

May 8, 2026

TO THE MAYOR AND MEMBERS OF COUNCIL:

The **regular meeting** of Council will be held on **Monday, May 11, 2026 at 10:00 o'clock a.m., in the Council Chambers, 350 City Hall Square.**

A special meeting of Council will be held on **Monday, May 11, 2026, immediately following the regular meeting of Council, in Room 139, 350 City Hall Square.** Council will at the special meeting adopt a resolution to authorize Council to meet in closed session, and the resolution shall contain the general nature of the matters to be considered in the closed session. The resolution must be adopted by a majority of Council present during the open special meeting before the meeting may be closed. An agenda for this meeting is enclosed under separate cover.

BY ORDER OF THE MAYOR.

Yours very truly,



Steve Vlachodimos

City Clerk

/bm

c.c. Chief Administrative Officer

Consolidated City Council Meeting Agenda

Date: Monday, May 11, 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 (*attached*)

**4.1. Adoption of the Windsor City Council minutes of its meeting held April 27, 2026
(SCM 140/2026)**

5. NOTICE OF PROCLAMATIONS

Proclamations

Victims and Survivors of Crime Week – May 10-16, 2026

6. COMMITTEE OF THE WHOLE

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

7.1. Correspondence 7.1.1 through 7.1.4 (CMC 8/2026) (*previously distributed*)

Clerk's Note: Items 7.1.5 and 7.1.6 – Correspondence Items: **(attached)**

No.	Sender	Subject
7.1.5	Municipal Property Assessment Corporation (MPAC)	2025 Annual and Performance Report & 2025 Financial Statements Administrative Lead: Commissioner, Finance & City Treasurer GM2026 Note & File
7.1.6	Essex Region Conservation Authority (ERCA)	2025 Annual Progress Reports on the Implementation of the Essex Region Source Protection Plan Administrative Lead: Deputy Chief Administrative Officer / Commissioner, Economic Development EI/10108 Note & File

Clerk's Note: The following written submission for items 7.1.2 and 7.1.3 is **attached**:

a) Marion Overholt, Area Resident

7.2. 2026 Annual Compliance Reporting - O. Reg. 588/17 – Asset Management Planning for Municipal Infrastructure **(C 54/2026)** Author: *Natasha Gabbana, Executive Director, Capital Planning & Corporate Energy (previously distributed)*

8. **CONSENT AGENDA (previously distributed)**

8.1. Letter Confirming Operational Completion at the NextStar Battery Plant – Ward 9 **(C 56/2026)** Author: *Aaron Farough, Senior Legal Counsel*

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

10. PRESENTATIONS AND DELEGATIONS

DELEGATIONS: (5 MINUTES) *(previously distributed)*

- 11.5. Zoning By-law Amendment for 1141 and 1175 Cabana Rd W.; Applicant: Homes by Artisan; File No. Z-033/25 [ZNG/7338] - Ward 1 **(SCM 114/2026) (S 27/2026)** *Author: Justina Nwaesei, Planner III – Development*
- a) Tracey Pillon-Abbs, Principal Planner, Pillon Abbs Inc. (via Zoom)
 - b) Rino Licata, Area Resident (in person)
 - c) Caroline Taylor, Area Resident (in person)
 - d) Fulvio Valentinis, Area Resident (in person)
 - e) Catherine Archer, Area Resident (in person)
 - f) Anna Lanoszka, Area Resident (in person)
 - g) Sandeep Sampath Kumar, Area Resident (via Zoom)

Clerk's Note: The following written submissions are ***attached***:

- a) Catherine Archer, Area Resident
- b) Anna Lanoszka, Area Resident

11. REGULAR BUSINESS ITEMS (Non-Consent Items) *(previously distributed)*

- 11.1. Abandonment of the 5th Concession Drain and Partial Abandonment of the 5th Concession Branch Drain - Ward 1 and 9 **(C 49/2026)** *Author: Tom Graziano, Engineer III/Drainage Superintendent*
- 11.2. RFP 151-25, Aircraft Rescue and Firefighting Vehicle - Ward 9 **(C 50/2026)** *Author: Josie Liburdi, Project Coordinator*
- 11.3. By-law to Authorize Local Improvement Special Charges on Clemenceau Boulevard (CNR to North Service Road East) - Ward 8 **(C 51/2026)** *Author: Joseph Bressan, Engineer II*
- 11.4. Surplus Declaration and Sale Authorization - 0 Sandwich Street (abutting 3527 and 3547 Sandwich Street) - Ward 2 **(C 53/2026)** *Author: Denise Wright, Manager of Real Estate Services*

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)
- 12.2. Report of the Special Meeting of the Environment, Transportation and Public Safety Standing Committee – sitting as the Transit Windsor Board of Directors – In-camera of its meeting held April 29, 2026 **(SCM 126/2026) (previously distributed)**

- 12.3 Report of the Special Meeting of Council – In-Camera of its meeting held April 27, 2026
(SCM 158/2026) (attached)
- 13. BY-LAWS (First and Second Reading) (previously distributed)**
- 13.1. **By-law 74-2026** - A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.27 METRE NORTH/SOUTH ALLEY NORTH OF TOTTEN STREET, EAST OF ASKIN AVENUE, SOUTH OF ALGONQUIN STREET AND WEST OF ST. PATRICK'S AVENUE, CITY OF WINDSOR, authorized by CR174/2025, dated April 28, 2025.
- 13.2. **By-law 75-2026** - A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.27 METRE NORTH/SOUTH ALLEY NORTH OF TOTTEN STREET, EAST OF ASKIN AVENUE, SOUTH OF ALGONQUIN STREET AND WEST OF ST. PATRICK'S AVENUE, CITY OF WINDSOR, authorized by CR174/2025, dated April 28, 2025.
- 13.3. **By-law 76-2026** - A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.57 METRE EAST/WEST ALLEY NORTH OF GRATIOT STREET, EAST OF SEVENTH STREET, SOUTH OF FAZIO DRIVE AND WEST OF EIGHTH STREET, CITY OF WINDSOR, authorized by CR415/2025, dated October 20, 2025.
- 13.4. **By-law 77-2026** - A BY-LAW TO CLOSE, STOP UP AND RETAIN THE 4.57 METRE EAST/WEST ALLEY NORTH OF GRATIOT STREET, EAST OF SEVENTH STREET, SOUTH OF FAZIO DRIVE AND WEST OF EIGHTH STREET, CITY OF WINDSOR, authorized by CR415/2025, dated October 20, 2025.
- 13.5. **By-law 78-2026** - A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.57 METRE EAST/WEST ALLEY NORTH OF GRATIOT STREET, EAST OF SEVENTH STREET, SOUTH OF FAZIO DRIVE AND WEST OF EIGHTH STREET, CITY OF WINDSOR, authorized by CR415/2025, dated October 20, 2025.
- 13.6. **By-law 79-2026** - A BY-LAW TO AMEND BY-LAW NUMBER 83-2014 BEING A BY-LAW TO APPOINT AREA WEED INSPECTORS TO ENFORCE THE WEED CONTROL ACT AND REGULATIONS IN WINDSOR, authorized by M213-2014, dated May 20, 2014.
- 13.7. **By-law 80-2026** - A BY-LAW TO FURTHER AMEND BY-LAW 188-2000, BEING A BY-LAW TO APPOINT PROVINCIAL OFFENCES OFFICERS FOR THE CORPORATION OF THE CITY OF WINDSOR, authorized by By-law 98-2011 Section 27.1(l)(i), dated June 7, 2011.
- 13.8. **By-law 81-2026** - A BY-LAW TO AMEND BY-LAW NUMBER 244-2004 BEING A BY-LAW TO DESIGNATE ANIMAL CONTROL OFFICERS FOR THE CORPORATION OF THE CITY OF WINDSOR, authorized by By-law 98-2011 Section 27.1(l)(i), dated June 7, 2011.

- 13.9. **By-law 82-2026** - A BY-LAW TO AUTHORIZE SPECIAL CHARGES BEING IMPOSED ON LOTS ABUTTING ON THE LOCAL IMPROVEMENT WORK COMPLETED UNDER BY-LAW 108-2023 ON CLEMENCEAU BOULEVARD, FROM NORTH SERVICE ROAD EAST TO CANADIAN NATIONAL RAILWAY TRACKS, IN THE CITY OF WINDSOR, see Item 11.3.
- 13.10. **By-law 83-2026** - A BY-LAW TO FURTHER AMEND BY-LAW 9023 BEING A BY-LAW TO REGULATE VEHICULAR PARKING WITHIN THE LIMITS OF THE CITY OF WINDSOR ON MUNICIPAL STREETS, MUNICIPAL PARKING LOTS AND PRIVATE PROPERTIES, authorized by CAO 74/2026, dated April 8, 2026.
- 13.11. **By-law 84-2026** - A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 11TH DAY OF MAY, 2026.

14. MOVE BACK INTO FORMAL SESSION

15. NOTICES OF MOTION

16. THIRD AND FINAL READING OF THE BY-LAWS

By-laws 74-2026 through 84-2026 inclusive

17. PETITIONS

18. QUESTION PERIOD

19. STATEMENTS BY MEMBERS

20. UPCOMING MEETINGS

International Relations Committee
Wednesday, May 20, 2026
3:30 p.m., Room 522a, 350 City Hall Square West

Windsor Accessibility Advisory Committee
Thursday, May 21, 2026
10:00 a.m., via Zoom video conference

City Council Meeting
Monday, May 25, 2026
10:00 a.m., Council Chambers

Environment, Transportation, and Public Safety Standing Committee
Wednesday, May 27, 2026
4:30 p.m., Council Chambers

Environment, Transportation, and Public Safety Standing Committee
Sitting as the Transit Windsor Board of Directors
Wednesday, May 27, 2026
Immediately following the Environment, Transportation & Public Safety Standing
Committee meeting, Room 140, 350 City Hall Square West

21. ADJOURNMENT



Committee Matters: SCM 140/2026

Subject: Adoption of the Windsor City Council minutes of its meeting held April 27, 2026



CITY OF WINDSOR MINUTES 04/27/2026

City Council Meeting

Date: Monday, April 27, 2026

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

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

Members Present:

Mayor

Mayor Drew Dilkens

Councillors

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 7 - Councillor Angelo Marignani

Ward 8 - Councillor Gary Kaschak

Ward 9 - Councillor Kieran McKenzie

Ward 10 - Councillor Jim Morrison

Councillor Regrets

Ward 6 - Councillor Jo-Anne Gignac

1. ORDER OF BUSINESS

2. CALL TO ORDER

The Mayor calls the meeting to order at 10:01 o'clock a.m.

3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

4. ADOPTION OF THE MINUTES

4.1. Adoption of the Windsor City Council minutes of its meeting held April 13, 2026

Moved by: Councillor Mark McKenzie
Seconded by: Councillor Jim Morrison

That the minutes of the Meeting of Council held April 13, 2026 **BE ADOPTED** as presented.
Carried.

Report Number: SCM 120/2026

5. NOTICE OF PROCLAMATIONS

Proclamations

National Day of Mourning – April 28, 2026
Community Living Month – May, 2026
Mental Health Month – May, 2026
Emergency Preparedness Week – May 3 – 9, 2026
World Migratory Bird Day – May 9, 2026

Illumination

Shine a Light on Community Living – May 1, 2026

6. COMMITTEE OF THE WHOLE

Moved by: Councillor Ed Sleiman
Seconded by: Councillor Renaldo Agostino

That Council do now rise and move into Committee of the Whole with the Mayor presiding for the purpose of dealing with:

- (a) communication items;
- (b) consent agenda;
- (c) hearing requests for deferrals, referrals and/or withdrawals of any items of business;
- (d) hearing presentations and delegations;
- (e) consideration of business items;
- (f) consideration of Committee reports:

Report of Special In-Camera Meeting or other Committee as may be held prior to Council (if scheduled); and

- (g) consideration of by-laws 63-2026 through 73-2026 (inclusive)
- Carried.

9. REQUEST FOR DEFERRALS, REFERRALS AND/OR WITHDRAWALS

8.5. Zoning By-law Amendment for 1141 and 1175 Cabana Rd W.; Applicant: Homes by Artisan; File No. Z-033/25 [ZNG/7338] - Ward 1

Moved by: Councillor Fred Francis

Seconded by: Councillor Mark McKenzie

Decision Number: CR172/2026

That the report of the Development & Heritage Standing Committee of its meeting held on April 7, 2026, entitled "Zoning By-law Amendment for 1141 and 1175 Cabana Rd W.; Applicant: Homes by Artisan; File No. Z-033/25 [ZNG/7338] - Ward 1" **BE DEFERRED** to the May 11, 2026 City Council meeting, to allow for all interested parties to be in attendance.

Carried.

Councillor Jim Morrison voting nay.

Report Number: S 27/2026 & SCM 114/2026

Clerk's File: Z/15098

7.1.2 Resolution 47/26, regarding Conservation Authorities Amalgamation and changes to the *Conservation Authorities Act*.

Moved by: Councillor Kieran McKenzie

Seconded by: Councillor Ed Sleiman

Decision Number: CR177/2026

That the correspondence from the Essex Region Conservation Authority (ERCA) dated April 9, 2026, pertaining to "Resolution 47/26, regarding Conservation Authorities Amalgamation and changes to the *Conservation Authorities Act*" **BE DEFERRED** to the next City Council meeting to allow for the Chief Administrative Officer of the Essex Region Conservation Authority-Tim Byrne to be in attendance to address issues in their report.

Carried.

Clerk's File: GP/15086

7.1.1 Board of Directors report BD06/26, regarding Amalgamation of Conservation Authorities and Changes to the Conservation Authorities Act.

Moved by: Councillor Kieran McKenzie
 Seconded by: Councillor Fred Francis

Decision Number: CR178/2026

That the correspondence from the Essex Region Conservation Authority (ERCA) dated April 2, 2026, entitled "Board of Directors report BD06/26, regarding Amalgamation of Conservation Authorities and Changes to the *Conservation Authorities Act*" **BE DEFERRED** to the next City Council meeting to allow for Tim Byrne, CAO of Essex Region Conservation Authority, to be in attendance.

Carried.

Clerk's File: GP/15086

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

7.1. Correspondence Report for Monday, April 27, 2026 City Council Meeting

Moved by: Councillor Frazier Fathers
 Seconded by: Councillor Fred Francis

Decision Number: CR165/2026

That the following Communication Items 7.1.3 through 7.1.9 as set forth in the Council Agenda **BE REFERRED** as noted:

Clerk's Note: Communication Items 7.1.1 and 7.1.2 were dealt with in the Request for Deferrals, Referrals and/or Withdrawals portion of the meeting.

No.	Sender	Subject
7.1.1	Essex Region Conservation Authority (ERCA)	Board of Directors report BD06/26, regarding Amalgamation of Conservation Authorities and Changes to the <i>Conservation Authorities Act</i> . Administrative Lead: Commissioner, Infrastructure Services & City Engineer GP/15086

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No.	Sender	Subject
		Note & File
7.1.2	Essex Region Conservation Authority (ERCA)	<p>Resolution 47/26, regarding Conservation Authorities Amalgamation and changes to the <i>Conservation Authorities Act</i>.</p> <p>Administrative Lead: Commissioner, Infrastructure Services & City Engineer GP/15086 Note & File</p>
7.1.3	Town of Tecumseh	<p>Notice of Adoption of Official Plan Amendment No. 8 to the Town of Tecumseh Official Plan, Oldcastle Hamlet Special Planning Study.</p> <p>Administrative Lead: Deputy Chief Administrative Officer/Commissioner, Economic Development Z2026 & GM2026 Note & File</p>
7.1.4	Town of LaSalle	<p>Notice of Adoption of Official Plan Amendment No. 3 and Notice of Passing of Zoning By-law Amendment for 6525 Howard Avenue.</p> <p>Administrative Lead: Deputy Chief Administrative Officer/Commissioner, Economic Development Z2026 & GM2026 Note & File</p>
7.1.5	Deputy City Planner	<p>Application for Zoning By-law Amendment, Evanz Minas, 1044-1054 Howard Avenue, to allow creation of a dwelling unit in the lower level of each existing duplex dwelling, changing the main use from a double duplex dwelling to a multiple dwelling with six units.</p> <p>Administrative Lead: City Planner Z/15144 Note & File</p>
7.1.6	Deputy City Planner	<p>Application for Zoning By-law Amendment, 1001225233 Ontario Inc. (Jin Taiping), 687 Bridge Avenue, to permit construction of a semi-detached dwelling with 2 additional units on one side and 1 additional unit on the other side for a total of 5 dwelling units.</p> <p>Administrative Lead: City Planner Z/15145</p>

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No.	Sender	Subject
		Note & File
7.1.7	Deputy City Planner	Application for Zoning By-law Amendment, 1000593576 Ontario Inc. (Mohammad Alhammoud), 825 Cabana Road East, proposing a future severance of the parcel into two lots, with a new single unit dwelling and one additional dwelling unit proposed on the severed lot. Administrative Lead: City Planner Z/15146 Note & File
7.1.8	City of Windsor	Notice of study commencement and public information centre – second egress for Twin Oaks Business Area Administrative Lead: Commissioner, Infrastructure Services & City Engineer SPL/14449 Note & File
7.1.9	Committee of Adjustment	Applications to be heard by the Committee of Adjustment/Consent Authority, Thursday, May 14, 2026. Administrative Lead: City Planner Z2026 Note & File

Carried.

Report Number: CMC 7/2026

7.2. 2025 Provincial Offences (POA) Annual Report - City Wide

Moved by: Councillor Frazier Fathers
 Seconded by: Councillor Fred Francis

Decision Number: CR166/2026

That the report of the Manager of Provincial Offences dated March 24, 2026, entitled “2025 Provincial Offences (POA) Annual Report - City Wide” submitted for information **BE NOTED AND FILED.**

Carried.

Report Number: C 48/2026
 Clerk’s File: GP2026

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8. CONSENT AGENDA

8.2. Amendment to Delegation of Authority By-Law – City Wide

Moved by: Councillor Frazier Fathers

Seconded by: Councillor Gary Kaschak

Decision Number: CR169/2026

- I. That Council **AMEND** the Delegation of Authority By-Law 208-2008 by deleting section 3.28 and substituting it with the following:

Authority for the Chief Administrative Officer to approve amendments to street and alley closing by-laws, upon the recommendation of the City Solicitor, for the following purposes:

- (a) Easements;
- (b) To convey unclaimed parcels in accordance with applicable street and alley closing policy in effect from time to time; or
- (c) Set conveyance price in accordance with applicable street and alley closing policy in effect from time to time;

- II. That Council **PASS** By-law 71-2026 to implement Recommendation I.
Carried.

Report Number: C 47/2026

Clerk's File: AS/7748

8.3. Response to CR7/2025 - Converting One-Way Streets to Two-Way Streets – Wards 3 and 4

Moved by: Councillor Frazier Fathers

Seconded by: Councillor Gary Kaschak

Decision Number: CR170/2026 ETPS 1107

That the report of the Environment, Transportation & Public Safety Standing Committee of its meeting held on March 23, 2026, entitled "Response to CR7/2025 - Converting One-Way Streets to Two-Way Streets – Wards 3 and 4" and the Additional Information Memo dated April 9, 2026 **BE RECEIVED** for information.

Carried.

Report Number: S 24/2026, AI 5/2026 & SCM 96/2026

Clerk's File: ST2026

8.4. Municipal Electric Vehicle (EV) Charging Infrastructure Policy

Moved by: Councillor Frazier Fathers

Seconded by: Councillor Gary Kaschak

Decision Number: CR171/2026 ETPS 1108

- I. That Council **ENDORSE** Administration's strategic approach to electric vehicle (EV) charging infrastructure as outlined in this report; and further,
- II. That Council **APPROVE** the *City of Windsor Electric Vehicle Infrastructure Policy (WEVIP)* (Appendix A); and further,
- III. That Council **APPROVE** the amended *Fleet Use Policy* (Appendix B); and further,
- IV. That Council **DIRECT** Administration to issue a Request for Proposal (RFP) to identify a qualified third-party operator to assume operation, maintenance, and where feasible, ownership of the City's existing public Electric Vehicle (EV) charging stations, and the supply of additional EV charging stations on city-owned property, as appropriate; and further,
- V. That the Request for Proposal (RFP) **INCLUDE** evaluation criteria that scores the inclusion of Level 3 (DC Fast Charging) infrastructure and that the RFP **INCLUDE REFERENCE** to equity of access to the charging stations, and that both **BE INCLUDED** as scored components of the RFP; and,
- VI. That Administration **BE AUTHORIZED** to take any other steps as may be required to bring effect to the resolution related to the results from the Request For Proposal (RFP); and,
- VII. That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any required documentation/agreement(s) for that purpose, satisfactory in legal content to the City Solicitor, in financial content to the Commissioner, Finance and City Treasurer and technical content to the Commissioner, Infrastructure Services and City Engineer.

Carried.

Report Number: S 18/2026 & SCM 97/2026
Clerk's File: SW/15101

8.9. Minutes of the International Relations Committee of its meeting held February 24, 2026

Moved by: Councillor Frazier Fathers
Seconded by: Councillor Gary Kaschak

Decision Number: CR176/2026 DHSC 814

That the minutes of the International Relations Committee meeting held February 24, 2026, **BE RECEIVED** as presented.

Carried.

Report Number: SCM 86/2026 & SCM 113/2026
Clerk's File: MB2026

10. PRESENTATIONS AND DELEGATIONS

10.1. Odette Commerce Society 5-Day Challenge

Makennah Murphy, President, Odette Commerce Society

Makennah Murphy, President, Odette Commerce Society appears before Council regarding the Odette Commerce Society 5-Day Challenge and provides an overview of the objectives of the campaign; what is 5-Day Challenge; event overview; stories from the street; hosted events; fundraising success and presents a donation to the H4 Housing Hub.

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Ed Sleiman

Decision Number: CR179/2026

That the presentation by the President, Odette Commerce Society, regarding the Odette Commerce Society 5-Day Challenge campaign and donation to the H4 Housing Hub **BE RECEIVED** for information.

Carried.

Clerk's File: MD/14771

8.6. Zoning By-Law Amendment - Z 004/26 (ZNG-7356) 654 Capitol Street - Ward 10

Saksham Sharma, Agent for the Applicant

Saksham Sharma, Agent for the Applicant, appears via video conference before City Council regarding the administrative report dated February 27, 2026, entitled "Zoning By-Law Amendment - Z 004/26 (ZNG-7356) 654 Capitol Street - Ward 10" and is available for questions.

Sital Garha, Agent for the Applicant

Sital Garha, Agent for the Applicant, appears via video conference before City Council regarding the administrative report dated February 27, 2026, entitled "Zoning By-Law Amendment - Z 004/26 (ZNG-7356) 654 Capitol Street - Ward 10" and is available for questions.

Moved by: Councillor Mark McKenzie

Seconded by: Councillor Kieran McKenzie

Decision Number: CR173/2026 DHSC 811

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

24. **NORTH SIDE OF CAPITOL STREET, BETWEEN LILLIAN AVENUE AND REMINGTON AVENUE**

For the lands comprising of Lot 149, Part Lot 148 and Part closed alley, Registered Plan 1106, a *Semi-Detached Dwelling* shall be an additional permitted *main use*, and the following additional provisions shall apply to a *Semi-Detached Dwelling*:

- a) *Gross Floor Area: maximum 477.25 m²*

[ZDM 8; ZNG/7356]

- II. That Zoning By-law 8600 **BE FURTHER AMENDED** by changing the zoning of Lot 149, Part Lot 148 and Part closed alley, Registered Plan 1106, known municipally as 654 Capitol Street (Roll No. 070-050-12808), situated on the north side of Capitol Street between Lillian Avenue and Remington Avenue from RD1.3 to RD1.3x(24).

Carried.

Report Number: S 21/2026 & SCM 109/2026
Clerk's File: Z/15120

8.8. Demolition Control – 672 Langlois Ave - Ward 4

Saksham Sharma, Agent for the Applicant

Saksham Sharma, Agent for the Applicant appears via video conference before City Council regarding the administrative report dated February 19, 2026, entitled "Demolition Control – 672 Langlois Ave - Ward 4" and is available for questions.

Sital Garha, Agent for the Applicant

Sital Garha, Agent for the Applicant appear via video conference before City Council regarding the administrative report dated February 19, 2026, entitled "Demolition Control – 672 Langlois Ave - Ward 4" and is available for questions.

Moved by: Councillor Frazier Fathers

Seconded by: Councillor Jim Morrison

Decision Number: CR175/2026 DHSC 813

- I. That the Chief Building Official **BE AUTHORIZED** to issue a demolition permit for the residential dwelling located at 672 Langlois Ave to facilitate redevelopment of the property as described in this report; and,
- II. That the Chief Building Official **BE DIRECTED** to require, as a condition of the demolition permit, that:
 - a. Redevelopment be substantially complete within two years of demolition permit issuance; and,

- b. If redevelopment, including construction of a new building, is not substantially complete within two years of the commencement of demolition, the maximum fee (\$20,000) shall be entered on the collectors roll of the property; and,

III. That if instructed by the City Planner, the City Solicitor **BE DIRECTED** to register a notice of Condition II of this report in the land registry office against the property.

Carried.

Report Number: S 20/2026 & SCM 111/2026
Clerk's File: SB2026

8.7. Notice of Intent to Demolish a Heritage Listed Property – 8150 Riverside Drive East, House - Ward 6

Hunter Weir, Agent for the Applicant

Hunter Weir, Agent for the Applicant, appears via video conference before City Council regarding the administrative report dated March 6, 2026, entitled "Notice of Intent to Demolish a Heritage Listed Property – 8150 Riverside Drive East, House - Ward 6" and is available for questions.

Moved by: Councillor Kieran McKenzie

Seconded by: Councillor Ed Sleiman

Decision Number: CR174/2026 DHSC 812

- I. That the Notice of Intent to Demolish the heritage listed property at 8150 Riverside Drive East to remove the deteriorated buildings and structures and replace them with a new dwelling **BE RECEIVED**.
- II. That the property at 8150 Riverside Drive East, **BE REMOVED** from the Windsor Municipal Heritage Register due to a lack of cultural heritage value or interest under Ontario Regulation 9/06 of the *Ontario Heritage Act* in combination with the proposed complete demolition.

Carried.

Report Number: S 25/2026 & SCM 110/2026
Clerk's File: MBA/14987

11. REGULAR BUSINESS ITEMS (Non-Consent Items)

11.1. Sewer Master Plan Implementation, Disaster Mitigation Adaptation Fund Program (DMAF 1 and DMAF 4) and Health and Safety Water Stream (HSWS) Program, Annual Update - City Wide

Moved by: Councillor Fred Francis

Seconded by: Councillor Gary Kaschak

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Monday, April 27, 2026

Decision Number: CR180/2026

- I. That the report of the Stormwater and Wastewater Engineer and the Executive Initiatives Coordinator dated March 27, 2026 entitled “Sewer Master Plan Implementation, Disaster Mitigation Adaptation Fund Program (DMAF 1 and DMAF 4) and Health and Safety Water Stream (HSWS) Program, Annual Update - City Wide” **BE RECEIVED** for information; and further,
- II. To address CR 150/2022 directing Administration to report back on the completion of the Home Flood Project Program (HFPP) Pilot program that City Council **DIRECT** as follows:
 - A) That the Home Flood Protection Program be concluded and not be continued as an ongoing City program or operational service at this time; and,
 - B) That Administration retain the program framework, materials, and findings for potential future use should similar initiatives be required to support flood-risk reduction, climate adaptation, or community outreach effort.and further,
- III. Per CR 588/2020 that City Council **RECEIVE** the report on the completion of the Mandatory Downspout Disconnection pilot project and its recommended next steps; and further,
- IV. That City Council **SUPPORT** the following 2026 Priority Projects as part of the SMPPI (ENG-002-19):
 - InfoWorks Model Update and Future Development Sanitary Sewer Capacity Assessment
 - Sanitary Sewer Development Manual
 - Seal Sanitary Maintenance Hole Covers – Phase 4
 - Trunk Sewer Flow Monitoring – Phase 2
 - Mandatory Downspout Disconnection – Phase 2and further,
- V. That Council **PRE-APPROVE** and **AWARD** any procurement(s) necessary that are related to the SMPPI and projects under ENG-002-19, provided that the procurement(s) are within approved budget amounts, pursuant to the Purchasing By-Law 93-2012 and amendments thereto; satisfactory in financial content to the City Treasurer, in form to the City Solicitor; and in technical content to the City Engineer; and further,
- VI. That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any contract(s) or agreement(s) along with any required amendment(s) for the SMPPI projects, provided the amendment(s) are within approved budget amounts, as may be required,

satisfactory in financial content to City Treasurer, in form to the City Solicitor and in technical content to the City Engineer; and further,

- VII. That the Purchasing Manager **BE AUTHORIZED** to issue Purchase Orders or Contract Purchase Orders as may be required to effect the recommendation(s) related to the SMPIP projects, and amend any Purchase Orders or Contract Purchase Orders as may be required, subject to the Purchase Orders or Contractor Purchase Orders and amendments thereto being within approved budget amounts and all specification being satisfactory in financial content to City Treasurer, and in technical content to the City Engineer; and further,
- VIII. That Administration **BE AUTHORIZED** to issue any change order(s) for any project agreement(s), contract(s) and/or amendment(s) for the SMPIP projects as may be required, provided that the amendment(s) are within approved budget amounts, satisfactory in financial content to City Treasurer, and in technical content to the City Engineer; and further,
- IX. That the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to take any such action required to effect the recommendation(s) noted above and sign any required documentation(s) for the SMPIP and projects under ENG-002-19, satisfactory in financial content to the City Treasurer, in form to the City Solicitor; and in technical content to the City Engineer.

Carried.

Report Number: C 46/2026
Clerk's File: SW/1298

11.2. Fee Program Rates - City Wide

Moved by: Councillor Renaldo Agostino
Seconded by: Councillor Mark McKenzie

Decision Number: CR181/2026

- 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 at full cost-recovery rates.

Carried.

Report Number: C 39/2026
Clerk's File: SW2026

11.3. Amendments to By-Law 172-2025 Establish the Mandate and Responsibilities of the Auditor General - City Wide

Moved by: Councillor Gary Kaschak
Seconded by: Councillor Frazier Fathers

Decision Number: CR182/2026

That Council **PASS** By-law 72-2026 being a By-law to amend Auditor General By-law 172-2025; and,

That the report of the Corporation's Auditor General dated January 27, 2026 entitled "2026 Auditor General Charter Amendments (Alignment with Auditor General By-law 172-2025)" as amended by Report C 52/2026 **BE RECEIVED** for information; and,

That Council **APPROVE** the revised Auditor General Charter as amended, attached as Appendix A to ensure alignment with the Auditor General By-law 172-2025 as amended; and further,

That the Chief Administrative Officer and the City Clerk **BE AUTHORIZED** to execute any amendments to the existing agreement with Risk Savvy Ltd. as deemed necessary or take any such action required to effect the recommendations noted above and sign any required documentation/agreement(s) satisfactory in legal form to the City Solicitor, in technical and financial content to the City Treasurer.

Carried.

Report Number: C 52/2026
Clerk's File: AB2026 & AF/14508

8.1. Windsor Works Update - City Wide

Moved by: Councillor Fred Francis

Seconded by: Councillor Gary Kaschak

Decision Number: CR167/2026

That Administration **BE DIRECTED** to send a letter to the Federal Government requesting additional community grants due to the delay of the opening of the Gordie Howe International Bridge.

Carried.

Clerk's File: MD/1402

Mayor Drew Dilkens leaves the meeting at 11:11 o'clock a.m. and Councillor Renaldo Agostino assumes the chair.

Mayor Drew Dilkens returns to the meeting at 11:12 o'clock a.m. and Councillor Renaldo Agostino returns to his seat at the Council Table.

Moved by: Councillor Kieran McKenzie

Seconded by: Councillor Renaldo Agostino

Decision Number: CR168/2026

- I. That City Council **ENDORSE** the update on forty recommendations contained in Windsor Works – An Economic Development Strategy for the City’s Future Growth, approved by City Council on October 25, 2021 (CR473/2021), along with related Economic Development initiatives that support the strategy; and further,
 - II. That the report of the Executive Director, Economic Development and Climate Change and the Senior Economic Development Officer dated April 1, 2026, entitled “Windsor Works Update - City Wide” **BE RECEIVED** responding to Council Questions CQ10-2023 and CQ1-2024; and further,
 - III. That City Council **APPROVE** Administration to proceed with the next phase of projects within “Windsor Works - An Economic Development Strategy for the City’s Future Growth” (the “Windsor Works Report”), to align with current and future economic conditions and priorities; and further,
 - IV. That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign any agreements or documents as required to formalize the roles and responsibilities of various partners in order to authorize Windsor Works Initiative projects, collaborations or taskforces, subject to such documents being satisfactory in technical content to the Commissioner of Economic Development, in financial content to the City Treasurer or designate, and in legal form to the City Solicitor; and,
 - V. That City Council **PRE-APPROVE** and **AWARD** any procurements necessary that are related to Windsor Works Initiative projects, provided that the procurements are within approved budget amounts, pursuant to the Purchasing By-Law 93-2012 (now By-law 60-2026), satisfactory in financial content to City Treasurer, and satisfactory in technical content to the Commissioner of Economic Development; and,
 - VI. That Administration **BE DIRECTED** to send a copy of the Administrative report to the local Members of Provincial Parliament (MPP’s) and Members of Parliament (MP’s).
- Carried.

Report Number: C 44/2026
Clerk’s File: MD/14028

13. BY-LAWS (First and Second Reading)

Moved by: Councillor Ed Sleiman
Seconded by: Councillor Renaldo Agostino

That the following By-laws No. 63-2026 through 73-2026 (inclusive) be introduced and read a first and second time:

63-2026 - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by Bylaw 73-2023, dated June 12, 2023.

64-2026 - A BY-LAW TO DESIGNATE THE LANDS AND PREMISES SITUATE WITHIN THE CITY OF WINDSOR, MUNICIPALLY KNOWN AS 401 SUNSET AVENUE TO BE OF CULTURAL HERITAGE VALUE OR INTEREST UNDER THE PROVISIONS OF THE ONTARIO HERITAGE ACT, R.S.O. 1990, CHAPTER O.18, AS AMENDED, authorized by CR18/2026, dated January 12, 2026.

65-2026 - A BY-LAW TO DESIGNATE THE LANDS AND PREMISES SITUATE WITHIN THE CITY OF WINDSOR, MUNICIPALLY KNOWN AS 2629 RIVERSIDE DRIVE WEST, TO BE OF CULTURAL HERITAGE VALUE OR INTEREST UNDER THE PROVISIONS OF THE ONTARIO HERITAGE ACT, R.S.O. 1990, CHAPTER O.18, AS AMENDED, authorized by CR18/2026, dated January 12, 2026.

66-2026 - A BY-LAW TO DESIGNATE THE LANDS AND PREMISES SITUATE WITHIN THE CITY OF WINDSOR, MUNICIPALLY KNOWN AS 197 SUNSET AVENUE, TO BE OF CULTURAL HERITAGE VALUE OR INTEREST UNDER THE PROVISIONS OF THE ONTARIO HERITAGE ACT, R.S.O. 1990, CHAPTER O.18, AS AMENDED, authorized by CR18/2026, dated January 12, 2026.

67-2026 - A BY-LAW TO DESIGNATE THE LANDS AND PREMISES SITUATE WITHIN THE CITY OF WINDSOR, MUNICIPALLY KNOWN AS 223 SUNSET AVENUE, TO BE OF CULTURAL HERITAGE VALUE OR INTEREST UNDER THE PROVISIONS OF THE ONTARIO HERITAGE ACT, R.S.O. 1990, CHAPTER O.18, AS AMENDED, authorized by CR18/2026, dated January 12, 2026.

68-2026 - A BY-LAW TO DESIGNATE THE LANDS AND PREMISES SITUATE WITHIN THE CITY OF WINDSOR, MUNICIPALLY KNOWN AS 400 HURON CHURCH ROAD, TO BE OF CULTURAL HERITAGE VALUE OR INTEREST UNDER THE PROVISIONS OF THE ONTARIO HERITAGE ACT, R.S.O. 1990, CHAPTER O.18, AS AMENDED, authorized by CR18/2026, dated January 12, 2026.

69-2026 - A BY-LAW TO AMEND BY-LAW NO. 2667, BEING A BY-LAW TO AUTHORIZE THE SALE OF THAT PORTION OF THE ALLEY SHOWN ON R.P. 1173, LYING BETWEEN THE EASTERLY LIMIT OF THE SAID PLAN AND THE EASTERLY LIMITS OF LOTS 7 TO 17 INCLUSIVE, BOUNDED ON THE SOUTH BY THE NORTHERLY LIMIT OF ONTARIO STREET AND ON THE NORTH BY THE EASTERLY PRODUCTION OF THE NORTHERLY LIMIT OF SAID LOT 7, IN THE CITY OF WINDSOR, authorized by CAO 285/2024, dated January 22, 2025.

70-2026 - A BY-LAW TO DESIGNATE THE LANDS AND PREMISES SITUATE WITHIN THE CITY OF WINDSOR, MUNICIPALLY KNOWN AS 401 SUNSET AVENUE, TO BE OF CULTURAL HERITAGE VALUE OR INTEREST UNDER THE PROVISIONS OF THE ONTARIO HERITAGE ACT, R.S.O. 1990, CHAPTER O.18, AS AMENDED, authorized by CR18/2026, dated January 12, 2026.

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71-2026 - A BY-LAW TO AMEND BY-LAW NUMBER 208-2008 BEING A BY-LAW TO DELEGATE TO ADMINISTRATION THE AUTHORITY TO PROCESS, MAKE DECISIONS ON, AND TO EXECUTE AGREEMENTS FOR CERTAIN MATTERS, see Item 8.2.

72-2026 - A BY-LAW TO AMEND BY-LAW NUMBER 172-2025, BEING A BY-LAW TO ESTABLISH THE POSITION AND DUTIES OF THE AUDITOR GENERAL FOR THE CORPORATION OF THE CITY OF WINDSOR, see item 11.3.

73-2026 - A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 27TH DAY OF APRIL, 2026.

Carried.

14. MOVE BACK INTO FORMAL SESSION

Moved by: Councillor Frazier Fathers

Seconded by: Councillor Fred Francis

That the Committee of the Whole does now rise and report to Council respecting the business items considered by the Committee:

- 1) Communication Items (as amended)
- 2) Consent Agenda (as amended)
- 3) Items Deferred Items Referred (as amended)
- 4) Consideration of the Balance of Business Items (as amended)
- 5) By-laws given first and second readings as presented

Carried.

15. NOTICES OF MOTION

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Ed Sleiman

Decision Number: CR183/2026

That Rule 13.9 of the Procedure By-law **BE WAIVED** to allow for Councillor Agostino to introduce a motion for consideration without prior notice regarding the Ministry of Health regulations.

Carried.

Clerk's File: GP2026

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Fred Francis

Decision Number: CR184/2026

That Administration **BE DIRECTED** to write a letter to Ontario's Ministry of Health and to the bodies that regulate Ontario's doctors and pharmacists to conduct an immediate review of for-profit addiction treatments and dispensing models in Ontario.

Carried.

Clerk's File: GP2026

16. THIRD AND FINAL READING OF THE BY-LAWS

Moved by: Councillor Frazier Fathers

Seconded by: Councillor Gary Kaschak

That the By-laws No. 63-2026 through 73-2026 having been read a first and second time be now read a third time and finally passed and that the Mayor and Clerk **BE AUTHORIZED** to sign and seal the same notwithstanding any contrary provision of the Council.

Carried.

17. PETITIONS

None presented.

18. QUESTION PERIOD

18.1. CQ 9-2026

Moved by: Councillor Mark McKenzie

Seconded by: Councillor Jim Morrison

Decision Number: CR185/2026

That the following Council Question by Councillor Kieran McKenzie **BE APPROVED**, and that Administration **BE DIRECTED** to proceed with the necessary actions to respond to the Council Question in the form of a written report, consistent with Council's instructions, and in accordance with Section 17.1 of the Procedure By-law 98-2011, as amended:

CQ 9-2026:

Assigned to: Commissioner, Corporate Services

Given that the City of Windsor's integrated transportation system faces significant risks due to unforeseen inflationary pressures on fuel prices exacerbated by the conflict in the Middle East; and,

Given that these rising costs threaten the viability of taxi operations and the total number of vehicles available to support the public; and,

Given that the current August 31st deadline for taxicab license renewals and the associated 10-year vehicle age cap is rapidly approaching;

Administration is requested to provide a report expeditiously analyzing the risks and mitigation proposals for a temporary, one-year extension to the current 10-year age limit for taxicab vehicles. This analysis should include specific strategies to maintain public safety, such as enhanced mechanical inspection protocols, to ensure that this time-limited reprieve does not compromise service standards before the upcoming licensing deadline.
Carried.

Clerk's File: ACOQ2026 & ACLT2026

18.2. CQ 10-2026

Moved by: Councillor Mark McKenzie
Seconded by: Councillor Jim Morrison

Decision Number: CR186/2026

That the following Council Question by Councillor Frazier Fathers **BE APPROVED**, and that Administration **BE DIRECTED** to proceed with the necessary actions to respond to the Council Question in the form of a written report, consistent with Council's instructions, and in accordance with Section 17.1 of the Procedure By-law 98-2011, as amended:

CQ 10-2026:

Assigned to: Commissioner, Corporate Services

Over the weekend, the former Benson school on Wyandotte Street was placed up for sale. As this is a strategic property on Wyandotte Street, I am requesting that Administration report back on the potential for the City to purchase this property, including it in the Housing Solutions Made for Windsor portfolio.

Carried.

Clerk's File: ACOQ2026 & GM/14784

21. ADJOURNMENT

Moved by: Councillor Ed Sleiman
Seconded by: Councillor Renaldo Agostino

That this Council meeting stand adjourned until the next regular meeting of Council or at the call of the Mayor.
Carried.

Accordingly, the meeting is adjourned at 11:30 o'clock a.m.

Mayor

City Clerk



Committee Matters: SCM 158/2026

Subject: Report of the Special Meeting of Council – In-Camera of its meeting held April 27, 2026

**SPECIAL MEETING OF COUNCIL – IN CAMERA
April 27, 2026**

Meeting called to order at: 11:49 a.m.

Members in Attendance:

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

Members Absent:

Councillor Jo-Anne Gignac (regrets conveyed)

Also in attendance:

Ray Mensour, Chief Administrative Officer
Jelena Payne, Commissioner, Economic Development/Deputy CAO
Andrew Daher, Commissioner, Corporate Services
David Simpson, Commissioner, Infrastructure Services/City Engineer
Janice Guthrie, Commissioner, Finance/City Treasurer
Michael Chantler, Commissioner, Community Services
Dana Paladino, Commissioner, Human and Health Services
Wira Vendrasco, City Solicitor
Christopher Menard, Acting Mayor's Chief of Staff
Steve Vlachodimos, City Clerk
Anna Ciacelli, Deputy Clerk
Dawn Lamontagne, Acting Manager of Purchasing (Item 4)
Denise Wright, Manager of Real Estate Services (Items 1 and 2)
Aaron Farough, Senior Legal Counsel (Item 3)
Colleen Middaugh, Executive Director Engineering/
Deputy City Engineer (Item 4)
Stacey McGuire, Executive Director of Operations/
Deputy City Engineer (Item 4)

Verbal Motion is presented by Councillor Fred Francis, seconded by Councillor Mark McKenzie, that Rule 3.3 (c) of the *Procedure By-law, 98-2011*, BE WAIVED to add the following Agenda items:

5. Personal Matter – renaming – verbal report, Section 239(2)(b)

Motion Carried.

Verbal Motion is presented by Councillor Fred Francis, seconded by Councillor Mark McKenzie, to move in Camera for discussion of the following item(s):

Item No.	Subject & Section - Pursuant to <i>Municipal Act, 2001</i> , as amended
1	Property matter – sale of land, Section 239(2)(c)
2	Property matter – sale of land, Section 239(2)(c)
3	Legal matter – agreement – advice subject to solicitor-client privilege, Section 239(2)(f)
4	Position/plan – update, Section 239(2)(k)
5	Personal matter – renaming – verbal report, Section 239(2)(b) - ADDED

Motion Carried.

Declarations of Pecuniary Interest:

None declared.

Discussion on the items of business.

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

Motion Carried.

**Moved by Councillor Jim Morrison, seconded by Councillor Frazier Fathers,
THAT the Clerk BE DIRECTED to transmit the recommendation(s) contained in the report(s) discussed at the In-Camera Council Meeting held April 27, 2026 directly to Council for consideration at the next Regular Meeting.**

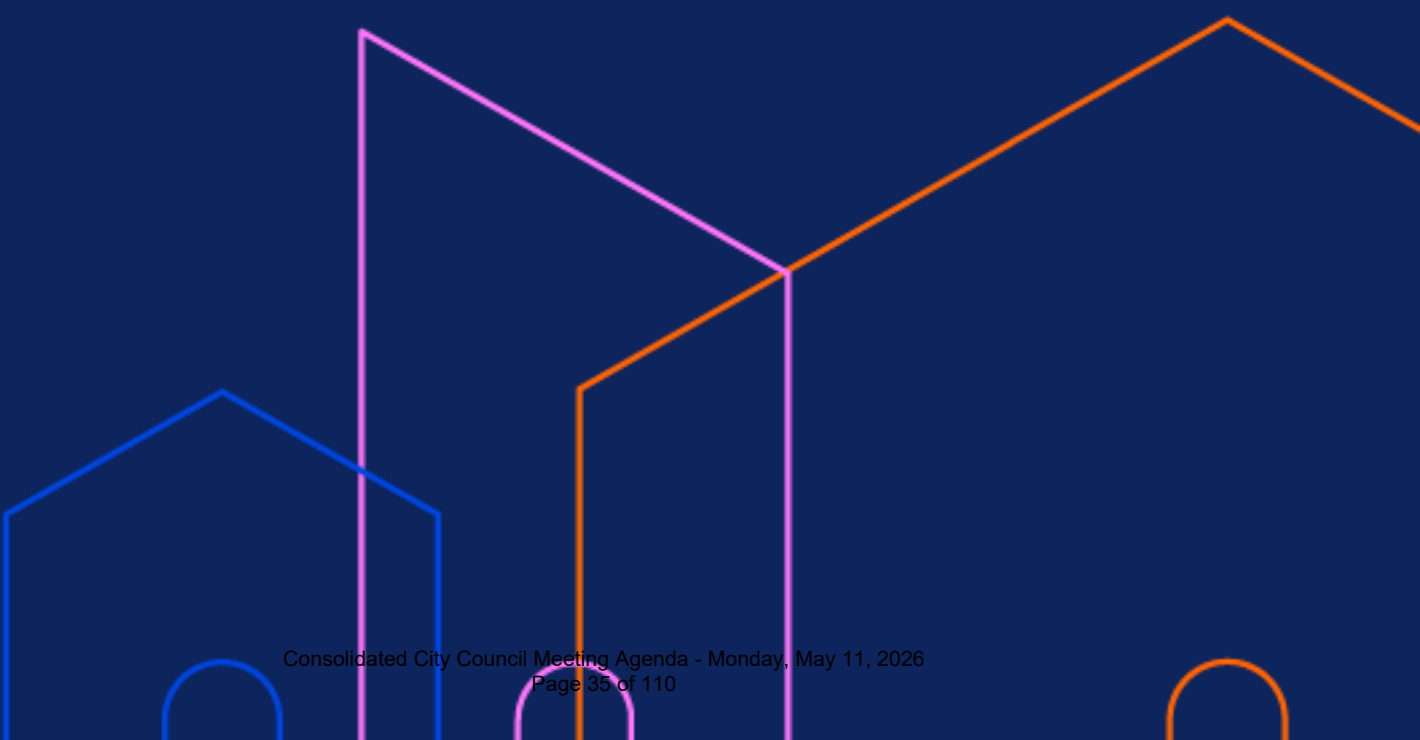
1. That the recommendation contained in the in-camera report from the Manager of Real Estate Services, City Solicitor, Commissioner of Corporate Services, Acting Executive Director Parks Recreation and Facilities, Commissioner of Community Services, Commissioner of Economic Development/Deputy Chief Administrative Officer, Manager Strategic Operating Budget Development and Control and Commissioner of Finance/City Treasurer respecting a property matter – sale of land **BE APPROVED.**
2. That the recommendation contained in the in-camera report from the Manager of Real Estate Services, City Solicitor, Commissioner of Corporate Services, Manager Strategic Operating Budget Development and Control and Commissioner of Finance/City Treasurer respecting a property matter – sale of land **BE APPROVED AS AMENDED.**
3. That the recommendation contained in the in-camera report from Senior Legal Counsel, City Solicitor, Commissioner of Corporate Services, Commissioner of Infrastructure Services, Commissioner of Economic Development/Deputy Chief Administrative Officer, Manager Performance Management and Business Case Development and Commissioner of Finance/City Treasurer respecting a legal matter – agreement – advice subject to solicitor-client privilege **BE APPROVED.**
4. That the recommendation contained in the in-camera report from the Acting Manager of Purchasing, City Solicitor, Commissioner of Corporate Services, Executive Director Capital Planning and Corporate Energy, Commissioner of Infrastructure Services, and Commissioner of Finance/City Treasurer respecting a position/plan - update **BE APPROVED.**
5. That the confidential verbal update regarding a personal matter – renaming **BE RECEIVED** and Administration **BE DIRECTED TO PROCEED** in accordance with the verbal direction of Council.

Motion Carried.

**Moved by Councillor Ed Sleiman, seconded by Councillor Renaldo Agostino,
That the special meeting of council held April 27, 2026 BE ADJOURNED.
(Time: 12:28 p.m.)
Motion Carried.**



2025 Annual and Performance Report



From insights to impact, MPAC is your partner in progress.

We work alongside you, proactively, collaboratively, and with purpose. Our services are tailored to your needs, our partnerships are grounded in trust, and our focus is always on helping you serve your communities.

Leadership messages

Building a strong foundation for continued progress

In 2025, MPAC began the first year of its 2025–2028 Strategic Plan, reinforcing MPAC’s evolution toward becoming an organization that is always in motion and positioned to adapt and respond in an ever-changing environment. Under the Board’s oversight, this foundational year focused on laying the groundwork for long-term transformation while continuing to deliver on MPAC’s mandate to provide trusted, reliable property assessments.

This mandate in motion was reflected in 2025 results, with MPAC capturing \$41.4 billion in new assessment added to municipal assessment rolls across Ontario. This contributed to an inventory of 5.74 million properties with an estimated total assessed value of \$3.2 trillion. This work supports the integrity and stability of Ontario’s property assessment and taxation system and strengthens the assessment base municipalities rely on to plan and deliver essential services in their communities.

As Ontario’s property experts, MPAC delivers annual assessment rolls to 444 municipalities, informed by continuous assessment work that reflects property changes within communities from the previous year. To keep pace with these changes, MPAC continued to strengthen partnerships, adapt to evolving needs, and deliver the data and insights municipalities rely on to inform Ontario’s property tax system, budgeting, and community growth.

To support this responsibility over the long term, MPAC advanced several key investments, among the most significant being the modernization of its core systems. This investment positions the organization to transform how property assessment data and services are collected, maintained, and delivered, enabling more timely, accessible, and reliable information now and into the future.

As Board Chair, I am proud of the progress achieved in 2025. Guided by the Strategic Plan and supported by strong governance, this work reinforces MPAC's role as a trusted, accountable steward of Ontario's property data, serving property owners and municipalities with confidence.

Alan Spacek, Chair, MPAC Board of Directors

A year focused on modernization

Every property tells a story of growth, change, and opportunity. For property owners and municipalities, understanding that story supports informed decisions about investment, development, and the services communities rely on. As Ontario's property landscape continues to evolve, the need for accurate, accessible, and reliable property information remains constant. Meeting this need is central to MPAC's role, and it guides how we deliver value to property owners and communities across Ontario.

In 2025, MPAC entered the first year of its 2025–2028 Strategic Plan, marking a foundational year focused on strengthening the systems, capabilities, and resilience needed to deliver trusted property assessments today while remaining ready to respond to future demands. While we continued delivering the property assessment data and services that Ontarians rely on, we also took a significant step forward in modernizing how that work is done.

Central to this progress was the launch of Insight, a software platform developed in-house that integrates MPAC's assessment systems. This modernization is an important step in strengthening how we support property assessment across Ontario and in building the capacity to deliver timely, reliable information. As a key enabler of our work, the platform positions MPAC to adapt as needs evolve and continue improving how we serve property owners and municipalities.

Throughout 2025, MPAC continued to work closely with municipalities to deliver the trusted property information they rely on, while also deepening collaboration to develop new services and tailored data insights. As communities face different growth pressures, housing challenges, and planning priorities, our focus is on working alongside municipal partners to turn property data into practical insights that support informed, local decision-making. The modernization underway positions us to expand this collaboration and unlock new ways to create value together.

The work completed in 2025 reflects a year of progress and positions MPAC for the next phase of transformation. I am proud of what our teams accomplished during this

foundational year. As we continue to modernize, our focus remains clear: trusted data, reliable service, and accountability to the communities we serve.

Nicole McNeill, President and Chief Administrative Officer, MPAC

About MPAC

Proudly Canadian, MPAC (Municipal Property Assessment Corporation) is the largest assessment jurisdiction in the world, assessing and classifying more than 5.7 million properties with an estimated total value of approximately \$3.2 trillion.

MPAC is an independent, not-for-profit corporation funded by all Ontario municipalities and accountable to the Province, municipalities, and property taxpayers through its 13-member Board of Directors.

Our role is to accurately assess and classify all properties in Ontario in compliance with the *Assessment Act* and regulations set by the Government of Ontario. Through ongoing assessment activities, MPAC reflects change across Ontario's property landscape, from new construction and renovations to market activity and ownership changes, ensuring property values are fair and transparent.

Our work forms the foundation of Ontario's property tax system, informing municipal budgeting, infrastructure planning, and community growth. By delivering accurate, impartial assessments and data-driven insights, MPAC supports informed decision-making and helps property owners and municipalities plan for growth and the services their communities rely on.

In addition, for over two decades, MPAC has delivered commercial products and services that provide reliable, high-quality property information to a wide range of sectors. These offerings include software tools, data insights, and professional services that support data-driven decision-making and respond to evolving client needs.

Guided by our values of accountability, transparency, customer focus, innovation, and inclusion, MPAC is committed to building trust and supporting thriving communities across Ontario.

2025 operational highlights

- \$41.4 billion new assessment added to municipal rolls
- 5.74 million total properties in Ontario inventory
- \$3.2 trillion estimated total assessed value in Ontario

- 618,360 Property Assessment Notices mailed
- 310,017 property inspections
- 429,712 sales transactions processed
- 18,860 severances and consolidations processed
- 176,287 building permits processed
- 12,603 Requests for Reconsideration closed
- 4,080 appeals closed

All stats as of October 31, 2025.

Setting the foundation: 2025-2028 Strategic Plan

MPAC's 2025–2028 Strategic Plan sets a clear and deliberate path forward, focused on strengthening core services, modernizing service delivery, and building the capabilities needed to meet today's needs and prepare for the future.

The plan focuses on four key priorities:

- We are dedicated to operational excellence.
- We are elevating the client experience.
- We are strengthening our bottom line.
- We deliver exceptional employee experiences.

Together, these priorities reflect a strategy grounded in progress, ensuring MPAC continues to evolve, deliver trusted services, and remain a valued partner as needs continue to change. These priorities also guided how we delivered services and invested resources throughout 2025.

Property values are always changing. Our corporate values are constant.

What guides us

MPAC is a valued public service delivering benefits to Ontarians through data-driven products and services.

Our vision is to be the global leader in transforming property assessment, data, and services by first delivering exceptional value to Ontarians. By setting the standard for accuracy, transparency, and innovation in property valuation, we will strengthen public trust and drive efficiencies that benefit communities, businesses, and government partners.

With an Equity, Diversity, Inclusion, and Anti-Racism lens guiding our work, we continue to ensure our services and systems reflect the diverse communities we serve and contribute to a fair and equitable property assessment system across Ontario.

Delivering impact

Every day, MPAC supports Ontario property owners and municipalities by providing accurate property information, trusted insights, and dependable services. In 2025, we continued delivering the core services Ontarians rely on, while also advancing work that strengthens how we serve the province.

- Operational excellence
- Client experience
- Strengthening our bottom line
- Exceptional employee experiences

Dedicated to operational excellence

Delivering accurate, reliable assessments Ontarians can trust.

Operational excellence means delivering property assessments Ontarians can rely on, supported by accurate, up-to-date information that is easy to access. Regardless of a province-wide reassessment, MPAC captures property changes as they occur, maintaining a province-wide database of 5.74 million properties with approximately \$3.2 trillion in assessed value based on a January 1, 2016, valuation date. This work provides transparency and certainty for property owners, while giving municipalities the reliable information they need to plan, budget, and deliver local services. Property owners can review their assessment and property information on MPAC AboutMyProperty™.

Enhancing access to property assessment data

1. A change is made to a property
2. Property change review takes place
3. Property inspection method is selected and inspection occurs
4. Property information is analyzed
5. Property Assessment Notice is issued to property owner
6. Have questions about the property assessment? Access MPAC AboutMyProperty™ for more information
7. Disagree? Submit a Request for Reconsideration with MPAC
8. Still disagree? Appeal to the Assessment Review Board

As communities grow at an average annual rate of 70,000 new properties and existing properties (parcels) change, MPAC keeps property assessments up to date. A property assessment is the value assigned to a property as of January 1, 2016 (the last provincial reassessment date) and recorded on the municipal assessment roll. New assessment is added when construction is complete and/or a property is occupied. This ensures new homes and buildings are assessed consistently. Assessments may also be updated for existing properties following a sale, when a new building permit is submitted, or when a property owner files a Request for Reconsideration and appeal. This ongoing work helps ensure assessments reflect the current state and condition of all properties.

To maintain accurate assessments across Ontario, MPAC conducts property reviews to identify and capture changes to properties. In 2025, review efforts focused on properties with more complex characteristics or greater changes in value, including large-valued and non-residential properties, complex building permits, recent sales, and appeals. The annual target was set to 400,000 property reviews, with approximately 75% supported by technology and external data sources.

In 2025, MPAC completed 390,565 property reviews, 9,435 reviews (2.4%) below target, and recorded \$46.8 billion in assessment change. A higher proportion of reviews were conducted off-site, reflecting increased use of available property information and documentation to support review work, particularly for non-residential properties.

As part of the work conducted annually, MPAC also processed property changes, including severances and consolidations, as well as subdivision plans (M-plans), reference plans (R-plans), and condominium registrations. Service level targets were met for most parcel change requests, with more complex cases requiring additional review to ensure accuracy.

In 2025, of the \$46.8 billion assessment added, \$41.4 billion reflected in-year new assessment changes added to municipal assessment rolls across Ontario, including nearly \$30 billion from residential properties and \$6 billion from commercial and industrial properties. Timeliness remains a key measure of confidence in the system, and 87.3% of new assessment was captured within one year of occupancy, exceeding the service level agreement target of 85%.

If a property owner disagrees with their assessment, they may file a Request for Reconsideration with MPAC at no cost. This online process, which is initiated through MPAC AboutMyProperty™, allows property owners to ask questions and share additional property information, often resolving concerns without the need for an appeal with the

Assessment Review Board. To preserve the integrity of the review process, MPAC does not establish performance targets for Requests for Reconsideration or appeals.

In 2025, 4,805 Requests for Reconsideration resulted in a change to the assessed value, representing 0.08% of all properties in Ontario. More than 99% of assessments were accepted without appeal, and 62.3% of concluded appeals resulted in no change to the original assessed value. When most assessments are accepted without a Request for Reconsideration or appeal, and relatively few property values change as a result of the review process, it signals a stable and accurate assessment system and helps build public confidence in the fairness of the assessment system.

Overall, 98.07% of lower-tier and single-tier municipalities experienced reconsideration and appeal losses of less than 0.5% of their assessment base. When new assessment growth is factored in, over 98% of municipalities (407 of 414) maintained or increased their assessment base, reinforcing the stability and reliability of Ontario’s property assessment system.

Ontario’s property assessment system spans 5,740,000 properties across a wide range of property types. Managing this inventory requires operational excellence at every level, sustained by the people behind the work. MPAC employees contribute to every assessment, interaction, and decision that supports Ontario’s property inventory. Living and working in communities across the province, they bring local insight and professional expertise that help ensure property assessments are impartial, accurate, and responsive to change.

2025 property count

Total properties – 2025 – 5.7M

- 5.2M Residential
- 221K Farm
- 168K Commercial
- 81.9K Industrial
- 48.8K Special Exempt
- 18K Multi-residential

Total Assessment Value*

- \$2.3T Residential
- \$146.9B Farm



- \$330B Commercial
- 126.6B Industrial
- \$159.4B Special Exempt
- \$138.4B Multi-residential

*Based on the January 1, 2016 assessed values.

Strengthening operational excellence through continuous modernization

Throughout 2025, MPAC continued advancing operational excellence by modernizing core work processes that support property reviews and assessment delivery across the province. This work focused on improving how information is collected, reviewed, and analyzed to strengthen data quality and support accurate, timely assessments. By refining operational practices, MPAC is building a more adaptable and resilient assessment system and reinforcing its commitment to delivering reliable assessment services Ontarians and municipalities can trust.

Evolving how we deliver this work

Behind every property assessment are ongoing investments in the systems and processes that support accuracy and consistency. In 2025, MPAC advanced strategic initiatives that strengthen data quality, streamline workflows, and support consistent application of assessment practices. This work helps ensure reliable assessments today while building the capacity needed to support Ontario's growing and changing communities.

Modernizing the systems that support trusted property assessment

For property owners and municipalities, confidence in property assessment depends on access to timely, reliable, and consistent information. In 2025, MPAC reached a major milestone in strengthening that confidence with the launch of Insight, a modern software developed in-house that integrates MPAC's assessment services into a single, secure, cloud-based platform. This marks a significant step forward in how property assessment is supported across Ontario.

The platform is designed to improve the consistency, reliability, and accessibility of property information that municipalities rely on for planning, budgeting, and service delivery. For property owners, it supports clearer assessment outcomes grounded in high-quality data and consistent application of assessment practices. Together, these improvements help reinforce trust in Ontario's property assessment system.

Behind these benefits is one of the most significant modernizations of MPAC's core systems. The platform consolidates assessment functions that were previously supported

by multiple legacy applications into a single, integrated system. This strengthens data governance, reduces duplication, and creates a more stable and resilient foundation for assessment work across the province.

As with any large-scale transformation, work will continue to refine functionality, strengthen workflows, and enhance access as the platform is further embedded across the organization. Ongoing improvements will help ensure it continues to support accurate assessments, dependable service delivery, and the evolving needs of municipalities and property owners.

This modernization represents one of the most important investments MPAC has made in its assessment infrastructure. By strengthening the systems that underpin property assessment today, MPAC is better positioned to deliver trusted, stable services now while preparing for future assessment cycles and changing demands.

Advancing service delivery through in-house designed innovation

Delivering timely, reliable services depends on the tools and systems that support MPAC employees behind the scenes. To strengthen operational excellence, MPAC invests in technology that helps employees resolve issues quickly, enabling them to focus on higher-value work and supporting more responsive service for property owners and municipalities.

To support innovation in artificial intelligence (AI) at MPAC, our in-house team developed Orchestrator, a cloud-native, serverless AI platform that enables the secure, auditable, and centralized application of AI across the organization. Designed to scale, its modular approach lets us deliver new AI solutions for employees and clients in practical, responsible ways, supporting service delivery today while preparing for the future.

In 2025, MPAC used Orchestrator to launch its IT Support Assistant, helping employees quickly and securely resolve common IT issues. More than 83% of live chat sessions were resolved without human intervention, and the average first-response times dropped to 3.6 seconds. By reducing internal delays, IT teams were able to focus on more complex issues, supporting a more stable, efficient service environment for the work that directly serves Ontarians.

The Pitch: Innovation at MPAC starts with our people

After years of using machine learning to enhance the accuracy and efficiency of property valuations, MPAC continues to adopt new technologies that strengthen the delivery of assessment services. In 2025, MPAC continued advancing its digital data and AI program

to improve consistency, accuracy, and efficiency while maintaining strong privacy and security standards.

Building on this foundation, MPAC invited employees to help identify where innovation could have the greatest practical impact. Through The Pitch, an organization-wide ideation initiative, employees shared ideas for applying AI technology to everyday work.

More than 130 ideas were submitted, focused on reducing manual effort, improving data quality, and supporting more consistent decision-making. Following a structured evaluation process, three employee-driven initiatives were selected to advance as strategic projects.

Each project was designed to test new approaches, strengthen data quality, and inform future assessment practices, while managing risk through pilot implementation. Two of the selected projects will be operational using Orchestrator by spring 2026.

The selected projects include:

- **Val, an AI-powered valuation research assistant:** A centralized research tool that helps employees access trusted valuation information more efficiently, supporting more consistent and defensible assessment outcomes.
- **An AI solution for streamlining Legislation Interpretation Requests:** A tool designed to support consistent interpretation of legislation, classification, and tax liability, helping teams respond to complex requests with greater clarity and confidence.
- **Automated building plan analysis:** An AI solution that extracts key measurements from building plans, reducing manual processing and supporting faster, more accurate assessments.

Powered by employee-led innovation, these pilots are strengthening MPAC's future capabilities while ensuring assessment services remain reliable, transparent, and accountable.

From internal innovation to broader public-sector impact, The Pitch paved the way for the [MPAC AI Roundtable](#), an initiative that brings together organizations and professionals from academia, government, and the private sector to share ideas and advance ethical AI adoption in the public sector. Insights from this work also helped inform elements of the Government of Canada's [G7 GovAI Grand Challenge](#).

Elevating the client experience

Making property information easier to access, understand, and use

Access to clear, reliable property information helps people make informed decisions about their homes, businesses, and communities. In 2025, MPAC continued to strengthen the client experience by improving how property owners and municipalities access, understand, and use property information across every interaction.

Helping Ontarians get clear answers when they need them

For many Ontarians, the Customer Contact Centre is their first point of contact with MPAC. In 2025, our focus was on providing clear answers quickly and consistently, helping reduce uncertainty and build trust in the assessment process.

MPAC's Customer Service Agents handled 162,851 calls, emails, and chat messages, helping provide timely answers to property assessment questions. In 2025, MPAC met its Service Level Agreement targets, answering 91% of calls within five minutes (target of at least 90%) and responding to 90% of emails within two business days (target of at least 90%).

Feedback from more than 7,300 respondents shows strong service performance, with 94% indicating they were satisfied or very satisfied, exceeding our target.

- 162,851 calls, emails, and chat messages
- 95% calls were answered within 5 minutes
- 7,300 respondents provided feedback showing strong service performance
- 94% satisfaction rate

Strengthening municipal engagement through collaboration, insight, and value-added services

Municipalities rely on timely, reliable property data to plan, invest, and serve their communities with confidence. In 2025, MPAC focused on deepening engagement, enhancing access to data, and developing practical, value-added solutions shaped by municipal needs. This work was supported by strong service performance, with MPAC meeting 97.80% of municipal service level commitments across key services.

Here's how we supported municipalities in 2025:

- **Strengthened collaboration and dialogue:** Through regular meetings, advisory forums, and collaborative working groups, MPAC engaged directly with municipalities on priorities and emerging challenges. These conversations informed

services designed to reflect municipal needs and support confident decision-making.

- **Expanded access to timely, actionable data:** To support planning and service delivery, MPAC piloted more frequent access to the Electronic Assessment Information file and introduced new dashboards in MPAC Municipal Connect™ with localized market and sales insights. MPAC also advanced system connections to streamline the flow of building permit information to help new assessment be captured and reflected more efficiently.
- **Delivered tailored, value-added services:** MPAC provided customized data reports, localized insights, and targeted support through province-wide webinars and geographic zone learning sessions, helping municipal staff save time and strengthen decision-making.
- **Enhanced learning and capacity-building opportunities:** Municipalities were offered a range of learning opportunities, including webinars, workshops, conference sessions, and small group forums. These sessions focused on practical application, helping staff better understand assessment processes, use MPAC tools effectively, and manage assessment growth.
- **Supported municipal communication and public understanding:** MPAC complemented municipal outreach with clear, consistent educational content that helped municipalities communicate with residents to understand property assessment and taxation, supporting transparency and public confidence.

MPAC delivered reliable assessment services to municipalities, achieving 97.80% of municipal service level commitments across key services. Timely responses remained a priority, with 99.70% of municipal inquiries responded to within 30 calendar days, helping municipalities access the information they need to support residents and local decision-making.

Through close collaboration and services informed by municipal feedback, MPAC is strengthening the municipal experience and helping municipalities navigate change and serve their communities with confidence.

To learn more about our municipal engagement and partnership activities in 2025, view the [2025 Municipal Partnerships Report](#).

- 1,383 attendees at 5 province-wide webinars
- 4,784 visits to our municipal contact page on mpac.ca
- 2,310 attendees at 37 geographic zone learning sessions
- 1,971 people checked out our municipal resource page on mpac.ca
- 2,004 municipal engagements, conferences, and council meetings
- 11,000 subscribers to InTouch, our monthly municipal newsletter

Strengthening government engagement through strategic insight and partnership

In 2025, MPAC’s Government Relations team strengthened its role as a trusted partner to the province by providing timely data, analytics, and assessment expertise to support various ministry priorities and inform policy development. Working collaboratively with ministry staff and the Minister’s Offices, MPAC provided value-added insights aligned to key government priorities, including affordable housing and building, modernization, and service delivery improvements.

At the same time, MPAC continued to support MPPs and their staff across Ontario by responding to assessment-related inquiries, delivering riding-specific property insights and summaries, and providing clear, accessible information to assist with constituency matters.

Through proactive engagement and evidence-based support, MPAC reinforced its reputation as a non-partisan technical advisor and strategic partner. We are proud to help elevate the government client experience while supporting confidence in Ontario’s property assessment and taxation system.

Reimagining the digital client experience

Confidence in Ontario’s property assessment system starts with clarity. When property owners receive their Property Assessment Notice, they want to understand how their assessment was determined and know what to do if something does not look right.

In 2025, MPAC examined the end-to-end customer journey, from receiving a notice to accessing MPAC AboutMyProperty™, to better understand where confusion occurs and how digital tools can strengthen transparency. These insights are laying the groundwork for future improvements that strengthen the client experience while supporting accurate property assessment records across the province.

Making it easier to submit business property information digitally

Each year, MPAC conducts its Assessment Information Request program, asking property owners for information to support fair, accurate, and up-to-date property assessments across Ontario.

In 2025, MPAC launched the new Assessment Information Request portal to support data collection by providing a designated digital experience for business property owners to submit required information. The secure online portal allows required information to be

submitted digitally through guided workflows that simplify reporting and reduce the need for follow-up.

By supporting the Assessment Information Request program through a digital channel, the portal helps business property owners complete submissions more efficiently and with greater clarity. Structured data entry and clear prompts support more accurate submissions, improving the overall client experience while strengthening the quality of information used in the assessment process. At the same time, digital submission supports more streamlined internal processing and faster ingestion of information, helping MPAC maintain accurate assessments more efficiently.

Strengthening our bottom line

Sustaining public value through responsible growth and reinvestment.

A strong financial foundation helps MPAC deliver reliable assessment services while keeping costs as low as possible for Ontario taxpayers. By managing resources responsibly and generating value beyond our core mandate, MPAC reduces pressure on municipal budgets and reinvests in the people, systems, and tools that support accurate, consistent property assessment across the province.

In addition to our legislated role in Ontario, MPAC shares its assessment expertise and technology with other jurisdictions through its Commercial and Client Solutions division. Revenue from this work helps offset the cost of assessment services in Ontario, allowing municipalities and property owners to benefit from economies of scale and continued investment in modern assessment tools.

Together, these efforts strengthen MPAC's operating model and support long-term sustainability while ensuring assessment services remain stable, predictable, and affordable for the communities we serve.

Financial performance and accountability

Financial performance matters because it directly affects taxpayers and the long-term stability of property assessment services. MPAC tracks a focused set of financial measures to ensure public funds are managed responsibly and deliver value for municipalities and taxpayers.

Budget variance measures how closely actual spending aligns with planned expenditures and reflects the accuracy of budgeting and forecasting. In 2025, MPAC committed to managing its operating budget variance within 3% and finished the year with a variance of

just 0.2%. This result demonstrates strong financial discipline and accountability, ensuring public funds were used as intended and minimizing financial risk for municipalities.

Cost per property reflects the average cost to deliver assessment services across Ontario. In 2025, MPAC's cost per property was \$44.70, slightly higher than the \$44.08 target. This increase was driven primarily by higher labour costs, while service levels and financial controls were maintained. MPAC continues to monitor this measure to balance cost efficiency with the investments needed to deliver reliable assessment services.

Generating value beyond our core mandate

MPAC's property data is widely used across commercial markets, including real estate, financial services, insurance, and utilities. MPAC responsibly commercializes its data holdings to help keep the cost of assessment services low for Ontario taxpayers while supporting innovation and continuous improvement across its core operations. The surplus derived from MPAC's Business Development activities directly benefits the people of Ontario, saving taxpayers more than \$165 million since 2002.

In 2025, MPAC set a target of generating at least \$18.0 million in surplus from data sales. This target was exceeded by 4.4%, with Business Development activities generating more than \$18.7 million in surplus for Ontario taxpayers. This surplus supports reinvestment in new tools, services, and partnerships that expand the value MPAC delivers.

Data and insights REALTORS® rely on

In 2025, MPAC continued to strengthen its property intelligence offerings to support informed decision-making across key sectors. MPAC's Automated Valuation Model combines real-time property sales data with MPAC's up-to-date property inventory to strengthen accuracy and support financial lending decisions with timely, reliable valuations. propertyline™ by MPAC provides REALTORS® with trusted property data and value-added reports to inform pricing, market analysis, and client advice.

Profit generated from data and insights products for REALTORS® helps MPAC reinvest in innovation while offsetting the cost of assessment services for Ontario municipalities. In 2025, Business Development activities met revenue and profit targets, exceeding planned contributions by nearly \$1 million.

- Nearly 1,300 webinars and live training sessions delivered to nearly 62,000 REALTORS® since 2020.
- 90,000+ REALTORS® rely on propertyline™ by MPAC to access board-licensed MPAC data and value-added reports
- 200+ webinars and live training sessions delivered
- 12 real estate events and trade shows supported

First Nations Tax Commission and Memorandum of Understanding

In 2025, MPAC continued to strengthen its support for First Nations property tax systems in Ontario by formalizing collaboration with the First Nations Tax Commission through a signed Memorandum of Understanding. Building on a longstanding working relationship spanning more than two decades, MPAC continued to provide assessment services at the invitation of First Nations communities to support community-led property tax frameworks and local services.

- First Nations Tax Commission–MPAC Memorandum of Understanding signed March 27, 2025
- Collaboration with the First Nations Tax Commission spans more than two decades
- Assessment services delivered at the invitation of First Nations communities in Ontario

Delivering exceptional employee experiences

Supporting the people who deliver consistent, trusted service to Ontarians

Ontarians rely on MPAC for consistent, accurate, and transparent property assessments. Delivering that level of service at scale depends on a skilled, supported workforce that can apply professional standards reliably across Ontario.

By investing in employee development, learning, and inclusion, MPAC equips employees with the tools, knowledge, and confidence to do their work effectively. These investments help sustain service quality, support informed decision-making, and ensure MPAC continues to meet the needs of Ontario’s diverse communities.

MPAC Mentorship Program: Strengthening capability through shared expertise

MPAC’s mentorship program supports professional growth by pairing employees with experienced mentors who share knowledge, provide guidance, and build confidence. The program helps employees strengthen skills, prepare for future leadership roles, and contribute to consistent, high-quality property assessments.

In 2025, MPAC piloted a formal mentorship framework to support new employees and professional accreditation. Seventy mentor-mentee pairs completed more than 450 hours of mentoring, and more than 90 per cent of participants recommended the program. In 2026, MPAC will expand the program with additional mentorship themes and broader participation.

Valuation & Assessment Operations Succession program

To support leadership continuity and maintain high-quality property assessment services, MPAC launched the Valuation and Assessment Operations Succession program. The program prepares employees to step into key and at-risk management roles through targeted development and practical learning experiences.

In 2025, 23 employees participated in the program, with eight completing acting manager assignments as opportunities became available. These experiences strengthened leadership capabilities while supporting operational stability and service continuity for property owners and municipalities.

Greater Toronto's Top Employers

In December 2024, MPAC was named one of [Greater Toronto's Top Employers](#) for the sixth consecutive year, recognizing its ongoing commitment to an inclusive, engaging, and growth-focused workplace that supports employees in delivering trusted public service.

Equity, Diversity, Inclusion, and Anti-Racism

Ontarians rely on public services that are consistent, respectful, and responsive to the communities they serve. At MPAC, Equity, Diversity, Inclusion, and Anti-Racism (EDIA) values are embedded across our culture and operations to support sound decision-making, professional judgment, and service delivery across Ontario's property assessment system. This commitment is reflected in how employees work together, apply standards, and engage with the public.

Embedding Equity, Diversity, Inclusion, and Anti-Racism through learning

In 2025, 268 employees participated in MPAC's EDIA Committee, helping advance inclusive practices and strengthen shared understanding across the organization.

MPAC also launched an Equity, Diversity, Inclusion, and Anti-Racism Fundamentals course, which provides employees with a shared understanding of these principles and how they support respectful, inclusive workplaces. The course focuses on practical knowledge and an EDIA lens that employees can apply in their roles to strengthen inclusive practices across the organization.

The course was formally approved by all four of MPAC's accrediting partners for 2.5 Continuing Professional Development (CPD) hours, meeting professional standards and reinforcing MPAC's commitment to high-quality, meaningful learning that supports an inclusive workplace culture.

Employee Resource Groups: Building connection, understanding, and inclusion

In 2025, MPAC formalized Employee Resource Groups (ERGs) to support employees, strengthen connections, and create structured opportunities for learning and engagement. Through employee-led initiatives, ERGs helped increase cultural awareness and understanding across MPAC. Examples included developing a Ramadan Resource Guide to support Muslim employees, increasing manager participation in 2SLGBTQIA+ ERG activities to strengthen visibility and allyship, and programming that created space for connection and dialogue among Black employees.

- 19 members in the Truth & Reconciliation Circle
- 149 employees participating across MPAC's ERGs
- 268 employees participated in MPAC's EDIA Committee

Putting values into action

Community engagement is one of the ways MPAC lives its values beyond day-to-day operations. In 2025, MPAC's Social Impact Committees led charitable initiatives that brought employees together to support local organizations and address community needs across Ontario. These employee-led efforts strengthened connections with communities while reinforcing a culture of service, inclusion, and shared responsibility across MPAC.

It Starts With Us: Compassion in action during the holiday season

During the 2025 holiday season, MPAC's Social Impact Committees led the It Starts With Us campaign, bringing employees together to support organizations addressing food and shelter insecurity. MPAC employees donated more than 8,100 essential items, which were distributed to over 60 community organizations across Ontario.

Socktober

In 2025, MPAC employees participated in Socktober, an annual campaign that collects socks and other essential items for community organizations supporting people experiencing hardship. Local offices collectively donated more than 4,300 items to community partners.

Earth Day and Ontario Provincial Day of Action Against Litter

In recognition of Earth Day and the Ontario Provincial Day of Action Against Litter, MPAC employees across Ontario participated in community clean-up efforts, collecting nearly 100 bags of litter from local public spaces.

Investing in future property assessment professionals

Supporting communities across Ontario includes investing in the people who will serve them in the future. Through targeted scholarship programs, MPAC supports students who are developing the skills and expertise that municipalities and property owners rely on for fair, transparent, and consistent property assessment. These scholarships help reduce financial barriers for students pursuing careers in property valuation, real estate, and related disciplines, strengthening Ontario's future workforce and supporting confidence in the property tax system over the long term.

- \$13,600 donated to charitable organizations by employees
- 11,810 items donated by employees
- 412.5 employee volunteer hours
- 100 charities supported across Ontario

MPAC scholarship programs

Seneca College - Real Property Administration Program

Two annual scholarships supporting students preparing for careers in property assessment. Established in 2016, with \$10,000 contributed to date.

University of Guelph - Bachelor of Commerce, Real Estate (Business and Economics)

Two annual scholarships supporting students building foundational knowledge in real estate markets and urban economics. Established in 2021, with \$5,000 contributed to date.

Ontario Tech University - Women in STEM

Two annual scholarships, matched by Ontario Tech University, supporting women pursuing studies in science, technology, engineering, and mathematics. Established in 2021, with \$10,000 contributed to date.

Looking toward the future: Here to support Ontario

As Ontario's property landscape continues to grow and change, access to accurate, reliable property information remains essential to confident decision-making. MPAC is focused on making property information easier to understand, easier to use, and more responsive to the real-world needs of the people and communities we serve.

We have invested in modern systems, expanded our use of data and analytics, and strengthened our teams to deliver value beyond our core mandate. The tools and services

we are developing are designed to respond to emerging needs and support municipalities, businesses, and property owners as they navigate change.

As we move into the next phase of our strategic plan in 2026, MPAC remains focused on progress, partnership, and continuous improvement. Upcoming initiatives include expanded assessment education through the Municipal Assessment Base Course and enhanced collaboration through the Taxpayer Liaison Group. Together, these efforts reflect our commitment to supporting informed decisions today while preparing for what comes next.

We are here to support Ontario now and into the future, advancing our systems, working with people and technology, and continuing to deliver better outcomes for everyone.

Leadership

2025 Executive Management Group

- **Nicole McNeill**, MPAC President and Chief Administrative Officer
- **Rupa Aggarwal**, Executive Director, Social Impact and Inclusion
- **Jamie Bishop**, Vice-President, Public Affairs and Customer Experience
- **Natalie Blake**, Vice-President, People and Culture
- **Chris Fusco**, Vice-President, Professional Services
- **Sujit Jagdev**, Vice-President and Chief Information and Technology Officer
- **Mathew Kanter**, Vice-President, General Counsel
- **Cindy Lam**, Chief Financial Officer
- **Carmelo Lipsi**, Vice-President, Valuation and Assessment Operations and Chief Operating Officer
- **Greg Martino**, Vice-President and Chief Valuation and Standards Officer
- **Mary Meffe**, Vice-President, Corporate Services and Chief Financial Officer
- **Lee Taylor**, Vice-President, Business Development
- **Ruel Williamson**, Executive Vice-President, Commercial and Client Solutions

2025 Board of Directors

- **Alan Spacek**, (Chair) (Retired) Mayor, Town of Kapuskasing
- **Paul Bernards**, Finance Professional
- **Niels Christensen**, Managing Director and Broker, Christensen Real Estate Group
- **Nazmin Gupta**, Former Managing Director of Capital Raising and Investor Relations, BentallGreenOak
- **Ray Kindiak**, Lawyer and Corporate Finance Professional
- **Wendy Landry**, Mayor, Municipality of Shuniah and President, Northwestern Ontario Municipal Association (NOMA)

- **Chris Murray**, Special Advisor to the federal Deputy Minister of Housing Infrastructure and Communities
- **Jon Olinski**, (Vice-Chair) Dean, Faculty of Arts, Seneca Polytechnic
- **John Paradis**, Deputy City Manager, City of London
- **Delia Reiche**, Development Liaison, County of Brant and (Former) Deputy Mayor, Thames Centre
- **Ken Seiling**, (Retired) Regional Chair, Region of Waterloo and (Former) Mayor, Woolwich Township
- **Patricia Vanini**, (Retired) Executive Director, Association of Municipalities of Ontario
- **Derek Vanstone**, Barrister and Solicitor

Financials

Statement of operations (in thousands of dollars)		
Revenue	2025	2024
Municipal	226,893	219,432
Other	31,294	28,398
Interest and dividend income	4,374	4,899
Total revenue	262,561	252,729
Expenses	2025	2024
Salaries and benefits	226,038	214,243
Professional services	9,822	10,582
Information technology	14,790	12,661
Facilities	7,643	8,657
General and administrative	9,189	10,677
Royalties	3,472	3,258
Amortization of capital and intangible assets	3,793	2,755
Gain on disposal of capital assets	(81)	(551)
Total expenses	274,666	262,282
Deficiency of revenue over expenses for the year before changes in fair value of investments	(12,105)	(9,553)
Changes in fair value of investments	7,476	12,835
(Deficiency) excess of revenue over expenses for the year	(4,629)	3,282

Statement of changes in net assets (in thousands of dollars)	2025	2024
Net assets - beginning of year	114,833	112,332
(Deficiency) excess of revenue over expenses for the year	(4,629)	3,282
Net actuarial gain (loss) on employee future benefits	111	(781)
Net assets - end of year	110,315	114,833

*Note: the above is an excerpt from the 2025 Audited Financial Statements prepared in accordance with Canadian accounting standards for not-for-profit organizations and should be read in tandem with the audited statements.

Performance at a glance

For most measurements, MPAC has set performance targets by analyzing past performance, or by adopting existing targets from other reporting mechanisms, such as the Service Level Agreement (SLA) established between MPAC and Ontario municipalities.

In 2025, the performance baselines for each measure were updated to reflect the average of the past three years (2022-2024) to align with best practices for corporate performance measurement and reporting.

The Annual and Performance Report outlines 18 measures organized under three main goals, supported by objectives and performance indicators. While performance targets are set for most measures, two do not include targets. This approach helps ensure assessments remain fair, consistent, and free from undue influence. In 2025, MPAC achieved 13 of the 16 performance measure targets.

Below is a chart summarizing the results of the operational metrics presented in the report.

2025 Assessment excellence

Performance goals	Number of measures	Number of measures that include a target	Number of measures that met or partially met their targets
Assessment excellence	9	7	6/7
Customer service and stakeholder engagement	6	6	5/6
Operational efficiency	3	3	2/3
Totals	18	16	13/16

Performance goal: Assessment excellence

Indicator (Objective)	Measure	Target	Past baseline (Avg: 2022 2024 results)	2024 results	2025 results
Assessment Growth Capture	Growth assessed within one year of occupancy	>=85% (SLA)	87.85%	90.27%	87.32%
			Total Transactions (avg.): \$40,841,612,780	Total Transactions: \$42,765,333,908	Total Transactions: \$41,452,171,728
			Within One Year (avg.): \$35,910,163,687	Within One Year: \$38,604,402,878	Within One Year: \$36,198,038,683
					150 Days 98.59% (9,204 of 9,336)
					One Year 99.73% (9,311 of 9,336)
	Condominium Plan Information Forms (CPIFs) delivered within 150 days of registration and within one year of registration	90% within 150 days; 100% within one year (SLA)	CPIFs 150 Days 96.09%	150 Days 97.46% 269 of 276	150 Days 95.10% 233 of 245
			One Year 99.86%	One Year 100% 276 of 276	One Year 100% 245 of 245
Assessment Accuracy and Equity					Total reviews: 390,565 Residential: 258,166 Non-Residential: 132,399 Off-site: 74.6%; 291,414 On-site: 25.4%; 99,151

Performance goal: Assessment excellence (continued)

Indicator (Objective)	Measure	Target	Past baseline (Avg: 2022 2024 results)	2024 results	2025 results
Assessment Stability	Percentage of all properties experiencing a valuation change via the RfR process	No Target	0.09%	0.08% (4,491 of 5,681,507)	0.08% (4,805 of 5,742,935)
	Percentage of all property assessments accepted without appeal	>=99%	99.24%	99.23% (5,637,912 of 5,681,507)	99.17% (5,695,267 of 5,742,935)
	Appeals concluded for properties during the year with no value change	No Target	49.82%	50.96% (1,030 of 2,021)	62.31% (1,417 of 2,274)
	Percentage of lower tier/single tier municipalities not experiencing appeal & RfR losses greater than 0.5%	>=85%	95.57%	98.07% (406 of 414)	98.07% (406 of 414)
	Percentage of lower tier/single tier municipalities with assessment base remaining the same or increasing	>=90%	98.47%	99.52% (412 of 414)	98.31% (407 of 414)

Performance goal: Customer service and stakeholder engagement

Indicator (Objective)	Measure	Target	Past baseline (Avg: 2022 2024 results)	2024 results	2025 results
Customer Service	Overall customer satisfaction with MPAC's Customer Contact Centre	>=90%	94%	93%	94%
	Percentage of calls responded to by staff within 5 minutes	>=90%	90%	91%	91%
	Percentage of emails responded to by staff within 2 business days	>=90%	87%	90%	90%
	Percentage of municipal service levels met	>=90% (SLA)	96.54%	97.91%	97.80%
	Percentage of municipal inquiries responded to by staff within 30 calendar days	>=90% (SLA)	99.77%	99.78% (18,529 of 18,568)	99.7% (17,983 of 18,040)
Stakeholder Engagement	Number of municipal engagement sessions	4,440 engagement sessions with all municipalities throughout the year	6,776 engagements	7,770 engagements completed	7,804 engagements completed

*Percentage of municipal stakeholders that rate a positive overall impression of MPAC - target 70% - N/A as it was not reported out in the past Performance Reports (2023-2024).

Performance goal: Operational efficiency

Indicator (Objective)	Measure	Target	Past baseline (Avg: 2022 2024 results)	2024 results	2025 results
Financial Efficiency	Year-end operating budget variance	<=3%	1.37%	0.8%	0.2%
	Surplus Generated from Data Sales	>= \$18.0 M in surplus generated from data sales	\$17,731,000	\$18,203,000	\$18,796,000
	Cost Per Property	<=\$44.08	\$42.12	\$43.26	\$44.70

Land acknowledgement

At MPAC (Municipal Property Assessment Corporation), we acknowledge that our work takes place on the traditional territories of many Indigenous Nations across Ontario. Our head office in Pickering is situated on the territory of the Mississaugas of Scugog Island First Nation and other signatories to the Williams Treaties.

We honour the deep and ongoing connections Indigenous Peoples maintain with these territories. MPAC is committed to advancing reconciliation by aligning our actions with the [Truth and Reconciliation Commission's Calls to Action](#), particularly those focused on publicly funded institutions.

Connect with us

MPAC has offices across Ontario to meet the needs of property owners in every community.

Customer Contact Centre

Toll Free: 1 866 296-6722

Monday to Friday - 8 a.m. to 5 p.m.

mpac.ca/contact

Mail

1340 Pickering Parkway, Suite 101

Pickering ON L1V 0C4

Accessible formats and communication supports are available upon request.

Compliance statement: In keeping with the reporting requirements under the *Municipal Property Assessment Corporation Act*, the Corporation has complied with any policies, procedures, and standards established by the Minister under Section 10, and with the process established regarding the implementation of quality service standards by the Quality Service Commissioner.

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Financial statements of Municipal Property Assessment Corporation

December 31, 2025

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Independent Auditor's Report

To the Board of Directors of
Municipal Property Assessment Corporation

Opinion

We have audited the financial statements of Municipal Property Assessment Corporation (the "Corporation"), which comprise the statement of financial position as at December 31, 2025, and the statements of operations, changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

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

Other Information

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

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

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

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
April 1, 2026

Municipal Property Assessment Corporation

Statement of financial position


As at December 31, 2025

(In thousands of dollars)

	Notes	2025 \$	2024 \$
Assets			
Current assets			
Cash		15,233	14,198
Accounts receivable		8,624	6,117
Prepaid expenses		2,934	3,141
		26,791	23,456
Investments	3	154,124	162,247
Capital assets	4	11,021	9,600
Long-term prepaid expenses		67	196
Intangible assets	5	1	6
		192,004	195,505
Liabilities			
Current liabilities			
Accounts payable and accrued liabilities	14	33,109	33,860
Deferred revenue	6	1,371	1,687
Current portion of capital leases	10	473	352
		34,953	35,899
Employee future benefits	7	45,401	43,227
Deferred lease inducements		547	785
Long-term portion of capital leases	10	788	761
		81,689	80,672
Commitments and contingencies	9 and 11		
Net assets			
Unrestricted		7,965	7,604
Internally restricted	8	92,589	98,736
Invested in capital and intangible assets		9,761	8,493
		110,315	114,833
		192,004	195,505

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

Approved by the Board of Directors

 _____, Director

 _____, Director

Municipal Property Assessment Corporation

Statement of operations

Year ended December 31, 2025

(In thousands of dollars)

	2025	2024
	\$	\$
Revenue		
Municipal	226,893	219,432
Other	31,294	28,398
Interest and dividend income	4,374	4,899
	262,561	252,729
Expenses		
Salaries and benefits	226,038	214,243
Professional services	9,822	10,582
Information technology	14,790	12,661
Facilities	7,643	8,657
General and administrative	9,189	10,677
Royalties	3,472	3,258
Amortization of capital and intangible assets	3,793	2,755
Gain on disposal of capital assets	(81)	(551)
	274,666	262,282
Deficiency of revenue over expenses before change in fair value of investments	(12,105)	(9,553)
Change in fair value of investments	7,476	12,835
(Deficiency) excess of revenue over expenses for the year	(4,629)	3,282

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

Municipal Property Assessment Corporation

Statement of changes in net assets

Year ended December 31, 2025

(In thousands of dollars)

	Unrestricted	Internally restricted	Invested in capital and intangible assets	2025 Total	2024 Total
Notes	\$	\$	\$	\$	\$
	(Note 8)				
Net assets, beginning of year	7,604	98,736	8,493	114,833	112,332
(Deficiency) excess of revenue over expenses for the year	(917)	—	(3,712)	(4,629)	3,282
Remeasurements and other items on employee future benefits	111	—	—	111	(781)
Acquisition of capital and intangible assets	(5,212)	—	5,212	—	—
Proceeds from disposal of capital and intangible assets	84	—	(84)	—	—
Incurred lease obligations for vehicles accounted for as capital leases	601	—	(601)	—	—
(Repayment) retirement of lease obligations for vehicles accounted for as capital leases	(453)	—	453	—	—
Interfund transfers from internally restricted reserves	6,147	(6,147)	—	—	—
Net assets, end of year	7,965	92,589	9,761	110,315	114,833

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

Municipal Property Assessment Corporation

Statement of cash flows

Year ended December 31, 2025

(In thousands of dollars)

	Notes	2025 \$	2024 \$
Operating activities			
(Deficiency) excess of revenue over expenses for the year		(4,629)	3,282
Employee future benefits payments	7	(1,080)	(974)
Add (deduct): items not affecting cash			
Change in fair value of investments		(7,476)	(12,835)
Reinvested investment income		(3,587)	(3,629)
Employee future benefits expense	7	3,365	2,969
Amortization of capital assets		3,788	2,750
Amortization of intangible assets		5	5
Gain on disposal of capital assets		(81)	(551)
Amortization of deferred lease inducements		(238)	(335)
		(9,933)	(9,318)
Changes in non-cash working capital			
Accounts receivable		(2,507)	(1,581)
Prepaid expenses		336	(379)
Accounts payable and accrued liabilities		(751)	4,029
Deferred revenue		(316)	204
		(13,171)	(7,045)
Investing activities			
Proceeds from sale of investments, net of fees		19,186	10,354
Purchase of capital assets		(4,611)	(4,388)
Proceeds on disposal of capital assets		84	738
		14,659	6,704
Financing activity			
Repayment of lease obligations		(453)	(345)
Increase (decrease) in cash during the year		1,035	(686)
Cash, beginning of year		14,198	14,884
Cash, end of year		15,233	14,198
Supplementary cash flow information			
Non-cash transactions			
Acquisition of leased vehicles		(601)	(430)
Incurrence of lease obligations		601	430

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

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2025

(In thousands of dollars)

1. Description of business

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

2. Summary of significant accounting policies

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

The significant accounting policies are summarized as follows:

Fund accounting

The financial statements include the following funds:

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

Financial instruments

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

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

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2025

(In thousands of dollars)

2. Summary of significant accounting policies (continued)

Capital assets

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

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

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

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

Impairment of long-lived assets

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

Intangible assets

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

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

Revenue recognition

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

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

Interest income is recognized when earned.

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

Employee future benefits

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

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2025

(In thousands of dollars)

2. Summary of significant accounting policies (continued)

Employee future benefits (continued)

The Corporation has the following policies:

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

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

Deferred lease inducements

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

Use of estimates

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

3. Investments

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

	2025	2024
	\$	\$
Cash to be reinvested	171	270
Fixed income	83,593	88,069
Equity	51,215	55,786
Real assets	19,145	18,122
	154,124	162,247

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2025

(In thousands of dollars)

3. Investments (continued)

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

	2025 \$	2024 \$
Working capital	74,487	86,756
Employee future benefits	79,637	75,491
	154,124	162,247

4. Capital assets

	Cost \$	Accumulated amortization \$	2025 Net book value \$	2024 Net book value \$
Office equipment	320	320	—	—
Furniture and fixtures	7,351	5,851	1,500	1,184
Computer equipment	18,515	15,965	2,550	2,224
Small boats and vessels	398	374	24	24
Leasehold improvements	21,682	16,478	5,204	4,210
Vehicles under capital lease	3,727	2,516	1,211	1,080
Assets under construction	532	—	532	878
	52,525	41,504	11,021	9,600

5. Intangible assets

	Cost \$	Accumulated amortization \$	2025 Net book value \$	2024 Net book value \$
Computer software	3,031	3,030	1	6

6. Deferred revenue

	2025 \$	2024 \$
Business development unearned revenue and customer down payments	1,155	1,479
Other deferred amounts	216	208
	1,371	1,687

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2025

(In thousands of dollars)

7. Employee future benefits

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

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

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

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

Employees hired by the Corporation after December 31, 1998

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

All employees

- The Corporation is a Schedule II employer under the Workplace Safety and Insurance Act (Ontario), 1997 and follows a policy of self-insurance for all its employees. The obligation as at December 31, 2025 is \$1,589 (\$1,158 in 2024) and is included in the total obligations below.

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

	2025	2024
	\$	\$
Accrued benefit obligations, beginning of year	43,227	40,451
Current service costs	1,333	1,106
Interest on accrued obligations	2,032	1,863
Actuarial loss (gain)	(111)	781
Contributions	(1,080)	(974)
Accrued benefit obligations, end of year	45,401	43,227

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

	2025	2024
	\$	\$
Current service costs	1,333	1,106
Interest on accrued obligations	2,032	1,863
	3,365	2,969

Remeasurements and other items, consisting of curtailments, settlements, past service costs and actuarial gain of \$111 (loss of \$781 in 2024), have been recognized directly in the statement of changes in net assets.

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2025

(In thousands of dollars)

7. Employee future benefits (continued)

All employees (continued)

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

	2025	2024
Discount rate	5.00%	4.75%
Health care inflation	6.0% grading down to 3.8% by 2040	5.2% grading down to 4% by 2040
Vision care inflation	6.0% grading down to 3.8% by 2040	5.1% grading down to 4% by 2040
Dental care inflation	3.8% per annum	5.1% grading down to 4% by 2040

The date of the most recent actuarial valuation of the accrued benefit obligations was December 31, 2025.

The Corporation paid \$34,577 (\$32,519 in 2024) of employer and employee contributions to the defined benefit multi-employer benefit plan.

8. Internally restricted net assets

	2025	2024
	\$	\$
Reserve for board-appropriated working fund	44,884	52,157
Reserve for employee future benefits	34,236	32,264
Reserve for enumeration	—	846
Reserve for assessment update	13,469	13,469
	92,589	98,736

Interfund transfers are approved by the board of directors. During the year, the board of directors approved the transfers between the unrestricted fund and the internally restricted net assets as follows: \$7,274 from (\$3,044 to in 2024) the board-appropriated working fund reserve to pay for future one-time expenditures; nil to (nil in 2024) the assessment update reserve to set aside funds for the property assessment process, and \$846 from (\$295 from in 2024) the enumeration reserve.

The purpose and use of the employee future benefit reserve was approved by the board of directors at initial setup, and an annual approval for transfers is not required. A transfer of \$1,972 to (\$3,845 to in 2024) the employee future benefit reserve was made during the year.

Refer to Note 2 for a description of the reserves.

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2025

(In thousands of dollars)

9. Commitments

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

	\$
2026	3,006
2027	2,407
2028	2,022
2029	1,752
2030	1,365
Thereafter	6,483
	<u>17,035</u>

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

10. Capital leases

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

As at December 31, 2025 the current portion of the capital leases is \$473 (\$352 in 2024) and the long-term portion is \$788 (\$761 in 2024).

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

	\$
2026	535
2027	374
2028	241
2029	235
2030	9
Total lease payments	<u>1,394</u>
Less: amount representing interest	<u>(133)</u>
	1,261
Less: current portion	<u>473</u>
	<u>788</u>

11. Contingent liabilities and guarantees

The Corporation has been named as a defendant in certain legal actions in which damages have either been sought or, through subsequent pleadings, could be sought. Where the outcome of these actions is determinable and considered significant as at December 31, 2025, a provision was made in these financial statements for any liability that may result. Any losses arising from these actions will be recorded in the year the related litigation is settled.

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2025

(In thousands of dollars)

11. Contingent liabilities and guarantees (continued)

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

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

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

12. Risk management

Market risk

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

Credit risk

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

Liquidity risk

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

13. Credit facility

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

Municipal Property Assessment Corporation

Notes to the financial statements

December 31, 2025

(In thousands of dollars)

14. Government remittances

Government remittances consist of workplace safety insurance costs, sales taxes and payroll withholding taxes required to be paid to government authorities when the amounts come due. In respect of government remittances, \$2,504 (\$2,325 in 2024) is included in accounts payable and accrued liabilities.

15. Cloud computing

The Corporation incurred \$1,872 (\$1,576 in 2024) in cloud computing costs, included within Professional services and within Information technology in the Statement of operations.



April 30, 2026

Town of Amherstburg
Town of Essex
Town of Kingsville
Town of LaSalle
Municipality of Leamington
Municipality of Lakeshore
Township of Pelee
Town of Tecumseh
City of Windsor
Municipality of Chatham-Kent

Attention: Municipal Council Clerks in the Essex Region Source Protection Area (for distribution)

Re: 2025 Annual Progress Reports on the implementation of the Essex Region Source Protection Plan

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

Annual Progress Report highlights

Of the 44 policies in the Essex Region SPP that address significant drinking water threats, 38 are fully implemented. The remaining policies have been reviewed and no further action is required at this time.

Municipalities are required to include considerations for Source Water Protection in their next Official Plan (OP) update as per s.40 of the *Clean Water Act*. Zoning by-law conformity may also be required for certain policies in the SPP as per s.42 of the *Clean Water Act*. The County of Essex, Town of Essex, Town of LaSalle, Town of Tecumseh, Town of Kingsville, and City of Windsor have completed their OP conformity exercises. The Municipality of Lakeshore completed their draft OP update in 2020 and is awaiting approval from the County of Essex. The Town of Amherstburg completed a draft OP and public consultation in 2025 and adoption is expected in 2026. The Municipality of Leamington is drafting their OP policies and land use schedules for consultation in 2026. The Township of Pelee is commenced their OP review in March 2026. The Municipality of Chatham-Kent is initiating their new OP in 2026. Given the progress and intention observed, the Committee retained the score of S – Satisfactory.

All of the municipalities in the Essex Region delegated their authority to implement policies under Part IV of the *Clean Water Act* to the Essex Region Conservation Authority beginning in 2015. In 2025, two (2) Risk Management Plans (RMPs) were established for fuel threats through s.59 municipal screening processes. Since the SPP took effect, 23 RMPs have been established through the s. 59 process for new (future) threats and 120 RMPs have been established in total. Further details can be found in the attached 2025 Risk Management Official Annual Progress Report.

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

ERSPA staff have been working with the SPC on a comprehensive review of the SPP and its policies. It is anticipated that these documents will be available for consultation in Summer 2026.



Katie Stammler, PhD., Source Water Protection
Program Manager



Tim Mousseau, Acting Chair, Essex Region Source
Protection Committee

Enclosed:

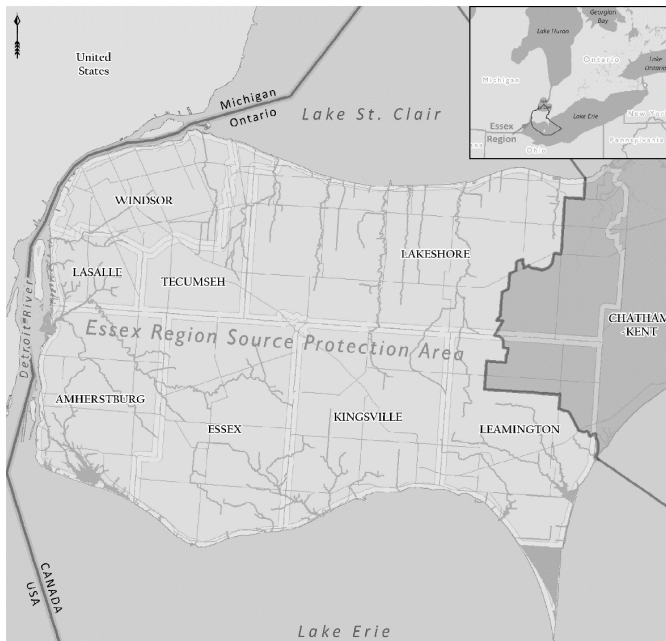
- 2025 Essex Region Source Protection Authority Annual Progress Report
- 2025 Risk Management Official Annual Progress Report

2025 ERSPA Source Protection Annual Progress Report

1 May 2026

I. Introduction

This annual progress report highlights the actions taken from January 1 to December 31, 2025, toward implementing the policies in the Essex Region Source Protection Plan (SPP), as required by the *Clean Water Act* and its Regulations. Our policies work by either eliminating or managing activities that could be considered a threat to our sources of drinking water and are based on the foundational knowledge that the actions we take on land have an impact on our local waterways and ultimately our sources of drinking water. The Essex Region SPP came into effect on October 1, 2015.



Scoring for certain elements of this report is based on the following:

Progressing Well/On Target (P) – Policies are implemented &/or are progressing.

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

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

II. A message from your local Source Protection Committee

The Source Protection Committee has reviewed this report, and it is our unanimous opinion that implementation of the policies in the Essex Region Source Protection Plan (SPP) is progressing well. The Committee is pleased with the response of local municipalities to our concerns about the delays in including the SPP in their planning documents and we acknowledge the progress made to work through most of the items that delayed compliance.

Although the algal bloom in Lake Erie was mild in 2025, we consider the influence of the vagaries of climate and cannot attach this to activities that have been promoted as best management practices to improve the situation. We also note that the algal bloom in Lake St. Clair created higher toxin concentrations than Lake Erie, as it does most years. The Committee feels that ongoing attention should be paid to this issue and that all lakes surrounding the Essex Region should be included in monitoring and assessment, such that on-the-ground actions can be promoted to mitigate severity of blooms in our surrounding source waters.

The Committee continues to have some reservations with the response of some Provincial entities to their execution of Prescribed Instrument policies. While we are supportive of standardized, consistent approaches, we feel that the execution of these processes is insufficient and results in a downloading of responsibility to the applicant rather than the approval granting authority. The Committee acknowledges the hard work of staff at Provincial Ministries and notes that many of their accomplishments are not reported in a public document but rather are buried in cumbersome reports to the Source Protection Authorities. These reports are challenging for the Committee to discern the relevant information they need to assess actions taking to address the policies in our Source Protection Plan.

The committee is also very concerned about the changing structure of Conservation Authorities and the resulting impact on compliance with the *Clean Water Act* and the structure and role of Source Protection Authorities (SPA) and Source Protection Committees (SPC), which we have expressed through comments on [ERO-1257](#), meetings with our local MPP Andrew Dowie and a letter directly to the Minister of the Environment Conservation and Parks. These letters can be found [online](#). Geography plays an important role in source water protection and local knowledge of local conditions and aspirations is an important input to SPP implementation and revisions. This is also an important factor in assessing the strength of the SPP as reflected in the annual report. Consideration of local input and knowledge was the guiding principle in the formation of SPAs and SPCs and the rules and regulations that inform our actions. This Committee understands the unique geography and landscape that affects the sources of drinking water that we ourselves use, and we are committed to its continued protection. We implore the province not to eliminate these aspects of source water protection from the solutions that they are considering.

III. Our Watershed

The Essex Region Source Protection Area (ERSPA) is approximately 1681 km² and coincides with the watershed boundaries of the Essex Region Conservation Authority (ERCA). The ERSPA is comprised of 28 smaller sub-watersheds, flowing north into Lake St. Clair, west into the Detroit River, or south into Lake Erie. The area predominantly consists of a flat clay plain with some sandy areas primarily in the southern portion of the Region. The predominant land use in the watershed is agriculture due to the region's excellent farmland and growing conditions.

There are seven municipal Water Treatment Plants (WTPs) in the ERSPA, and one WTP outside of the ERSPA in Wheatley serving part of the Municipality of Leamington. The intakes for Stoney Point and Lakeshore (Belle River) WTPs are in Lake St. Clair; A. H. Weeks (Windsor) and Amherstburg WTP intakes are in the Detroit River; and the Harrow-Colchester South, Union, Pelee Island West Shore and Wheatley WTP intakes are in Lake Erie. These municipal WTPs serve over 95% of the population in the ERSPA. Less than 5% of the population depends on groundwater or hauled water.

In the ERSPA, the handling and storage of large volumes of liquid fuel (>15,000 L) was identified as a significant drinking water threat (SDWT). Modelling exercises showed that a spill of this volume of fuel close to any body of water could result in contamination of the source water at our drinking water intakes. This resulted in the delineation of an extensive Event Based Area (EBA) in which large volumes of fuel are considered a threat to our drinking water. To mitigate these threats, Risk Management Plans (RMPs) that show actions are being taken to prevent spills are required to be established in consultation with a Risk Management Official (RMO). To learn more about Source Protection in the Essex Region, please visit our website: <https://essexregionconservation.ca/source-water-protection/>

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

1. Source Protection Plan Policies and Addressing Significant Risks

P – Progressing Well

Of the 44 policies in the Essex Region SPP that address SDWTs, 38 (86%) are fully implemented and 4 (9%) are in progress. Two policies have been reviewed, and no further action is required. Three (3) in progress policies use s.58 (RMPs) where no existing SDWTs were identified and new SDWTs have been identified through the s.59 screening process. These policies have been challenging to implement and will be amended in the next SPP update. One (1) in progress policy requires Windsor, Lakeshore and Amherstburg to prohibit sewage treatment tanks in IPZ-1s. This policy is implemented in Windsor and Lakeshore and will be included in Amherstburg's next Official Plan update expected in 2026. This activity is also prohibited using a Prescribed Instrument (PI) policy and there are no existing threats.

2. Municipal Progress: Addressing Risks on the Ground

S - Satisfactory

Local municipal Official Plans (OP) must conform with the Essex Region SPP. Six municipalities have completed this exercise (County of Essex, Town of Essex, Tecumseh, LaSalle, Kingsville and Windsor). Lakeshore completed their draft OP update in 2020 and is awaiting approval from the County of Essex. LaSalle included Source Water Protection in their 2018 OP; however, their next OP will improve upon the content. Amherstburg completed a draft OP and public consultation in 2025 and is now in consultation with local indigenous interests with adoption expected to occur in 2026. Leamington is drafting their OP policies and land use schedules for consultation in 2026. The Township of Pelee is commencing their OP Review on March 24, 2026. Chatham-Kent is initiating their new OP in 2026. Zoning by-law (ZBL) conformity is complete for LaSalle and the Town of Essex, and 'in progress' for all other municipalities. The PM plans to facilitate completion of this activity through the use of a standard approach. It is likely that most municipalities will determine that no change to ZBLs are required.

All lower tier municipalities have integrated source protection requirements to ensure that their planning and building decisions conform with the policies in the Essex Region SPP. Municipalities are encouraged to review this process annually to ensure its use and efficacy. ERCA has been delegated by municipalities to implement Part IV policies on their behalf. At their request, ERCA delivers annual training for municipal staff regarding s.59 screening.

In 2022 and 2023, the Committee lowered the municipal progress score to L – Limited Progress to promote Official Plan conformity. The Committee recognizes the progress that Municipalities have made and increased the progress score to S – Satisfactory for the 2024 and 2025 reporting year.

3. Septic Inspections

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

4. Risk Management Plans

P – Progressing Well

As of 2022, risk management plans (RMPs) were established for 97 existing threats (the handling & storage of fuel). A screening process using s.59 of the CWA captures new SDWTs but can also identify existing SDWTs that were previously missed. Four (4) s.59 applications were reviewed in 2025 resulting in one (1) RMP established for an existing threat, and one (1) RMP established for a property with both existing and new fuel threats. One (1) new RMP for an existing threat that was in progress as of December 31, 2025, and has since been completed. Two (2) s.59 applications were issued a Notice to Proceed because there were no proposed SDWT activities. Since the SPP took effect, 23 RMPs for new threats have been established through the s.59 process. To date, all RMPs established for new fuel tanks have been for greenhouse construction or crude oil and brine operations. There have not been any applications reviewed for the other Part IV policies applicable to Lakeshore IPZ-1, Windsor IPZ-1, Windsor IPZ-2 and Amherstburg IPZ-1.

5. Provincial Progress: Addressing Risks on the Ground

L – Limited Progress

The Essex Region SPP includes 17 policies that use Provincial Instruments (PI) (e.g. Environmental Compliance Approvals) to address SDWTs. As of 2018, all existing PIs were reviewed, and five were considered to be SDWTs where the PI was sufficient to mitigate the SDWT. Ontario Ministries screen new applications and amend PIs as needed to address SDWTs. In 2025, two new applications were reviewed in vulnerable areas of the Essex Region, specifically for wastewater/sewage works. Since 2016, 42 new applications for PIs have been reviewed in the ERSPA. No new SDWTs have been identified through this process. As a result of this work, all of the policies that use PIs in the Essex Region SPP are fully implemented.

Provincial Ministries have also provided additional detail in their annual reporting for 2025 regarding their integration of Source Water Protection into their business practices, processes for ensuring SDWTs are properly addressed for existing and new threats, training provided to staff, and how compliance is carried out for SDWT activities. While this information is appreciated, it is difficult to summarize in the format provided, and the Committee suggests that, going forward, the Province prepare a written annual report to highlight their actions.

As noted in the 2024 Annual Report, the Province created a standard approach to address SDWTs in Consolidated Linear Infrastructure Environmental Compliance Approvals and Municipal Drinking Water Licenses. This standard approach is a good direction, but there is significant room for improvement. Notably, Project Managers (PM) were not consulted on the content and, even with intimate knowledge of Source Protection, found the instructions for completion to be unclear. Under Bill 56, it is our understanding that additional SDWT activities may use a similar standardized approach for PIs. The Committee recommends that the Province consult with PMs if a similar approach is to be used for additional PIs to ensure that the PIs adequately protect sources of drinking water and that clear instruction is provided.

The Committee lowered the Provincial Implementation score to S – Satisfactory in 2024 based on our concerns with the implementation of PI policies being downloaded to municipalities.

The Committee considered concerns regarding annual reporting, the need for improvement to standardized approaches used to implement PI policies, increasing use of self-reporting tools, increased workload for ERSPA staff due to the announcement of two new Provincial Bills that have a strong impact on Source Water Protection and the continued lack of appointment of a Chair for our Committee, as well as those 15 other Source Protection Committees. Based on these discussions, the Committee determined that the score for the Province should be L-Limited Progress by a strong majority vote. Note that the Committee views this score as the equivalent of 'does not meet expectations'.

6. Source Protection Awareness and Change in Behaviour

Road signs identify areas where accidental spills of liquid fuel could contaminate sources of drinking water. As part of the Essex Region Source Protection Plan implementation, emergency responders have been notified about these areas. The use of standardized signs throughout Ontario helps raise public awareness about the importance of protecting local sources of drinking water. Road signs are installed across the ERSPA as part of a provincial awareness initiative, including five signs installed by the Ontario Ministry of Transportation (MTO) on Hwy 401, Hwy 77 and Hwy 3 and more than 60 signs installed by municipalities on local municipal and county roads. No new road signs were installed in 2025.

If a spill is observed, residents are advised to contact the [Spills Action Center](#). To learn more about these road signs in the Essex Region, [check out our video!](#)

7. Source Protection Plan Policies: Summary of Delay

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

8. Source Water Quality: Monitoring and Actions

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

The National Oceanic and Atmospheric Administration' (NOAA) seasonal assessment for the severity of the Lake Erie HAB uses a severity index (0–10) based on algal biomass over the peak 30 days of the bloom. The assessment does not report on the toxicity of the bloom. In 2025, the Lake Erie HAB received a score of 2.4, making it a mild bloom and less severe than 2024. Compared to recent years, the 2025 bloom period was shorter (early August–early September), with only a weak bloom persisting into October following seasonally cooler temperatures. Throughout the season, the bloom stayed closer to the US coast. However, Union Water Supply System reported concentrations of total microcystin from 0.19–1.33 µg/L between August 4 and October 20 with the highest concentrations occurring in early September. Harrow-Colchester reported lower concentrations from 0.1–0.6 µg/L during the same period with the highest concentration at the end of August. It is not possible to declare any trend in bloom severity nor to determine whether on-the-ground actions affect bloom severity as there is a great deal of variability dependant on numerous factors.

NOAA does not include Lake St. Clair or the Detroit River in their seasonal reports nor are they given a severity index. In Lake St. Clair, Belle River's WTP reported total microcystin concentrations of 0.18–2.14 µg/L between July 19 and September 27, while Stoney Point concentrations were 0.19–0.95 µg/L between July 19 and October 11. The highest concentrations at both locations occurred late July–early August. In the Detroit River, Windsor reported one occurrence of 0.5 µg/L on August 5; all other concentrations were at or below detection. Amherstburg's concentrations were 0.16–0.78 µg/L between July 26 and August 30, with the highest concentration reported on August 2. This demonstrates that there are bloom conditions in both Lake St. Clair and the Detroit River and that they seem to be independent of Lake Erie's bloom in both severity and timing.

The SPP includes a monitoring policy for phosphorus and microcystin, and a regional education and outreach policy for phosphorus, microcystin as a drinking water issue, and algae blooms in general. ERCA continues to be a leader in phosphorus monitoring and has integrated HABs into educational programs directed at a variety of target audiences. In 2025, ERCA executed an incentive program for agricultural BMPs that provided local farm operations with \$1.3 million for local solutions for phosphorus reduction like cover crops, reduced tillage, 4R nutrient practices, replacement of lateral drain outlets with header tiles, and installation of buffer strips and rock chutes. ERCA has also published updated reports on monitoring programs in the Kingsville and Leamington area, which can be found [online](#).

9. Science-based Assessment Reports: Work Plans

The ERSPA continues to make progress towards completing our s.36 update. In 2025, the MECP and a group of Project Managers worked together to create consistent language for Prescribed Instrument (PI) policies, and all 17 of the ERSPA's policies were updated accordingly. The Committee also unanimously agreed to increase the vulnerability scores for Union IPZ-1 and Pelee IPZ-1 following review of a technical report and discussion with the Municipality of Kingsville, Union Water Supply System and the Township of Pelee. ERSPA staff have amended existing policies and prepared new policies accordingly. The technical report and policies will be included in the consultation process.

Consultation is now further delayed. ERSPA staff were awaiting direction on Prescribed Instruments that wasn't received until mid-2025. In addition, the Province announced two Bills with direct effects on Source Water Protection. Bill 56, *Building a More Competitive Economy Act*, was passed on October 31, 2025, and includes changes to the Clean Water Act and its Regulations. Bill 68, *Plan to Protect Ontario Act* (Budget Measures), was passed on November 27, 2025, and includes a proposal to amalgamate Conservation Authorities from 36 to seven. This directly affects Source Water Protection as the proposed Lake Erie Regional Conservation Authority would include three Source Protections Areas and Regions, including the Essex Region. ERSPA staff carefully reviewed both Bills to provide comment to the Province, and to inform the Committee on how the ERSPA and other SPAs might be affected.

10. More from the Watershed

We would like to highlight some of the many accomplishments undertaken by ERCA in 2025 to advance watershed health and ecological resiliency across the region. The Hillman Marsh Restoration Plan is continuing with engineering work to guide improvements to wetland habitat that will blend traditional engineering techniques with nature-based solutions to build long-term resilience. The Ministry of Transportation donated 106 acres of rare prairie and Oak Savannah habitat within the proposed Ojibway National Urban Park. ERCA is actively restoring the property to ensure long-term protection and stewardship of these sensitive ecosystems. ERCA constructed three new wetlands – two in the Canard and one in the Ruscom River watershed. These new wetlands serve an essential role in filtering water, storing runoff, and providing habitat for local wildlife. ERCA's agricultural stewardship program received unprecedented uptake with farm operations across the region receiving funding and technical support to implement best management practices like cover crops, reduced tillage, and erosion control. https://essexrca.sharepoint.com/sites/Communications/_layouts/15/Doc.aspx?sourcedoc=%7B774BC407-CCA9-4F9E-9BF1-B97FB63A1421%7D&file=From%20the%20Watershed.docx&action=default&mobileredirect=true Lastly, ERCA planted its **7 millionth tree** in 2025 - a remarkable achievement rooted

in decades of community collaboration. When ERCA was founded in 1973, forest cover in the region was less than 3%. Today, thanks to the dedication of volunteers, landowners, donors, and the Essex Region Conservation Foundation, regional forest cover has grown to 5.4%, and overall natural area coverage now stands at 8.5%.



Have you seen this Drinking Water Protection sign?

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

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

2025 Risk Management Official Annual Progress Report

Prepared by: The Essex Region Conservation Authority

INTRODUCTION

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

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

There are eight municipal surface water intake systems serving the municipalities in the ERSPA and the southernmost portion of the TSRSPR that have vulnerable areas where Part IV policies apply. The intakes for Stoney Point and Lakeshore (Belle River) are in Lake St. Clair, the intakes for Windsor (A.H) Weeks and Amherstburg are in the Detroit River, and the intakes for Harrow – Colchester, Union Water Supply System, Wheatley and Pelee Island are in Lake Erie.

This annual progress report details the progress made by the RMO/I toward the implementation of Part IV policies in both the ERSPA and TSRSPR Source Protection Plans, as required annually by the *Clean Water Act* and its Regulations. The report includes actions taken by the RMO/I between October 1, 2015 and December 31, 2025, highlighting actions between January 1 and December 31, 2025.

SIGNIFICANT DRINKING WATER THREATS

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

PART IV POLICIES, CLEAN WATER ACT

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

PROHIBITION (SECTION 57, PART IV POLICIES)

The Essex Region SPP has six policies that prohibit specific SDWT activities using s.57 policies that apply to Lakeshore IPZ-1, Windsor IPZ-1 and Amherstburg IPZ-1.

Prohibited activities include the following:

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

There is no agriculturally zoned land in the subject vulnerable areas, therefore the application and storage of both ASM and NASM cannot occur. The RMO confirmed that there is no existing storage of salt or snow in the subject vulnerable areas that meet the criteria to be a SDWT. The RMO is satisfied that there are no existing activities that should be prohibited. Municipalities have received training to screen for potential SDWTs that meet these criteria, and none have been identified since the SPP came into effect.

RISK MANAGEMENT PLANS (SECTION 58, PART IV POLICIES)

Risk Management Plans (RMPs) are agreements negotiated between the RMO and the landowner or business operator engaged in the SDWT activity. RMPs allow the activity to continue to occur provided that the agreed upon risk management measures (RMMs) to prevent spills and contain one should it occur are followed. The person engaged in the activity is responsible for maintaining RMMs on site. The following RMMs are typically included in RMPs: documentation of regular fuel tank inspections, a spill prevention and containment plan, spill emergency response plan and training for staff, and documentation that fuel storage tanks adhere to applicable fuel regulations and remain safe for refueling and storage. The RMO/I monitors the implementation of established RMPs and conducts occasional compliance inspections. RMPs can be amended at any time to reflect any changes at the site or to the SDWT activity.

RESTRICTED LAND USE (SECTION 59, PART IV POLICIES)

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

RISK MANAGEMENT PLAN ENUMERATION

Existing SDWTs are those that were present prior to the SPPs coming into effect. There were 384 potential existing SDWTs identified in the ERSPA Assessment Report (AR) and 33 in the TSRSPR AR. Threat verification inspections confirmed that 96 existing SDWTs in the ERSPA and 9 in the TSRSPR required RMPs (e.g. capacity, location in relation to the EBA and contents of the fuel tanks). Additional existing fuel tanks have been identified through windshield surveys and more recently through the s.59 screening process. RMPs for these tanks are developed as required (designated as AR+ in the tables below). Of the existing SDWTs, five RMPs were issued by Order in the ERSPA and five in the TSRSPR in either 2021 or 2022. Eight of these properties are owned and operated by a corporation that oversees crude oil and brine operations. The remaining four RMPs issued by Order were for absentee owners of greenhouse cannabis operations. No further Orders have been necessary to date. As of October 2022, RMPs were established for all identified existing SDWTs in the TSRSPR and ERSPA.

New or future SDWTs are those established after the SPPs came into effect. Between October 1, 2015, and December 31, 2025, the RMO has received 63 applications in the ERSPA and 4 in the TSRSPR through s.59 screening for new SDWTs. Of these, there were 22 instances in the ERSPA and 2 in the TSRSPR where an application required an RMP. In these cases, the development of the RMP is expedited and a notice to proceed is issued once the RMP is finalized and agreed to. Four (4) s.59 applications were reviewed in 2025 resulting in one (1) RMP established for a new fuel threat, one (1) RMP was in progress as of December 31, 2025, which was completed early in 2026. The remaining applications were issued a Notice to Proceed because there were no proposed SDWT activities. To date, the RMPs established for new fuel tanks have been for greenhouse construction and crude oil and brine operations. There have not been any applications reviewed for the other Part IV policies applicable to Lakeshore IPZ-1, Windsor IPZ-1, Windsor IPZ-2 and Amherstburg IPZ-1.

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

COMPLIANCE MONITORING

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

MUNICIPAL INTEGRATION

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

OTHER WORK COMPLETED BY THE RISK MANAGEMENT OFFICE

The Risk Management Office was faced with new scenarios in 2025 that don't fit neatly into the Province's reporting structure. Through the s.59 process, we have received applications with existing fuel tanks that were not previously captured. These are labelled as AR+ and counted as existing tanks, but are also tracked as s.59 applications. The s.59 process is specifically intended to screen for new (future) SDWTs, but through this process existing threats may also be found. We will review our process to better account for these situations. We are also now receiving s.59 applications for properties that have established RMPs, typically greenhouse properties, when the operations are expanding and require additional fuel storage. In these cases, we may dissolve the existing RMP and establish a new one or amend the existing RMP, depending on the circumstances. Because RMPs are specific to the person engaged in the activity, RMPs must be negotiated if property ownership changes. In these cases, there is net zero affect on the number of RMPs and SDWTs addressed by RMPs. These scenarios have made using the standard format of reporting challenging. We will be discussing these scenarios with other RMO/Is and will likely explore a new reporting format in 2026.

MOVING FORWARD IN 2026

Continuing actions and next steps for Risk Management Services in 2026 include:

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

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

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

Essex Region Source Protection Area (ERSPA)										
	Amherstburg	Essex	Kingsville	Lakeshore	LaSalle	Leamington	Pelee	Tecumseh	Windsor	Total
Total identified threats in the AR	16	31	93	29	3	164	3	12	33	384
No RMP required (AR)	16	28	62	26	3	121	1	10	29	296
RMP required (AR)	-	3	31	3	-	43	2	2	4	88
Threats identified after the AR through field verification (AR+)	-	-	6	-	-	2	1	-	-	8
RMPs established (AR & AR+)	-	3	37	3	-	45	3	2	4	96
RMPs established (s.59)	-	1	2	-	-	20	-	-	-	23
Total RMPs Issued by Order under Part IV of the CWA	-	-	3	-	-	2	-	-	-	5
Total RMPs established	0	4	39	3	0	65	3	2	4	120

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

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

Additional Part IV Reportables under Section 81 of the <i>Clean Water Act</i> (ERSPA)	2016 - 2020	2021	2022	2023	2024	2025
RMPs established for existing threats (s.58) (AR & AR+)	87	7	2	0	0	1
RMPs established for new threats (s.59)	8	8	1	3	1	1
Total RMPs agreed to or established	95	15	3	3	1	2
s.59 Applications Received	33	12	9	4	4	4
s.59 notices issued for activities to which neither s.57 nor s.58 policies applied	25	4	6	2	2	2
s.59 notices issued for activities to which a s.58 policy applied	8	8	1	2	2	2
Total s.59 notices issued	33	12	7	4	4	4
Inspections* carried out for activities that require a RMP under s.58	188	0	2	0	0	0
Inspections* carried out for activities that were determined not to require a RMP under s.58	307	0	1	0	0	0
Total number of inspections	495	0	3	0	0	0
Notices issued where there were cases of contraventions and/or non-compliance s.58	0	0	0	0	0	0
Orders issued for contraventions and/or non-compliance found with s.58	0	4	8	0	0	0
Total number of notices and/or orders issued under Part IV of the CWA	0	4	8	0	0	0

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

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

May 8, 2026

Windsor City Council

Dear Mayor Dilkens and Members of Council:

RE: Essex County Conservation Authority

I am writing to express my deep concern about the consolidation of the conservation authorities and the impact of this process on our local environment. I support the ERCA board's request to the province to reconsider the watershed boundary scale, retention of meaningful participation for lower-tier municipalities and robust consultation process and meaningful dialogue with affected municipalities to ensure programs, services and local expertise are protected.

As you are aware, ERCA has been rolled into the Western Lake Erie Regional Conservation Authority, (WLERCA) incorporating the 4 existing conservation authorities in southwestern Ontario. It is not clear whether the province will retain the 19 Source Protection Committees or whether they will be reduced to nine committees to align with the new regional authorities. ERCA is only authority in the WLERCA whose water sources are international rivers and lakes. The Walkerton inquiry recommendations emphasized the need to retain local control and oversight of our water quality procedures. Therefore, it is essential to retain a source protection committee that is knowledgeable and informed about our water quality issues.

The elimination of single tier representation on the regional conservation authorities means that likely the City of Windsor and the County of Essex will only have one representative each. Combined with greater provincial oversight and centralization the impact of the loss of local expertise and control will put our land and waters at risk. You may also be aware that the Association of Municipalities of Ontario and Ontario Nature called on the provincial government to dramatically increase funding for conservation authorities by restoring core provincial funding. Unfortunately, the province has decided to offer only nominal transition funding and a meagre 3 million dollars of annual funding. While municipalities will still fund conservation authorities, they will have less influence and control over where the money will be spent. This means the hard decisions on retention of lands and remedial projects will have to be made. Windsor Essex priorities could be overruled by other member organizations of WLERCA and or the Ontario Provincial Conservation Agency. Decisions may be made to sell off existing conservation lands to balance budgets. As you know our region already has a dearth of natural habitats, parklands, conservation areas and green space. We can't afford to lose any of our existing natural reserves.

I urge you to advocate for our Windsor Essex region. It is imperative to ensure that effective watershed management practices are continued. It is critical that meaningful consultation takes place with key stakeholders, including municipal governments. You are stewards of our lands, waters and natural habitats and your commitment and advocacy is urgently required.

Sincerely,

Marion Overholt

Ward 4 resident

City Council
Monday, May 11, 2026
Item 11.5 - Written Submission

May 6, 2026

To: Mayor Drew Dilkens and Windsor City Council

Attn: Fred Francis
Frazier Fathers
Renaldo Augustino
Mark McKenzie
Ed Sleiman
Jo-Anne Gignac
Angelo Marignani
Gary Kaschak
Kieran McKenzie
Jim Morrison
Justina Nwaesei
City Clerk

Reference: Item 8.5 - Zoning By-law Amendment for 1141 and 1175 Cabana Rd W.;
Applicant: Homes by Artisan;
File No. Z-033/25 [ZNG/7338] - Ward 1 (SCM 114/2026) (S 27/2026)
Author: Justina Nwaesei, Planner III – Development

Deferred to: Monday, May 11, 2026 @ 10:00am

Dear Committee Members;

This Council meeting is to give the public an opportunity to comment on the proposed amendments to the City of Windsor ZONING BY-LAW 8600. I am looking to include this statement of **Opposition** to be accounted for in the public record for the proposal of File# Z-033/25 [ZNG/7338] that is scheduled to go before Windsor City Council on April 27 @ 10am.

I strongly **oppose** the proposed rezoning amendment to By-law 8600 for the lands described as Part of Lot 19 Plan 1478 (PIN 01576-0193 LT and PIN 01576-0194 LT), which seeks to change the zoning from RD1.4 to RD3.1 to permit a 3-storey multiple unit dwelling containing 29-units, 37 on-site motor vehicle spaces are proposed, with ingress/egress access on Casgrain Dr. The Applicant also proposes to add a site - specific zoning provision that would permit a reduction in the required minimum north side yard width (from 6.0m to 4.57m) and a reduction in the required minimum parking area separation from a habitable room window (from 4.5m to 2.13m).

Your own OPA 159 states that “ uncontrolled intensification can adversely impact the character of existing residential neighbourhoods” and amendments to the consultants’ reports and initial bylaw draft passed by council states “In existing neighbourhoods, compatible with the surrounding area in terms of scale, massing, height, siting, orientation, setbacks, parking and amenity areas”. As the surrounding areas consist of single family homes with front or side parking and are no more than 2 stories in

height with green space amenity areas, we respectfully submit that this development does not meet those stated requirements.

This City should protect an established Mature Neighbourhood like Cabana, Roseland and Roselawn – they should **not** be rezoning to add density, they should be ensuring its integrity is kept. Neighbourhoods are fragile and need to be nourished. Neighbourhoods either get stronger or they get weaker and decay. If the City wants to protect an established neighbourhood like Roseland and Roselawn, they should encourage a trend toward less density.

Very little has been said about the destructive force of density. There are many ways that adding density to an established area like Roseland, diminishes and ultimately destroys the neighbourhood. These Developments are not beneficial to people that want to raise families with a backyard and green space. That is what this 1.1km stretch of Cabana is – it is a ‘**unique**’ Family Orientated, single residential neighbourhood with multiple Schools, Churches and parks close by to grow. These people are trying to pretend that they are trying to alleviate the housing crisis but they are just building more expensive, smaller dwellings for profit. Making it harder for young families to afford and changing the very essence of this mature established community forever.

This is the Third time I have seen a Proposal from this Developer for this property or a portion there of, over the past 3 years. The first was July 6, 2023 - 1175 Cabana/1190 Kennedy - a Zoom meeting Conducted by Pillon Abbs Inc Consulting firm, which 140 South Windsor Cabana/Casgrain/Kennedy/Roseland/Roselawn Residents attended, expressing their **dissatisfaction** with the 3 storey Combined use - **12 dwelling/ 45 Parking space**, with access on Casgrain being proposed. I was able to generate a **Door to Door Petition** which 200 neighborhood residents signed, all were adamantly opposed the Proposal based on **size of building, flooding, shadowing, parking, light pollution, noise, garbage and traffic concerns**. That petition became null and void when the Developer conducted a 2nd Zoom meeting Proposal on July 16th, 2024. The proposal now included Lots 1175/1141 Cabana Rd W, but **in spite of opposition to 12 Units on 2 city lots** after public input, this proposal increased the size and scope of the project to a 4 storey - Combined Use -**24 dwelling/61 parking space** Condominiums with access on Cabana and Casgrain, again over 50 residents attended this Zoom and voiced extremely valid concerns. Now it appears we are skipping the Zoom and going straight to Council, only now the Developer is requesting a 3 storey multiple dwelling containing **29 units with 37 on-site motor vehicle parking spaces** with access on Casgrain Dr., as well as requesting site specific zoning provision that would permit a reduction in the required minimum north side yard width (from 6.0m to 4.57m) and a reduction in the required minimum parking area separation from a habitable window (from 4.5m to 2.13m). Obviously this build is too big, otherwise why would you be requesting these variances. Why do you request Residential input if you have absolutely no intention of listening to it.

It seems ludicrous that developers can go beyond existing by-laws and be given special privilege to change the character of established mature neighborhoods. City Council stood firm two years ago, against accepting MILLIONS from the Federal Government to build 4plexes by right, even though provincially a law had been passed to build “3 plexes by right” anywhere on any lot size. Which the North Side of Cabana has plenty, but at least they are Family oriented, for the first time in years I am seeing increased number of children walking to the Schools at Dominion and Cabana. An alternative plan was developed to protect the “rights” of **homeowners** when 8 out of 10 of you voted for a “**Made in Windsor Solution**” – our Mayor clearly stated in the plan “**it respects the homes of Windsor Residents, as the biggest investment most will ever make**”!! Then explain how does a 3 storey, 29 Unit Condominium in a mature single residential neighbourhood makes more sense than a 4 plex, City planners and some Councillors are now supporting the **DEVELOPERS** instead of the residents that voted for them.

City of Windsor is allowing the Developers to determine where they want to build, where it is most profitable and then the City is putting Policy in place to allow them to build there, as a result the housing being created will never be affordable – because it will not be Profitable. Meanwhile according to MLS there are over 430 abandoned buildings and overgrown cement pads around this City in desperate need of revitalization, where housing just may be affordable – whatever that looks like these days.

For some reason we are building low density **Townhouses** on a downtown cement parking lot that is surrounded by and is likely already zoned for high density. Cabana/Casgrain is an area that Townhouses would work. But we are tearing down perfectly good \$600 thousand next level houses, that has green space, mature trees, a place for a family to grow, with churches and schools a block away ~ to build **29** – \$600 thousand dollar Condominiums with a paved parking lot for only 37 on-site motor vehicle spaces. Question: Where are the other 30 plus cars going to park? Don't tell me they will take the bus - that is not our lived experience. I can tell you as people that have to deal with this dilemma every day, we know exactly what is going to happen and our side streets are already lined with the cars that belong to St.Clair Students and overcrowded rentals.

This area is a **FLOOD ZONE** and already has issues with storm drains backing up into residents basements. This proposed project would eliminate green space, which reduces the ability to absorb water. This project will increase noise and light to the community especially with the parking lot being adjacent to a residential area. This amount of density on two City lots, in an established mature City Neighbourhood is

Greed – plain and simple – there is absolutely nothing “Affordable” about this housing, plus the units will be too small to house families. This will only be the start, if this is approved there will be more to follow.

I hear from so many other communities, a note from a west end resident noticing many empty lots and condemned buildings which could be developed, with the community as a whole welcoming this kind of intensification, claiming it would work well with their neighbourhood, which is already zoned High Density. Adding density to established neighbourhoods will draw mixed use development away from neighbourhoods that would welcome this kind of investment. Developers, investors and builders are attracted to mature neighbourhoods they can make more **Profit** for the same output. But the result is "**less affordable**" housing.

Increased Traffic on Cabana – as it has become the quickest route from LaSalle to all points Windsor and the potential New Hospital, has made this small 1.1 stretch of Cabana a very dangerous one. With all the traffic calming that has been put in place to make it safer – why on earth would you want to add this kind of density, it is a recipe for disaster.

The recent widening of Cabana has been needed **for many** years, just to accommodate already existing traffic. Exiting from Casgrain and McGraw has become even more dangerous, particularly so if you are attempting to head west. There was a collision at McGraw earlier this month, sadly I see accidents at both Casgrain/McGraw on a regular basis. Local residents will know that Kennedy Dr. may provide a safer alternative, which will result in more traffic through to Roseland at Dougall, also a dangerous intersection but at least there is a traffic light. More traffic calming measures will be needed to slow speeding cars on this Kennedy/Roseland short cut, which at times travel double the speed limit. Casgrain traffic has already increased significantly, with Casgrain being a significant roadway into and out of the Roseland area, this proposed rezoning and development would significantly impact access to this area for **Residents, Roseland Golfers and Emergency Vehicles**. With the proposed building of 38 Luxury Condominiums at Roseland Golf Course and the additional density at the old St. James sight this area will inevitably become very congested. Residents within this area south of Cabana use it for walking/biking to support an active lifestyle, as well as a route to schools. Adding multi-unit building at this corner would increase traffic and negatively affect the safety to pedestrian/bike traffic including children.

This is not just a South Windsor issue, it is a City Wide issue – you see opposition to developments all across the city, because people want their voices to be heard. There is disconnect between City Hall and the Residents of these communities. People have concerns about traffic issues, parking issues, flooding issues, when big developments move into their neighbourhood. If Neighbourhoods are going to change then it stands to reason that the residents in those neighbourhoods should have a say in what that change looks like. This is perfectly normal because the changes can have a negative impact on many. This is not a NIMBY matter, instead, it's about residents working with developers to ensure developments fit into what's already in the neighbourhood, that's **good cooperation** and **good planning**. You as Elected Officials represent **us** and you should listen to us, not just discount our concerns. We live here and have invested our money here, we pay taxes here and we **should be listened** to. If Changes need to be made at the Provincial Level regarding zoning and housing rules then City Council should be advocating for those **CHANGES** on our behalf at Queens Park, not just throwing up their arms and saying there is nothing we can do about it. I would also like the City to explain to me about how much development charges they may give away here and how will they make that up in the future and what development charge projects would be at risk.

I wish to be notified of the decision to any proposed amendments.

Sincerely,
Catherine Archer
[REDACTED] Cabana Rd. W.
Windsor, On

Submission to the City of Windsor Council Meeting on May 11, 2026

Dr. Anna Lanoszka (alanos@uwindsor.ca)

Item: 11.5

**RE: Zoning By-law Amendment for 1141 and 1175 Cabana Rd W.; Applicant:
Homes by Artisan; File No. Z-033/25 [ZNG/7338]**

1. I love the city Windsor, but its people can only thrive and prosper when the established rules and regulations are respected. People of this city expect that you, the City Councilors, prioritize the needs of people you serve, not the developers.
2. Thus, I am asking you to reject the requested amendment, which was not embraced by the Heritage Committee, because it fails to fulfil the mandate of the provincial government to build respectable home for families, working people, and retirees. We need proper housing for families, working people and retirees in Ontario, not motel-like dwellings with multiple tiny units that is being proposed. I had been a renter for most of my life and my family was able to advance and be successful because at the critical times of our lives we were able to find reasonably sized apartments to live. And when I retire, I hope to be able to find 2-bedroom apartment/condo where we can settle for our final years with some dignity.
3. Hence, I am pleading with you today to reject the proposal for amendments to City Bylaw 8600 concerning the properties 1141/1175 on Cabana Rd. Please note that it is not just a rezone from RD1.4 to RD 3.1 to construct a 3-storey dwelling containing 29 Units and 37 on-site vehicle parking spaces with proposed access to be on Casgrain Dr. The applicant also proposes to add a site-specific zoning provision that would permit a reduction in the required minimum north side yard width (from 6.0 m to 4.57m) and reduce the minimum parking area separation from a habitable room window (from 4.5m to 2.13m). This is not acceptable. Such dwelling will completely change the character of this residential neighbourhood, create traffic safety hazards, destroy the green space, and will create a useless structure with 29 tiny units to only attract a transient population.
4. Please see the article included: *"The unintended consequences of 'gentle density' development - Multiplex zoning can unintentionally create unregulated clusters of transient accommodation"* by M. Haider and S. Moranis published in the Financial Post on March 18, 2026. The article outlines the problem by

demonstrating the real negative consequences of building such small units' dwellings in Canada. It shows how such ultimately useless hotel-like dwellings with tiny units only invite a transient population.

5. You do not have to look far, look what is happening in Toronto – the part of the condo market that was flooded by progressively smaller and smaller units has collapsed. If the idea was to build for students, that market is no longer viable. The international students' programs turned out to be problematic and the government recognized those problems by significantly and permanently curbing international students' visas. I know because I work at the university. Hence, please stop building these useless units across Ontario. Build for families and retirees instead.
6. Without doubt the proposed far-reaching changes to our bylaws should be rejected because if allowed they would completely change the character of this historic neighbourhood. And it would do that for no good public purpose. The proposal aims to create a not-needed monstrosity with units too small for families and individuals to settle. We do not need a motel in this neighborhood, which creation would exacerbate pollution by the increase in traffic in this residential area that already is congested on days when the Rosland Golf Club is open. Instead, Windsor needs a re-designed dwelling with a smaller number of bigger units for families and retirees to live.
7. Ontario needs proper places for people to settle. Windsor needs proper size units where individuals and families can settle for a long time. We, the neighbors, want this land to be developed as a reasonable residential place. A place where several individuals and families can live and stay for a long time. However, this is not what is being proposed. The current rezoning proposal suggests building an eye-hurting architectural monstrosity (motel) with 29 ridiculously small units squeezed on an inadequate plot of land with a sole aim at a quick profit.
8. Councilors you are the city guardians - so be up to the task. Would you settle in this proposed dwelling? And if indeed, you strongly believe that this kind of dwelling is perfect for retirees, why don't you designate it as a 55-plus building? Otherwise, reject this destructive proposal and compel the developers to re-design it and be mindful of people's needs and the needs of this wonderful city.

The unintended consequences of 'gentle density' development

Multiplex zoning can unintentionally create unregulated clusters of transient accommodation

Author of the article:

By [Murtaza Haider](#) and [Stephen Moranis](#)

Published Mar 18, 2026 | Last updated Mar 18, 2026 | 4 minute read



A fourplex in North Central Edmonton, Alta. Photo by David Bloom/Postmedia files

City governments across Canada are promoting what planners call “gentle density.” The idea is straightforward: replace single-detached houses with duplexes, triplexes, fourplexes and, in [Edmonton’s](#) case, eightplexes to increase [housing supply](#) without dramatically altering neighbourhood character.

In principle, gentle density is a sensible policy. In practice, however, its unintended consequences are proving detrimental to some nearby residents.

A recent report in the Edmonton Journal exposed concerns that many residents had quietly dreaded. Certain properties approved and built as multiplex housing are not being used exclusively for long-term rental purposes. Instead, they now serve as rooming houses or [short-term rentals](#), effectively functioning as boutique hotels embedded into residential neighbourhoods.

This outcome clearly diverged from the initial planning objectives. Advocates for increased density argued that expanding the availability of smaller units in established neighbourhoods would attract new

residents, including small families, students and workers seeking long-term accommodation, who would benefit from existing community resources and infrastructure such as transit systems, roads and sewerage networks.

When these units are converted into short-term rentals or rooming houses, the policy goal is compromised. The neighbourhood attains the density but not the housing stability that originally justified the policy.

This mismatch between intent and outcome calls for regulatory adjustments rather than abandoning the concept of gentle density altogether. In Edmonton, the city is reviewing multiplex regulations, including reducing the maximum number of units on residential streets from eight to six, but strict enforcement is needed to ensure conformity in their use.

Municipal governments need to update their short-term rental regulations to ensure that the new multiplexes do not become commercial lodging businesses operating in residential neighbourhoods. A practical and oft-implemented solution is to mandate that short-term rentals be allowed exclusively in owner occupied principal residences. When the owner lives onsite, neighbours have a clear point of contact and accountability should guests cause noise disturbances, parking issues or other nuisances.

Without such safeguards, multiplex zoning can unintentionally create unregulated clusters of transient accommodation. This was also the case in [Toronto](#), before the city imposed restrictions ensuring certain types of properties could not be used for short-term rentals.

There are other legitimate concerns about negative externalities, a concept well understood in urban economics. When properties operate as de facto hotels, with guests arriving and departing daily, the surrounding residents experience impacts that were never part of the social contract of residential zoning. Increased noise, parking pressure and unfamiliar transient occupants can alter the perceived stability of a street.

In economic terms, these are negative externalities imposed on neighbouring properties.

If such impacts depress property values or reduce neighbourhood desirability, municipalities should, at a minimum, measure and monitor these outcomes. Cities routinely regulate land use to protect public welfare; they should be equally willing to track whether some policy changes inadvertently erode neighbourhood value. Where demonstrable harm occurs, municipalities must be prepared to reconsider regulatory frameworks or provide appropriate mitigation.

Transparency and enforcement are also essential steps.

Cities should maintain public registries of short-term rental properties and rooming houses, allowing residents to see which properties in their vicinity are licensed for such uses. This information empowers communities to report illegal or unregistered operations.

Enforcement must also be credible. If penalties for violations are trivial compared with the profits generated from illegal short-term rentals, compliance will remain elusive.

Meaningful enforcement requires penalties that are large enough to serve as genuine deterrents.

Ultimately, the purpose of urban planning is not merely to maximize density. The goal is to create and protect value — economic value, certainly, but also cultural and communal values.

Neighbourhoods derive their identity from a delicate balance of permanence, familiarity and social cohesion. When residents know their neighbours and share a sense of place, those neighbourhoods become desirable places to live. That desirability, in turn, generates value for the entire city.

Gentle density remains an important tool for addressing Canada's [housing shortages](#). But its success depends on aligning policy design with policy outcomes. If multiplex zoning increasingly produces short-term rental properties rather than long-term rental homes, cities will have solved the wrong problem.

Good planning requires not only bold reforms but also careful guardrails.

Cities must ensure that gentle density delivers what it promised: more homes for residents, stronger neighbourhoods and growth that enhances rather than erodes the character of the communities people call home.

[Murtaza Haider](#) is the executive director of the [Cities Institute](#) at the University of Alberta and the [Radhe Krishna Gupta Executive Chair](#) in Cities and Communities at the Alberta School of Business. [Stephen Moranis](#) is a former president of the Toronto Real Estate Board and an industry veteran providing strategic market insights.