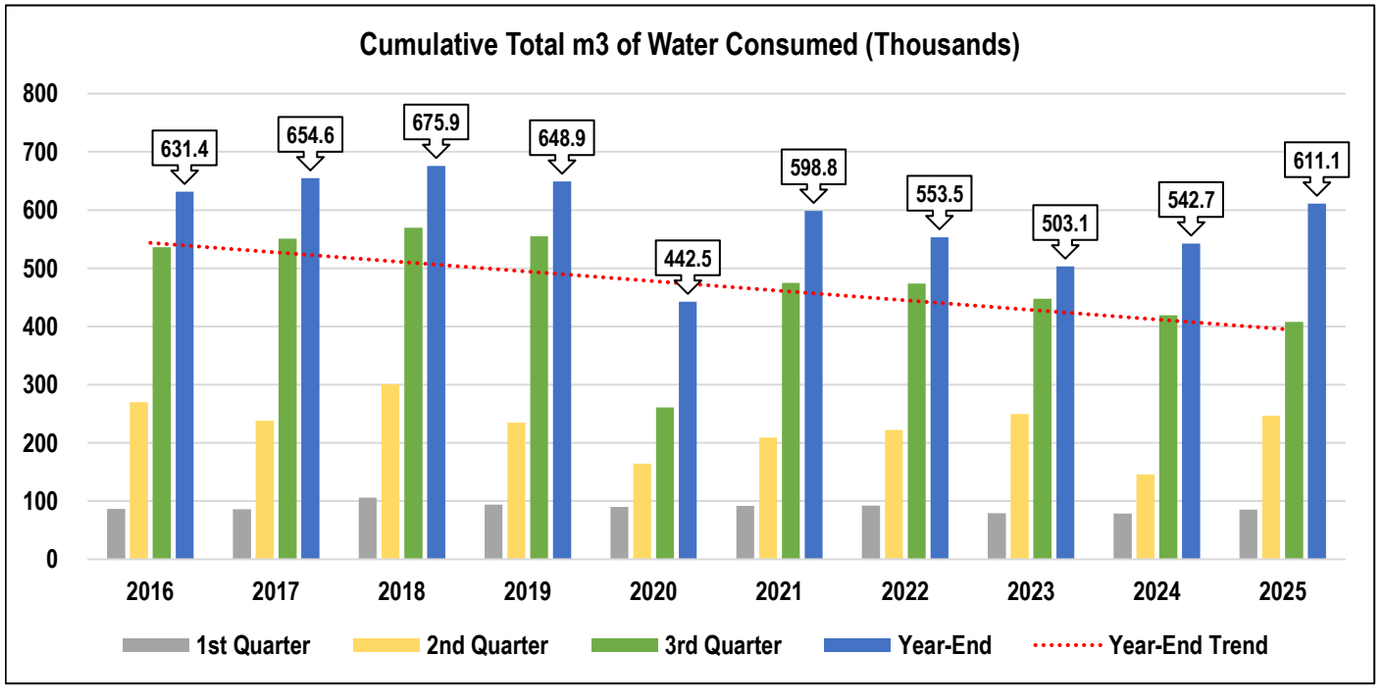
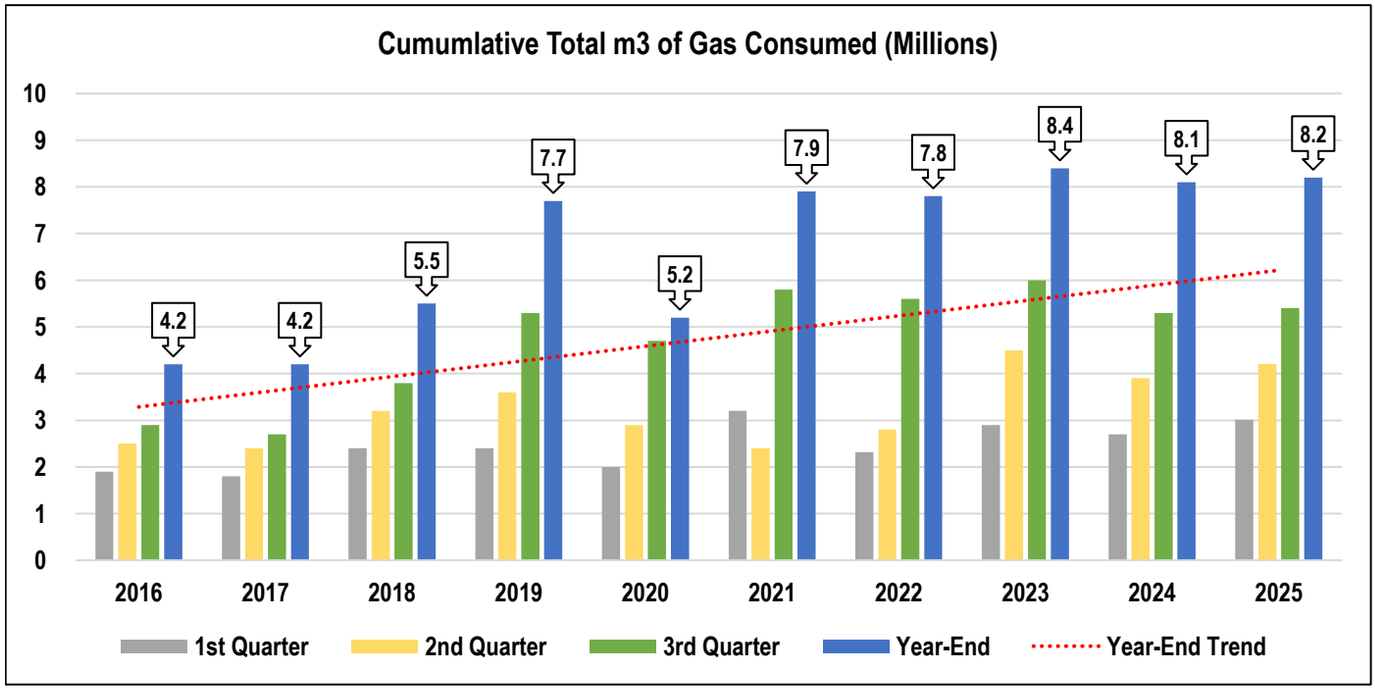
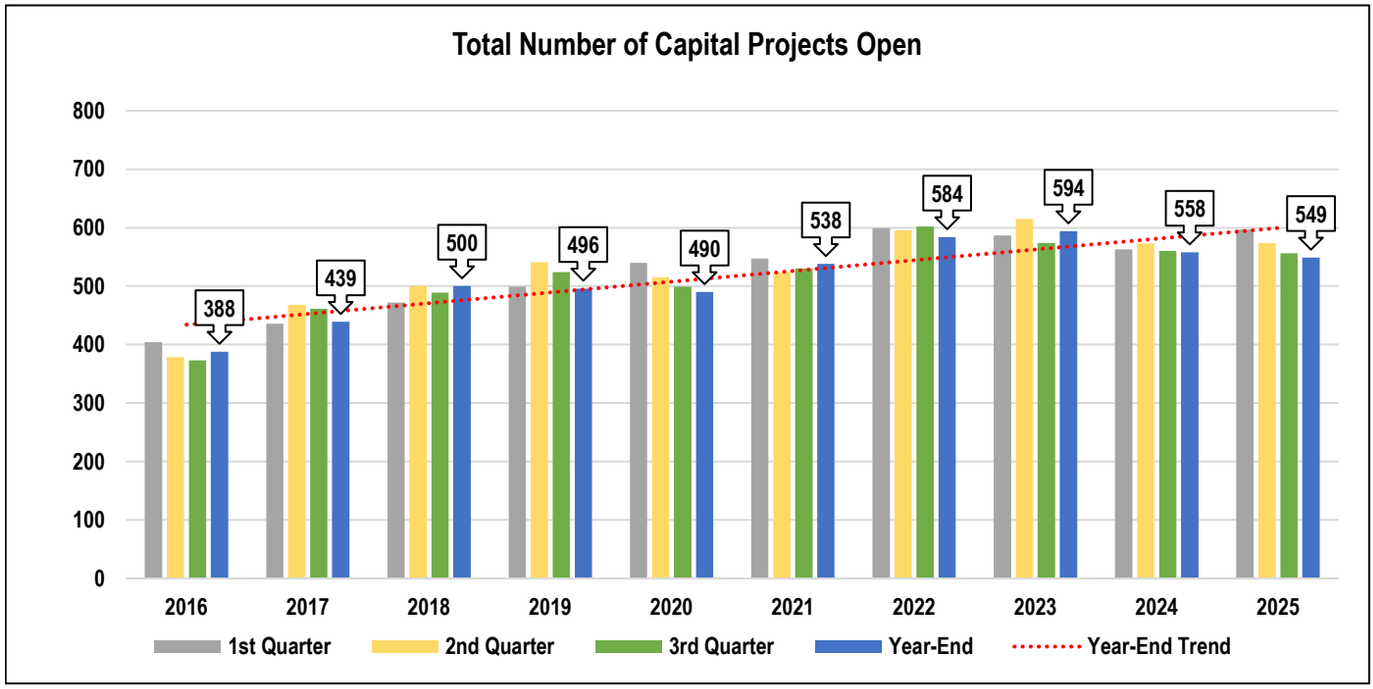
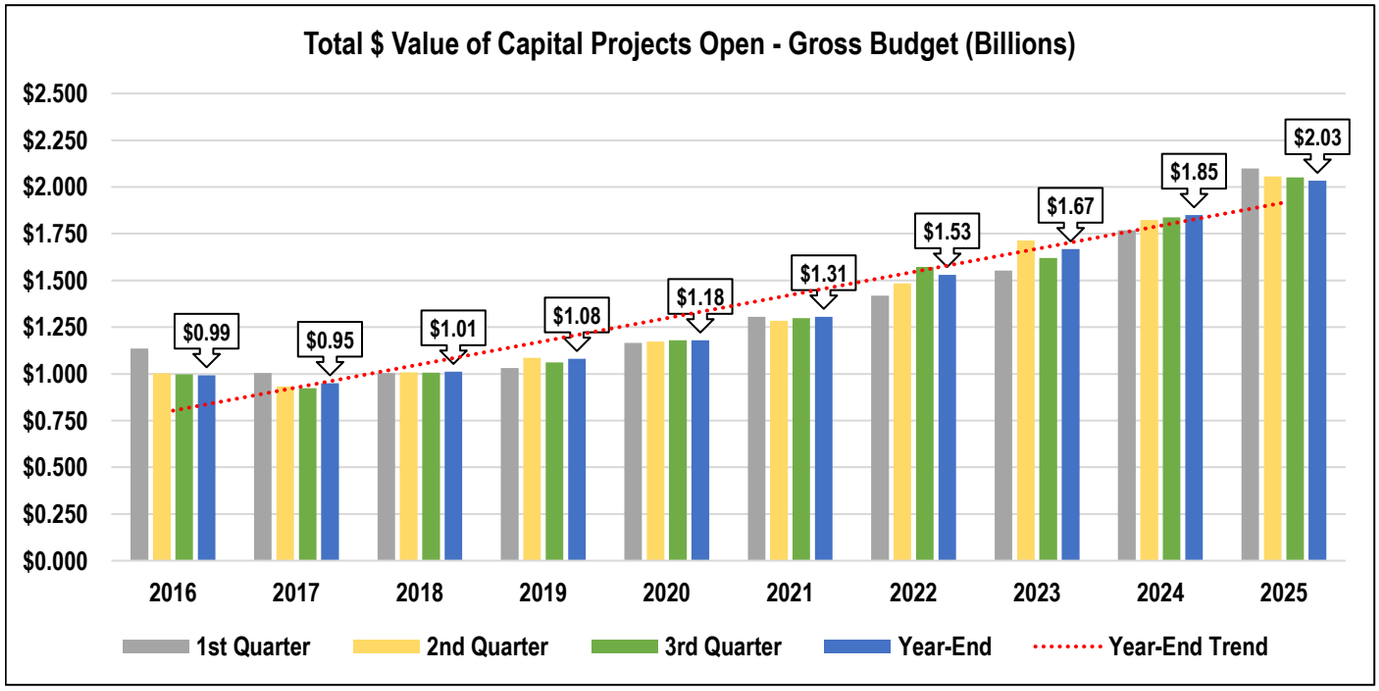


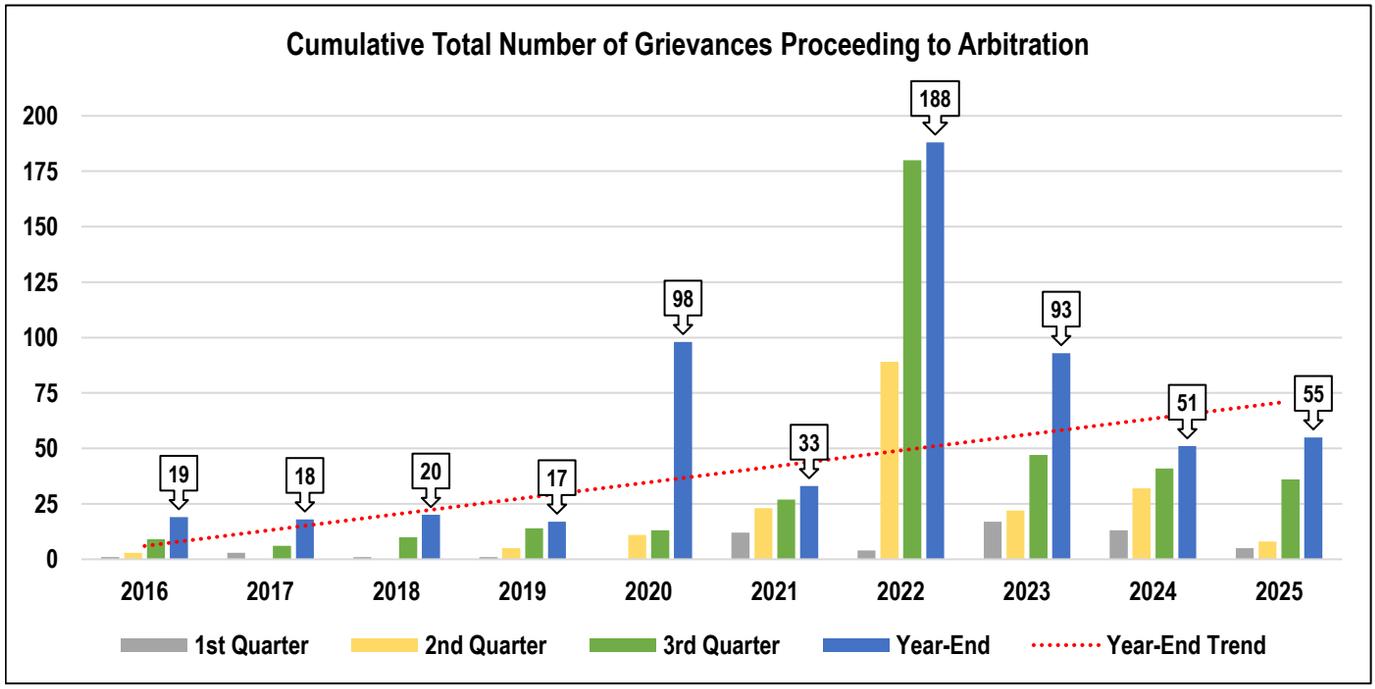


ASSET PLANNING

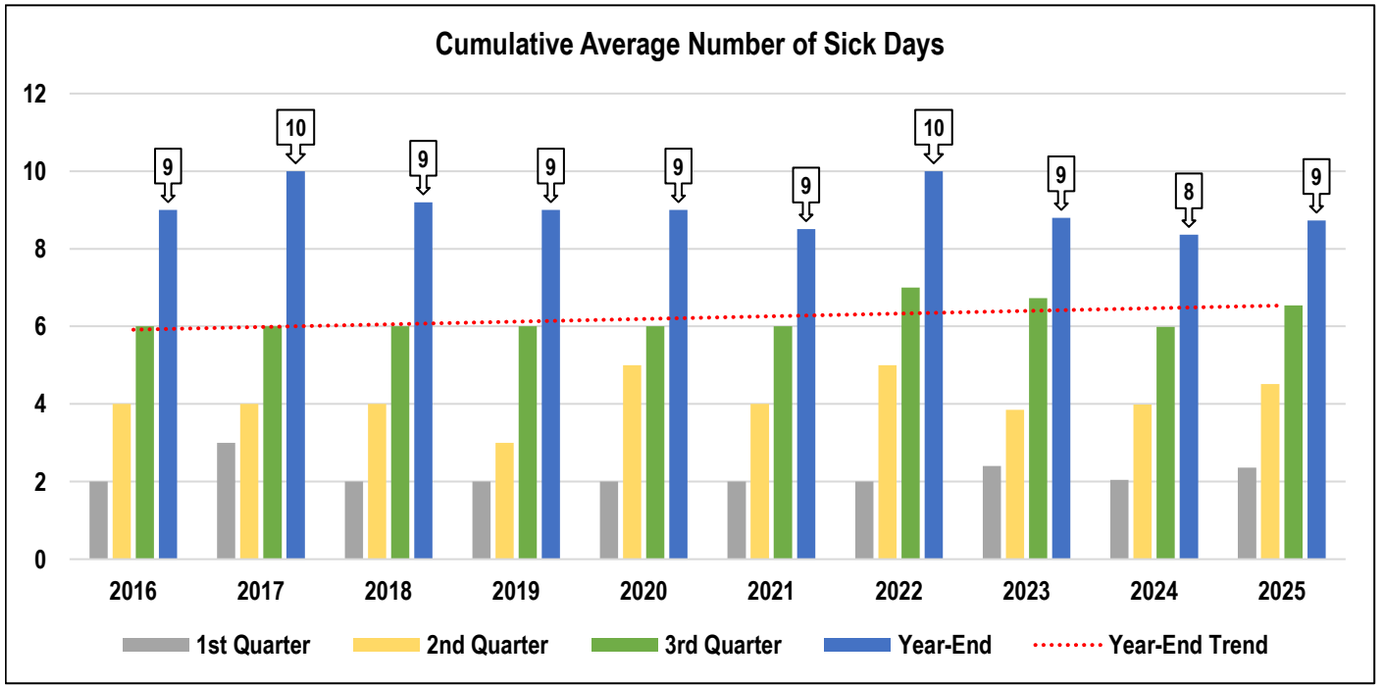




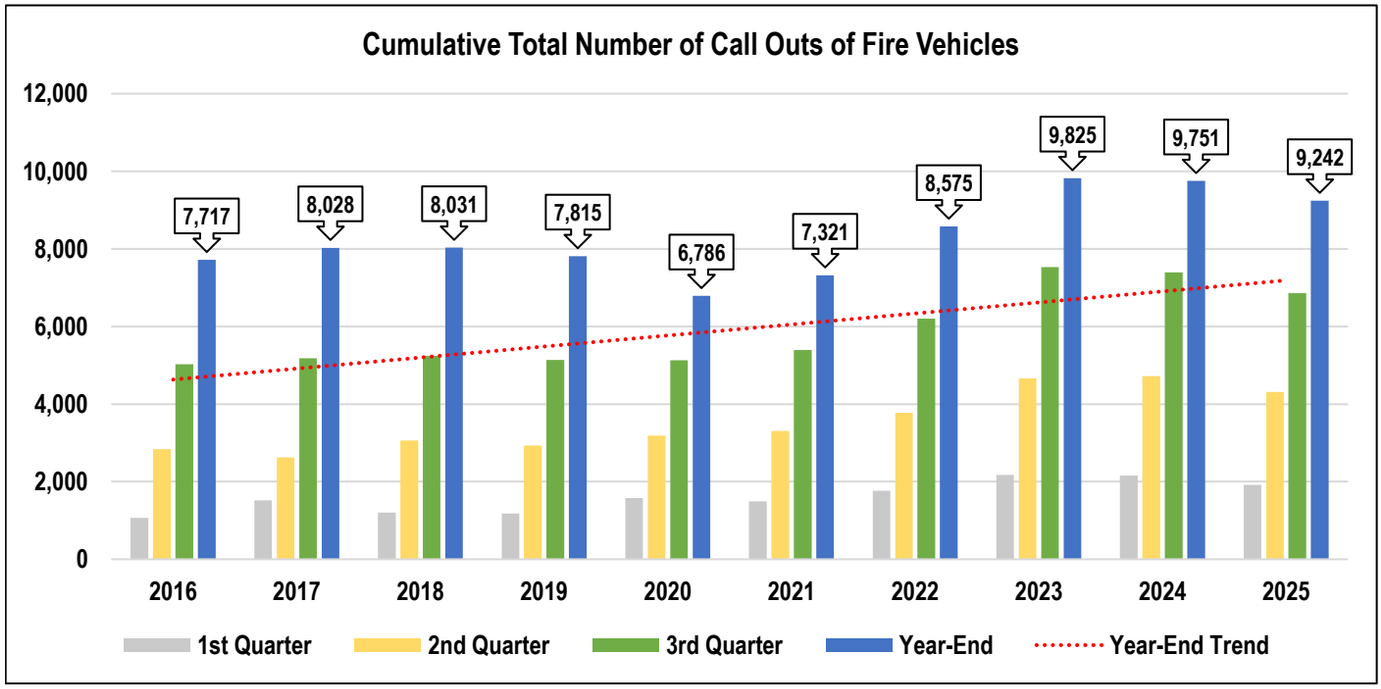
HUMAN RESOURCES



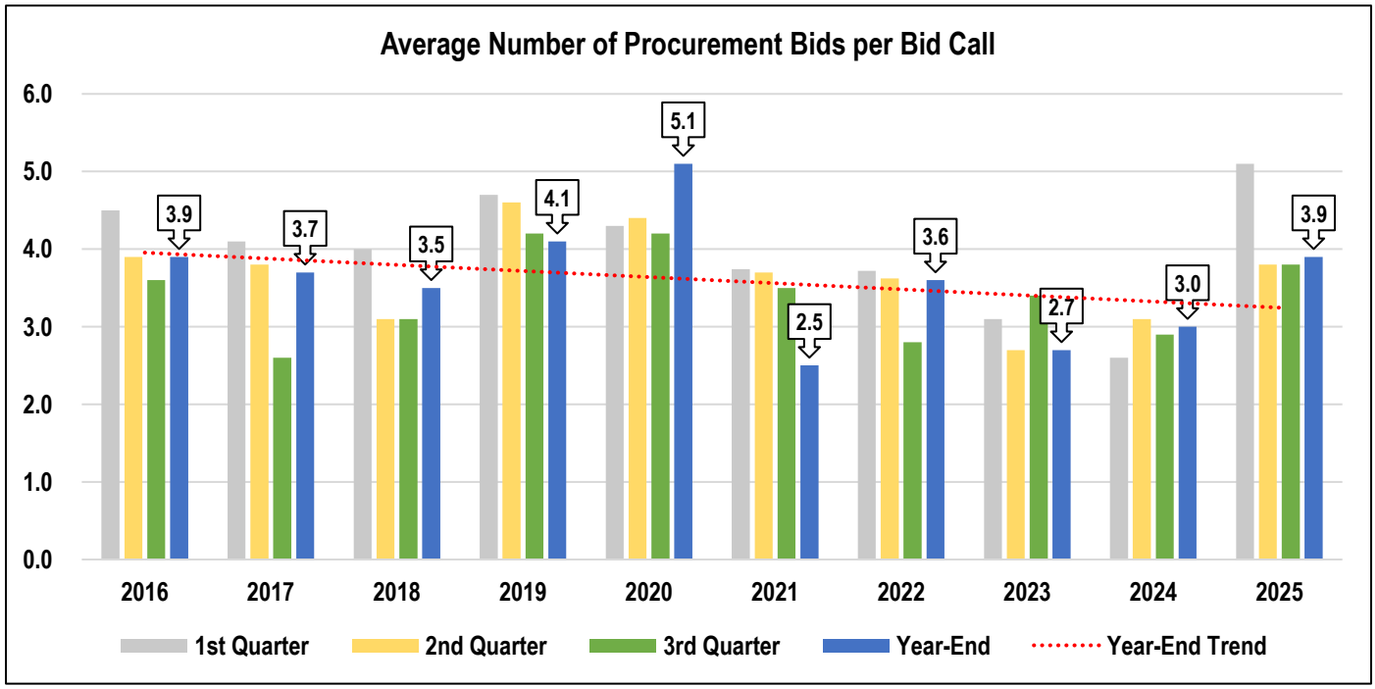
Note: In 2020, 64 of 98 grievances are attributed to Transit Windsor.



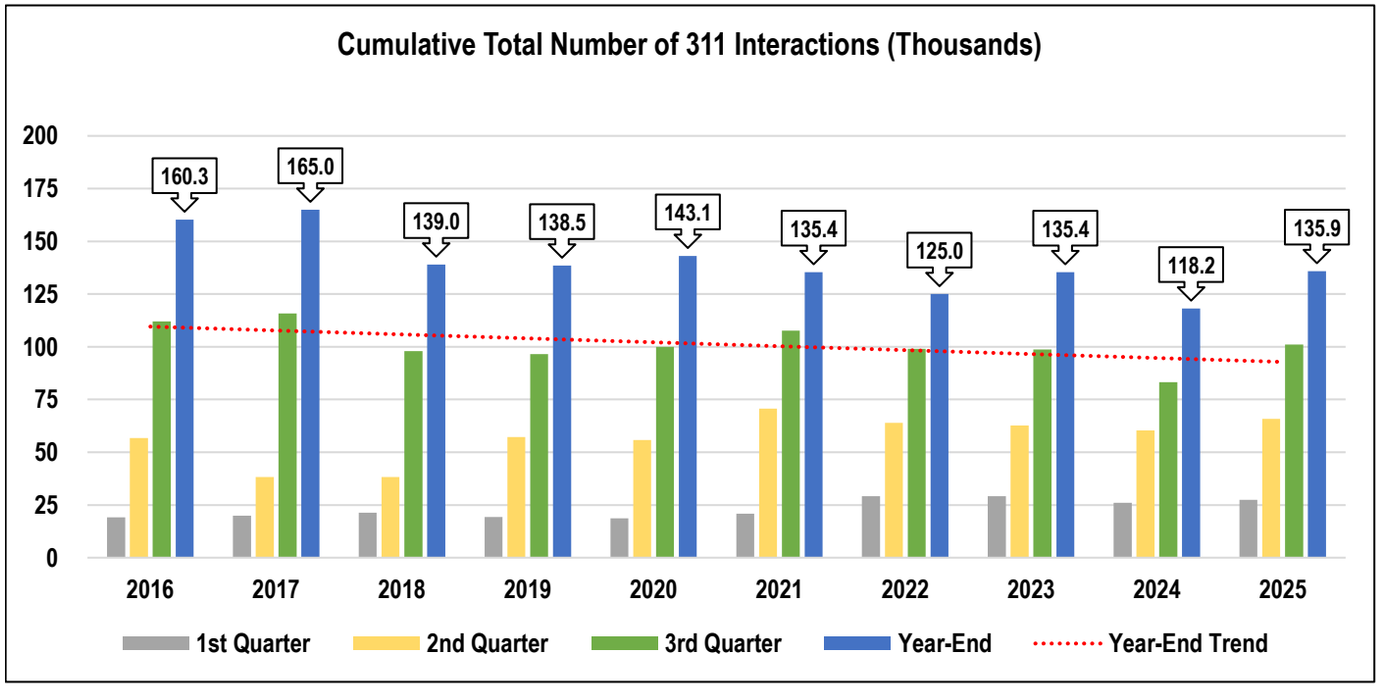
FIRE & RESCUE



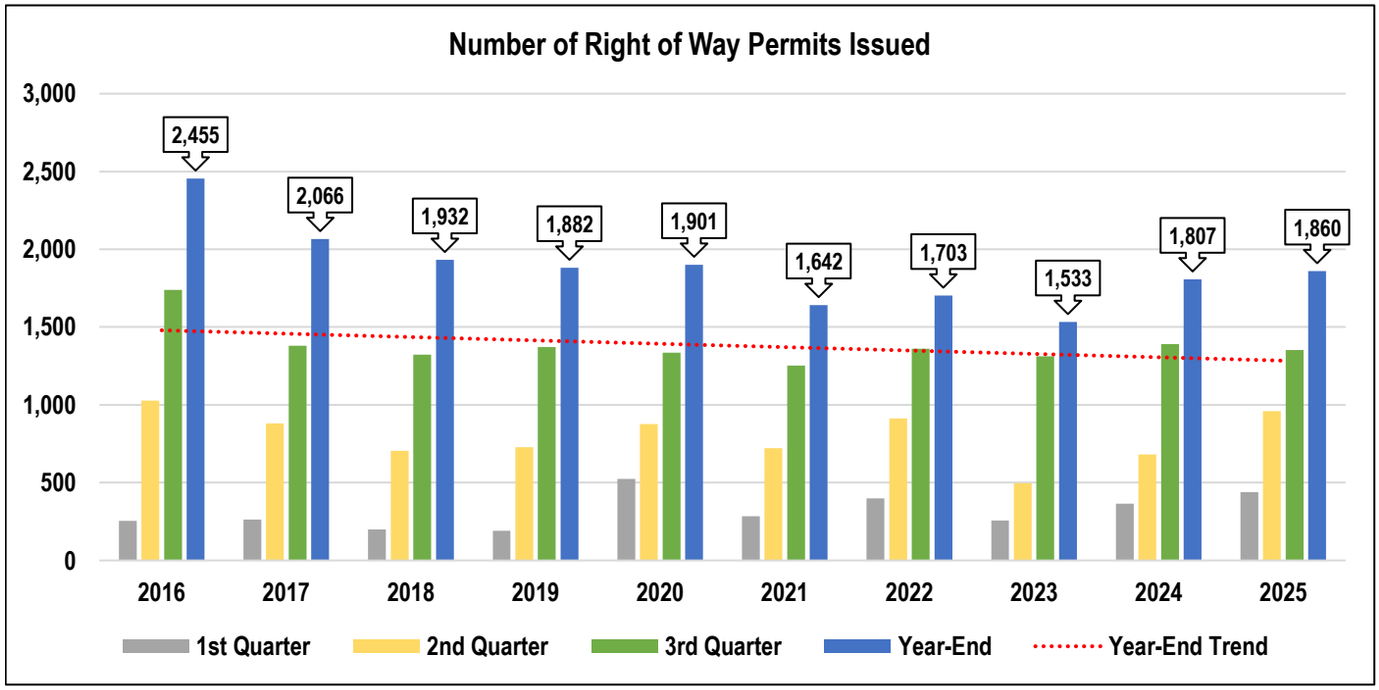
Legal



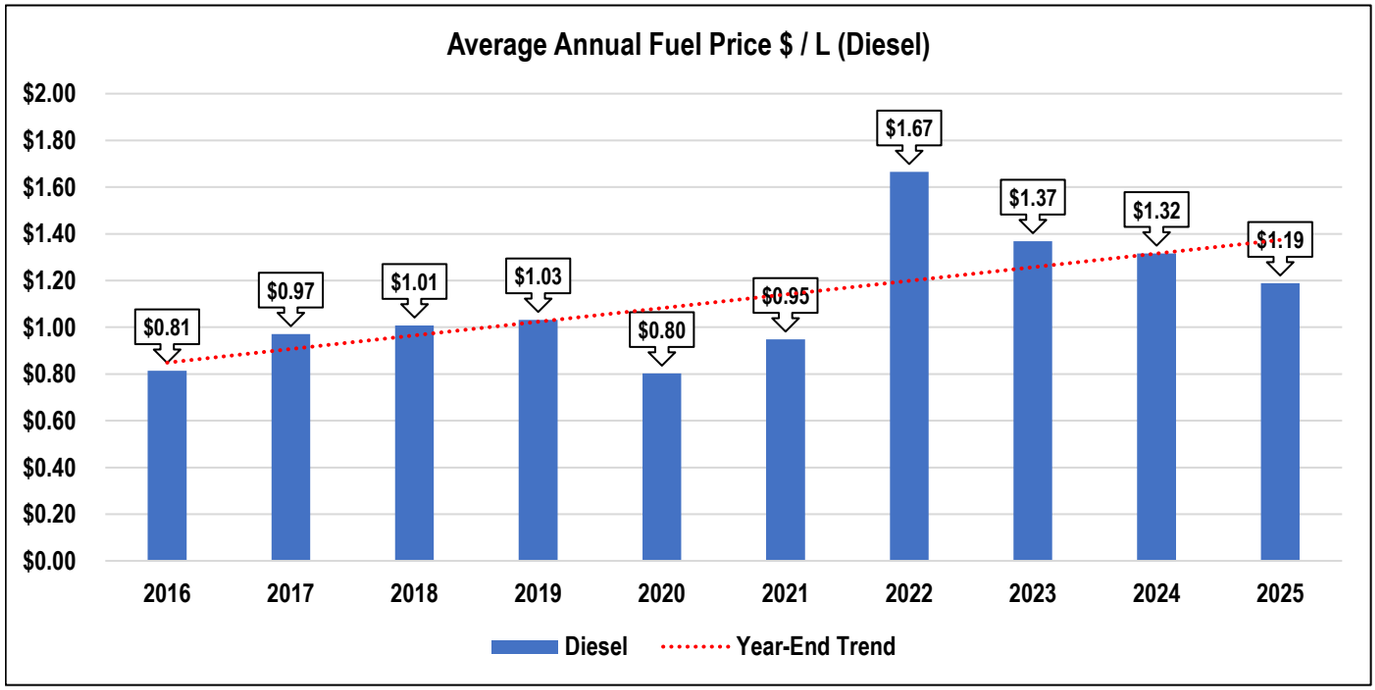
COMMUNICATIONS & CUSTOMER SERVICE

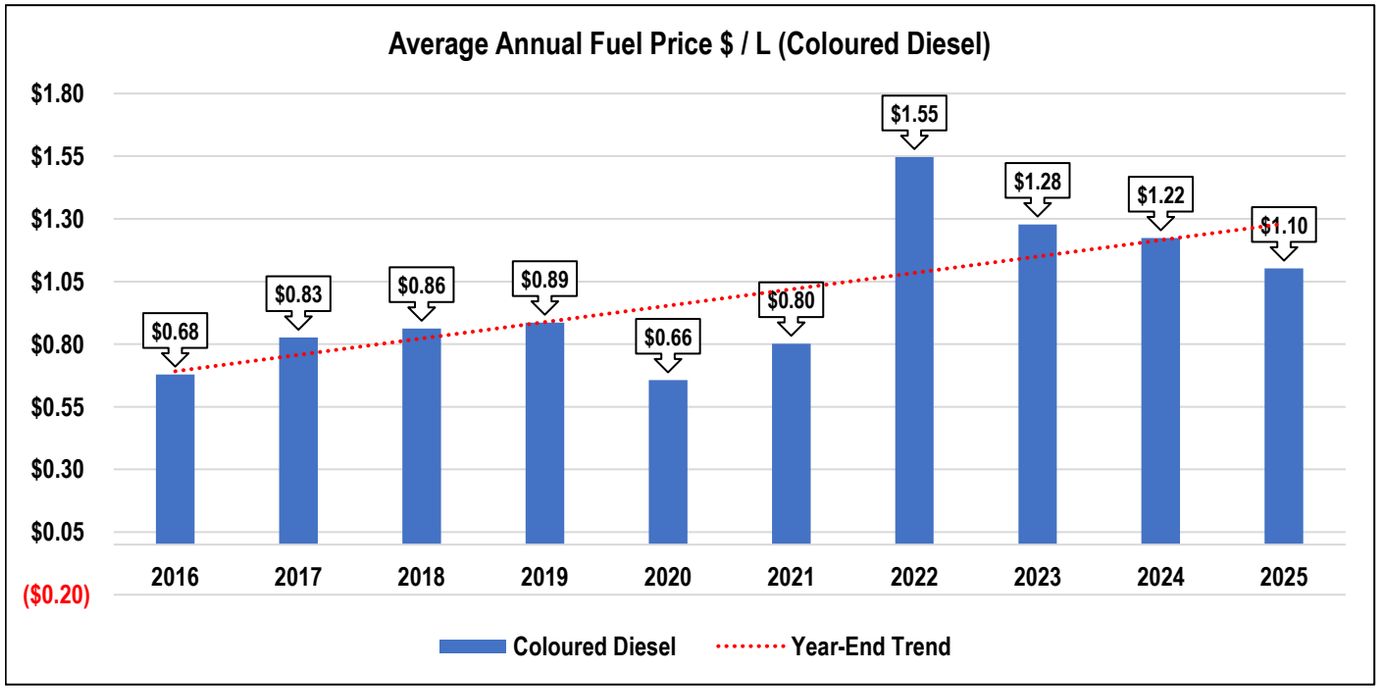


ENGINEERING

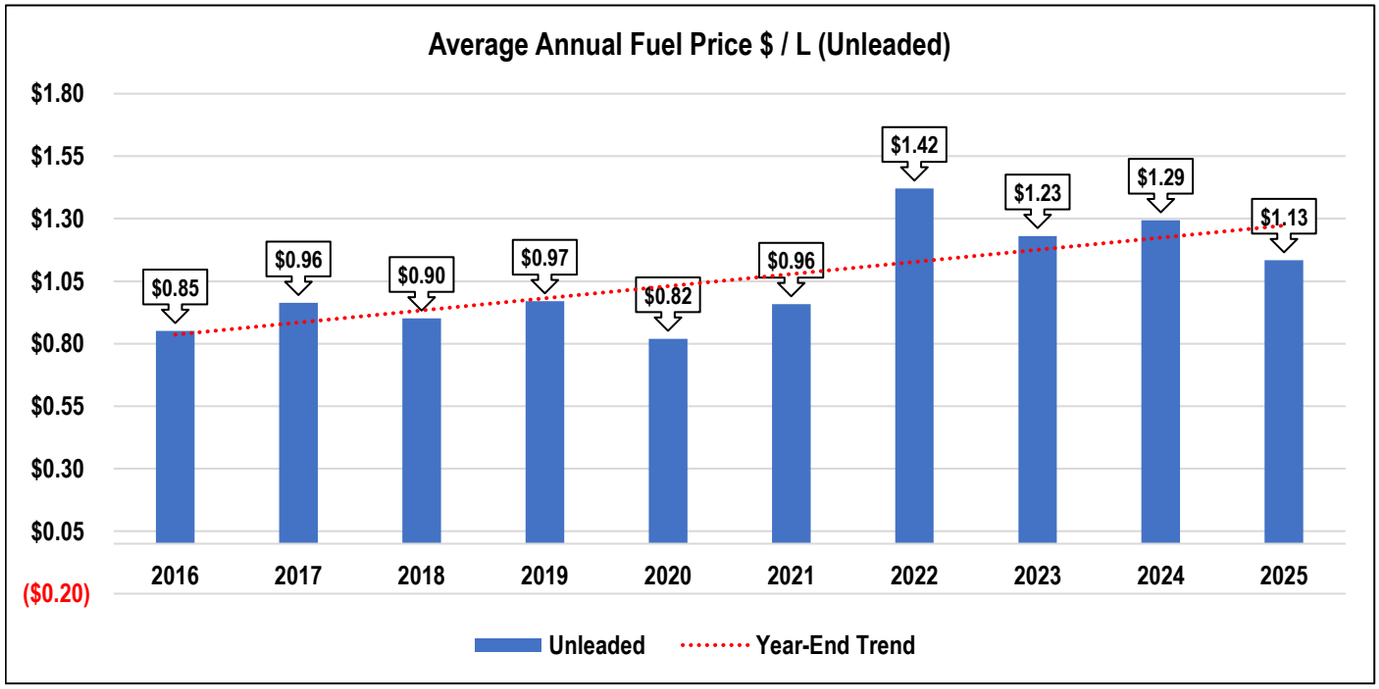


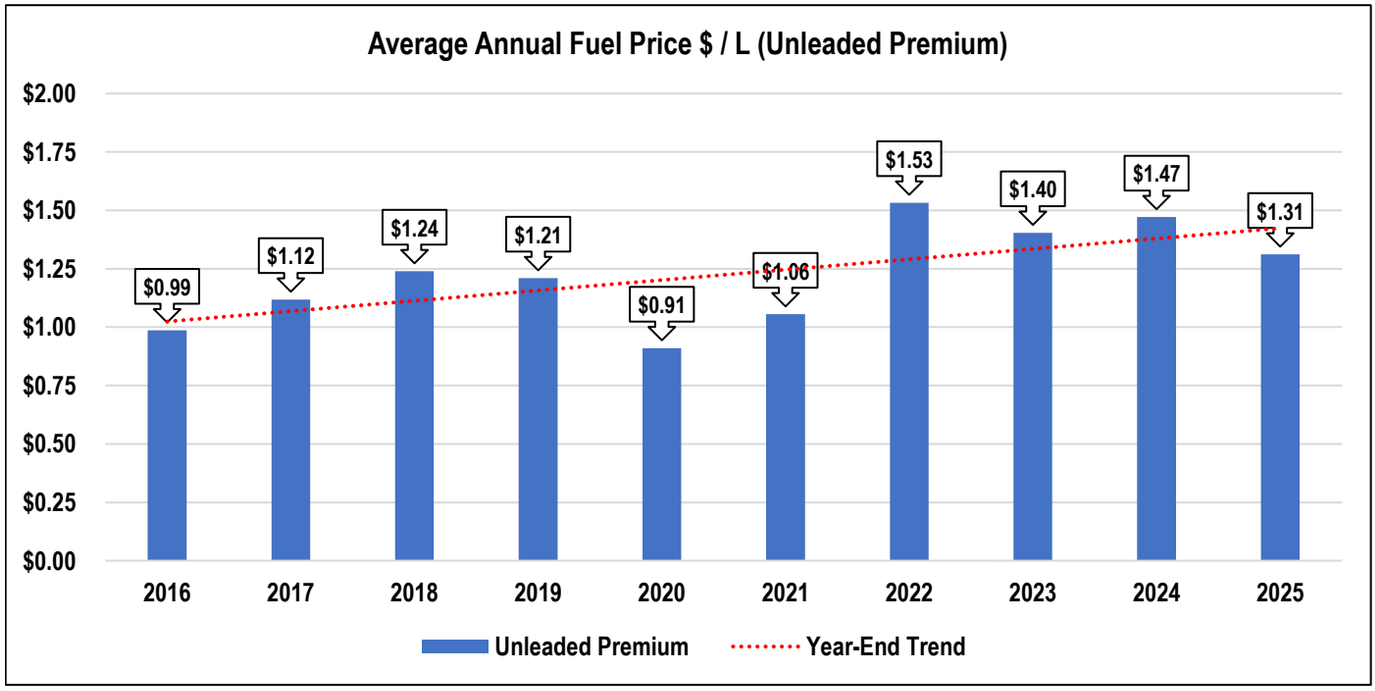
PUBLIC WORKS



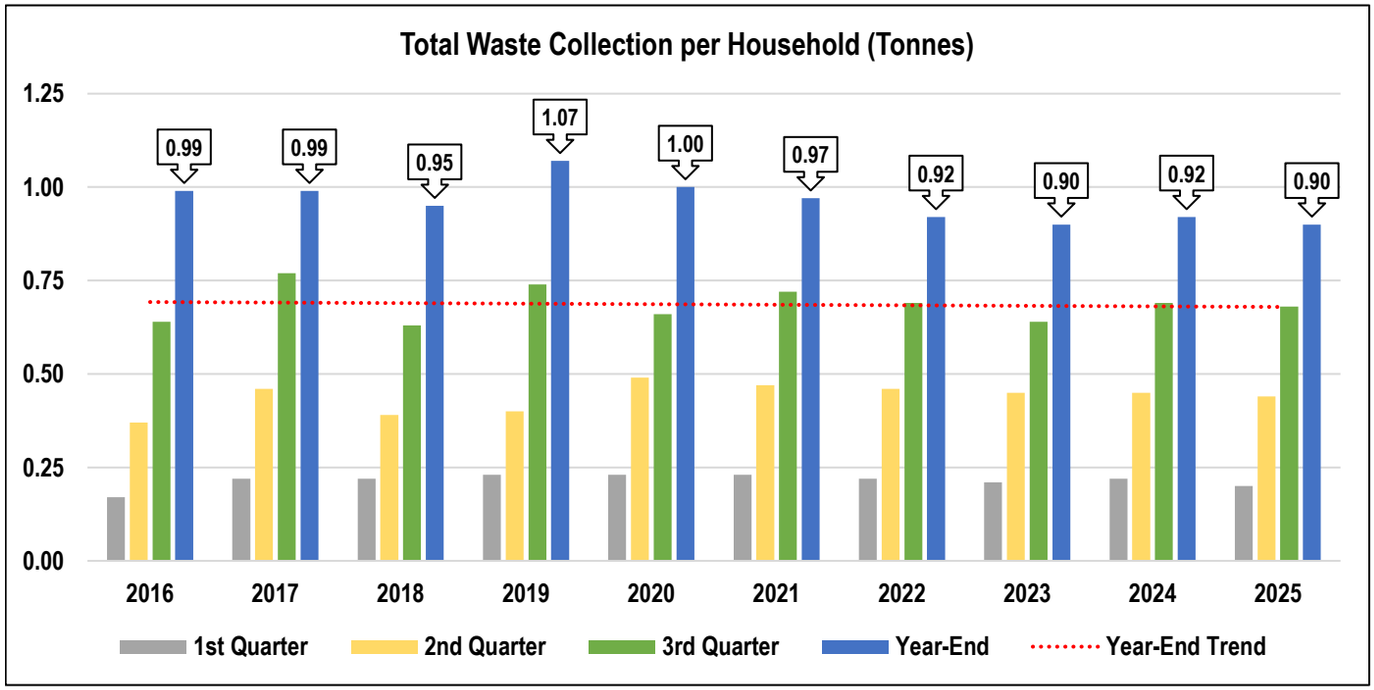


PUBLIC WORKS

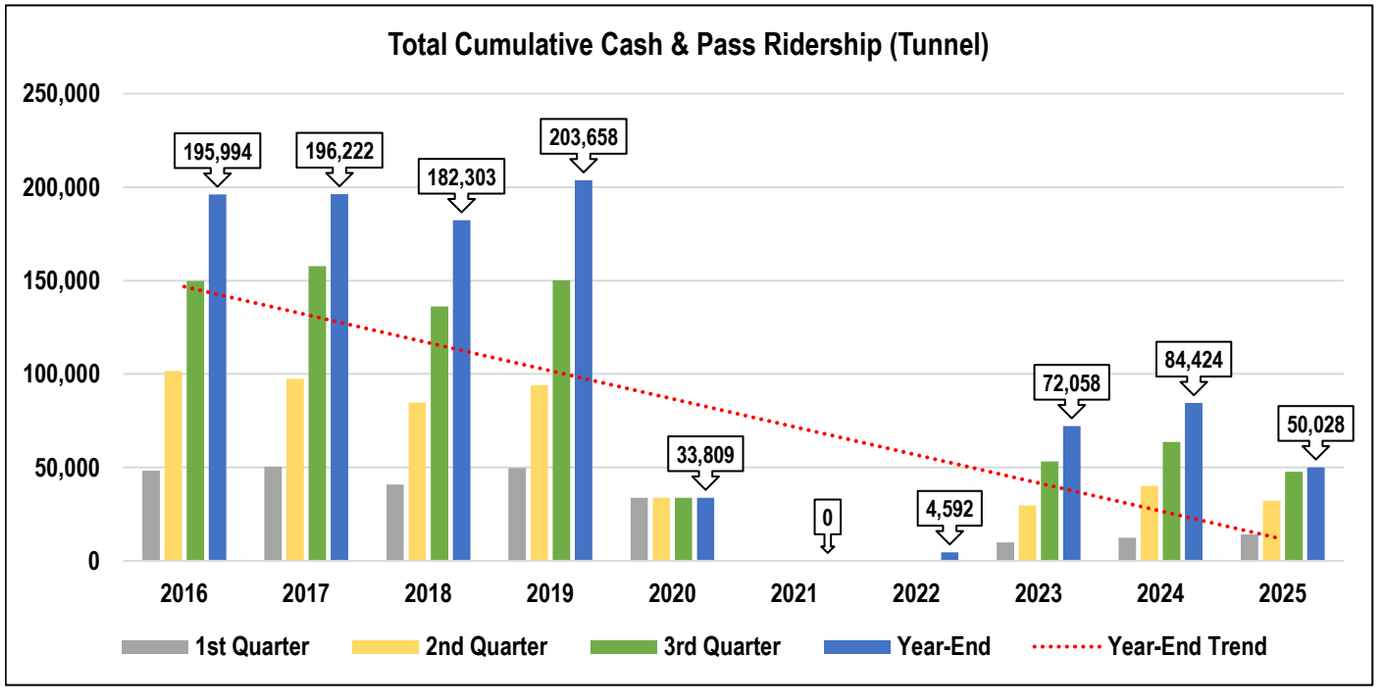


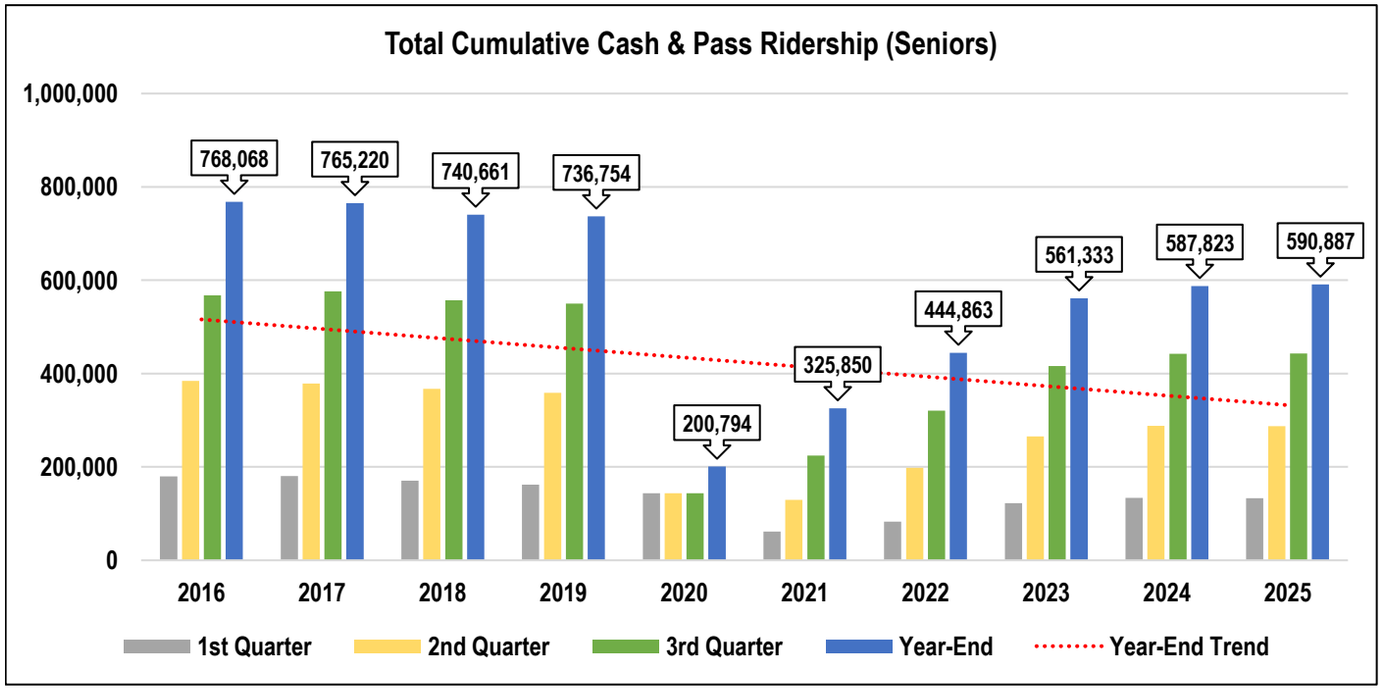


PUBLIC WORKS

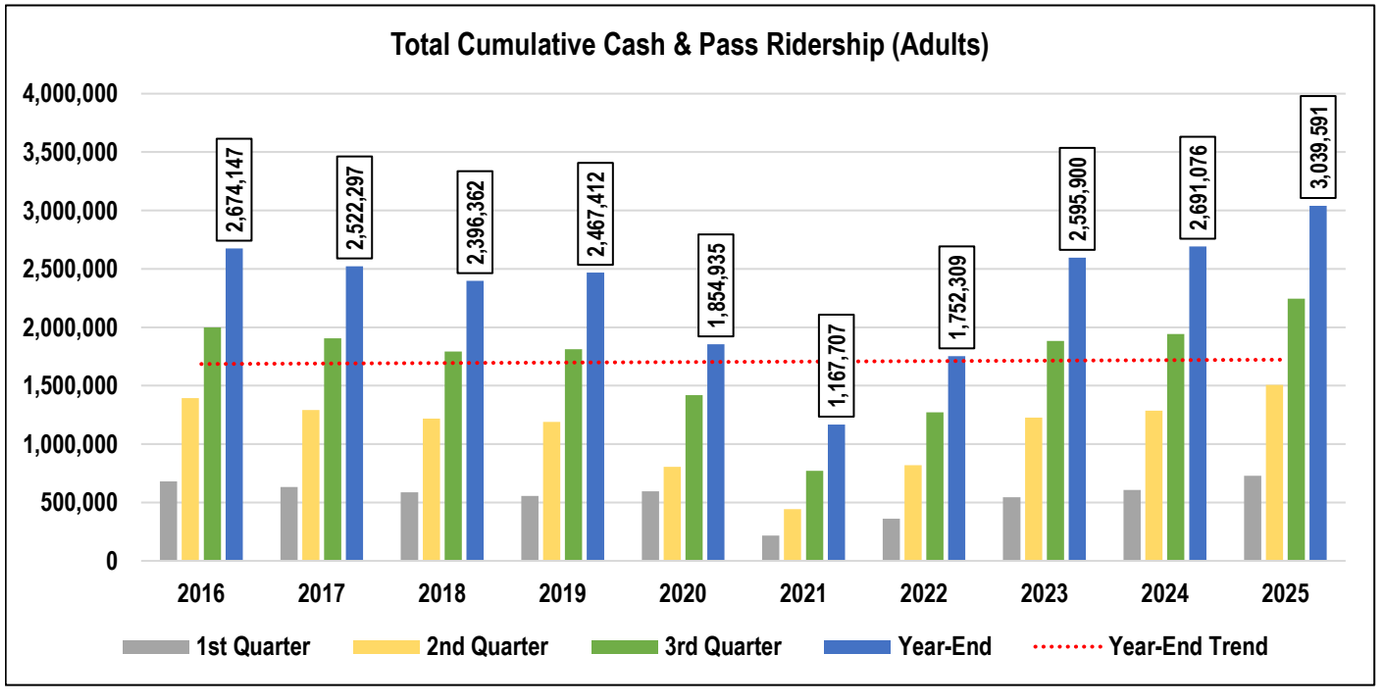


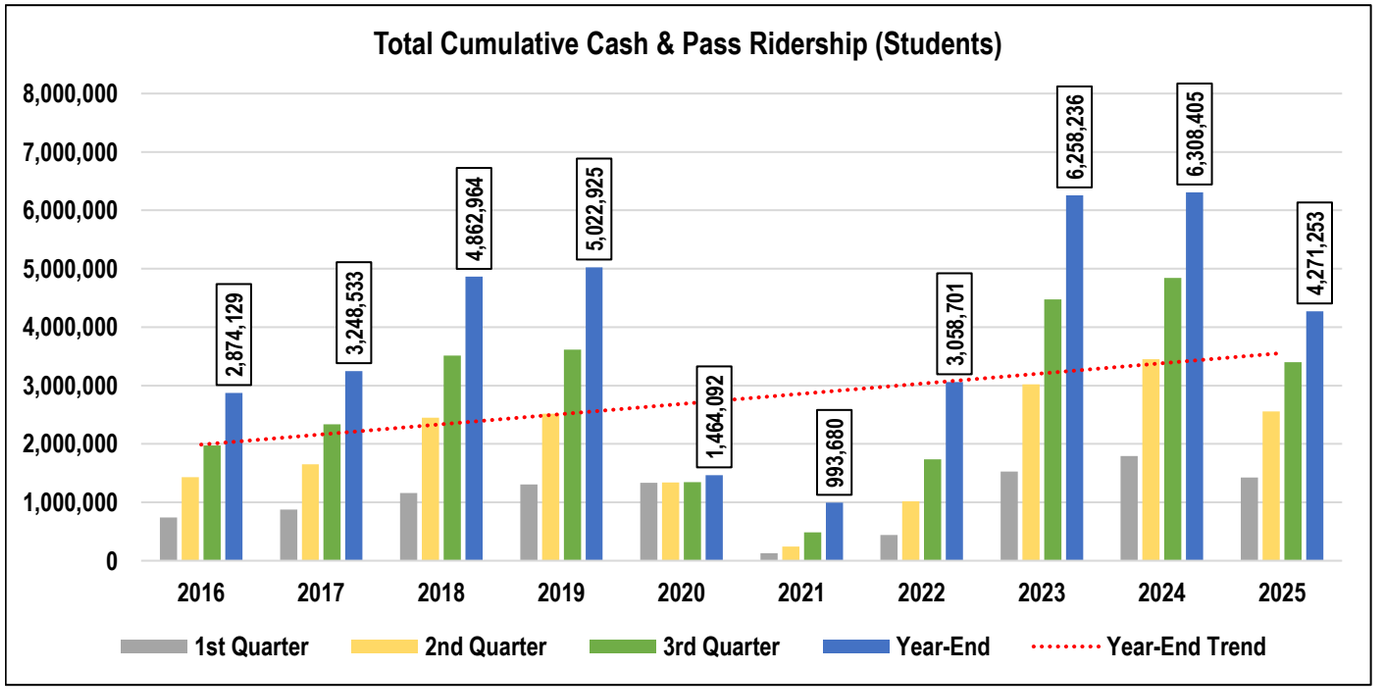
TRANSIT WINDSOR



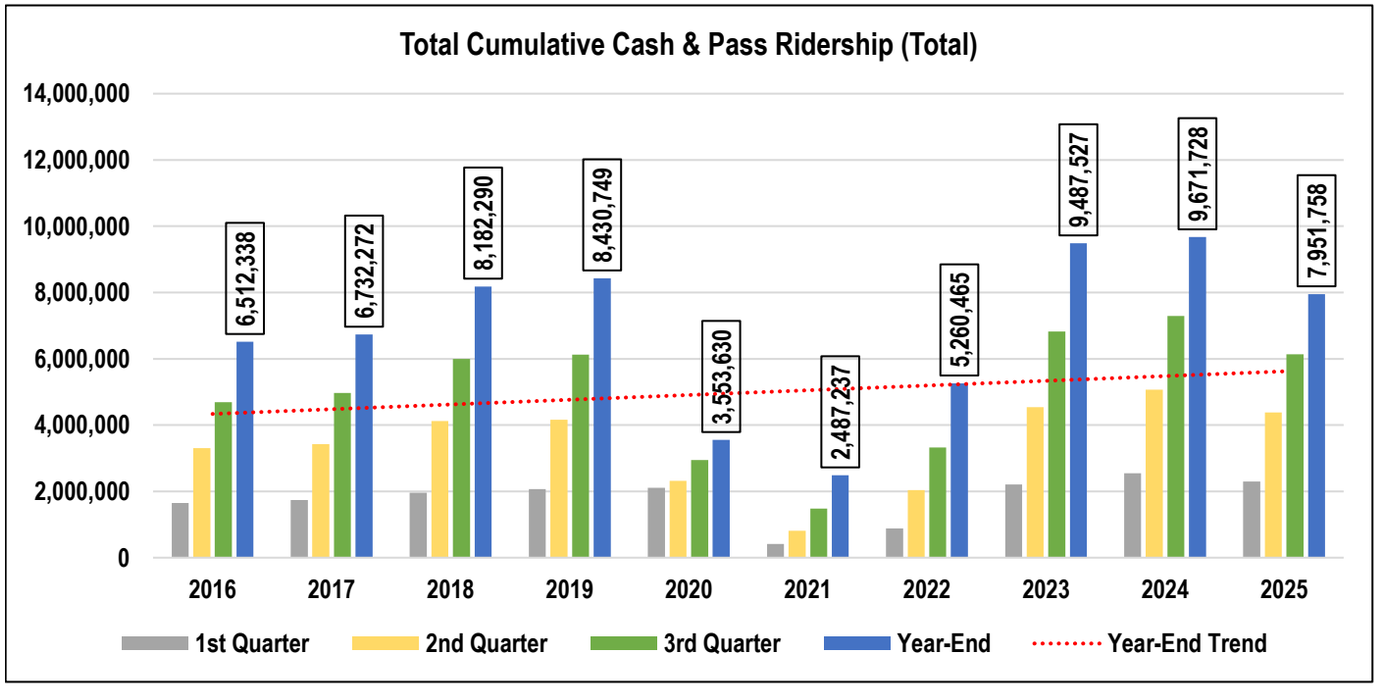


TRANSIT WINDSOR

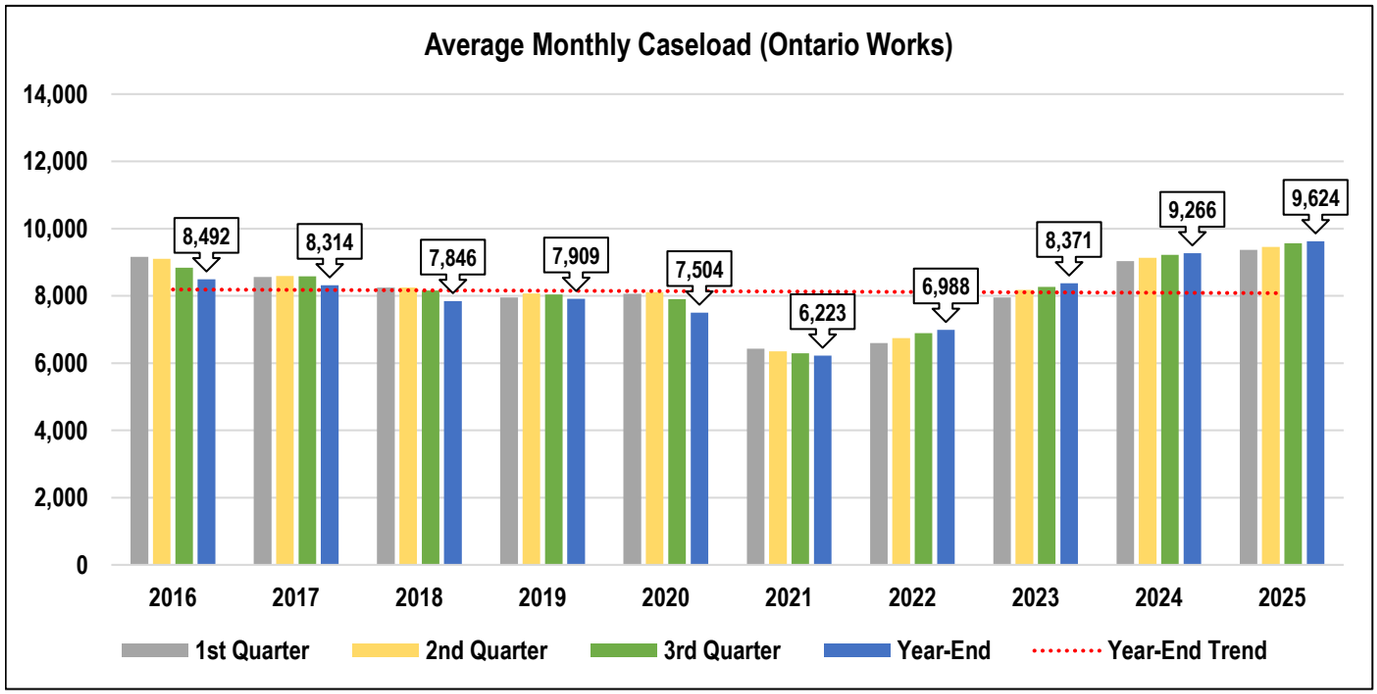


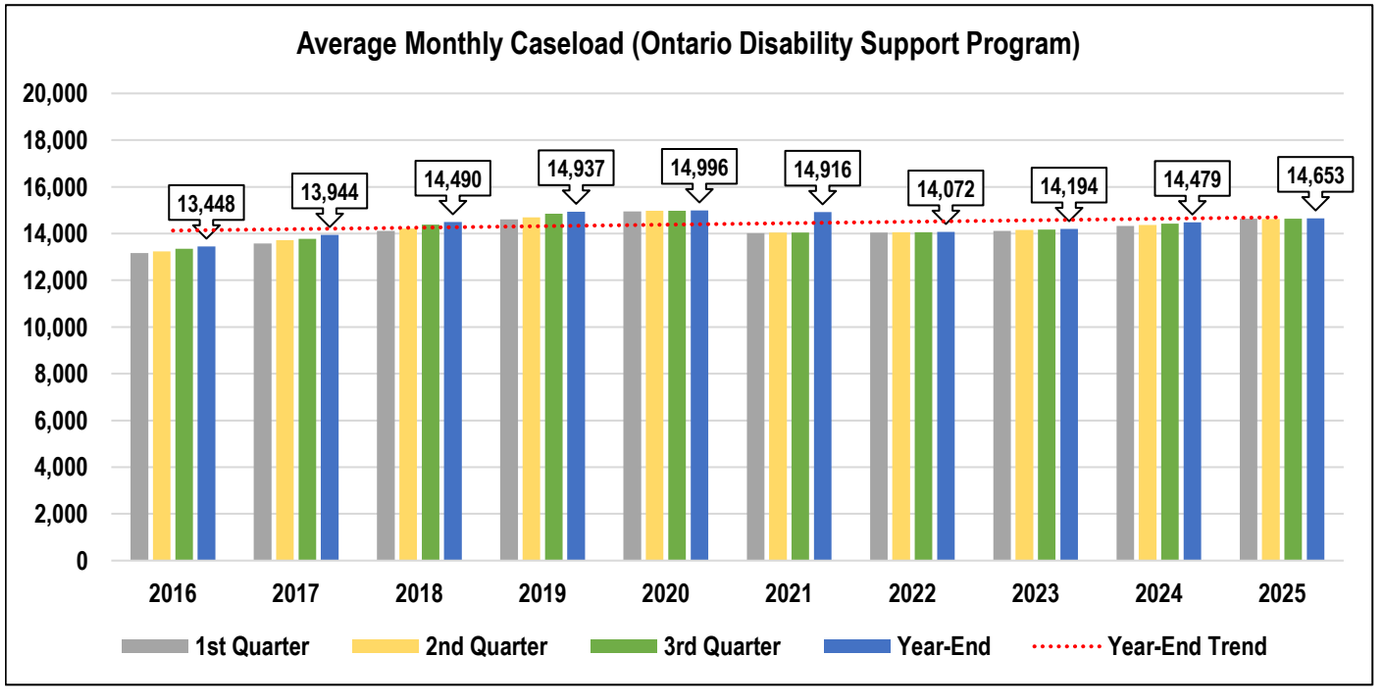


TRANSIT WINDSOR

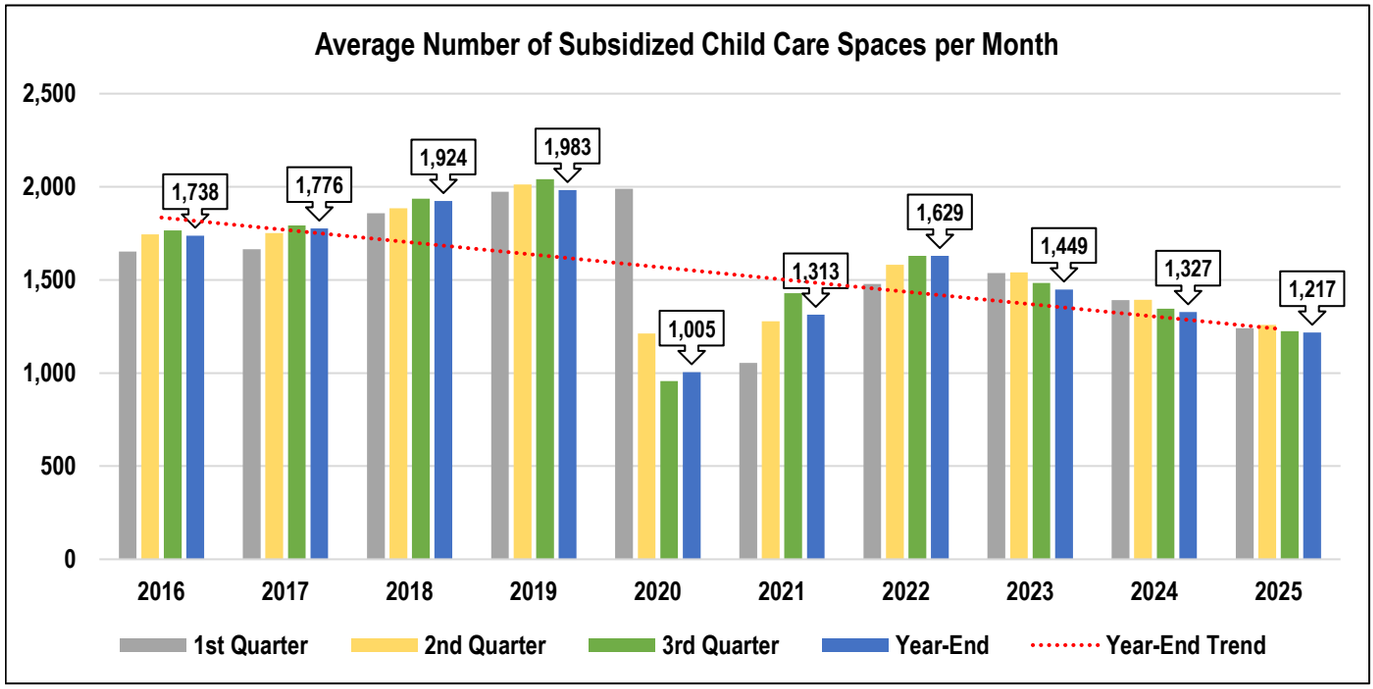


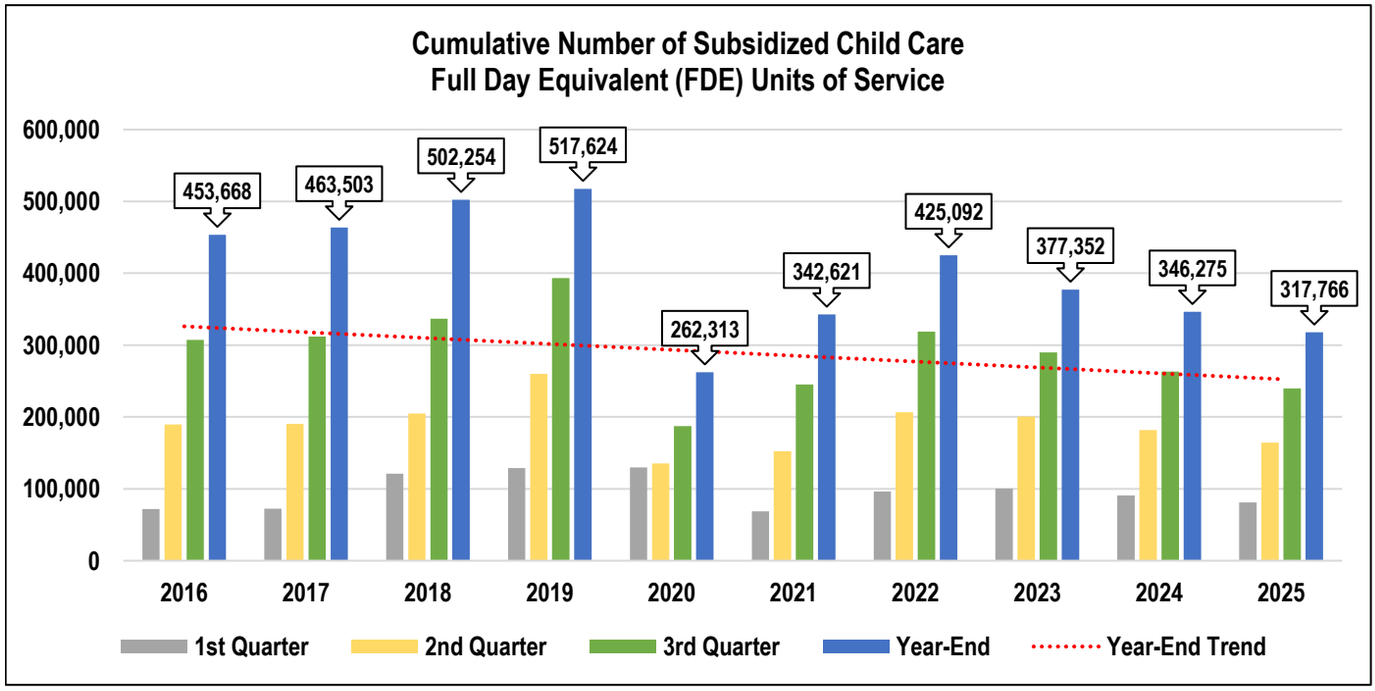
EMPLOYMENT & SOCIAL SERVICES



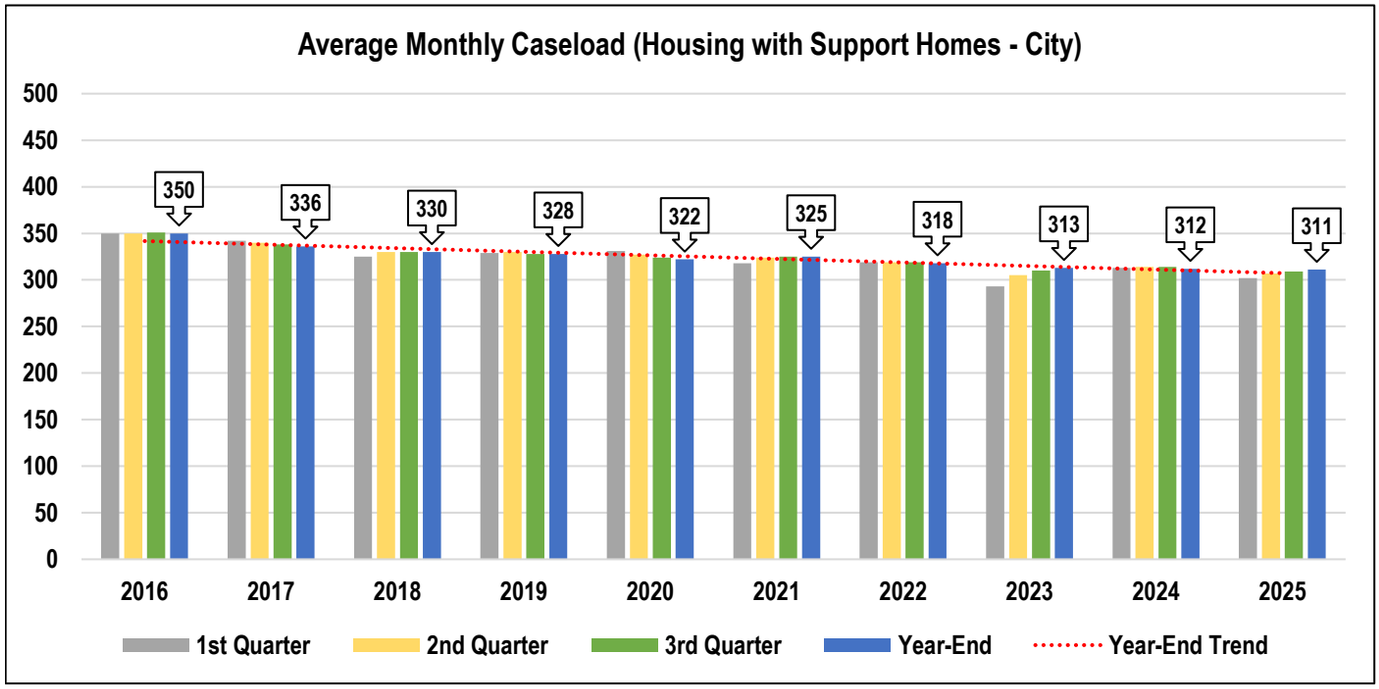


HOUSING & CHILDREN SERVICES

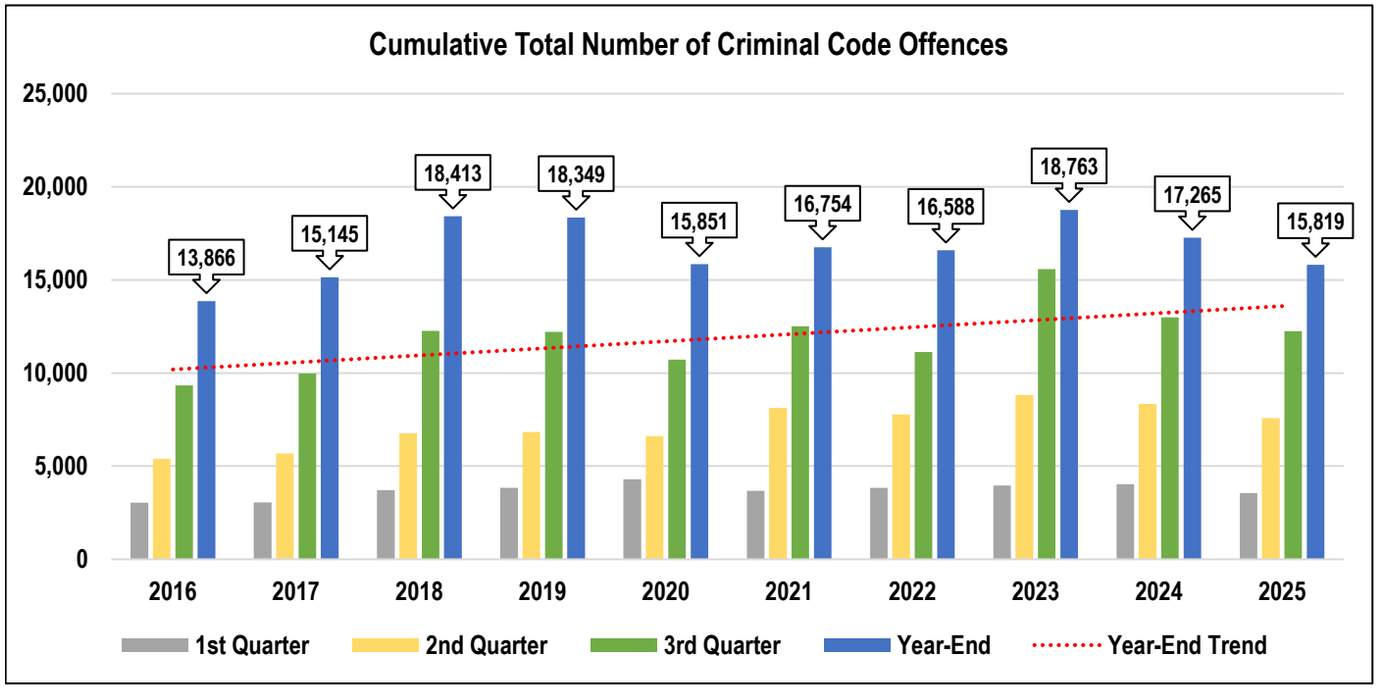




HOUSING & CHILDREN SERVICES



WINDSOR POLICE SERVICE



Appendix C
2025 Budget Carry-Forwards

Department	Description	Total
Mayor's Office	Mayor's Office Year-End Balance (Economic Development)	$347,020
Mayor's Office	Mayor's Office Year-End Balance (Departmental)	$328,404
Committees of Council	Active Transportation Expert Panel	$300
Committees of Council	Age Friendly Windsor Working Group	$6,000
Committees of Council	International Relations Committee	$80,221
Committees of Council	Environmental & Climate Change Committee	$4,558
CAO's Office	Corporate Consulting - External	$125,000
Taxation & Financial Projects	Property Tax Assessment Consulting	$142,470
Human Resources	Audiogram Testing Program	$67,350
Human Resources	Peer Support Program	$192,908
Economic Development	Economic Development initatives	$205,000
Employment & Social Services	Physician Recruitment	$30,859
Housing & Children's Services	Homelessness Prevention Program	$1,300,000
Housing & Children's Services	Reaching Home	$1,700,000
Housing & Children's Services	Pathway to Potential	$300,000
TOTAL BUDGET CARRY-FORWARDS		**$4,830,090**

THE CITY OF WINDSOR
ONTARIO, CANADA

Appendix D

2025 Development Charges Reserve Funds Income Statement (Year-Ending Dec. 31, 2025)

		FUND 107	FUND 108	FUND 109	FUND 110	FUND 111	FUND 112	FUND 113	FUND 114	FUND 115	FUND 116	FUND 117	FUND 118
ACCT #	ACCOUNT DESCRIPTION	DEV. CHG - POLLUTION CONTROL	DEV. CHG - SSPD ROADS & RELATED	DEV. CHG - SSPD SANITARY SEWER	DEV. CHG - SSPD STORM SEWER & MUN DRAINS	DEV. CHG - SSPD WATER	DEV. CHG - CITY WIDE ENG STUDIES	DEV. CHG - WASTE DIVERSION	DEV. CHGS. - PARKING	DEV. CHGS. - ROADS & RELATED	DEV. CHGS. - SANITARY/ POLLUTION	DEV. CHGS. - STORM & DRAINS	DEV. CHGS. - WATER/ WUC
AVAILABLE AT BEGINNING OF YEAR SURPLUS (DEFICIT)		2,887	-	-	-	-	106,098	240,902	223,918	18,998,554	2,099,632	4,701,607	4,131,989
	REVENUES:												
6540	Investment Income - Other	583	(149)	-	-	-	2,954	7,382	6,002	327,171	35,680	(1,267)	128,414
6543	Deferred DC Installment Interest	-	-	-	-	-	540	3,793	1,671	337,709	25,801	19,082	57,903
6660	Developer Contributions	-	-	-	-	-	6,599	41,176	3,499	4,563,334	344,231	246,174	780,059
7052	TRANSFER From Capital Projects	-	-	-	-	-	-	-	-	-	-	-	-
7055	TRANSFER From Current Funds	-	-	-	-	-	-	-	-	-	-	-	-
	TOTAL REVENUE	**583**	**(149)**	**-**	**-**	**-**	**10,093**	**52,350**	**11,172**	**5,228,214**	**405,712**	**263,989**	**966,376**
	EXPENSES:												
2950	Other Prof Services-External	-	-	-	-	-	-	-	-	-	-	-	-
2951	INTERNAL Service Salary Allocn	3	-	-	-	-	85	205	175	11,357	1,139	1,219	3,559
4240	TRANSFER to Current Fund	-	-	-	-	-	-	-	-	-	-	-	-
4245	TRANSFER to Capital Fund	-	11,800	-	-	-	-	-	-	14,785,941	1,119,362	5,424,164	-
4250	TRANSFER to Reserve Account	-	-	-	-	-	-	-	-	-	-	-	-
4255	TRANSFER to Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-
4540	Bank Charges	-	-	-	-	-	68	466	-	42,465	3,170	2,144	7,156
	TOTAL EXPENSES	**3**	**11,800**	**-**	**-**	**-**	**153**	**671**	**175**	**14,839,762**	**1,123,670**	**5,427,526**	**10,714**
AVAILABLE AT YEAR END SURPLUS (DEFICIT)		**3,468**	**(11,949)**	**-**	**-**	**-**	**116,038**	**292,582**	**234,915**	**9,387,005**	**1,381,673**	**(461,930)**	**5,087,651**
A/C #4245	**TRANSFER TO CAPITAL, BY PROJECT DETAIL:**												
Project #	**Project Description**												
7014532	LRWRP Expansion/Upgrade												
7045018	TW Shelters Signs Amenities Maint												
7086002	Prince/Totten Outlet Sewer											1,384,000	
7086003	Provincial/Division Corridor									4,033,120		500,000	
7096001	Howard Ave S. Corridor Improve												
7142009	East Windsor Community Pool												
7145000	Materials Acquisition-DC reqst												
7145007	Fire Hall #6/Emerg Oper Centre												
7161061	Dougall Rd CN Underpass												
7171077	Banwell Road Improvements												
7171090	Playground Replacement Program												
7181026	Jackson Pk Trls/Pkl/Wash/Maint												
7182005	Parent/McDougall Ave Storm Swr												
7191036	Riverside Park-Parking Lot												
7197000	Cabana Rd E & Lauzon Pkwy Infr									66,250			
7197003	WPS-Specialized Equipment												
7209003	Relocation of Sand Point Beach												
7211060	Airport Empl. Lands Site Serv.									4,023,871			
7219015	Parkland Aquisitions												
7231024	2023 Fleet Addn's and Upgrades												
7241006	2024 Fleet Addns and Upgrades												
7241014	Route250-NextStar Industrial												
7241029	Forest Glade North Development									6,662,700	1,119,362	3,540,164	
7254001	Lauzon Pkwy-Cabana E to Hwy401		11,800										
TOTAL TRANSFER TO CAPITAL, BY PROJECT DETAIL		**-**	**11,800**	**-**	**-**	**-**	**-**	**-**	**-**	**14,785,941**	**1,119,362**	**5,424,164**	**-**

Appendix D

2025 Development Charges Reserve Funds Income Statement (Year-Ending Dec. 31, 2025)

ACCT #	ACCOUNT DESCRIPTION	FUND 121 DEV. CHGS. - GENERAL GOV'T	FUND 122 DEV. CHGS. - LIBRARY	FUND 123 DEV. CHGS. - FIRE	FUND 124 DEV. CHGS. - POLICE	FUND 125 DEV. CHGS - INDOOR RECREATION	FUND 126 DEV. CHGS. - PARK DEVEL.	FUND 127 DEV. CHGS. - TRANSIT	FUND 128 DEV. CHGS. - PW/ BUILD/ EQUIP/ FLEET	TOTAL DEV CHARGE RESERVE FUNDS
AVAILABLE AT BEGINNING OF YEAR SURPLUS (DEFICIT)		51,325	106,899	31,090	427,488	20,342	262,782	407,962	10,436	31,823,912
	REVENUES:									
6540	Investment Income - Other	1,348	680	4,750	12,502	1,819	7,499	12,178	1,658	549,204
6543	Deferred DC Installment Interest	26	4,625	11,435	5,931	4,522	2,002	8,586	4,110	487,735
6660	Developer Contributions	-	50,046	143,010	74,365	47,489	20,344	107,756	51,465	6,479,547
7052	TRANSFER From Capital Projects	-	-	-	-	-	-	-	-	-
7055	TRANSFER From Current Funds	-	-	-	-	-	-	-	-	-
	TOTAL REVENUE	**1,374**	**55,351**	**159,194**	**92,798**	**53,830**	**29,845**	**128,520**	**57,233**	**7,516,486**
	EXPENSES:									
2950	Other Prof Services-External	-	-	-	-	-	-	-	-	-
2951	INTERNAL Service Salary Allocn	39	58	94	350	168	924	469	46	19,888
4240	TRANSFER to Current Fund	-	-	-	-	-	-	-	-	-
4245	TRANSFER to Capital Fund	-	150,000	-	24,700	-	-	51,147	-	21,567,114
4250	TRANSFER to Reserve Account	-	-	-	-	-	-	-	-	-
4255	TRANSFER to Reserve Fund	-	-	-	-	-	-	-	-	-
4540	Bank Charges	-	569	1,414	733	539	231	1,063	508	60,525
	TOTAL EXPENSES	**39**	**150,627**	**1,508**	**25,783**	**707**	**1,155**	**52,679**	**554**	**21,647,528**
AVAILABLE AT YEAR END SURPLUS (DEFICIT)		**52,660**	**11,623**	**188,776**	**494,502**	**73,466**	**291,472**	**483,803**	**67,115**	**17,692,870**
A/C #4245	**TRANSFER TO CAPITAL, BY PROJECT DETAIL:**									
Project #	**Project Description**									
7014532	LRWRP Expansion/Upgrade									-
7045018	TW Shelters Signs Amenities Maint							51,147		51,147
7086002	Prince/Totten Outlet Sewer									1,384,000
7086003	Provincial/Division Corridor									4,533,120
7096001	Howard Ave S. Corridor Improve									-
7142009	East Windsor Community Pool									-
7145000	Materials Acquisition-DC reqst		150,000							150,000
7145007	Fire Hall #6/Emerg Oper Centre									-
7161061	Dougall Rd CN Underpass									-
7171077	Banwell Road Improvements									-
7171090	Playground Replacement Program									-
7181026	Jackson Pk Trls/Pkl/Wash/Maint									-
7182005	Parent/McDougall Ave Storm Swr									-
7191036	Riverside Park-Parking Lot									-
7197000	Cabana Rd E & Lauzon Pkwy Infr									66,250
7197003	WPS-Specialized Equipment				24,700					24,700
7209003	Relocation of Sand Point Beach									-
7211060	Airport Empl. Lands Site Serv.									4,023,871
7219015	Parkland Aquisitions									-
7231024	2023 Fleet Addn's and Upgrades									-
7241006	2024 Fleet Addns and Upgrades									-
7241014	Route250-NextStar Industrial									-
7241029	Forest Glade North Development									11,322,226
7254001	Lauzon Pkwy-Cabana E to Hwy401									11,800
TOTAL TRANSFER TO CAPITAL, BY PROJECT DETAIL		**-**	**150,000**	**-**	**24,700**	**-**	**-**	**51,147**	**-**	**21,567,114**

Appendix E
2025 Statement of Activity - Development Charge Credits

LISTING OF OUTSTANDING CREDITS					
CREDIT HOLDER	**APPLICABLE DC RESERVE FUND**	**Credit Balance (as at January 1, 2025)**	**Additional Credits Granted During Year**	**Credits Reversed Due To Sale No Agreement Found**	**Credit Balance (as at December 31, 2025)**
1223244 Ontario Limited	115 - Roads & Related	$1,282,218.50	$0.00	-$1,282,218.50	$0.00
South Windsor Development Company	117 - Storm & Drains	$360,827.50	$0.00	$0.00	$360,827.50

TOTAL OUTSTANDING CREDITS: **$360,827.50**

Subject: RFP 147-25 Janitorial Supplies - City Wide

Reference:

Date to Council: April 13, 2026
Author: Dawn Lamontagne
Purchasing Manager (A)
(519)-255-6100 ext. 6413
dlamontagne@citywindsor.ca
Purchasing
Report Date: 3/30/2026
Clerk's File #: AL/15138

To: Mayor and Members of City Council

Recommendation:

THAT, in accordance with the terms of RFP 147-25, Council **AWARD** the contract for the provision of janitorial supplies to Holland Cleaning Solutions Ltd., for a term of one (1) year, with an option to extend the contract for four (4) additional one (1) year terms; and,

THAT the Purchasing Manager **BE AUTHORIZED** to issue a Contract P.O. to Holland Cleaning Solutions Ltd., for the provision of janitorial supplies, satisfactory in form to the City Solicitor, in financial content to City Treasurer, and in technical content to the Commissioner, Community Services.

Executive Summary:

N/A

Background:

Janitorial supplies are required on a constant basis in all departments across the Corporation. Prior to 2020, Janitorial Supplies were purchased independently by each department. In 2018, usage demands were analyzed and it was determined that the City could leverage economies of scale by going out to market for Janitorial Supplies for the entire corporation and set-up a corporate-wide blanket contract.

The first RFP for janitorial supplies for the City, RFP No 192-18 was issued in 2018 and awarded on February 24, 2020 on CR78/2020. Janitorial supplies have been obtained under fixed contracts since that time.

The previous contract expired in the fall of 2025, with no further option years available, so City staff began to prepare for a new RFP. Department representatives from Purchasing, Facilities, CHS Security and WFRS met on October 15, 2025, to discuss

current usage demands and requirements in preparation for crafting an RFP document to meet the ongoing needs of the Corporation. The Proponents of the previous RFP provided usage requirements of core items over a recent twelve-month period to form the basis of the cost proposal for the new RFP and that list was reviewed and agreed upon by the department representatives.

In order to efficiently meet corporate demand and ensure one-point of contact for all janitorial supplies, it was determined that the RFP should be set-up for award to one successful proponent.

The Windsor Essex Community Housing Corporation (CHC) expressed interest in participating in our Janitorial Supplies RFP; this is permitted in accordance with Section 118 of Purchasing Bylaw 93-2012. CHC compiled their list of janitorial supplies with quantities in preparation for the RFP.

The Janitorial Supplies RFP was developed with input from Facilities, CHS Security, WFRS and CHC for the supply and delivery of a full range of janitorial cleaning supplies per category and ship to multiple locations in Windsor on an “as and when requested” basis.

Discussion:

RFP 147-25 for Janitorial Supplies was issued on November 4, 2025 and closed on December 18, 2025. Four Proponents responded to the RFP. The RFP contained 252 of the City’s and 52 of the CHC’s most commonly ordered items based on a recent 12-month period of items ordered by the Corporations. The RFP included an opportunity for Proponents to price specified items as well as alternative items.

An evaluation committee was struck which included five evaluators, four from the City and one from CHC. The four evaluators from the City of Windsor consisted of two members from Facilities, one member from City Hall Square Security and one member from Windsor Fire and Rescue, who purchase a significant portion of janitorial supplies at the City.

The committee reviewed and graded all submissions independently based on the technical evaluation criteria outlined in the RFP document, which included Proponent Information, Experience, Qualifications and Compliance, Fill Rate, Reports, Online Ordering System and Personnel and Staffing. Evaluation Committee members subsequently met as a group to determine consensus scores on all technical aspects of the proposal.

Holland Cleaning Solutions Ltd. is the successful proponent, receiving the highest combined technical and financial score.

Risk Analysis:

Failure to follow prescribed procedures could attract liability to the municipality.
As with any services provider there is inherent risk of poor service performance especially magnified by this contract, as there are multiple delivery location

requirements. Things such as response time, order fill rates and communication will require close management at the beginning of each contract to establish the City's expectations for the level of service required. These concerns will be mitigated by the mechanisms in place to address poor vendor performance, within the solicitation document and as part of the purchasing bylaw and vendor performance management policy.

The risk of tariffs is low, as Holland is a local Canadian vendor that distributes janitorial supplies predominately manufactured in Canada, particularly high-volume items. Approximately 20% of items are manufactured outside of Canada, none of those products are subject to any tariffs, at this time. Should this change, there is an opportunity for the City to work together with Holland to attempt to source equivalent items that are not subject to tariffs, however if we're unable to source equivalent alternates not subject to tariffs, additional costs of tariffs could be absorbed through the annual cost savings noted in the Financial Matters section.

Climate Change Risks:

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

Holland Cleaning Solutions Ltd. has provided disposables, chemicals and paper products and Merchants Paper Company Limited has provided hard products to the City under the last contract based on the 2018 RFP No. 192-18 and approved by Council on CR78/2020 on February 24, 2020. In 2025, the City paid approximately $551,000 for janitorial supplies related to the 'basket of goods' (including disposables, chemicals, paper and hard products) contemplated by this contract. Holland Cleaning Solutions Ltd., is the sole Successful Proponent of the 2025 RFP No. 147-25 for the entire 'basket of goods'.

Addendum 4, *Appendix C - Schedule 1 – Schedule of Unit Prices – City of Windsor*, outlines the janitorial items contemplated by this contract and the quantities purchased by the City in 2025. To assess the financial impact of the proposed contract, 2025 unit prices were compared to the proposed pricing in Addendum 4. Using 2025 quantities as a reasonable estimate for 2026 usage, the proposed contract is projected to cost approximately $519,000, generating annual savings of approximately $32,000.

The contract term is for one (1) year, with an option to extend the contract for four (4) additional one (1) year terms. As such, pricing is guaranteed for the first year of the contract. Any price adjustments in the optional renewal years would require mutual agreement between the vendor and the City and may result in either increases or decreases.

Funds are allocated each year in the respective departmental operating budgets for general janitorial supplies. Sufficient funding currently exists within the Operating

Budget for janitorial supplies that would be purchased in conjunction with the contract award recommended in this report.

Consultations:

Kristen Karam, Financial Planning Administrator

Conclusion:

Administration recommends award of the contract for the provision of janitorial supplies to Holland Cleaning Solutions Ltd., in accordance with the terms of the RFP.

Approvals:

Name	Title
Dawn Lamontagne	Purchasing Manager (A)
Wira Vendrasco	City Solicitor
Andrew Daher	Commissioner, Corporate Services
Michael Chantler	Commissioner, Community Services
Dave Soave	Manager, Strategic Operating Budget Development & Control
Lorie Gregg	On behalf of Commissioner, Finance and City Treasurer
Jelena Payne for Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email
Holland Cleaning Solutions Ltd.		

Appendices:

Item No. 13.1

BY-LAW NUMBER 56-2026

A BY-LAW TO ESTABLISH LANDS AS A PUBLIC RIGHT-OF-WAY, IN THE CITY OF WINDSOR

Passed the 13th day of April, 2026.

WHEREAS the lands described in Schedule "A" annexed hereto and forming part of this by-law are vested in The Corporation of the City of Windsor.

AND WHEREAS it is deemed expedient to establish the said lands hereinafter described as a public right-of-way.

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

1. That the lands described in said Schedule "A" annexed hereto are established as a public right-of-way.

2. That this by-law shall come into force and take effect after the final passing thereof on the day on which it is electronically registered in the Land Registry Office of Essex (12).

DREW DILKENS, MAYOR

CITY CLERK

By signing this by-law on April 13, 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 – April 13, 2026
Second Reading – April 13, 2026
Third Reading – April 13, 2026

SCHEDULE "A"
TO BY-LAW 56-2026

PART LOT 110, CONCESSION 1, SANDWICH EAST, DESIGNATED AS PART 1, PLAN 12R23336; WINDSOR

All of PIN 01086-0181 (LT)

Item No. 13.2

BY-LAW NUMBER 57-2026

A BY-LAW TO PROVIDE THAT PART-LOT CONTROL SHALL NOT APPLY TO CERTAIN LAND THAT IS WITHIN PLAN 1241 IN THE CITY OF WINDSOR

Passed the 13th day of April, 2026.

WHEREAS the *Planning Act, R.S.O. 1990, Chapter P.13*, as amended, provides that part-lot control shall apply where land is within a plan of subdivision registered before or after the coming into force of the Act.

AND WHEREAS subsection 7 of Section 50 of the said *Planning Act* provides that the council of a municipality may by by-law provide that part-lot control does not apply to land that is within such registered plan or plans of subdivision or parts thereof as is or are designated in the by-law and where the by-law is passed part-lot control as described in subsection 5 of Section 50, ceases to apply to such land.

AND WHEREAS it is deemed desirable that the provisions of the said subsection 5 of Section 50 of the *Planning Act* shall not apply to certain land that is within ***PLAN 1241*** in the City of Windsor.

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

1. That the provisions of subsection 5 of Section 50 of the *Planning Act, R.S.O. 1990, Chapter P.13*, do not apply to that part of the land that is within ***PLAN 1241*****,** as described in Schedule "A" attached hereto and forming part of this by-law.

2. This by-law is repealed on April 13, 2029.

3. This by-law shall come into force and take effect after the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

By signing this by-law on April 13, 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 – April 13, 2026
Second Reading – April 13, 2026
Third Reading – April 13, 2026

SCHEDULE "A"
TO BY-LAW 57-2026

BLK D PL 1241 SANDWICH WEST; WINDSOR
PIN 01289-1265 (LT)
4276 Roseland Drive East, Windsor

Item No. 13.3

BY-LAW NUMBER 58-2026

A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 2.44 METRE NORTH/SOUTH ALLEY NORTH OF SEMINOLE STREET, EAST OF LABADIE ROAD, AND WEST OF WESTCOTT ROAD, CITY OF WINDSOR

Passed the 13th day of April, 2026.

WHEREAS the 2.44 metre portion of the north/south alley north of Seminole Street, east of Labadie Road, and west of Westcott Road, City of Windsor, more particularly described in Schedule "A" hereto annexed, is assumed for subsequent closure;

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

1. That the 2.44 metre portion of the north/south alley north of Seminole Street, east of Labadie Road, and west of Westcott Road, City of Windsor, more particularly described in Schedule "A" hereto annexed and forming part of this by-law, be and the same is hereby assumed for subsequent closure.

2. That this by-law shall come into force and take effect on the day of the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

By signing this by-law on April 13, 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 – April 13, 2026
Second Reading – April 13, 2026
Third Reading – April 13, 2026

SCHEDULE "A"
TO BY-LAW 58-2026

Alley, Plan 768, designated as Parts 1 to 6, inclusive, Plan 12R30374; Windsor

Being all of PIN 01101-0739 (LT)

City of Windsor
County of Essex

Item No. 13.4

BY-LAW NUMBER 59-2026

A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 2.44 METRE NORTH/SOUTH ALLEY NORTH OF SEMINOLE STREET, EAST OF LABADIE ROAD, AND WEST OF WESTCOTT ROAD, CITY OF WINDSOR

Passed the 13th day of April, 2026.

WHEREAS it is deemed expedient to close, stop up and convey the 2.44 metre portion of the north/south alley north of Seminole Street, east of Labadie Road, and west of Westcott Road, City of Windsor, more particularly described in Schedule "A" attached hereto;

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

1. That the 2.44 metre portion of the north/south alley north of Seminole Street, east of Labadie Road, and west of Westcott Road, City of Windsor, more particularly described in Schedule “A” attached hereto and forming part of this by-law, be and the same is hereby closed and stopped up.

2. That any required easements pursuant to Council Resolution CR229/2025, be registered prior to conveyance.

3. That the lands be conveyed to the abutting property owners in **as is condition**, and that the conveyance cost be set as follows:

    a) For alley conveyed to abutting lands zoned CD2.3 or RD3.1, $20.00 per square foot without easements plus HST (if applicable) and a proportionate share of the survey costs as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor, and $10.00 per square foot with easements plus HST (if applicable) and a proportionate share of the survey costs as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor.

4. That the Chief Administrative Officer and City Clerk be authorized and directed to execute on behalf of The Corporation of the City of Windsor and to seal with the seal thereof, any and all documents necessary to implement the foregoing; and that the transaction be completed electronically, for property where it is available, pursuant to By-law Number 366-2003, as amended from time to time.

5. This by-law shall come into force and take effect the day upon which it is registered in the Land Registry Office for the County of Essex (No. 12).

DREW DILKENS, MAYOR

CITY CLERK

By signing this by-law on April 13, 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 – April 13, 2026
Second Reading – April 13, 2026
Third Reading – April 13, 2026
-

SCHEDULE "A"
TO BY-LAW 59-2026

Alley, Plan 768, designated as Parts 1 to 6, inclusive, Plan 12R30374; Windsor

Being all of PIN 01101-0739 (LT)

City of Windsor
County of Essex

BY-LAW NUMBER 60-2026

A BY-LAW TO ESTABLISH A POLICY FOR THE PROCUREMENT OF GOODS AND SERVICES INCLUDING CONSTRUCTION FOR THE CORPORATION OF THE CITY OF WINDSOR

Passed the 13th day of April, 2026.

WHEREAS Section 270 of the *Municipal Act,* 2001, S.O. 2001, c. 25 imposes upon municipalities the obligation to adopt policies regarding the procurement of goods and services, including construction;

AND WHEREAS The Corporation of the City of Windsor has undertaken an extensive review of its procurement practices and engaged stakeholders through a consultation process;

AND WHEREAS Council of The Corporation of the City of Windsor deems it desirable to repeal, in its entirety, By-law 93-2012, as amended, and pass this By-law which establishes the authority and sets out the methods with respect to the procurement of goods and services, including construction;

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

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Part I - Ethical Considerations and Purchasing Goals

Ethical Considerations

1. The City adopts the tenets of:

    a. the Code of Ethics adapted from the Ontario Public Buyer's Association; and

    b. the Ontario Broader Public Sector Supply

    Chain Code of Ethics in the performance of its

    Purchasing function.

Purchasing Goals

2. The City strives to meet and balance the following goals:

    a. **Efficiency:** Maintain the flow of goods and services to meet the City's needs over both the short and long term in the most cost-effective manner possible, while maintaining expected levels of service.

    b. **Quality and Value:** Obtain Best Value for money.

    c. **Honesty:** Ensure Purchasing is undertaken with fairness, honesty and integrity, avoiding even the appearance of impropriety.

    d. **Openness:** Ensure equal access to Suppliers to opportunities to benefit from the expenditure of tax dollars by the City.

    e. **Transparency:** Ensure that Purchasing is undertaken in accordance with policies and procedures that are accessible to and understandable by all.

    f. **Accountability:** Maintain accountability through the ongoing exercise of openness and transparency.

    g. **Improvement:** Create an environment of continuous improvement by reducing costs, improving quality, and stimulating innovation.

    h. **Environmental Responsibility**: Encourage the procurement of sustainable and energy efficient goods and equipment wherever possible within the context of Best Value.

Part II - Interpretation

Definitions

3. In this Bylaw, the following words will have the following meanings:

"Award"	When a submission is formally accepted by the City, either by Council or by delegated authority as permitted in this Bylaw.
"Best Value"	Approach that aims to deliver products and services with a lower Total Life Cycle Cost while maintaining a high standard (optimal balance of performance and cost).
"Bid Documents"	City documents used in connection with a Purchasing process including but not limited to RFTs, RFPs, and RFQs.
"Bid Security"	Security to ensure that the successful Supplier on a Solicitation enters into a Contract with the City.
"Blanket Contract"	A form of Contract requiring a Supplier to supply Deliverables on an "as required" basis under prearranged terms and conditions, including pricing, over the term of the Contract.
"Board"	An entity independent of the City but recognized by Council as an agency which may take advantage of the City's purchasing power or process, in accordance with this Bylaw. Without limiting the generality of the foregoing, the Windsor Police Services Board shall be considered a "Board".
"Buying Group"	An arrangement involving two or more members that combine their purchasing requirements into a single procurement process, administered by one member or a centralized entity on behalf of the group, and conducted in compliance with CFTA, where applicable.
"Canadian Entity"	(a) an individual who is a Canadian citizen or permanent resident of Canada; or (b) a corporation, partnership, sole proprietorship, joint venture, association or any other legal entity organized under the laws of Canada or a province or territory of Canada, carries on business in Canada, and which is owned or controlled, directly or indirectly, by one or more persons described in (a).

"CFTA"	The Canadian Free Trade Agreement, being an intergovernmental trade agreement between the Government of Canada and all provincial and territorial governments.
"CFTA Threshold"	CFTA threshold for Goods and Services, as may be amended from time to time, which is valued at $139,000 as of January 1, 2026.
"Chief Administrative Officer/CAO"	The City's Chief Administrative Officer, or his or her Delegate.
"City"	The Corporation of the City of Windsor.
"City Clerk"	The City's City Clerk; or his or her Delegate.
"City Solicitor"	The City's City Solicitor; or his or her Delegate
.	
"City Treasurer"	The City's City Treasurer; or his or her Delegate.
"City Website"	The City's website at http://www.citywindsor.ca.
"Closing Date"	The place, date and time set by the Bid Documents for receipt of Responses.
"CLT Member"	A member of the City's Leadership Team, or their Delegate, reporting directly to the CAO.
"Conflict of Interest"	A situation in which the personal interests of Employees, City-engaged Consultants or Suppliers, as the case may be, come into conflict or appear to come into conflict with the interests of the City.
"Consulting Services"	The supply of expertise or strategic advice that is presented for consideration and decision-making, or the guidance of execution of a specific project or undertaking and includes Professional Services.
"Construction"	Construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in and incidental to the construction, and the

	installation and repair of fixtures of a building, structure or other work, but does not include Consulting Services related to the Construction unless they are specifically included in the Purchase.
"Contract"	A document to evidence an agreement for the purchase of Deliverables and includes both a Purchase Order and a Formal Agreement.
"Cooperative Purchase"	The procurement of Deliverables by the City through a Buying Group, cooperative, collaborative, joint, or group purchasing arrangement established by another municipality, local board, broader public sector entity, government agency, group purchasing organization, or other public body or authority, where the originating procurement process was conducted through a fair, open, and competitive process and is compliant with applicable legislation and Trade Agreements.
"Council"	City Council.
"Deliverable"	The Good, Service or Construction being purchased.
"Department"	An area of operation of the City as defined by its organizational charts.
"Department Head"	A City Director or Executive Director, or their Delegate, responsible for direction and operation of a Department and control of a budget.
"Designated Official"	The highest-ranking administrative position of any Board.
"Disposal"	The transfer of ownership of Property by the City by sale, trade in, donation, alternative use or destruction.
"Emergency"	Has the meaning given in Section 104.
"Employee"	An employee of the City.
"Evaluation Team"	Individuals designated to evaluate Responses and make Award recommendations in accordance with this Bylaw.
"Fair Market Value"	The price that would be agreed to in an open and unrestricted market between knowledgeable and willing parties dealing at arm's length, fully informed and under no compulsion to transact.

"Formal Agreement"	A written Contract for the purchase of a Deliverable, executed by the City and the Supplier, including any renewals or amendments.
"Formal Quotation"	Means a form of RFQ as described in Sections 70 to 76.
"Goods"	Any moveable property, including the costs of installing, maintaining or manufacturing such moveable property, including raw materials, products, equipment and other physical objects of every kind and description, whether in solid, liquid, gaseous or electronic form, unless they are purchased in connection with Construction.
"Informal Quotation"	Means a form of RFQ as described in Sections 62 to 69.
"Purchasing Manager"	The City's Purchasing Manager or his or her Delegate.
"Mayor"	The City's Mayor.
"Prequalification"	A request for supplier qualification, a process used to gather information on supplier capabilities and qualifications with the intent of creating a list of prequalified suppliers for subsequent participation in a future Solicitation.
"Professional Services"	Means specialized, knowledge-based and customized services provided by individuals or firms possessing expertise, advanced knowledge and specific qualifications or licences in a particular field. Examples of professional services include, but are not limited to those services within the scope of the practice of architecture, professional engineering, landscape architecture, registered surveying and mapping, land appraisers, environmental and geotechnical consulting, financial advisory services, management consulting, information technology consulting, strategic planning and advisory services and research and analysis services, typically governed by professional standards and where applicable, licensing requirements under the laws of the Province of Ontario.
"Property"	Includes furniture, vehicles, equipment and stock.
"Purchase"	The acquisition of Deliverables by any means, including rental and leasing, and the functions that pertain to the acquisition of Deliverables, and "Purchasing" shall have a corresponding meaning.
"Purchasing Card"	A card issued in accordance with the City's Purchasing Card Policies and Procedures for the Purchase of Deliverables.

"**Purchasing Department**"	Division of the Office of the City Solicitor charged with carrying out the Purchasing function.
"Purchase Order/PO"	A standard Contract issued by the City to a Supplier to evidence an agreement for the Purchase of Deliverables.
"Purchase Price"	The amount payable by the City for a Deliverable pursuant to a Contract.
"Response"	A response to a Solicitation.
"RFEI"	A request for expression of interest, a process used to gather information on Supplier interest in an opportunity, or information on Supplier capabilities and qualifications. An RFEI does not create a binding relationship between the City and any Supplier.
"RFI"	A request for information, a process used to research which products and services are available, scope out business requirements, and/or estimate project cost. An RFI does not create a binding relationship between the City and any Supplier.
"RFP"	A request for proposal, a process in which a need is identified, but the method by which it will be achieved is not necessarily prescribed at the outset and price is not the only evaluation criterion.
"RFQ"	Request for quotations, including Formal Quotations and Informal Quotations, but not including RFPs or RFTs.
"RFT"	Request for tender, a process to request supplier responses to supply Deliverables in compliance with stated requirements, performance specifications and terms and conditions and evaluation is made solely on price.
"Roster List"	List of Suppliers who will be permitted to participate in certain non-competitive Contracts anticipated to be required on a regular basis in the future.
"Services"	Intangible products not having a physical presence.
"Small Purchase Order"	A type of purchasing method for the Purchase of Deliverables up to $25,000.

"Sole Source"	The Purchase of Deliverables by non-competitive means for the reasons described in Section 110 which comply with the Bylaw, Trade Agreements, provincial legislation and requires consultation and approval by the Purchasing Manager.
"Solicitation"	Informal Quotation**,** Formal Quotation, RFT, RFP, RFI, RFEI issued by the City.
"Specifications"	Description of the physical or functional characteristics or the nature of a supply, service, equipment or construction item and may include requirements for inspection, testing, or preparing a Deliverable, and may also include drawings or samples or other means of illustrating the requirements.
"Supplier"	A person, corporation or other entity that responds or intends to respond to a Solicitation or provides Deliverables to the City including but not limited to contractors, consultants, suppliers, service organizations.
"Total Life Cycle Cost"	An estimate or calculation that considers all direct and indirect costs of a Deliverable over its useful life, from acquisition to disposal including Contract Prices, implementation costs, upgrades, carrying costs, maintenance contracts, support contracts, licence fees and disposal costs.
"Trade Agreements"	Chapter Five to CFTA and Chapter Nineteen of the Comprehensive Economic and Trade Agreement, as amended or superseded from time to time.

Interpretation

4. Unless the context requires otherwise, use of the singular also implies the plural, and vice versa.

5. Whenever the words "include", "includes" or "including" or other similar terms are used in this Bylaw, they are deemed to be followed by the words "without limitation".

6. Any reference in this Bylaw to any statute or any section of a statute shall, unless expressly stated, be deemed to be reference to the statute as amended, restated or re-enacted from time to time. Any reference to a Bylaw or City policy shall be deemed to be a reference to the most current state of the Bylaw or City policy and any replacement Bylaw or policy.

7. All dollar amounts are expressed in this Bylaw are in Canadian dollars.

8. Any reference to a day refers to a calendar day.

9. Any headings in this Bylaw are non-binding and are intended for explanatory purposes only and are not to be considered or taken into account in construing or interpreting this Bylaw.

10. All solicitations and processes under this Bylaw shall be conducted in English.

Part III - Application

Application

11. This Bylaw applies to all Purchasing activities carried out by the City and any Board using this Bylaw with the exception of:

    a. those Purchasing activities set out in Schedule "A";

    b. the Purchase or Disposal of Deliverables where the laws of Ontario or Canada require the Purchase or Disposal to be carried out in some manner other than by this Bylaw; and

    c. a circumstance in which Council directs by Council Resolution that the Purchase or Disposal of Deliverables shall be carried out in some manner other than by this Bylaw.

12. A Council Resolution adopted by Council under Section 11(c):

    a. shall be a matter of public record;

    b. shall be made in response to a written administrative report describing the nature of the Purchase, and including advice and recommendations from both the City Solicitor and the Purchasing Manager;

    c. shall state that Council is satisfied that it is necessary in the public interest that the Purchase or Disposal be carried out otherwise than in accordance with this Bylaw and shall give the reason or reasons for so concluding; and

    d. need not identify the nature of the Goods or Service to be Purchased or Disposed of.

13. Before adopting a Council Resolution under Section 11(c), Council shall afford the City Solicitor and Purchasing Manager an opportunity to be heard and to provide oral advice concerning the proposed Council Resolution.

14. Unsolicited offers are to be reviewed by the Purchasing Manager and the relevant Department Head. Any Purchase resulting from an unsolicited Supplier offer must comply with this Bylaw.

Part IV - Integrity of the Purchasing Process

Conflict of Interest

15. All Employees and members of Council are subject to the City's Code of Ethics and Conflict of Interest Policy and shall disclose all conflicts of interest as required by the policy and shall take adequate steps to address any actual or perceived conflicts of interest.

16. No Employee or member of Council shall cause or permit anything to be done or communicated to anyone that is likely to cause any Supplier to have an unfair advantage or disadvantage in any Purchasing opportunity.

    a. Any Employee who becomes aware of an actual or perceived Conflict of Interest, where the conflict could directly affect a material term of the potential Contract, and whose daily work would allow them to have any impact on the preparation of the Specifications, the procurement process, or management of the potential Contract, shall immediately refer each and every actual or perceived Conflict of Interest to the City Solicitor for written direction and rationale. Compliance with the City Solicitor's direction shall be considered satisfaction of the Employee's obligations as set out in Section 15.

    b. Any Employee who may have an ongoing actual or perceived Conflict of Interest, which would generally not have any impact on the procurement process or the potential Contract, shall disclose the actual or perceived Conflict of Interest to the City Solicitor only once, unless circumstances change.

    c. No Employee may have any pecuniary interest directly or indirectly, as

a contracting party, partner, majority shareholder with a controlling interest, surety or otherwise in any contract for Goods, Services or Construction or in any of the monies to be derived there from, unless approved by a specific resolution of Council. For greater clarity, a direct or indirect pecuniary interest includes any interest that would be required to be disclosed under the City's Code of Ethics and Conflict of Interest Policy, as amended from time to time.

Education

17. All Employees granted Purchasing authority over the Small Purchase Order limit under this Bylaw shall attend in person training or complete the City's equivalent online training module on the proper use and interpretation of the Bylaw.

Dispute Resolution

18. The following dispute resolution process shall be available to Suppliers who:

    a. dispute the fairness of a Purchasing process;

    b. dispute an Award or results of a Prequalification; or

    c. dispute the fairness of an evaluation of Contract performance.

19. Within ten (10) days of Award or other circumstance giving rise to the dispute, the Supplier shall provide a written request for a meeting with the Purchasing Manager detailing the legal and factual grounds underlying the dispute and the desired outcome and including any relevant documents.

20. The Purchasing Manager shall convene a meeting with the Supplier within twenty (20) days of receipt of the request. The meeting may be conducted in writing, in person, or by teleconference.

21. If the Purchasing Manager is satisfied that action should be taken, he or she will prepare a report to the City Solicitor advising that such action be taken.

22. If the Supplier is unsatisfied with the outcome of the meeting, the Supplier may provide a written request for a meeting with the City Solicitor detailing the legal and factual grounds underlying the claim and the desired outcome and including any relevant documents.

23. The City Solicitor shall convene a meeting with the Supplier within twenty (20) days of receipt of the request. The meeting may be conducted in writing, in person, or by teleconference.

No Discrimination

24. The *Discriminatory Business Practices Act* and the Trade Agreements forbid the granting of a preference to a local Supplier as a form of discrimination, therefore in compliance with the law and the Trade Agreements:

    a. The City shall not discriminate between the Deliverables of a particular province, city or geographic region and the Deliverables of another province, city or geographic region.

    b. The City shall not discriminate between the Suppliers of a particular province, city or geographic region and the Suppliers of another province, city or geographic region.

    c. Strategies to prefer Canadian suppliers are permitted up to the thresholds of the Comprehensive Economic and Trade Agreement with the European Union, as amended from time to time.

Part V - Roles and Responsibilities

Delegates

25. Where any person is authorized to undertake any act under this Bylaw, such act may also be undertaken by a person properly designated by the authorized person.

City Council

26. City Council shall:
    a. establish the City's Purchasing policy through this Bylaw;

    b. monitor compliance with this Bylaw; and

    c. prioritize the City's purchasing needs.

CAO

27. The CAO shall:

    a. impose restrictions on Purchasing activities from time to time where he or she considers necessary and in the best interests of the City;

    b. ensure the implementation of the policies established in this Bylaw; and

    c. support Council in satisfying Council's role.

CLT Members and Department Heads

28. CLT Members and Department Heads shall:

    a. oversee all Purchasing activities in their areas of responsibility and be accountable for the Purchasing activities of the Employees under their supervision;

    b. achieve Best Value while observing the requirements of this Bylaw;

    c. identify single and multi-functional projects in budget submissions to ensure the correct dollar thresholds and Purchasing processes are used; and

    d. require those Employees under their supervision having Purchasing authority to complete in person Purchasing Bylaw training or the City's equivalent online training module.

Purchasing Manager

29. The Purchasing Manager shall:

    a. act as the legal purchasing agent for the City of Windsor under the direction of the City Solicitor;

    b. provide professional purchasing advice to Departments;

    c. monitor adherence to this Bylaw;

    d. interpret and apply this Bylaw to all Purchasing activities and exercise discretion as prescribed where alternative courses of action are permitted;

e. notify Department Heads of non-compliance with this bylaw;

f. notify Council of non-compliance with this bylaw if the non-compliance cannot be rectified;

g. provide ongoing training and education regarding this Bylaw, as required;

h. ensure conduct of Purchasing activities in an efficient and timely manner;

i. dispose of surplus or obsolete material and equipment in accordance with this Bylaw;

j. purchase all goods and services for the City or for any Board as required under the authority of Council and in compliance with this Bylaw; and

k. establish all necessary procedures, forms, methods and documents to carry out the objectives of this bylaw.

Employees

30. Employees shall:

    a. comply with the provisions of this Bylaw in the performance of their duties; and

    b. attend in person Purchasing Bylaw training or complete the City's equivalent training module, as required.

31. All Employees given authority to Purchase Deliverables under this Bylaw are accountable and responsible to ensure that proper budgets exist within their Departments and that Purchases do not violate any City, legal, or other statutory policy, including Trade Agreements, and will be held accountable for their decisions and actions.

Suppliers

32. Suppliers:

    a. shall be required to disclose any and all Conflicts of Interest to the City prior to or contemporaneously with making a Response;

    b. shall not engage in any form of bid rigging or collusion of any nature; and

c. shall be forbidden to engage in any conduct which is or could reasonably be construed as any form of political or other lobbying, or as an attempt to influence the outcome of any Purchasing process during the currency of any process prior to an Award.

33. Failure by a Supplier to adhere to the standards established in Section 32 may result in disqualification from participating in City Purchasing opportunities, in the discretion of the CAO.

34. Suppliers wishing to present product or other information to the City outside of a specific
Purchasing process must do so though the Purchasing Department.

Part VI - Approval Authorities

Threshold Calculation and Anti-Avoidance

35. In calculating the Purchase Price for the purpose of determining the necessary approvals and procedures, all taxes, duties and freight shall be excluded. In the case of multi- year Contracts, the Purchase Price will be the estimated annual expenditure under the Contract.

36. No action shall be taken to subdivide Purchases in order to reduce the estimated Contract Price or to otherwise avoid or circumvent the application of any of the provisions of this Bylaw.

Administrative Approval

37. The CAO may:

a. unless otherwise stated, approve a requisition and make an Award of up to $500,000, provided the funds have been included in the Council-approved operating or capital budget;

b. approve a requisition and make an Award of a Sole Source Purchase of Deliverables in excess of $100,000, other than those outlined in Section 41(g), provided the funds have been included in the Council-approved operating or capital budget, and the Sole Source Purchase does not exceed that approved budget;

c. approve a requisition and make an Award of an RFP for Professional Services in excess of $250,000, provided the funds have been included in the Council-approved operating or capital budget, and the RFP Response does not exceed that approved budget;

d. approve a requisition and make an Award of a Cooperative Purchase of Deliverables in excess of $250,000 provided the funds have been included in the Council-approved operating or capital budget, and the Cooperative Purchase does not exceed that approved budget; or

e. unless otherwise stated, approve a requisition and make an Award in any other instance in which the Purchasing Manager and the City Solicitor acting jointly or the responsible CLT Member decide it would be in the best interests of the City to do so.

38. CLT Members may:

a. following prior approval by the Purchasing Manager, approve a requisition and make an Award of up to $100,000 for Sole Source Purchases, provided the funds have been included in the Council-approved operating or capital budget;

b. except as noted in Section 38(a) and with the prior approval by the Purchasing Manager on Cooperative Purchases, approve a requisition and make an Award of up to $250,000, provided the funds have been included in the Council-approved operating or capital budget; or

c. approve a requisition and make an Award of an RFT in excess of $250,000, provided the funds have been included in the Council-approved operating or capital budget and the RFT Response does not exceed that approved budget.

39. Department Heads may following prior approval by the Purchasing Manager on Cooperative Purchases, approve a requisition and make an Award of up to $100,000, provided the funds have been included in the Council-approved operating or capital budget, save and except for Sole Source Purchases.

40. Where no funds exist within the Council-approved operating or capital budgets, Council approval is required prior to the initiation of the Purchase of a Deliverable.

Council Approval

41. City Council must approve the purchase of any Deliverables where:

    a. the Purchase Price is greater than $500,000, except where the CAO has the authority to approve the Purchase under Section 37(b), (c), (d) and (e);

    b. the lowest compliant Response exceeds the approved budget, including any contingency allowance;

    c. federal or provincial government or any other body having jurisdiction requires Council approval for a Purchase or Contract;

    d. the Contract includes financing terms (see City's Corporate Leasing Policy CS.A3.03 (as amended from time to time));

    e. Council requires that it approve the Purchase;

    f. any other instance in which the Purchasing Manager and the City Solicitor acting jointly or the CAO decides it would be in the best interests of the City to do so; or

    g. Sole Source purchase of a Deliverable from a non-Canadian Entity in excess of $100,000, where there may be an alternative Canadian Entity that can provide the Deliverable.

42. In the event of a conflict, the Sections in this Part supersede any other provision in this Bylaw

Part VII - Purchasing Planning

Specifications

43. Departments are responsible to provide all Specifications necessary for a Solicitation and are responsible for the accuracy and suitability of those Specifications.

44. The Purchasing Department may review and recommend improvements or clarifications to Specifications when, in the opinion of the Purchasing Manager, it is necessary to meet the objectives of the Solicitation.

45. Specifications shall be a clear description of the requirements to be met in the Contract and should not be brand-specific if possible.

46. If Specifications are developed by an external Consultant, the external Consultant is not permitted to submit a Response in the Solicitation for which the Specifications were prepared.

47. In order to contribute to waste reduction and to increase the development and awareness of environmentally sound purchasing, acquisition of Deliverables will ensure that wherever possible, Specifications provide for expanded use of durable products, reusable products, and products (including those used in Services) that contain the maximum level of post-consumer waste and/or recyclable content, without significantly affecting the intended use of the Deliverable and providing that a cost analysis supports that these products are made available at competitive prices.

Information Gathering

48. If the scope or nature of the Deliverable to be purchased is unclear, an RFI may be used to gather information from the marketplace on the availability of goods and services.

49. If the level of Supplier interest in supplying a Deliverable is unclear, an RFEI may be used to gather information from the marketplace on Supplier interest.

50. A Response to an RFI or an RFEI shall not be used as a Prequalification and shall have no influence on a Supplier's chances of Award on a subsequent Solicitation.

Prequalification

51. A Prequalification may be used where:

    a. It is desirable to create a list of Suppliers to use for one or more future Purchases;

    b. the qualifications of the Supplier are paramount having regard to the complexity, cost, potential *Occupational Health and Safety Act* risk, or to specialized equipment, material or financing requirements; or

    c. the standard of performance of the Deliverables has been established

52. The Prequalification shall include:

    a. a description of the Deliverable affected by the Prequalification;

b. duration of validity of the Prequalification;

c. a statement that only Prequalified Suppliers will be permitted to participate in the Solicitation; and

d. a provision that the City is in no way obligated to call on a Supplier as a result of the Prequalification to supply the Deliverable referenced in the Prequalification

53. Where a Prequalification is established for a Solicitation, only prequalified Suppliers may participate in the Solicitation.

Part VIII - Purchasing Methods

Determination

54. Purchasing methods are determined based on the threshold calculation rules at Section
35. Purchasing methods cannot be combined. Solicitations can be conducted in an electronic format, at the sole discretion of the Purchasing Manager.

Petty Cash

55. Departments have the authority to use petty cash for Purchases up to $500.

56. Use of petty cash must be in compliance with the Petty Cash Procedure, as amended from time to time.

57. No formal Purchasing process is required for petty cash Purchases.

Small Purchase Order

58. Departments have the authority to issue Small Purchase Orders, including any amendments thereto, for Purchase of Deliverables up to a maximum upset limit of $25,000.

59. No formal Purchasing process is required for Small Purchase Order Purchases.

Purchasing Card

60. Authorized Employees have the authority to use Purchasing Cards for Purchases up to the transaction limit established for the Purchasing Card.

61. Use of Purchasing Cards shall be in compliance with the City of Windsor Purchasing Card Policies and Procedures as amended from time to time.

Informal Quotation

62. Departments have the authority to solicit quotations for Deliverables without the direct involvement of the Purchasing Department when all of the following apply:
    a. total dollar amount greater than $25,000 but not exceeding $75,000;
    b. clearly defined Specifications; and
    c. no Blanket Contract exists for the Deliverables.

63. Only those Suppliers invited to give quotations will receive notice.

64. At least three quotations must be solicited. If three Responses are not received, the Purchasing Department may assist the Department in obtaining the quotations. If three Responses are not received, the Purchasing Manager may waive this provision, in his or her discretion.

65. Quotations may be given by any written means of communication, including facsimile and email.

66. Each Supplier shall:
    a. only be permitted to submit one quotation; and
    b. not be permitted to change or negotiate its quotation after the Closing Date unless the criteria and any limitations are included in the Bid Documents.

67. The Purchasing Department shall have the authority to:
    a. solicit additional quotations if it is in the best interests of the City to do so;
    b. cancel the Informal Quotation, if the Purchasing Manager and the City Solicitor, acting jointly, believe the Purchasing process was or may have been compromised;
    c. cancel the Informal Quotation, at the sole and absolute discretion of the Purchasing Manager and CLT Member acting jointly; or

d. require a Formal Quotation be conducted for Deliverables even if the estimated Purchase Price is less than $75,000.

68. The Supplier submitting the most favourable compliant Response in accordance with the Solicitation will be awarded a Contract for the Deliverables.

69. The Purchasing Department shall receive all records of Supplier Responses from the requisitioning department prior to issuing a Purchase Order for the Deliverables.

Formal Quotation

70. The Purchasing Department has the authority to solicit formal quotations for Deliverables when all of the following apply:

    a. total dollar amount greater than $75,000 but not equal to or exceeding the CFTA Threshold;

    b. clearly defined Specifications; and

    c. no Blanket Contract exists for the Deliverables.

71. Only those Suppliers invited to give quotations will receive notice.

72. Suppliers shall be informed as to the Specifications, Response requirements, including place, date and time for making Responses and information that could influence a Supplier's decision to provide a Response or influence Supplier pricing.

73. Response requirements shall provide that Suppliers:

    a. only be permitted to submit one written quotation;

    b. not be permitted to change their written quotations or negotiate after making a submission unless the criteria and any limitations are included in the Bid Documents; and

    c. be required to reflect the Specifications in their Response.

74. The Supplier submitting the most favourable compliant Response will be Awarded a Contract for the Deliverables.

75. A Contract will be issued for the Deliverables.

76. The Purchasing Manager has the discretion to:

    a. require an RFT or an RFP be conducted for Deliverables even if the estimated Purchase Price is less than the CFTA Threshold;

    b. cancel the Formal Quotation, if the Purchasing Manager and the City Solicitor, acting jointly, believe the Purchasing process was or may have been compromised; or

    c. cancel the Formal Quotation, at the sole and absolute discretion of the Purchasing Manager and CLT Member acting jointly.

RFT/RFP

77. An RFT shall be issued when all of the following apply:

    a. two or more sources are considered capable of supplying the Deliverable;

    b. the estimated Contract Price is valued at or above the CFTA Threshold;

    c. a Blanket Contract does not exist;

    d. clearly defined Specifications; and

    e. Purchase Price is the sole criterion for Award.

78. If a cost-sharing agreement is in place for a Construction project of which the City is not the owner, an RFT must be issued if the amount of the City's share exceeds 10% of the cost-sharing agreement. The RFT must be in accordance with Sections 83 and 89 of this Bylaw.

79. An RFP shall be issued when all of the following apply:

    a. two or more sources are considered capable of supplying the Deliverable;

    b. the estimated Contract Price is valued at or above the CFTA Threshold;

    c. a Blanket Contract does not exist;

d. the City's need is identified, but the means of accomplishing it is not identified and may be comprised of many variables; and

e. Purchase Price is not the sole criterion for Award.

80. Notice of RFT/RFP shall be given to the Supplier at least fifteen (15) days prior to the Closing Date.

81. Notice shall be given:

a. on the City's Website;

b. on a tendering website or system; and

c. in any publication or forum deemed relevant by the Department Head and Purchasing Manager as long as the forum is equally accessible to all Canadian Suppliers.

82. In the case of Deliverables with a value at or above the CFTA Threshold, notice shall be published on the City Website and on an electronic tendering system that is equally accessible to all Canadian Suppliers and a copy of the Bid Documents may be provided to the Windsor Construction Association at no cost.

83. Every RFT/RFP shall set out:

a. the manner in which communications are handled during the RFT/RFP;

b. Response requirements, including time, date and location of closing;

c. any information that could influence a Supplier's decision to submit a Response, or could influence Purchase Price;

d. the manner in which the Response is to be evaluated, including a listing of mandatory requirements and any rating criteria;

e. required Contract terms, including provisions for any extension or renewal options;

f. time, date and location of public opening, if any; and

g. that Responses may be withdrawn upon the submission of written instructions to do so submitted prior to the Closing Date.

84. The Purchasing Manager has the discretion to set fees for the purchase of Specifications for RFT/RFP, the means of distribution of the RFP/RFT, and the registration of Suppliers as registered bidders.

85. Suppliers shall be required to register in accordance with Purchasing Department's direction by acquiring Specifications, paying any applicable fee authorized under Section 84, and providing any required information. The Purchasing Manager has the discretion to reject the Response of any Supplier who has not registered.

86. During the currency of an RFP/RFT:
    a. except at a meeting to which Suppliers have been invited, no oral questions will be taken and no oral answers will be given;

    b. all Supplier questions will be asked in writing, and any response given will be given in writing to all Suppliers participating in the RFP/RFT; and

    c. communication by Suppliers and potential Suppliers with the City shall be through the Purchasing Department only, in the manner directed in the RFP/RFT document.

87. The Closing Date for all RFP/RFT shall be set for a weekday, excluding provincial and national holidays.

88. If multiple Responses are received from a Supplier, the last Response made before the Closing Date supersedes all prior Responses, except in the case in which alternate Responses are permitted pursuant to the Bid Documents.

89. RFTs shall be opened at a public meeting or posted electronically as specified in the RFT. Supplier names and prices shall be read or provided, along with such other information as may be required by any Purchasing procedure in place pursuant to this Bylaw.

90. RFPs shall be opened in private at a meeting of the Evaluation Team.

91. Evaluation of Responses shall be in accordance with the terms of the RFP/RFT. Any Response disqualified during the evaluation process shall not be further evaluated or considered.

92. Irregularities in Responses shall be addressed in accordance with Schedule "B" to this Bylaw.

93. If two equal Responses are received, any process described in the Bid Documents shall be followed to end the tie. If no process is prescribed in the Bid Documents to address equal Responses, or if the process fails to end the tie, a CLT Member and the Purchasing Manager may, in his or her discretion select a successful Supplier through a coin toss or drawing of lots performed by the City.

94. RFPs/RFTs may be cancelled by the Purchasing Manager at the request of a CLT Member requiring the Purchase at any time until Award if:

    a. adequate budget is not available;

    b. the Deliverable is no longer required;

    c. only one Response was received;

    d. If the Purchasing Manager, in consultation with the City Solicitor reasonably believes the Purchasing process was or may have been compromised; or

    e. at the sole and absolute discretion of the Purchasing Manager and Department Head acting jointly.

95. Notice of Contract Award shall be published on the City's Website.

96. Debriefing is available to Suppliers participating in an RFT/RFP upon written request to the Purchasing Manager. The debriefing shall be conducted in accordance with any procedure in place pursuant to this Bylaw.

In-House Submissions

97. Where a Purchase of a Deliverable is considered and it is in the best interests of the City to permit Employees to compete for the opportunity to supply the Deliverable as part of their employment with the City, in recognition of the fact that Employees in the course of their employment cannot comply with Security, insurance and certain other Purchasing requirements, the Bid Documents shall contain provisions providing that the decision whether or not to Award a contract shall rest solely with Council.

98. Employees shall be entitled to appear as delegations to Council to present financial, service, staffing and any other relevant information to Council when Council deliberates whether or not to Award a Contract to a Supplier or, in the alternative, to seek an internal source for the Deliverables.

Part IX - Special Circumstance Purchases

Lease and Financing

99. The acquisition of any Goods through the use of a lease shall comply with the City's Corporate Leasing Policy CS.A3.03 (as amended from time to time), and no Purchasing process shall be initiated until all necessary approvals are received under that policy.

Blanket Contracts

100. Where a Blanket Contract exists for Deliverables to be purchased, those Deliverables must be purchased under the Blanket Contract.

101. Blanket Contracts can be established by the Purchasing Department when all of the following criteria are met:
    a. one or more Departments repetitively orders the same Deliverables or range of Deliverables and the actual demand (including quantity, delivery date, and delivery point) is not known in advance;
    b. the Deliverables are readily available to be ordered ("called up") as and when the requirement arises; and
    c. prearranged prices or a prearranged pricing basis can be established at the outset and there is no need or intention to negotiate them at call-up.

102. Blanket Contracts shall be established by the competitive Purchasing method prescribed by the estimated annual value of the Blanket Contract.

103. The Purchasing Manager shall maintain a list detailing Blanket Contracts and the associated Deliverables, Suppliers and pricing.

Emergency Purchases

104. An "Emergency" is defined as:
    a. an imminent or actual danger to the life, health or safety of an official, the public, or an Employee while acting on the City's behalf;

b. an imminent or actual danger of injury to or destruction of property belonging to the City or to property owned by a third party to whom the City would be liable;

c. an unforeseen interruption or threat of an interruption of an essential public service;

d. an emergency as defined by the *Emergency Management Act* and the Emergency Response Plan formulated by the City; or

e. a spill of a pollutant as contemplated by the *Environmental Protection Act.*

105. In the event of an Emergency requiring the Purchase of Goods or Services to alleviate the Emergency, goods and services may be purchased without a Solicitation and by the most economical and expedient means, notwithstanding this Bylaw, as follows:

a. Up to $100,000: Department Heads have the authority to approve Emergency Purchases up to $100,000. All approval requirements should be in writing.

b. Between $100,000 and $250,000: On the recommendation of the Department Head, a CLT Member has the authority to approve Emergency Purchases between $100,000 and $250,000. All approval requirements should be in writing.

c. $250,000 and above: On the recommendation of a CLT Member, the CAO has the authority to approve Emergency Purchases of $250,000 and above. All approval requirements should be in writing.

106. As soon as reasonably possible following the Emergency Purchase, the responsible CLT Member shall submit an Emergency Purchase report in the prescribed form to the Purchasing Manager and an information report to the CAO describing the circumstances of the Emergency.

107. If the Emergency Purchase is $250,000 or above, or the expenditure is not within the Council approved budget, the responsible CLT Member shall bring a report to Council at the next available meeting.

Negotiation

108. Unless permitted by the Bid Documents, no negotiation shall be permitted within a Solicitation.

109. Deliverables may be acquired through negotiation if previously approved by the Purchasing Manager based on one of the following circumstances:

    a. Goods being purchased by Sole Source under Section 110;

    b. Only one bid is received on a Solicitation;

    c. Where the lowest compliant Bid exceeds the available budget and it is impractical to recall the Solicitation;

    d. No compliant bids are received on a Solicitation and it is impractical to recall the Solicitation;

    e. Goods or Services are required in response to an Emergency as defined by this Bylaw, or

    f. Purchases from the Roster List.

Sole Source

110. A non-competitive direct Award of Contract may be used to purchase Deliverables with the prior approval of the Purchasing Manager under the following circumstances:

    a. Where there is no Response to a competitive process;

    b. No Responses that conform to the essential requirements of the Bid Documents were submitted;

    c. No Suppliers satisfied the conditions for participation;

    d. If the Goods or Services can be supplied only be a particular Supplier and no reasonable or alternative or substitute Goods or Services exist for any of the following reasons:

        i. The requirement is for a work of art;

        ii. The protection of patents, copyrights, or other exclusive rights;

        iii. Due to an absence of competition for technical reasons;

        iv. The supply of Goods and Services is controlled by a Supplier that is a statutory monopoly;

v. To ensure compatibility with existing Goods, or to maintain specialized Goods that must be maintained by the manufacturer of those Goods or its representative;

vi. Work is to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work; or

vii. Work is to be performed on a leased building or related property, or portions thereof, that may be performed only by the lessor;

e. For additional Deliverables by the original Supplier of Goods or Services that were not included in the initial procurement, if a change of Supplier for such additional Goods or Services:

i. Cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, software, services, or installations procured under the initial procurement; and

ii. Would cause significant inconvenience or substantial duplication of costs for the City;

f. When an unforeseeable event(s) occurs, Goods or Services are immediately necessary, and the Goods or Services cannot be obtained in time using a competitive procurement process;

g. For Deliverables purchased on a commodity market;

h. If the City procures a prototype or a first Good or Service that is developed in the course of, and for, a particular Contract for research, experiment, study, or original development. Original development of a first Good or Service may include limited production or supply in order to incorporate the results of field testing and to demonstrate that the Good or Service is suitable for production or supply in quantity to acceptable quality standards, but does not include quantity production or supply to establish commercial viability or to recover research and development costs;

i. For purchases made under exceptionally advantageous conditions that only arise in the very short term in the case of unusual disposals such as those arising from liquidation, receivership, or bankruptcy, but not for routine Purchases from regular Suppliers;

j. If a Contract is Awarded to a winner of a design contest provided that:

   i. The contest has been organized in a manner that is consistent with the principles of this Bylaw; and

   ii. The participants are judged by an independent jury with an intention of a design Contract being awarded to a winner;

k. Where Deliverables are in short supply due to market conditions, including geographic limitations;

l. To Purchase an item directly for resale;

m. To exercise a purchase option under a rental contract;

n. To Purchase Goods offered for sale by auction or tender;

o. Where a competitive method of Purchasing could interfere with the City's ability to maintain security or order, security of municipal property, or to protect human, animal or plant life; or

p. Where Deliverables relating to matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open tendering process or competitive procurement process could reasonably be expected to compromise confidentiality, result in the waiver of privilege, cause economic disruption, or otherwise be contrary to the public interest.

111. Sole Source purchases of Deliverables with a Purchase Price at or above the CFTA Threshold or pursuant to a funding agreement must comply with the Trade Agreements and provincial legislation and require consultation with the Purchasing Manager.

Roster

112. Where a Roster List exists for Professional Services sought to be purchased, Purchasing from such Roster List shall be permitted (but not required) if the Purchase Price is less than the CFTA Threshold.

113. Roster Lists shall be developed only when it is determined that a Roster List would assist the City in the formation of strategic relationships to better serve the City's Purchasing needs. The CAO has the authority to require the establishment of a Roster List.

114. Roster Lists shall only be valid for a specific period of time as specified in the Bid Documents and thereafter cannot be used unless updated by a new Solicitation.

115. Roster List Awards shall be made at the discretion of the responsible CLT Member on the relevant Roster List and provided that an acceptable Contract can be negotiated with the Supplier.

116. Roster List Awards shall be evidenced by a Formal Agreement.

Cooperative Purchasing

117. The Purchasing Manager is authorized to lead or participate in a Cooperative Purchase for the Purchase of Deliverables on a participatory, cooperative or joint basis where there are economic advantages to doing so and entering into these arrangements does not result in undue risk or use of substantial resources, as determined jointly by the Purchasing Manager and the City Solicitor. Participation may be undertaken by the City as a single entity unless joint participation is expressly required by the arrangement. Where the originating procurement was conducted in accordance with applicable legislation and Trade Agreements, appropriate supporting documentation is available and is suitable to the City's requirements, Purchases made under an approved Cooperative Purchase shall be deemed to satisfy the City's competitive procurement requirements and shall not be considered non-competitive or Sole Source procurements.

Part X - Security, Insurance and Indemnity

Bid Security

118. The City reserves the right to require Bid Security in the form of any one or more of the following:

    a. financial bonds issued by a bonding company approved to transact business in Ontario;

    b. certified cheques, bank draft or money order drawn on any bank named in Schedule I or II to the *Bank Act* (Canada), any trust or loan company registered under the Loan and *Trust Company Act* (Ontario), the Province of Ontario Savings office, or a credit union as defined in the *Credit Unions and Caisses Populaires Act* (Ontario);

    c. an Irrevocable letter of credit naming the City as beneficiary.

    all satisfactory in form to the Purchasing Manager

Performance Security and Labour and Materials Security

119. Performance security and labour and material payment security are required for all Construction Purchases over $200,000.

120. The Purchasing Manager in consultation with the City Solicitor may require performance security for non-Construction projects over $200,000 if the Purchasing Manager and the City Solicitor deems such security to be in the best interests of the City.

121. The Purchasing Manager in consultation with the City Solicitor may require labour and material payment security for non-Construction projects over $200,000 if the Purchasing Manager and the City Solicitor deems such security to be in the best interests of the City.

122. Where performance security and labour and material payment security are required, the amount of such security shall be 50% of the amount of the Purchase Price, provided that the Purchasing Manager and the CLT Member shall have the discretion to require security in excess of 50% of the amount of the Purchase Price, if in their opinion it would be in the best interests of the City to do so.

Indemnity

123. The City shall be indemnified for and against any claim, loss, cost or damage resulting from a Supplier's obligations under a Contract.

Insurance

124. Bid documents shall disclose all necessary insurance as established by the Risk Management Department from time to time and defined in Schedule "C."

125. All insurance must be satisfactory in form and content to the City Solicitor and shall be delivered prior to the commencement of work, to remain in force for the duration of the Contract inclusive of any maintenance period and shall:

    a. name the City as an additional insured, where applicable;

    b. be primary and non-contributing;

    c. contain a "cross liability/separation of insureds" clause; and

d. not be altered, cancelled or permitted to lapse without 30 days' prior written notice to the City by the insurer.

126. The Supplier shall also maintain adequate insurance of its own interests in completing the Contract.

127. The City Solicitor has the authority to modify or waive insurance requirements if, in his or her sole discretion, to do so would not result in harm or undue risk to the City.

Occupational Health and Safety

128. Prior to the commencement of the work, the Supplier shall deliver a Certificate of Clearance from the Workplace Safety and Insurance Board to evidence an account in good standing, or, if the Supplier is exempt from membership, satisfactory evidence of such exemption.

129. All Suppliers shall strictly comply with all *Occupational Health and Safety Act* requirements and shall indemnify and hold harmless the City in respect of same, including any legal costs, fines or other penalties incurred by the City resulting from the Supplier's performance of the Contract terms.

Part XI - Contracts

Types of Contracts

130. An Award can be evidenced by a Purchase Order or a Formal Agreement

131. The Purchasing Manager shall determine whether a Purchase Order or a Formal Agreement is required with a Supplier, having regard to the nature of the Deliverable, the complexity of the Purchase, and the risks, terms and conditions applicable to the Purchase.

132. The City Solicitor shall prepare or approve any Formal Agreement required by Section 131.

Administrative Authority to Sign Contracts

133. The Purchasing Manager has the authority to sign Purchase Orders.

134. If a Formal Agreement is required under Section 131 for a Purchase that would not otherwise require Council or CAO approval, the CAO and City Clerk are

authorized to sign the Formal Agreement, renewals, and amendments thereto on behalf of the City, provided such documents are satisfactory in form to the City Solicitor, satisfactory in financial content to the City Treasurer, and satisfactory in technical content to the CLT Member responsible for the Department making the Purchase.

135. Unless otherwise duly authorized by Council Resolution or Bylaw, no other Employees are permitted to sign Contracts on behalf of the City for the Purchase of any Deliverable.

Contract Renewals and Extensions

136. Where a Contract contains an option for renewal, the Department Head may request the Purchasing Department to exercise such option provided that:

    a. in the opinion of the CLT Member and the Purchasing Manager, the Supplier's performance under the prior term of the Contract has been satisfactory and has met the requirements of the Contract;

    b. the CLT Member provides an explanation to the Purchasing Manager as to why the renewal is in the best interests of the City;

    c. the CLT Member and the Purchasing Manager agree that the exercise of the option is in the best interests of the City;

    d. funds are available in the appropriate accounts within the Council approved budget including authorized revisions to meet the proposed expenditure; and

    e. the Contract is not otherwise required to be brought before Council or CAO.

Contract Amendments and Revisions

137. No amendment or revision to a Contract shall be made unless, in the opinion of the City Solicitor and CLT Member, that amendment or revision is in the best interests of the City.

138. No amendment changing the original Purchase Price of a Contract shall be agreed to without a corresponding change in the requirement or scope of work or rationale accepted by the Purchasing Manager and the CLT Member that the amended Purchase Price is in the best interests of the City.

139. CLT Members have the authority to approve Contract amendments where:

a. the amendment is less than 50% of the original Purchase Price and the total amended Purchase Price does not exceed $250,000 and the Council approved budget;

b. the amendment is to a Roster List Award and the total amended Purchase Price is less than the CFTA Threshold and the Council approved budget; or

c. the amendment to a Sole Source complies with Section 110 and the total amended Purchase Price does not exceed $100,000 and the Council approved budget.

140. The CAO has the authority to approve Contract amendments where:

a. the amendment exceeds the CLT Member's authority in Section 139(a), (b) and (c). and the total amended Purchase Price of the Contract does not exceed $500,000 and the Council-approved budget;

b. a CLT Member or the CAO approved the Award of RFT or Council pre-approved the Award of RFT and the amendment does not exceed the Council-approved budget;

c. the CAO approved the Award of a Sole Source Purchase under Section 37(b) or Council pre-approved the Award of a Sole Source Purchase and the amendment does not exceed the Council-approved budget and Section 141(d) does not apply;

d. the CAO approved the Award of an RFP for Professional Services under Section 37(c) or Council pre-approved the Award of an RFP for Professional Services and the amendment does not exceed the Council-approved budget; or

e. the CAO approved the Award of a Cooperative Purchase under Section 37(d) or Council pre-approved the Award of a Cooperative Purchase and the amendment does not exceed the Council-approved budget.

141. Council must approve amendments that result in:

    a. significant change in the scope of work;

    b. the approved budget being exceeded;

    c. the Purchase Price exceeds $500,000, except where the CAO has authority to approve the Contract Amendment pursuant to Section 140(b), 140 (c), 140 (d), and 140 (e); or

    d. a Sole Source Purchase of a Deliverable from a non-Canadian Entity where the total amended Purchase Price exceeds $100,000, where there may be an alternative Canadian Entity that can provide the Deliverable.

Part XII – Supplier and Material Management

Performance Management

142. The Purchasing Manager is responsible for the City's Supplier performance management system.

Supplier Suspension

143. The City may upon the recommendation of the CAO, in consultation with the City Solicitor and Purchasing Manager, suspend a Supplier from participating in the City's Purchasing activities by reason of:

    a. the Supplier or any officer or director of the Supplier, commencing or threatening litigation or any type of legal action (in any court or tribunal, including but not limited to Construction Dispute Interim Adjudication under the Construction Act or any successor legislation) against the City, Consultants engaged by the City in respect of a specific Solicitation, or Employees in relation to any other Contract or Service or any matter arising from the City's exercise of its powers, duties or functions**;**

    b. non or poor performance by the Supplier, including, but not limited to, a failure to meet specifications or health and safety violations;

    c. a failure by the Supplier, or any officer or director of the Supplier, to satisfy a debt due to the City; or

d. a withdrawal by a Supplier of a Response after the public opening of an RFT, or after Award of an RFP.

144. Before a final decision is made to suspend a Supplier for poor performance as set out in Section 143(b), the Supplier shall be given notice of the City's intention to suspend the supplier and the Supplier shall be given 30 days to respond to an allegation of poor performance.

145. A suspension from participating in the City's Purchasing activities may be lifted at the discretion of the CAO if the suspended Supplier demonstrates to the City that the reasons leading to the suspension have been satisfactorily addressed and that the Supplier no longer poses a performance risk to the City.

Material

146. CLT Members shall be responsible for inventory management and shall ensure a physical inventory of stock items be taken on a periodic basis and shall allow for adequate inventory obsolescence.

147. The Purchasing Manager may alter the source of supply of a Deliverable if it is in the best interests of the City to do so.

148. Upon receipt of Deliverables, Departments shall:

a. promptly inspect the Deliverable for compliance with the terms of the Contract;

b. advise the Purchasing Department promptly of any deviation from the terms of the Contract; and

c. assist the Purchasing Department as required to rectify deficiencies or deviations.

Part XIII - Disposal of Surplus and Obsolete Goods

Identification of Goods

149. The Purchasing Manager shall have the authority to dispose of material declared to be surplus in accordance with this Section.

150. Each CLT Member shall submit a report to the Purchasing Manager identifying surplus items, being all goods, equipment and stock which is no longer being used, or which has become obsolete, worn out or otherwise incapable of being used.

Means of Disposal

151. The Purchasing Manager shall first determine if the items may be of use to other City Departments and may authorize distribution.

152. If the surplus items cannot be used by City Departments, the Purchasing Manager may dispose of them by any of the following methods:

    a. offered for sale to public agencies;

    b. sold by external advertisement, including by tender, quotation, public auction or online auction;

    c. sold or traded to the original supplier or others in that line of business;

    d. donated to a charitable organization;

    e. recycled;

    or any other means appropriate and in the best interests of the City.

153. If the surplus items may not otherwise be Disposed of, they shall be scrapped.

154. Disposal of surplus Items valued at $500,000 or more must receive prior Council approval.

Sale of Surplus Items

155. In the case of sale by sealed bids, the reserve price for each item or lot shall be published.

156. In the case of sale by public auction, on-line auction or informal offer, the reserve price shall be used as an estimate and shall not be disclosed.

157. Any revenue net of expenses incurred in the sale shall be credited to the appropriate Department.

158. No Employees or related parties as defined by the City's Code of Ethics and Conflict of Interest Policy shall be permitted to receive Surplus Items unless those Surplus Items are designated to be scrapped or recycled in accordance with Section 153, at the discretion of the CAO, or, by purchase at public auction or on-line auction provided such auction or online auction is conducted by a third party and does not involve the Employee.

Hazardous Material

159. Disposal of unsafe or hazardous surplus items is the responsibility of the originating Department and shall be conducted in accordance with this Bylaw.

Part XIV - General Administration of this Bylaw

Records and Information

160. Purchasing records will be retained in accordance with the City's Record Retention Bylaw Number 12599, as amended from time to time.

161. The City is subject to the *Municipal Freedom of Information and Protection of Privacy Act*. Subject to the provisions of that Act, the City will use reasonable efforts to safeguard the confidentiality of any information identified by a Supplier as confidential but shall not be liable in any way whatsoever if such information is disclosed.

Reporting Requirements

162. The following reports are required:

    a. *Disposal of Surplus Goods Report*

    The Purchasing Manager shall provide an annual information report to Council disclosing all Surplus Items disposed of under Part XIII of this Bylaw.

    b. Roster Report

    The responsible CLT Member and the Purchasing Manager shall provide an annual report to Council disclosing all entities engaged through any rostering process in Part IX of this Bylaw.

Review of Bylaw

163. This Bylaw is the responsibility of the Purchasing Manager and shall be reviewed and amended as required prior to the end of each term of Council, or as otherwise required.

164. Internal and external stakeholders shall be consulted in making amendments to this Bylaw.

Specific Departmental Purchasing Rules

165. The City Treasurer shall initiate and submit recommendations with respect to group benefits, banking and professional services, and debenture sales.

166. All Departments, divisions, and Employees shall obtain the prior written approval of the Chief Information Officer/Executive Director of Information Technology before leasing, subscribing to, renewing, upgrading, implementing, or using any information technology–related equipment, systems, software, cloud-based services, or telecommunications resources, including but not limited to computer hardware, applications, photocopiers, and communication devices. Such approval shall confirm alignment with municipal information technology standards, cybersecurity and data protection requirements, interoperability, and long-term operational sustainability.

Procedures

167. The Purchasing Manager has the authority to establish procedures for implementing this Bylaw and to amend those procedures as required in the best interests of the City with the concurrence of the CAO and City Solicitor.

Schedules

168. Schedules “A”, “B” and “C” form part of this Bylaw. The City Solicitor has the authority to amend those Schedules as required in the best interests of the City with the concurrence of the CAO. Any amended schedules must be forwarded to all CLT Members.

Review of Purchasing Files

169. The Purchasing Manager has the authority to randomly review Departmental purchasing files to monitor the effectiveness of the Bylaw and Procedures, and to ensure compliance with this Bylaw.

Board Use of Bylaw

170. Where a Board uses the services of the Purchasing Department, all terms and conditions of this Bylaw and the Procedures will apply, except any reference to “Council” shall be read as a reference to the “Board” and any references to the “CAO” shall be read as reference to a “Designated Official”.

Repeal

171. Bylaw 93-2012 **BE REPEALED** upon the effective date of this Bylaw.

Transition Rules

172. Notwithstanding its repeal, any Purchases begun but not yet completed by the effective date of this Bylaw shall be completed in accordance with the terms of Bylaw 93-2012. Any amendments, extensions, renewals or revisions to contracts entered into under Bylaw 93-2012 may be processed under the provisions of this Bylaw.

Title

173. This Bylaw shall be referred to as the “Purchasing Bylaw.”

Effective Date

174. This Bylaw shall come into force and take effect on the day after the final passing thereof.

DREW DILKENS, MAYOR

CITY CLERK

By signing this by-law on April 13, 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 – April 13, 2026
Second Reading – April 13, 2026
Third Reading – April 13, 2026

By-law 60-2026 - Schedule "A" - Exemptions

Exempt Purchases

The purchase of the following is exempt from the application of this Bylaw:

1. **Employer Expenses** including:
    a. Salaries and benefits
    b. Payroll deductions and remittances
    c. Licenses
    d. Training and education, including conferences and memberships
    e. Reimbursable employee expenses as defined in the Travel and Business Expense Policy

2. **Governmental Charges** to and from other governmental bodies including Federal, Provincial and Municipal.

3. **Periodic payments** including:
    a. Debenture payments
    b. Agency grants
    c. Sinking fund payments
    d. Postage
    e. Utilities
    f. Telephone, data and television services including installations and repairs

4. **Settlements**, **awards, and deductible payments** for legal and/or insurance purposes.

5. **Payments to Social Service Agencies and Health Agencies** under purchase of service agreements, including all related:
    a. Medical and dental fees
    b. Committee fees
    c. Burial expenses
    d. Enforcement payments

6. **Magazines, books, newspapers and periodicals**

7. **Advertising**

8. **Legal Services and support**

9. **Services** provided under the Regulated Health Professions Act: Schedule 1 – self- governing professions as well as the following:

    a. Medical doctors

10. **Personal Services** for the residents of the City's long term care facility not performed by a member of a regulated health profession, including**:**

    a. Hairdressing
    b. Clergy
    c. Aesthetics

11. **Utility or Rail Works Services** where the public utility or the railway, as the case may be, carries out any works at the behest of the City.

By-law 60-2026 - Schedule “B”– Irregularities

Nature of Irregularity

1. Any deviation from the requirements of the Bid Documents is an irregularity. An irregularity may be:
    a. Major, affecting price, quality, quantity or delivery and is material to the Contract or required by the Bid Documents and which, if permitted, could give the Supplier an unfair advantage over competitors; or
    b. Minor, affecting form rather than substance, with no material impact on the Contract and which, if permitted, would not give the Supplier an unfair advantage over competitors.

2. Where discretion exists to determine whether an irregularity is Major or Minor, the Purchasing Manager, the responsible CLT Member and the City Solicitor shall jointly evaluate the irregularity to determine its nature in the context of the applicable Solicitation.

3. Except as noted herein, irregularities cannot be cured.

	Irregularity	**Action**
1.	Late Response	• Response rejected • Response returned unopened to Supplier, where applicable
2.	Envelope not sealed	• Response rejected • Response returned unopened to Supplier, where applicable

3.	Response completed or signed in erasable medium	• Response rejected
4.	Response does not bear a signature as specified in the Bid Documents	• Response rejected
5.	All sections of Bid Documents not completed	• Response rejected if the effect is a Major irregularity
6.	Response submitted by a method not specified in the Bid Documents	• Response rejected.
7.	Minor clerical errors on Response	• 48 hours to initial
8.	Minor mathematical errors on Response	• Unit pricing/itemized pricing prevails; 48 hours to initial
9.	Missing or insufficient Bid Bond	• Response rejected
10.	Missing or insufficient agreement to bond	• Response rejected

11.	Qualified Response if no qualifications permitted or unwilling to remove the qualifications within the time period specified by the Purchasing Manager	• Response rejected
13.	Any other Major irregularity	• Response rejected
14.	Any other Minor irregularity	• May be waived at discretion of Purchasing Manager, responsible CLT Member and City Solicitor, acting jointly

By-Law 60-2026 - Schedule “C”– Minimum Insurance Requirements

AGREEMENT/EVENT TYPE	MINIMUM INSURANCE REQUIREMENTS
Encroachment Agreement	$2 million general liability for partially exempt and residential properties $5 million general liability for non-residential properties
Subdivision Agreement	$5 million general liability $5 million environmental pollution liability $2 million auto liability
Consultant Agreement	$2 million general liability $2 million professional errors and omissions liability $2 million auto liability
Oversize/Overweight Load Agreement	$5 million general liability $2 million auto liability

Agreements of a general nature for provision of goods and/or services	$2 million general liability
Leases	$2 million general liability $300,000 tenant's legal liability
Builder's Risk Insurance	Replacement cost of project, plus HST
Events involving alcohol or fireworks	$5 million general liability
Other matters not specifically addressed in this Schedule	As determined by the City Solicitor

The insurance requirements in this Schedule "C" are minimum requirements only, and the City Solicitor has the authority to add, modify or waive insurance requirements in his or her sole discretion.

Item No. 13.6

BY-LAW NUMBER 61-2026

A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 13TH DAY OF APRIL, 2026

Passed the 13th day of April, 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 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 April 13, 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 - April 13, 2026
Second Reading - April 13, 2026
Third Reading - April 13, 2026