

ACON 2026

July 24, 2026

TO THE MAYOR AND MEMBERS OF COUNCIL:

A special meeting of Council will be held on **Monday, July 27, 2026, (Session 1), at 9:00 o'clock a.m., in Room 139, 350 City Hall Square.** Council will at the special meeting adopt a resolution to authorize Council to meet in closed session, and the resolution shall contain the general nature of the matters to be considered in the closed session. The resolution must be adopted by a majority of Council present during the open special meeting before the meeting may be closed. An agenda for this meeting is enclosed under separate cover.

The **regular meeting** of Council will be held on **Monday, July 27, 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, July 27, 2026, (Session 2), 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, July 27, 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
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READING OF LAND ACKNOWLEDGEMENT

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

3.	DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF
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4.	ADOPTION OF THE MINUTES
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4.1	Adoption of the Windsor City Council minutes of its meeting held July 13, 2026 (SCM 268/2026) (attached)
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5.	NOTICE OF PROCLAMATIONS
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Flag Raising Ceremony

Windsor-Essex Pride Fest – July 31, 2026

6.	COMMITTEE OF THE WHOLE
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7.	COMMUNICATIONS INFORMATION PACKAGE (This includes both Correspondence and Communication Reports)
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7.1.	Correspondence Report 7.1.1 through 7.1.5 (CMC 13/2026) (previously distributed)
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Clerk's Note: Items 7.1.6 through 7.1.9 – Correspondence Items: **(attached)**

No.	Sender	Subject
7.1.6	ENWIN Utilities	Response to CQ 11-2026 – Ward 7 Recurring Power Outage Review Administrative Lead: James Brown, Chief Operating Officer – Hydro, ENWIN Utilities Ltd. MU2026 Note & File
7.1.7	City of Windsor	Notice of Study Commencement – 9 th Concession Road and Future Collector Roads - Municipal Class Environmental Assessment Study. Administrative Lead: Commissioner, Infrastructure Services & City Engineer SW2026 Note & File
7.1.8	City of Windsor	Notice of Study Commencement – Cabana Road East Corridor Widening – Lauzon Parkway Municipal Class Environmental Assessment Study Addendum. Administrative Lead: Commissioner, Infrastructure Services & City Engineer SW2026 Note & File
7.1.9	Manager, Homelessness & Housing Support – City of Windsor	Memo regarding County of Essex homelessness services funding requests and related motions. Administrative Lead: Commissioner, Human & Health Services MD/14771 Note & File

- 7.2. 2026 Sale of Lands for Tax Arrears - City Wide (**C 102/2026**) *Author: Angela Lonsbery, Manager, Revenue and Collections*

Clerk's Note: P&C memo provided to Mayor and members of Council only.

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

- 8.1. Tax Relief 2026 (for 2025 Taxes) - Extreme Poverty and/or Illness, and Tax Deferrals-City Wide (**C 103/2026**) *Author: Carolyn Nelson, Manager, Property Valuation & Administration*

Clerk's Note: P&C memo provided to Mayor and members of Council only.

8.2. Delegation of Authority for Sandwich South Development Capital Works Debt Financing During a Council 'Lame Duck' Period - City Wide **(C 108/2026)** *Author: Lorie Gregg, Executive Director, Financial Planning/Deputy Treasurer*

8.3. Applications for 2025 Tax Reductions under S 357/358 of the Ontario Municipal Act 2001 - City Wide **(C 104/2026)** *Author: Carolyn Nelson, Manager, Property Valuation & Administration*

CONSENT COMMITTEE REPORTS

8.8. Brownfield Environmental Site Assessment 2650 Metcalfe St Ward 5 **(SCM 238/2026) (S 47/2026)** *Author: Simona Simion, Planner III Economic Development (Acting)*

8.9. CIP 002-2026 Brownfield Rehabilitation Community Improvement Plan- 844 Bridge Ave - Ward 2 **(SCM 239/2026) (S 56/2026)** *Author: Simona Simion, Planner III Economic Development (Acting)*

8.10. Ford City CIP Application, 979-981 Drouillard Road, Owner: 1001134151 Ontario Inc. (c/o: Saksham Sharma) - Ward 5 **(SCM 240/2026) (S 42/2026)** *Author: Kevin Alexander, Senior Planner-Special Projects*

8.12. Ford City CIP Application, 0 Drouillard Road, Owner: 1001134151 ONTARIO INC. Andrew Lennon (c/o: Saksham Sharma and Andrew Lennon) - Ward 5 **(SCM 242/2026) (S 49/2026)** *Author: Kevin Alexander, Senior Planner-Special Projects*

8.13. Repeal of By-law 106-2010 – A By-law Pertaining to the Deposit of Monies to Meet the Cost of Repairing any Damage to the Sidewalk, Curbing or Paved Boulevard in the City of Windsor– City Wide **(SCM 243/2026) (S 66/2026)** *Author: Brandon Calleja, Senior Manager/Deputy Chief Building Official - Permits*

8.14. Closure of the North/South Alley, Located South of Guignion Road, East of Gelinas Road and West of Routley Road, SAA-7271 - Ward 9 **(SCM 244/2026) (S 61/2026)** *Author: Denise Wright, Manager Real Estate Services*

8.15. Closure of North/South Alley Located Between Dougall Avenue and Church Street, North of Norfolk Street, SAA-7325 - Ward 1 **(SCM 245/2026) (S 62/2026)** *Author: Denise Wright, Manager Real Estate Services*

8.16. Closure of the North/South Alley Located Between St. Patrick's Avenue and Randolph Avenue, North of Totten Street and South of Algonquin Street, SAA-7208 - Ward 10 **(SCM 246/2026) (S 63/2026)** *Author: Denise Wright, Manager Real Estate Services*

8.17. Closure of the north/south alley located between Dougall Avenue and Church Street, north of Liberty Street, south of Norfolk Street, SAA-7348, Ward 1 **(SCM 247/2026) (S 67/2026)** *Author: Denise Wright, Manager Real Estate Services*

8.18. Closure of the East/West Alley Located North of Kent Street and East of Malden Road, SAA-7199 - Ward 1 **(SCM 248/2026) (S 68/2026)** *Author: Denise Wright, Manager Real Estate Services*

- 8.19. Closure of the North/South Alley Located Between Mark Avenue and Everts Avenue, South of Totten Street, North of Quebec Street, SAA-7160 - Ward 10 **(SCM 249/2026) (S 69/2026)** *Author: Denise Wright, Manager Real Estate Services*
- 8.20. Northwood Street Phase 2 Development – Species Conservation Act Registration – Ward 10 **(SCM 250/2026) (S 71/2026)** *Author: Patrick Winters, Manager of Development*
- 8.21. Minutes of the International Relations Committee of its meeting held May 20, 2026 **(SCM 251/2026) (SCM 179/2026)**
- 8.22. Minutes of the Property Standards Committee of its meeting held June 11, 2026 **(SCM 252/2026) (SCM 214/2026)**
- 8.23. Report No 60 of the International Relations Committee of its meeting held May 20, 2026 **(SCM 253/2026) (SCM 216/2026)**
- 8.24. Report No. 61 of the International Relations Committee of its meeting held May 20, 2026 **(SCM 254/2026) (SCM 217/2026)**
- 8.25. Report No. 62 of the meeting of the International Relations Committee held May 20, 2026 **(SCM 255/2026) (SCM 218/2026)**
Clerk's Note: Administration is providing the *previously distributed* additional information memo **(AI 10/2026)** *Author: Sandra Gebauer, Council Assistant*
- 8.26. Minutes of the Age Friendly Windsor Working Group of its meeting held May 7, 2026 **(SCM 256/2026) (SCM 165/2026)**
- 8.27. Report No. 135 of the Windsor Accessibility Advisory Committee **(SCM 257/2026) (SCM 119/2026)**
- 8.28. Report No. 136 of the Windsor Accessibility Advisory Committee **(SCM 258/2026) (SCM 211/2026)**
- 8.29. Report No. 137 of the Windsor Accessibility Advisory Committee **(SCM 259/2026) (SCM 212/2026)**
- 8.30. 2026-2030 Child Care and Early Years Service System Plan **(SCM 260/2026) (S 75/2026)** *Author: Alicea Fleming, Senior Manager of Children's Services*
- 8.31. Over Street Banner Policy – City Wide **(SCM 261/2026) (S 76/2026)** *Author: Samantha Magalas, Manager, Parks, Recreation & Facilities Programming*
- 8.32. Response to CQ 2-2026 - Feasibility of Parking Revenue Sharing with Business Improvement Areas - City Wide **(SCM 225/2026) (S 58/2026)** *Author: Bill Kralovensky, Manager, Transportation Operations*

Clerk's Note: P&C memo provided to Mayor and members of Council only and **SCM 225/2026 (attached)**

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

10. **PRESENTATIONS AND DELEGATIONS**

DELEGATIONS (5 MINUTES)

- 8.4. Zoning By-law Amendment Application for 0 Pelissier Street, Z-013/26 [ZNG-7374], Ward 3 **(SCM 234/2026) (S 59/2026)** *Author: Brian Nagata, Planner III - Development (Acting)*
- a) Philip Fernandes, Philip Fernandes Designs Inc., Agent for Applicant, available for questions (in person)
 - b) Chris MacLeod, Pelissier Park Ltd., Applicant, available for questions (in person)
- 8.5. Zoning By-Law Amendment - Z 012-26 (ZNG-7372) 1785 Turner Road - Ward 4 **(SCM 235/2026) (S 57/2026)** *Author: Averil Parent, Planner II - Development Review*
- a) Amy Farkas, Dillon Consulting, Agent for Applicant, available for questions (in person)
 - b) Jennifer Oglan, Manager, Delta Chi Early Childhood Centres, available for questions (in person)
 - c) Cheryl Sprague, President & CEO, Delta Chi Early Childhood Centres, available for questions (in person)
- 8.7. Notice of Intent to Partially Demolish a Heritage Listed Property and Notice of Intention to Designate – 493 Ouellette Avenue, Lazare's Furs Building and Sign (Ward 3) **(SCM 237/2026) (S 64/2026)** *Author: Tracy Tang, Planner III - Special Projects*
- a) Stephen Berrill, ADA Architects, Agent for Applicant, available for questions (in person)
- 8.11. CIP 001-2026 - Downtown Community Improvement Plan - 0 Pelissier St - Ward 3 **(SCM 241/2026) (S 55/2026)** *Author: Simona Simion, Planner III Economic Development (Acting)*
- Clerk's Note:** P&C memo provided to Mayor and members of Council only.
- a) Chris MacLeod, Pelissier Park Ltd., Applicant, available for questions (in person)
- 8.6. Zoning By-law Amendment & Official Plan Amendment Applications – 825 Riverside Dr. W. – Z-001/26 [ZNG/7351] & OPA 199 [OPA/7352], Ward 3 **(SCM 236/2026) (S 60/2026)** *Author: Laura Diotte, Manager – Planning, Development Applications*
- Clerk's Note:** Administration is providing the **attached** additional information memo **(AI 11/2026)** *Author: Laura Diotte, Manager – Planning, Development Applications*
- a) Chris Pidgeon, Principal Planner GSP Group, Agent for Applicant (in person)

- 11.7. Welcome Centre Shelter for Women and Families, Request for Additional Funding **(C 101/2026)** *Author: Jennifer Tanner, Manager, Homelessness & Housing Support*
- a) Becky Parent, Executive Director, Big Brother Big Sisters of Windsor Essex, available for questions (in person)
 - b) Carole Dray, Welcome Centre Shelter (in person)
 - c) Dawn Toth, Welcome Centre Shelter (in person)
 - d) Meaghan Crampsie, Area Resident (in person)
 - e) Jessica Faught, Area Resident (in person)
 - f) Vicky Bungay, Associate Dean, Research and Graduate Studies, Faculty of Applied Science, UBC (via Zoom)
 - g) Ashley Dawson, Social Work Programs Coordinator, Welcome Centre Shelter (in person)
 - h) Shelley Gilbert, Executive Director, Legal Assistance of Windsor (in person)
 - i) Marion Overholt, Area Resident (via Zoom)
 - j) Anne-Rachelle Boulanger, Policy Analyst, HIV Legal Network (via Zoom)
 - k) Lady Laforet, Executive Director, Welcome Centre Shelter (in person)
 - l) Tammy Barnden, Senior Shelter Support Staff, Welcome Centre Shelter (in person)
 - m) Therese Lapain, Child and Family Case Manager, Welcome Centre Shelter (in person)
 - n) Talal Breesam, Welcome Centre Shelter Client (in person)
 - o) Alissa Enns, Food Service Program Director, Welcome Centre Shelter (in person)
 - p) Owen Crampsie, Area Resident (in person)
 - q) Anastasia Adams, Harm Reduction Programs Coordinator, Welcome Centre Shelter (via recorded video)
 - r) Megan Ball, Area Resident (in person)
 - s) Ashley Bruner, Area Resident (via Zoom)
 - t) Karen Soulliere, Chair of the Board, and Anne Ryan, Executive Director, Iris House (in person)

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

- a) Kyle Stewart, Area Resident
- b) Jeffrey Patterson, Miller Canfield, Legal Counsel for Welcome Centre Shelter
- c) Diane Beck, Area Resident
- d) Nicolas Lamoureux, Board Member, Welcome Center Shelter
- e) Angela Yakonich, Area Resident
- f) Shannon Dumont, Area Resident
- g) Helen Trentos, Area Resident
- h) Pat Taman, Co-Founder, Welcome Centre Shelter
- i) Kristy Bygrove, Area Resident
- j) Bronwen Wood, Area Resident
- k) Dayna Cornwall, Area Resident
- l) Marion Overholt, Area Resident
- m) Becky Parent, Executive Director, Big Brother Big Sisters of Windsor Essex

- n) Katherine Rudzinski, Adjunct Assistant Professor, Research Associate, School of Social Work, University of Windsor
- o) Lisa Gretzky, MPP, Windsor West
- p) Cody Wall, Marketing and Donor Relations Coordinator, Welcome Centre Shelter
- q) Dino Chiodo, President of the Board, Housing Information Services
- r) Ashley Bruner, Area Resident
- s) Julie Fraser, Chair Board of Directors, Welcome Centre Shelter
- t) Karen Soulliere, Chair of the Board, and Anne Ryan, Executive Director, Iris House

11. REGULAR BUSINESS ITEMS (Non-Consent Items)

- 11.1. 2025 Financial Statements & Annual Report - City Wide **(C 78/2026)** *Author: Stephen Cipkar, Manager of Financial Accounting (previously distributed)*
- 11.2. Grant Submissions in a Council "Lame" Duck Situation - City Wide **(C 99/2026)** *Author: John Aquino, Manager, Corporate Asset Planning (A) (previously distributed)*
- 11.3. Procurement Overages in a Council "Lame Duck" Situation and 2027 Pre-Commitments - City Wide **(C 97/2026)** *Author: Mike Dennis, Manager, Capital Planning & Reserves (previously distributed)*
- 11.4. 2026 Municipally Significant Event Status - Ward 4 **(C 107/2026)** *Author: Samantha Magalas, Manager, Parks, Recreation & Facilities Programming (previously distributed)*
- 11.5. Real Estate Transaction Approval Authority During the Potential Lame Duck Period - City Wide **(C 106/2026)** *Author: Denise Wright, Manager, Real Estate Services (previously distributed)*
- 11.6. Municipal Class Environmental Assessment Study Completion Second Egress for Twin Oaks Business Area - Ward 9 **(C 105/2026)** *Author: Chris Gerardi, Engineer II (previously distributed)*
- 11.8. Community Improvement Plan Applications in a "Lame Duck" Council Situation - City Wide **(C 109/2026)** *Author: James Abbs, Manager – Planning - Land Information & Special Studies (previously distributed)*
- 11.9. Tourism Windsor Essex Pelee Island / Invest WindsorEssex Alignment Recommendations - City Wide **(C 110/2026)** *Author: Lorie Gregg, Executive Director, Financial Planning / Deputy Treasurer (attached)*

12. CONSIDERATION OF COMMITTEE REPORTS (*attached*)

- 12.1. (i) Report of the Special In-Camera meeting or other Committee as may be held prior to Council (if scheduled)
- 12.2. Report of the Special Meeting of Council – In-Camera of its meeting held July 13, 2026 (**SCM 267/2026**)

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

- 13.1. **By-law 109-2026** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR173/2026, dated April 27, 2026.
- 13.2. **By-law 110-2026** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", see Item 8.5.
- 13.3. **By-law 111-2026** - A BY-LAW TO REPEAL BY-LAW NUMBER 106-2010, BEING A BY-LAW PERTAINING TO THE DEPOSIT OF MONIES TO MEET THE COST OF REPAIRING ANY DAMAGE TO THE SIDEWALK, CURBING OR PAVED BOULEVARD IN THE CITY OF WINDSOR, see Item 8.13.
- 13.4. **By-law 112-2026** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR270/2026, dated June 29, 2026.
- 13.5. **By-law 113-2026** - A BY-LAW TO ADOPT AMENDMENT NO. 198 TO THE OFFICIAL PLAN OF THE CITY OF WINDSOR, authorized by CR273/2026, dated June 29, 2026.
- 13.6. **By-law 114-2026** - A BY-LAW TO AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR273/2026, dated June 29, 2026.
- 13.7. **By-law 115-2026** - A BY-LAW TO ADOPT AMENDMENT NO. 201 TO THE OFFICIAL PLAN OF THE CITY OF WINDSOR, authorized by CR277/2026, dated June 29, 2026.
- 13.8. **By-law 116-2026** - A BY-LAW TO AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR277/2026, dated June 29, 2026.
- 13.9. **By-law 117-2026** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by By-law B/L 73-2023, dated June 12, 2023.

- 13.10. **By-law 118-2026** - A BY-LAW TO DELEGATE AUTHORITY TO THE CHIEF ADMINISTRATIVE OFFICER TO APPROVE REAL ESTATE TRANSACTIONS BETWEEN AUGUST 21, 2026 AND NOVEMBER 14, 2026 (THE "LAME DUCK PERIOD"), authorized by subsections 275(1) and 275(3)(d) of the Municipal Act, 2001, S.O. 2001, c.25., see Item 11.5.
- 13.11. **By-law 119-2026** – A BY-LAW TO AUTHORIZE AND REGULATE OWNER OR OCCUPANT ENTRY ONTO ADJOINING LANDS FOR REPAIRS, ALTERATIONS OR IMPROVEMENTS, authorized by CR317/2026, dated July 13, 2026.
- 13.12. **By-law 120-2026** – A BY-LAW TO AUTHORIZE THE SUBMISSION OF AN APPLICATION TO ONTARIO INFRASTRUCTURE AND LANDS CORPORATION ("OILC") FOR FINANCING A CERTAIN CAPITAL WORK OF THE CORPORATION OF THE CITY OF WINDSOR (THE "MUNICIPALITY"); TO AUTHORIZE TEMPORARY BORROWING FROM OILC TO MEET EXPENDITURES IN CONNECTION WITH SUCH CAPITAL WORK; AND TO AUTHORIZE LONG-TERM BORROWING FOR SUCH CAPITAL WORK THROUGH THE ISSUE OF DEBENTURES TO OILC, authorized by CR140/2026, dated March 30, 2026
- 13.13. **By-law 121-2026** – A BY-LAW TO DELEGATE AUTHORITY TO THE OUTGOING COUNCIL TO PASS BY-LAW(S) TO AUTHORIZE THE ISSUE OF DEBENTURES FOR A CERTAIN CAPITAL WORK SET OUT IN SCHEDULE "A" TO THIS BY-LAW TO ONTARIO INFRASTRUCTURE AND LANDS CORPORATION, AND TO DELEGATE AUTHORITY TO THE MAYOR, CITY TREASURER AND CITY CLERK TO ISSUE AND EXECUTE DOCUMENTS RELATED TO THE ISSUE OF THE DEBENTURES, see Item 8.2.
- 13.14. **By-law 122-2026** - A BY-LAW TO AUTHORIZE THE DELEGATION OF AUTHORITY TO APPROVE AGREEMENTS BETWEEN AUGUST 21, 2026 AND NOVEMBER 15, 2026 (THE "LAME DUCK PERIOD") FOR THE PURPOSE OF OBTAINING GRANTS, see Item 11.2.
- 13.15. **By-law 123-2026** - A BY-LAW TO AUTHORIZE THE DELEGATION OF AUTHORITY TO CHIEF ADMINISTRATIVE OFFICER FOR THE PURPOSE OF APPROVING COMMUNITY IMPROVEMENT PLAN AND HERITAGE GRANT APPLICATIONS BETWEEN AUGUST 21, 2026, AND NOVEMBER 15, 2026 (THE "LAME DUCK PERIOD"), see item 11.8.
- 13.16. **By-law 124-2026** - 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 JULY, 2026.
14. **MOVE BACK INTO FORMAL SESSION**
15. **NOTICES OF MOTION**

16. THIRD AND FINAL READING OF THE BY-LAWS

By-laws 109-2026 through 124-2026 inclusive

17. PETITIONS

18. QUESTION PERIOD

19. STATEMENTS BY MEMBERS

20. UPCOMING MEETINGS

Environment, Transportation, and Public Safety Standing Committee
Wednesday, July 29, 2026
4:30 p.m., Council Chambers

Environment, Transportation, and Public Safety Standing Committee
Sitting as the Transit Windsor Board of Directors
Wednesday, July 29, 2026
Immediately following the Environment, Transportation & Public Safety Standing
Committee meeting, Room 140, 350 City Hall Square West

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

Environment & Climate Change Advisory Committee
Thursday, August 13, 2026
5:30 p.m., via Zoom video conference

21. ADJOURNMENT



Committee Matters: SCM 268/2026

Subject: Adoption of the Windsor City Council minutes of its meeting held July 13, 2026

City Council Meeting

Date: Monday, July 13, 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 5 - Councillor Ed Sleiman

Ward 6 - Councillor Jo-Anne Gignac

Ward 7 - Councillor Angelo Marignani

Ward 8 - Councillor Gary Kaschak - Participated via video conference

Ward 9 - Councillor Kieran McKenzie

Ward 10 - Councillor Jim Morrison

Councillor Regrets

Ward 4 - Councillor Mark McKenzie

Minutes

City Council

Monday, July 13, 2026

Page 2 of 21

1. ORDER OF BUSINESS

2. CALL TO ORDER

Following the playing of the Canadian National Anthem and reading of the Land Acknowledgement, the Mayor calls the meeting to order at 10:00 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 June 29, 2026

Moved by: Councillor Fred Francis

Seconded by: Councillor Jo-Anne Gignac

That the Windsor City Council minutes of its meeting held June 29, 2026 **BE ADOPTED** as presented.

Carried

Report Number: SCM 232/2026

5. NOTICE OF PROCLAMATIONS

Proclamations

Srebrenica Genocide Remembrance Day – July 11, 2026

6. COMMITTEE OF THE WHOLE

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Angelo Marignani

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 104-2026 through 108-2026 (inclusive)
 Carried.

7. COMMUNICATIONS INFORMATION PACKAGE

7.1. Correspondence Report for Monday, July 13, 2026 City Council Meeting

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

Decision Number: CR309/2026

That the following Communication Items 7.1.1 through 7.1.3 as set forth in the Council Agenda **BE REFERRED** as noted:

No.	Sender	Subject
7.1.1	Deputy City Planner	Application for Zoning By-law Amendment, 1000919722 Ontario Inc. (Curtis Docherty), 1258-1264 Argyle Road, to permit a multiple dwelling containing a maximum of 7 dwelling units with 7 proposed on-site parking spaces. Administrative Lead: City Planner Z/15191 Note & File
7.1.2	Deputy City Planner	Application for Zoning By-law Amendment, Avant Design Ltd., 0 Brant Street & 563 Brant Street, 529 Aylmer Avenue, to redevelop an existing building and vacant parcel of land to develop a multiple dwelling with 7 residential building units and associated parking. Administrative Lead: City Planner Z/15190 Note & File
7.1.3	Committee of Adjustment	Applications to be heard by the Committee of Adjustment/Consent Authority, Thursday, July 16, 2026. Administrative Lead: City Planner Z2026

Minutes
City Council
Monday, July 13, 2026

Page 4 of 21

No.	Sender	Subject	Note & File

Carried.

Report Number: CMC 12/2026

7.2. Follow-up to Residential Rental Licensing Pilot Program - City Wide

Moved by: Councillor Fred Francis

Seconded by: Councillor Frazier Fathers

Decision Number: CR310/2026

That the report of the Manager, Licensing & Enforcement/Deputy Licence Commissioner dated June 26, 2026 entitled "Follow-up to Residential Rental Licensing Pilot Program - City Wide" **BE RECEIVED** for information; and,

That Administration **BE DIRECTED** to move forward with the Public Education Program as outlined in the report, to be carried out by two By-law Enforcement Officers; and,

That administration **BE DIRECTED** to Report Back to Council regarding the protection for tenants who may bring forward concerns related to their rental housing conditions and include measures for Council's consideration that may fall within the purview of the municipality to increase the protection for tenants or whether they would require advocacy to the province; and, that the data be broken up by ward and that an initial analysis of reactive 311 calls to the proactive enforced areas **BE INCLUDED** as part of the report.

Carried.

Report Number: C 95/2026

Clerk's File: SB/12952

7.3. Response to CQ 17-2025 Methadone (Opioid Therapy) Clinics - City Wide

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Fred Francis

Decision Number: CR311/2026

That the report of the Executive Initiatives Coordinator dated June 24, 2026 entitled "Response to CQ 17-2025 Methadone (Opioid Therapy) Clinics - City Wide" **BE RECEIVED** for information; and,

That Administration **BE DIRECTED** to send a letter to the Province of Ontario, the College of Physicians and Surgeons of Ontario (CPSO), the Ontario College of Pharmacists (OCP), the Premier of Ontario, the Ministry of Health, The Association of Municipalities of Ontario (AMO), the Ontario Big City Mayors (OBCM) and local Members of Provincial Parliament (MPP's) for their consideration

Minutes

City Council

Monday, July 13, 2026

Page 5 of 21

of enhanced policies, regulations and approval processes that promote and strengthen oversight, accountability, patient care standards and community impact mitigation strategies.

Carried.

Report Number: C 93/2026

Clerk's File: GH/11710

7.4. Response to CQ 16-2026 – Licensing and Insurance for E-bikes – City Wide

Moved by: Councillor Kieran McKenzie

Seconded by: Councillor Jim Morrison

Decision Number: CR312/2026

That the report of the City Solicitor dated June 22, 2026, entitled "Response to CQ 16-2026 – Licensing and Insurance for E-bikes – City Wide" **BE RECEIVED** for information.

Carried.

Report Number: C 91/2026

Clerk's File: MT2026

8. CONSENT AGENDA

8.1. Request Regarding Speed Camera Program

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

Decision Number: CR313/2026 ETPS 1127

That Administration **BE DIRECTED** to write a letter to the province recommending reinstatement of the speed camera program.

Carried.

Report Number: SCM 178/2026

Clerk's File: ST/13863

8.2. Response to CQ 8-2026 – Traffic Calming Measures on Cypress Avenue – Ward 7

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

Decision Number: CR314/2026 ETPS 1126

That the report of the Environment, Transportation, and Public Safety Standing Committee (ETPS)

Minutes

City Council

Monday, July 13, 2026

Page 6 of 21

of its meeting held on May 27, 2026, entitled "Response to CQ 8-2026 – Cypress Avenue Traffic Calming Review – Ward 7" **BE RECEIVED** for information.

Carried.

Report Number: SCM 177/2026 S 45/2026

Clerk's File: ACOQ2026 & ST/13863

8.4. Minutes of the Windsor Licensing Commission of its meeting held June 2, 2026

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

Decision Number: CR316/2026 ETPS 1129

That the minutes of the Windsor Licensing Commission of its meeting held June 2, 2026 **BE RECEIVED**.

Carried.

Report Number: SCM 222/2026 SCM 197/2026

Clerk's File: MB2026

8.5. Repeal By-law 5711 – "A By-law to Authorize Entry Upon Adjoining Land for the Purpose of Making Repairs, Alterations or Improvements" and Pass By-law – "A By-law to Authorize and Regulate Owner or Occupant Entry onto Adjoining Lands for Repairs, Alterations or Improvements" – City Wide

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

Decision Number: CR317/2026 ETPS 1130

That Council **REPEAL** By-law Number 5711 being "A By-law to Authorize Entry Upon Adjoining Land for the Purpose of Making Repairs, Alterations or Improvements" and **PASS** By-law 107-2026 being "A By-law to Authorize and Regulate Owner or Occupant Entry onto Adjoining Lands for Repairs, Alterations or Improvements".

Carried.

Report Number: SCM 223/2026 S 51/2026

Clerk's File: AB2026

8.6. Response to CQ 16-2025 – Pedestrian Countdown Timers – City Wide

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

Minutes

City Council

Monday, July 13, 2026

Page 7 of 21

Decision Number: CR318/2026 ETPS 1131

That the report of the Environment, Transportation, and Public Safety Standing Committee held on June 24, 2026, entitled "Response to CQ 16-2025 – Pedestrian Countdown Timers – City Wide"

BE RECEIVED for information.

Carried.

Report Number: SCM 224/2026 S 37/2026

Clerk's File: ST2026

11.1. Surplus Declaration and Sale Authorization – 0 Sun Valley Drive (west of 1745 Sun Valley Drive) – Ward 2

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

Decision Number: CR320/2026

That the following City of Windsor (the "City") vacant parcel of land **BE DECLARED** surplus:

- Municipal address: 0 Sun Valley Drive – residential land situated on the south side of Sun Valley Drive, west of 1745 Sun Valley Drive;
- Legal Description: Part Lot 256 on Registered Plan 1207 Town of Sandwich as in R636935; Windsor
- Approximate Lot size: 17 feet (5.18 m) x 100 feet (30.48 m)
- Approximate Lot area: 1750 ft² (162.58 m²) (the "Subject Parcel"); and

- II. That the Manager of Real Estate Services **BE AUTHORIZED** to offer the Subject Parcel for sale at a price to be determined by the Manager of Real Estate Services commensurate with an independent appraisal, as appropriate.

Carried.

Report Number: C 92/2026

Clerk's File: APM2026

11.2. Exemption to Noise By-law 6716 for Nighttime Construction Work –

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

Decision Number: CR321/2026

That the following exemption requests to the provisions of the Noise By-law 6716 (as amended), **BE GRANTED** to permit the operation of construction equipment and personnel required to complete work for the Wyandotte Street East at Via Rail Subway Rehabilitation project (the "Project"):

a. *Specific exemption request:*

Construction during the noise by-law prohibited time between 8:00pm through 6:00am to allow for the operation of construction equipment and personnel for completion of the Project.

b. Scope of Exemption:

The project limits are in the City of Windsor at Wyandotte Street East and Drouillard Road at the train bridge crossing.

c. Duration of Exemption:

This Noise By-Law Exemption is requested for the dates commencing on July 14, 2026, and continuous through August 31, 2026; and further,

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

Carried.

Report Number: C 96/2026

Clerk's File: AB2026

9. REQUEST FOR DEFERRALS, REFERRALS AND/OR WITHDRAWALS

11.3. Response to CR478/2025 – Council Start Time, Community Engagement and Council Compensation – City Wide

Moved by: Councillor Fred Francis

Seconded by: Councillor Kieran McKenzie

That the report of the City Clerk/Licence Commissioner dated June 30, 2026, entitled "Response to CR478/2025 – Council Start Time, Community Engagement and Council Compensation – City Wide" BE DEFERRED to a future meeting of Council to allow for all members of Council to be in attendance.

The motion is **put** and is **lost**.

Aye votes: Councillors Fred Francis and Kieran McKenzie.

Nay votes: Councillors Jim Morrison, Jo-Anne Gignac, Ed Sleiman, Renaldo Agostino, Gary Kaschak, Angelo Marignani and Frazier Fathers.

Abstain: None.

Absent: Councillor Mark McKenzie.

Report Number: C 98/2026

Clerk's File: ACO2026

Clerk's Note: See also the Delegations portion of the minutes.

10. PRESENTATIONS AND DELEGATIONS

10.1. Alignment Recommendations: Invest WindsorEssex & Tourism Windsor Essex Pelee Island

Gordon Orr, Chief Executive Office, Invest WindsorEssex & Tourism Windsor Essex Pelee Island

Gordon Orr, Chief Executive Officer, Invest Windsor Essex & Tourism Windsor Essex Pelee Island, appears before City Council regarding his presentation, entitled “Alignment Recommendations: Invest Windsor Essex & Tourism WindsorEssex Pelee Island” and provides a brief update regarding the performance and economic impact of both organizations. Mr. Orr outlines the benefits of the proposed alignment, which includes integrating the two organizations to build on existing strengths, unlocking regional capacity, and streamlining leadership under a unified governance model while maintaining distinct brand identities. The proposal also includes consolidating back-office operations to support regional growth and uniting the teams under a shared purpose and physical workspace. Mr. Orr concludes by requesting that City Council approve in principle the alignment recommendations as approved by the Boards of Directors of both Invest WindsorEssex and Tourism Windsor Essex Pelee Island.

Moved by: Councillor Kieran McKenzie
Seconded by: Councillor Frazier Fathers

Decision Number: CR319/2026

That the presentation given by the Chief Executive Officer, Invest Windsor Essex & Tourism Windsor Essex Pelee Island to Windsor City Council on July 13, 2026, regarding alignment recommendations for Invest WindsorEssex & Tourism WindsorEssex Pelee Island **BE REFERRED** back to administration for vetting; and,

That Administration **BE DIRECTED** to report back to Council with comments on the proposed alignment, and any recommendations if necessary.
Carried.

Clerk’s File: AT2026

8.3. Report No. 158 of the Windsor Licensing Commission

Sarah Bondy, Area Resident

Sarah Bondy, Area Resident, appears before City Council via video conference regarding the report entitled “Report No 158 of the Windsor Licensing Commission” and requests that Council extend the age limit for wheelchair accessible taxicabs beyond the twelve (12) year old model recommendation to keep as many accessible taxis on the road as possible; and concludes by highlighting the benefits

Minutes

City Council

Monday, July 13, 2026

Page 10 of 21

of the use of taxicabs versus Handi-Transit, allowing those with accessibility concerns more flexibility for their medical, personal, and social commitments.

Evelina Baczewska, Area Resident

Evelina Baczewska, Area Resident, appears before City Council via video conference regarding the report entitled "Report No 158 of the Windsor Licensing Commission" and requests that Council extend the age limit for wheelchair accessible taxicabs beyond the twelve (12) year old model recommendation to help address the gap in accessible, non-medical, transportation in the city; and concludes by highlighting that taxicabs are the most reliable curb-to-curb accessible transportation option in the city; and that no model-year extension would bring the number of accessible taxis to such a low level that it would diminish the quality of life for those who rely on these vehicles for regular transportation.

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Frazier Fathers

Decision Number: CR315/2026 ETPS 1128

That Report No. 158 of the Windsor Licensing Commission indicating:

That the Windsor Licensing Commission recommends that City Council RECEIVE the report of the Deputy Licence Commissioner *entitled "Response to Increased Age Limits and Reduced Licence Fees for Wheelchair Accessible Taxicab, and a One-Year Extension for all Taxicab Vehicle Replacements"*; and,

That the age limit for wheelchair accessible taxicabs is to remain the same at twelve (12) model years old; and,

That the plate holder licence renewal for wheelchair accessible taxicabs BE REDUCED from \$520.00 to \$25.00 for the 2026 licencing period; and further,

That City Council APPROVE a one (1) year replacement extension for all taxicabs and wheelchair accessible taxicabs that are due at the 2026 licence renewal period.

BE APPROVED; and,

That Administration **BE DIRECTED** to advocate to the Provincial and Federal Governments for funding support for private accessible transportation providers that deliver essential mobility services to residents; and,

That Administration **BE DIRECTED** to report back during budget deliberations on the impact of implementing fee reductions in the 2027 Budget.

Carried.

Report Number: SCM 221/2026 SCM 196/2026

11.3. Response to CR478/2025 – Council Start Time, Community Engagement and Council Compensation – City Wide

Caroline Taylor, Area Resident

Caroline Taylor, Area Resident, appears before City Council regarding the administrative report dated June 30, 2026, entitled "Response to CR478/2025 – Council Start Time, Community Engagement and Council Compensation - City Wide" and speaks in support of changing City Council meeting start times to 6:00 p.m. to allow the community more opportunity to participate; and concludes by highlighting the need for Council meetings to be better integrated technologically, so that residents unable to participate in person can know how their councillors vote on each issue; and states that Councillors would have more time to review consolidated agendas and seek answers to questions in advance.

Moved by: Councillor Renaldo Agostino
Seconded by: Councillor Jo-Anne Gignac

Decision Number: CR322/2026

That Administration **BE DIRECTED** to commence a ward boundary review study, with results to be presented to the next term of City Council for decision.
Carried.

At the request of Councillor Fred Francis, a recorded vote is taken on this matter.

Aye votes: Councillors Angelo Marignani, Gary Kaschak, Fred Francis, Frazier Fathers, Jo-Anne Gignac, Renaldo Agostino, Jim Morrison, Kieran McKenzie, Ed Sleiman and Mayor Drew Dilkins.
Nay votes: None.
Abstain: None.
Absent: Councillor Mark McKenzie

Moved by: Councillor Renaldo Agostino
Seconded by: Councillor Jo-Anne Gignac

Decision Number: CR323/2026 That the start time for future City Council meetings **BE DECIDED** by the City Council in place at the time; and,

That Administration **BE DIRECTED** to prepare a report including data comparing past and present meetings, also focusing on where the greatest opportunity for getting more engagement is.
Carried.

At the request of Councillor Fred Francis, a recorded vote is taken on this matter.

Minutes

City Council

Monday, July 13, 2026

Page 12 of 21

Aye votes: Councillors Angelo Marignani, Gary Kaschak, Frazier Fathers, Jo-Anne Gignac, Renaldo Agostino, Jim Morrison, Kieran McKenzie, Ed Sleiman and Mayor Drew Dilkens.

Nay votes: Councillor Fred Francis

Abstain: None.

Absent: Councillor Mark McKenzie.

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Jo-Anne Gignac

Decision Number: CR324/2026

That City Council **APPROVE** the following compensation adjustments to take effect starting November 15, 2026:

- I. That the Mayor's base salary **BE REDUCED** to \$182,840.01; and,
- II. That City Councillors **RECEIVE** an additional \$5,000 to their base salary; and,
- III. That the salaries of the Mayor and City Council continue to **BE ADJUSTED** annually by the same cost of living percentage received by non-union management staff at the City of Windsor.

Carried.

At the request of Councillor Fred Francis, a recorded vote is taken on this matter.

Aye votes: Councillors Gary Kaschak, Frazier Fathers, Jo-Anne Gignac, Renaldo Agostino, Jim Morrison, Ed Sleiman, Kieran McKenzie for Clause III and Mayor Drew Dilkens.

Nay votes: Councillors Fred Francis, Kieran McKenzie for Clause I and II, and Angelo Marignani.

Abstain: None.

Absent: Councillor Mark McKenzie.

Clerk's Note: Councillor Kieran McKenzie supporting Clause III regarding the continued salary adjustments.

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Jo-Anne Gignac

Decision Number: CR325/2026

That Administration **BE DIRECTED** to initiate a Compensation Review Committee for a report to City Council in 2028 with a review for future Council compensation and a review of whether the job of City Councillors should be considered part-time or full-time.

Carried.

At the request of Councillor Fred Francis, a recorded vote is taken on this matter.

Aye votes: Councillors Angelo Marignani, Gary Kaschak, Fred Francis, Frazier Fathers, Jo-Anne Gignac, Renaldo Agostino, Jim Morrison, Kieran McKenzie, Ed Sleiman and Mayor Drew Dilkens.

Nay votes: None.

Abstain: None.

Absent: Councillor Mark McKenzie.

Report Number: C 98/2026
Clerk's File: ACO2026

11. REGULAR BUSINESS ITEMS (Non-Consent Items)

None presented.

12. CONSIDERATION OF COMMITTEE REPORTS

12.2. Report of the Special Meeting of Council – In-camera of its meeting held June 29, 2026 (Session 2)

Moved by: Councillor Ed Sleiman
Seconded by: Councillor Angelo Marignani

Decision Number: CR308/2026
That the report of the Special In-Camera meeting (Session2) held June 29, 2026 **BE ADOPTED** as presented.
Carried.

Report Number: SCM 233/2026
Clerk's File: ACO2026

13. BY-LAWS (First and Second Reading)

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

That the following By-laws No. 104-2026 through 108-2026 (inclusive) be introduced and read a first and second time:

By-law 104-2026 - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR271/2026, dated June 29, 2026.

By-law 105-2026 - 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 CR620/2020, dated December 7, 2020.

By-law 106-2026 - A BY-LAW TO AUTHORIZE SPECIAL CHARGES TO BE IMPOSED ON LOTS ON WHICH HAVE HAD LOCAL IMPROVEMENT WORK COMPLETED UNDER BY-LAW 42-2026 ON 3225 BASELINE ROAD, IN THE CITY OF WINDSOR, authorized by By-law 42-2026, dated March 9, 2026.

By-law 107-2026 - A BY-LAW TO AUTHORIZE AND REGULATE OWNER OR OCCUPANT ENTRY ONTO ADJOINING LANDS FOR REPAIRS, ALTERATIONS OR IMPROVEMENTS, see item 8.5.

By-law 108-2026 - A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 13TH DAY OF JULY, 2026.

Carried.

14. MOVE BACK INTO FORMAL SESSION

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

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
- 4) Consideration of the Balance of Business Items (as amended)
- 5) Committee Reports as presented
- 6) By-laws given first and second readings as presented

Carried.

15. NOTICES OF MOTION

None presented.

16. THIRD AND FINAL READING OF THE BY-LAWS

Moved by: Councillor Frazier Fathers

Seconded by: Councillor Fred Francis

That the By-laws No. 104-2026 through 108-2026 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 21-2026:

Moved by: Councillor Angelo Marignani
Seconded by: Councillor Kieran McKenzie

Decision Number: CR326/2026

That the following Council Question by Councillor Gary Kaschak **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 21-2026:

Assigned to: Commissioner, Infrastructure Services and City Engineer

Asks that Administration due to recent complaints about poorly prepared & secured garbage loads going to the Landfill transfer station on Central Avenue causing excessive pollution & debris onto the roads primarily within a 1km radius of the Central ave transfer station.

I ask that, outside of internal resources like the City's Environmental Services department cleaning up materials on the nearby Right of Ways, can Administration work with other Community partners like Windsor Police & the Ministry of Transportation to potentially set up enhanced education & enforcement on EC Row and the areas directly around the public drop off depot to help reduce improper & unsafe loads travelling on our roads.

In the interim, can our City Communications department in conjunction with our City Health & Safety team start to tailor & provide some simple messaging for an upcoming Communications bulletin & for our City social media platforms. Possibly EWSWA can be involved as well.
Carried.

Report Number: SCM 105/2026
Clerk's File: ACOQ2026 & EI2026

18.2. CQ 22-2026:

Moved by: Councillor Angelo Marignani
Seconded by: Councillor Kieran McKenzie

Decision Number: CR327/2026

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 22-2026:

Assigned to: Commissioner, Infrastructure Services and City Engineer

Asks that Administration prepare a comprehensive report regarding the basement flooding events associated with the July 3, 2026 rainfall event, to include, where feasible:

1. **Event & System Overview:** A summary of the rainfall data, its specific impacts on Windsor's sewer system, and resulting operational lessons learned.
2. **Flood Distribution:** The total number and precise geographic mapping of reported basement floods across city neighbourhoods.
3. **Master Plan Alignment:** The implementation status (completed, underway, planned) of the Sewer and Coastal Flood Protection Master Plan in affected areas, noting if the system performed according to engineering expectations for its current stage.
4. **Property-Level Data:** An analysis of affected homes, highlighting repeat backups, common property traits, and participation rates in the Basement Flooding Protection Subsidy Program.
5. **Mitigation Performance:** An assessment of residential protection measures (e.g., backwater valves, sump pumps), focusing on trends where flooding occurred despite these devices being installed.
6. **Near-Term Resiliency Recommendations:** Actionable options for both **capital and operational investments** that Council can consider for **near-term** implementation to improve flood resiliency while long-term Master Plan projects are pending.

Carried.

Report Number: SCM 91/2026
Clerk's File: ACOQ2026 & SW/12983

18.3. CQ 23-2026:

Moved by: Councillor Angelo Marignani

Seconded by: Councillor Kieran McKenzie

Decision Number: CR328/2026

That the following Council Question by Councillor Fred Francis **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 23-2026:

Assigned to: Commissioner, Infrastructure Services and City Engineer

Asks that Administration provide a full briefing report pertaining to the storm and flooding events of the July 3rd/4th weekend. Also please include any relevant information from Enwin Utilities and their efforts during the clean up.

Minutes

City Council

Monday, July 13, 2026

Page 17 of 21

Asks that Administration provide a comprehensive update on the data collected from the recent flooding in east Riverside and forest glade area specifically detailing the performance and the capacity limits of our existing stormwater management ponds pumping stations and sewer infrastructure during the peak rainfall furthermore I request that administration use this data to identify immediate localized bottlenecks and report back on a prioritized action plan including potential accelerated funds funding and or infrastructure upgrades to mitigate future flooding risks and protect residents in the heavy affected neighborhoods.

Carried.

Clerk's File: ACOQ2026 SW2026 & SW/12983

18.4. CQ 24-2026:

Moved by: Councillor Angelo Marignani

Seconded by: Councillor Kieran McKenzie

Decision Number: CR329/2026

That the following Council Question by Councillor Renaldo Agostino **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 24-2026:

Assigned to: Commissioner, Finance & City Treasurer

Asks that Administration prepare a report on what the actual cost of homelessness, mental health and addiction is currently costing the Windsor taxpayer, please include the costs of first responders on this as well.

Carried.

Clerk's File: ACOQ2026 & MD/14771

21. ADJOURNMENT

Moved by: Councillor Jim Morrison
Seconded by: Councillor Ed Sleiman

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 2:54 o'clock p.m.

Mayor

City Clerk

SPECIAL MEETING OF COUNCIL – IN CAMERA
June 29, 2026 (Session 2)

Meeting called to order at: 6:17 p.m.

Members in Attendance:

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

Members Absent:

Councillor Angelo Marignani

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

Minutes

City Council

Monday, July 13, 2026

Page 20 of 21

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

Item No.	Subject & Section - Pursuant to <i>Municipal Act</i> , 2001, as amended
1	Property matter – sale of land, Section 239(2)(c)
2	Property matter – security of the property – agreement, Section 239(2)(a)(j)
3	Legal matter – assessment appeal, Section 239(2)(e)
4	Property/plan matter – acquisition of land – housing update, Section 239(2)(c))(k)
5	Property/plan matter – amending agreement, Section 229(2)(c)(k)

Motion Carried.

Declarations of Pecuniary Interest:

None declared.

Discussion on the items of business.

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

Moved by Councillor Renaldo Agostino, seconded by Councillor Fred Francis,
THAT the Clerk BE DIRECTED to transmit the recommendation(s) contained in the report(s) discussed at the In-Camera Council Meeting held June 29, 2026(Session 2) 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 Corporate Services, Deputy Chief Administrative

Minutes

City Council

Monday, July 13, 2026

Page 21 of 21

Officer/Commissioner Economic Development respecting a property matter – sale of land **BE APPROVED.**

2. That the recommendation contained in the in-camera report from the Chief Information Officer/Executive Director Information Technology, Acting Manager of Purchasing, City Solicitor, Commissioner Corporate Services, Manager Strategy Operating Budget Development and Control and Commissioner of Finance/City Treasurer respecting a property matter – security of the property - agreement **BE APPROVED.**

3. That the recommendation contained in the in-camera report from the Executive Director Treasury and Financial Accounting/Deputy Treasurer, City Solicitor and Commissioner of Finance/City Treasurer respecting a legal matter – assessment appeal **BE APPROVED.**

4. That the recommendation contained in the in-camera report from the Manager Intergovernmental Funding Housing and Children's Services, Commissioner of Human and Health Services, City Solicitor, Commissioner of Corporate Services and Commissioner of Finance/City Treasurer respecting a property/plan matter – acquisition of land – housing update **BE APPROVED.**

5. That the recommendation contained in the in-camera report from the Manager Land Development and Growth, Executive Director Economic Development and Climate Change, City Solicitor, Deputy Chief Administrative Officer/Commissioner of Economic Development, Commissioner of Finance/City Treasurer and Commissioner of Corporate Services respecting a property/plan matter – amending agreement **BE APPROVED.**

Motion Carried.

Moved by Councillor Ed Sleiman, seconded by Councillor

Fred Francis,

That the special meeting of council held June 29, 2026(Session 2) BE ADJOURNED.

(Time: 6:19 p.m.)

Motion Carried.

Additional Information: AI 11/2026

Subject: Additional Information to Report S 60/2026 - OPA & Rezoning - 825 Riverside Drive West, Ward 3

Reference:

Date to Council: July 27, 2026
Author: Laura Diotte, MCIP, RPP
Manager – Planning (Development Applications)
519-255-6543 x 6396
lbdiotte@citywindsor.ca
Planning & Building Services
Report Date: 7/20/2026
Clerk's File #: Z/15123 & Z/15128

To: Mayor and Members of City Council

Additional Information:

Additional Recommendation

- I. THAT Recommendation 6 in Report S 60/2026 **BE DELETED** and **REPLACED** with the following:
 6. THAT Zoning By-law 8600 **BE FURTHER AMENDED** by adding the following to section 95.20:
 - (12) (a) Submission of a Ministry of the Environment, Conservation and Parks (MECP) Species Conservation Act (SCA) permit or an SCA Registration Number, where required, to the satisfaction of the City Planner.
 - (b) Submission of a Conservation Strategy, including a finalized Documentation and Commemoration Report, to conserve the identified heritage attributes, and implemented as conditions of Site Plan approval to the satisfaction of the City Planner.

Background

At the July 6, 2026 Development and Heritage Standing Committee meeting respecting report S 60/2026, the Development and Heritage Standing Committee directed Administration to:

1. Report back on options to address the loading space requirements of the site for Council's consideration; and,

2. Report back/comment on the appropriate level of flexibility with respect to the language of the Species at Risk holding provisions.

Subsequent to the Development and Heritage Standing Committee meeting, Administration met with representatives of GSP Group (applicant) and the ownership group, Clayland Developments Inc., to discuss the matters raised by the Committee. The applicant submitted a letter (Appendix A) to conclude the discussions from that meeting.

With respect to loading space requirements, staff advised the applicant that based on their current conceptual site plan, 12 loading spaces are required. The applicant has advised that the required twelve (12) loading spaces can be accommodated on the site through the detailed design process associated with Site Plan Control. Administration and the applicant are satisfied that the loading space requirement can be addressed through the Site Plan Control process and does not require any modification to the recommended zoning provisions.

With respect to the Species at Risk holding provisions, Administration and the applicant reviewed the wording of the proposed holding provision and agreed that additional flexibility is appropriate to recognize that a MECP permit may not be required in all circumstances. Accordingly, the holding provision has been revised to require submission of a MECP Species Conservation Act permit or a Species Conservation Act Registration Number, where required, to the satisfaction of the City Planner.

In addition, Administration and the applicant agreed that the terminology used in the heritage-related holding provision should be revised to better align with the ongoing heritage review process. Accordingly, the reference the "**designated**" heritage attributes has been revised to the "identified" heritage attributes through the submission of a finalized Documentation and Commemoration Report, to be implemented through conditions of Site Plan approval.

Administration is of the opinion that the revised wording addresses the direction provided by the Development and Heritage Standing Committee while maintaining the intent of the holding provisions to ensure that species at risk matters and heritage conservation measures are appropriately addressed prior to the lifting of the holding symbol.

Conclusion

Administration recommends that Council approve the revised Recommendation 6 as outlined above. The proposed revisions provide appropriate flexibility respecting Species Conservation Act requirements while continuing to ensure that any required approvals are obtained and that heritage conservation measures are secured through the Site Plan Control process.

Approvals:

Name	Title
Laura Diotte	Manager – Planning, Development Applications
Greg Atkinson	Deputy City Planner - Development
Neil Robertson	City Planner
Aaron Farough	Senior Legal Counsel, Legal & Real Estate
Jelena Payne	Deputy CAO/Commissioner, Economic Development
Ray Mensour	Chief Administrative Officer

Appendices:

Appendix A – Letter from Applicant

July 16, 2026

File No. 15002

Planning & Building Services Department- Planning Division
350 City Hall Square West, 2nd Floor
Windsor, Ontario
N9A 6S1

Attn: Laura Diotte
Manager – Planning, Development Applications

**Re: Follow-Up to Public Meeting – 825 Riverside Drive West
Z-001/26 [ZNG/7351] and OPA 199 [OPA/7352]**

Dear Ms. Diotte,

On behalf of Clayland Developments Inc. ("Ownership"), GSP Group is submitting this letter in support of the Official Plan Amendment and Zoning By-law Amendment applications for 825 Riverside Drive West in the City of Windsor (the "Subject Property" or "Site").

The applications are intended to facilitate the comprehensive redevelopment of the Site with five residential towers ranging in height from 17 to 25 storeys, a three-storey stacked/back-to-back townhouse block, neighbourhood-serving commercial uses, landscaped amenity areas, structured and underground parking, and a naturalized habitat corridor along the eastern portion of the Site. The proposed redevelopment contains approximately 1,602 dwelling units.

The applications were considered at the Development and Heritage Standing Committee public meeting on Monday July 6th, 2026. Following the public meeting, GSP Group and the project team continued discussions with City staff on Monday July 13th, 2026 regarding three matters requiring further clarification or revision prior to Council's consideration of the applications on Monday July 27th, 2026. These matters relate to:

- compliance with the applicable zoning requirements for loading spaces;
- the proposed wording of the Species at Risk holding provision; and
- the terminology used in relation to the cultural heritage attributes of the Subject Property.

The project team has since reviewed the proposed zoning provisions, the revised site plan and the wording contained in the staff report and associated recommendations. This letter summarizes the revisions made and the wording changes requested in response to the discussions with City staff.

1. Loading Spaces

The site plan has been revised to comply with the loading-space requirements of Zoning By-law 8600. Based on the gross floor area of the proposed multiple-dwelling buildings and the

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162 Locke St. S., Suite 200, Hamilton, ON, L8P 4A9
gspgroup.ca

requirements of Table 24.40.1.5, a total of 12 loading spaces is required for the proposed development.

Following discussions with City staff, the project team reviewed the current site plan and confirmed that the Site has sufficient space to accommodate the required loading functions. In addition to the five dedicated loading and service spaces, seven additional short-term lay-by, pick-up/drop-off and similar spaces, each measuring 3.0 metres by 7.5 metres, can be accommodated near the building entrances. Together, these spaces can satisfy the total zoning requirement for 12 loading spaces.

The detailed location and configuration of the additional spaces will be confirmed through the subsequent Site Plan Approval process.

2. Species at Risk Holding Provision

Environmental Policy staff has requested that a holding provision be applied to the zoning to ensure that Species at Risk matters are addressed prior to development. Staff's comments indicate that MTE Consultants, as the project's qualified professional, is currently determining whether a permit or registration is required for the proposed development under the applicable provincial legislation.

The holding provision currently recommended in the staff report requires the submission of a Species Conservation Act permit or registration number before the holding provision may be removed. The project team requests that this wording be revised to recognize that the applicable provincial review process may result in one of several outcomes, including confirmation that neither a permit nor registration is required.

Accordingly, the Species at Risk holding provision should allow the holding provision to be removed once the applicable Species at Risk requirements have been addressed to the satisfaction of the City Planner. This may include:

- confirmation that a permit has been issued, where required;
- submission of a registration number, where required; or
- confirmation from the qualified professional or applicable provincial authority that no permit, registration or other provincial authorization is required.

The requested revision would maintain the intent of the holding provision while accurately reflecting the potential outcomes of the provincial review process. It would also avoid requiring the submission of a permit or registration number where neither is required.

3. Heritage

The Heritage Planner's comments note that City Council approved a Notice of Intention to Designate the Subject Property under Part IV of the Ontario Heritage Act on June 8, 2026. However, the designation process has not yet been completed.

Accordingly, the project team requests that references to “**designated heritage attributes**” in the staff report, recommendations and proposed holding provision be revised to “**identified heritage attributes**.” This terminology more accurately reflects the current status of the Subject Property and avoids presuming the outcome of the designation process.

We trust that the information provided above addresses the matters discussed following the public meeting. We respectfully request that the revised site plan and requested wording changes be reflected in the materials presented to City Council at the July 27th, 2026 decision meeting.

Sincerely,
GSP Group Inc.



Rachel Bossie, MCIP, RPP
Senior Planner
226.444.7848
rbossie@gspgroup.ca



Evelyn Thomas, B.Arch, M.U.D
Planner and Senior Urban Designer
ethomas@gspgroup.ca

cc. Alex Vandersluis – Clayland Developments Inc.



Committee Matters: SCM 225/2026

Subject: Response to CQ 2-2026 - Feasibility of Parking Revenue Sharing with Business Improvement Areas - City Wide

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

Decision Number: **ETPS 1132**

- I. THAT the report of the Manager, Transportation Operations and Manager, Performance Measurement and Business Case dated June 2, 2026, entitled "Response to CQ 2-2026 - Feasibility of Parking Revenue Sharing with Business Improvement Areas - City Wide" **BE RECEIVED** for information.
- II. THAT Administration **BE DIRECTED** to develop a framework for a 2-year parking revenue reinvestment pilot project that would allocate 10% of net revenue generated from on-street parking meters and municipal surface parking lots within participating Business Improvement Areas to the BIA's, and that parking garages, monthly parking permits and annual parking permits be excluded from this pilot; and,
- III. THAT Administration **BE DIRECTED** to consult with participating BIAs as part of developing the pilot framework, and that the report include the financial impact on the off-street parking revenue eligibility criteria, governance and reporting requirements, eligible uses of the funding, implementation options and high level revenue estimates for BIAs that do not currently have paid parking should they choose to implement it in the future; and,
- IV. THAT Administration **BE DIRECTED** to identify appropriate eligible uses of the funding such as beautification, streetscape improvements, marketing events, accessibility and other public realm initiatives; and,

V. THAT this information **BE BROUGHT FORWARD** to a future meeting of the Environment, Transportation and Public Safety Standing Committee for consideration.

Carried.

Report Number: S 58/2026

Clerk's File: MI/14538

Clerk's Note:

1. The recommendation of the Environment, Transportation & Public Safety Standing Committee and Administration are **NOT** the same.
2. Please refer to Item 8.3 from the Environment, Transportation & Public Safety Standing Committee held on June 24, 2026.
3. To view the stream of this Standing Committee meeting, please refer to:
<https://csg001-harmony.sliq.net/00310/Harmony/en/PowerBrowser/PowerBrowserV2/20260625/-1/11642>



Council Report: C 110/2026

**Subject: Tourism Windsor Essex Pelee Island / Invest Windsor Essex
Alignment Recommendations - City Wide**

Reference:

Date to Council: July 27, 2026

Author: Lorie Gregg

Executive Director, Financial Planning / Deputy Treasurer

(519) 255-6100 Ext. 6522

lgregg@citywindsor.ca

Financial Planning

Report Date: 7/16/2026

Clerk's File #: AT2026

To: Mayor and Members of City Council

Recommendation:

THAT City Council **APPROVE**, in principle, the alignment recommendations, unanimously approved by both Boards of Directors of Invest Windsor Essex (IWE) and Tourism Windsor Essex Pelee Island (TWEPI) at their June 30, 2026, joint meeting, regarding:

- Governance
- Organizational structure
- Future phased integration

as outlined in the NorthGuide Consultants (NorthGuide) Report dated June 2026, with any subsequent implementation measures subject to future Board approvals, and that City Council be updated in Q1 2027 of the progress to date.

Executive Summary:

N/A

Background:

TWEPI is a not-for-profit organization incorporated without share capital under the Ontario Corporations Act (OCA), to function as the primary, full-service tourism organization for the City of Windsor (City), the County of Essex (County) and the Township of Pelee Island (Pelee). TWEPI is governed by a Board which is comprised of three (3) members of City Council, including the Mayor and three (3) members of County Council including the Warden. Further, there are four (4) members from the public with Tourism backgrounds.

Prior to the adoption of the Municipal Accommodation Tax (MAT), TWEPI was funded jointly by the City and County based upon a predetermined cost sharing arrangement. In 2018, the City's contribution (base funding) was \$923,300. As of October 1, 2018 as per O. Reg. 435/17, the City entered into a revenue-sharing agreement with TWEPI, as Windsor's official Destination Marketing Organization (DMO), whereby fifty percent (50%) of the municipal accommodation tax (MAT) collected in Windsor, net of administrative costs, are shared between TWEPI and the City. This revenue sharing agreement factored in the base operational funding, previously provided by the City for Windsor-Essex tourism functions and as well identified that the receipt of any additional funds over and above the base funding would be used specifically on City only tourism activities. The County of Essex has not adopted a MAT program and as such continued to provide base funding to TWEPI. No increase to the base funding has been requested.

IWE is similarly structured as a not-for-profit organization, without share capital under the OCA, and functions as the region's lead economic development agency and a dedicated catalyst for business growth. They attract new business to the Windsor and Essex County, help strengthen existing business and support entrepreneurship. For IWE, the current board is composed of the Mayor of Windsor, the Warden for the County and four (4) members from the public with various competencies (i.e. accountant, etc.).

On an annual basis, the City contributes funding in support of IWE's annual operating budget (2026 contribution of \$1.4 million).

In January 2026, the Boards of TWEPI and IWE engaged NorthGuide Inc. to conduct a neutral, third-party evaluation of the two organizations and provide recommendations on how they could work together most effectively.

On July 13, 2026, the CEO of TWEPI and IWE, Mr. Gordon Orr presented the "Tourism Windsor Essex Pelee Island/Invest Windsor Essex Alignment Recommendation" report to Windsor City Council. Since this presentation had not been vetted by Administration, City Council resolved:

Decision Number: CR319/2026

*That the presentation given by the Chief Executive Officer, Invest Windsor Essex & Tourism Windsor Essex Pelee Island to Windsor City Council on July 13, 2026, regarding alignment recommendations for Invest Windsor Essex & Tourism Windsor Essex Pelee Island BE **REFERRED** back to administration for vetting; and,*

*That Administration **BE DIRECTED** to report back to Council with comments on the proposed alignment, and any recommendations if necessary.*

This report is in response to the above noted direction of Council and provides Administration's assessment of the recommendation brought before Council.

Discussion:

NorthGuide was engaged by both TWEPI and IWE to conduct an independent review of how the two organizations could best work together. As outlined in their report, over four months, their review included organizational documents and financials, a benchmarking scan of comparable Canadian models, twelve confidential stakeholder interviews with funding partners and regional leaders and facilitated workshops with each organization's board and staff teams.

The NorthGuide report included seven (7) recommendations intended to provide an evidence-based path to integrate TWEPI and IWE over the next several years. Administration has reviewed each of the seven (7) recommendations and provides the following comments for Council's consideration.

Recommendation 1 – Governance: Move to a single board of directors, purpose-built for the integrated organization.

As indicated in the background section, the current composition of the TWEPI board consists of three (3) members of City Council, including the Mayor and three (3) members of County Council including the Warden. Further, there are four (4) members from the public with Tourism backgrounds.

For IWE, the current board is composed of the Mayor of Windsor, the Warden for the County and four (4) members from the public with various competencies (i.e. accountant, etc.).

The NorthGuide report recommends establishing a single Board responsible for the governance of both TWEPI and IWE. Under the proposed model, Council representation would be represented by the Mayor of Windsor and the Warden of Essex County, with each permitted to designate an alternate from their respective councils to attend and vote in their absence. The remaining seven (7) to nine (9) directors would be selected primarily based on skills and experience, including expertise in finance, legal, human resources, government relations, marketing and communications, tourism, and investment attraction. The Board would be supported through the creation of two advisory committees, one for economic development and one for tourism and destination development.

Administration supports the alignment to a single Board and the creation of two advisory committees. Consideration may be given to the proposed size of the new Board being 9 to 11 directors. There could be challenges in finding appropriate individuals to fill all available seats for the full duration of time (being the term of Council). Given the support of advisory committees the establishment of a Board that is smaller in size with emphasis on specific skill sets may better serve the uniqueness of this newly formed organization.

Given that both TWEPI and IWE will continue to exist as separate legal entities, it may be more appropriate to facilitate the winding up of each organization at the same time as the establishment of a new organization. Administration recommends that the CEO of TWEPI/IWE review this recommendation with independent external legal counsel

and bring back a more an analysis and timeline of the process required to be undertaken as part of the Q1 2027 reporting.

Recommendation 2 – Organizational Design and Branding: Two organizations, working as one while each retains their distinct identity within a single integrated structure.

Currently, the City works closely with TWEPI to support tourism development, destination marketing, visitor attraction, and major event promotion across the region. As the region's DMO, TWEPI promotes Windsor-Essex as a visitor destination and supports local tourism operators, hospitality businesses, festivals, cultural attractions and parks. The City's Economic Development Department collaborates with TWEPI on initiatives that enhance visitor experiences, activate key areas such as the downtown and waterfront, and generate economic activity through tourism-related investments and events, including major event and conference opportunities.

With regards to IWE, the City's Economic Development Department and IWE work collaboratively within clearly defined and complementary roles. IWE leads regional investment attraction, marketing, lead generation, site selection support, trade and industry initiatives, entrepreneurship programming, and business retention and expansion services.

The City supports these efforts by coordinating municipal approvals, facilitating development opportunities, promoting and administering Community Improvement Plan (CIP) programs, managing development and expansion projects, providing aftercare services, and serving as a liaison between investors, businesses, and City departments. The organizations also collaborate on funding opportunities and regional initiatives.

In practice, IWE creates and attracts opportunities, while the City helps deliver them through municipal implementation. For example, IWE may lead investor attraction and regional marketing, while the City advances related lease negotiations, land preparation, planning and building permit coordination, and municipal approvals. This represents a coordinated division of responsibility rather than duplication.

Based on NorthGuide's recommendations, TWEPI and IWE would continue to operate as two distinct business units. Administration supports this recommendation on the basis that there will be no anticipated material change in how it currently interacts with either organization. Administration will continue to work with and provide input to the newly aligned organization.

Recommendation 3 – Early Actions for the Integrated Organization: Begin building the integrated organization from the inside out by establishing a shared sense of purpose and practical connections that enable the two teams to work more effectively together.

The recommended early actions include:

1. Developing a shared mission, vision, and values;
2. Establishing a formal referral pathway between the two organizations; and

3. Beginning the integration of joint programming and events.

Administration supports the first two early actions. With respect to the proposed integration of joint programming and events, Administration notes that such activities must be carefully reviewed to ensure compliance with the restrictions of the O. Reg. 435/17, *Transient Accommodation Tax*, Section 6 which states:

Requirement to enter into agreement

6. (1) *The municipality and each eligible tourism entity that receives an amount under section 4 or 5 shall enter into an agreement respecting reasonable financial accountability matters in order to ensure that amounts paid to the entity are used for the exclusive purpose of promoting tourism, and the agreement may provide for other matters.*

(2) *For clarity, a requirement that an amount paid by a municipality under subsection 4 (2) or 5 (2) be used in a particular manner in promoting tourism is not a reasonable financial accountability matter for the purpose of subsection (1) of this section.*

As indicated in the background section, TWEPI is currently the designated DMO for this region and receives fifty percent (50%) of the MAT collected by the City. Accordingly, any integration of joint programming and events must be supported by clear guidelines to ensure that net revenue from MAT continues to be used for its intended purpose: promoting tourism in Windsor and Essex County as well as supplementing activities regarding City tourism where funding is available.

Recommendation 4 – Operational Efficiencies: Consolidate back-office and administrative functions under a shared services model and reinvest the resulting saving in expanded capacity for both organizations.

The operational efficiencies identified in the NorthGuide recommendations are primarily focused on consolidating shared back-office and administrative functions, including finance, accounting, human resources, payroll, information technology support, administrative support, software subscriptions, and memberships. The intent is to reduce duplication and ensure staff resources are directed toward higher-value activities that support the mandates of both organizations with any efficiencies achieved through this process would be reinvested in the integrated organization.

Administration supports this recommendation noting that consistent with the funding considerations noted under Recommendation 3, any savings or efficiencies attributable to TWEPI must continue to be reinvested in a manner that supports TWEPI's tourism mandate and complies with applicable O. Reg. 435/17.

Recommendation 5 – Physical Space: A shared physical home is the long-term vision – the right space, at the right time, for the right reasons.

TWEPI and IWE currently operate from separate locations. TWEPI is located at 98 Chatham Street East, with an annual lease cost of approximately \$135,000 and a lease expiry date of October 11, 2032. The City has indicated a willingness to consider early termination of this lease, if required. IWE is located at 119 Chatham Street West, with

an annual lease cost of approximately \$201,000 and a lease expiry date of May 31, 2029. As presented to City Council on July 13, 2026, the organizations are expected to remain in their respective locations in the near term and may consider shared leased space later, should the integration proceed efficiently.

Administration supports the co-location of the two organizations. Consideration to deferring any move to a shared physical space until later in the integration process allow sufficient time to assess the effectiveness of the integration and better align any future relocation with the May 31, 2029, lease expiry for 119 Chatham Street West.

Recommendation 6 – Phasing and Implementation: Pursue integration in three deliberate phases. Those phases being:

1. Governance consolidation, organizational design and legal structure;
2. Shared services and operational alignment; and
3. Shared space and brand development.

Administration generally supports the phased implementation approach outlined above. However, Administration emphasizes that the newly integrated organization must be structured in a manner that preserves the legislative requirements and allows for sufficient windup of existing corporations. This would include mandatory regulatory filings with the Canada Revenue Agency (CRA) and creation of new accounts for purposes of payroll and regulatory remittances.

Recommendation 7 – Change Management and Staff Communication: The structural work of integration is only half the job. Communication and culture must be treated as an ongoing leadership responsibility through every phase that follows.

This recommendation focuses on change management activities, staff communication, and stakeholder engagement.

Administration supports these activities and emphasizes the importance of ensuring that funders, municipal partners, and other key stakeholders have a clear understanding of the proposed integration and its implications for the region. Administration also recommends that any related funding agreements be reviewed and updated, as required, to reflect the integrated structure and ensure that the requirements of all parties are appropriately addressed.

Risks:

To mitigate this risk the proposed integrated entity would establish two advisory committees: the Economic Development Advisory Committee and the Tourism and Destination Advisory Committee. These committees would provide additional opportunities to provide input on key matters, including IWE's investment attraction and business development programming, as well as TWEPI's destination marketing and visitor programming. Administration would continue to work with both entities as it relates to City initiatives.

There is a risk that the distinct TWEPI and/or IWE brands could become diluted or diminished during the integration process or over time. While

the NorthGuide report indicates that each organization should retain its own name, brand, and external identity in the near term, the long-term branding approach may be influenced by the manner in which the organizations are ultimately integrated. Although O. Reg. 435/17 does not specifically address the branding of the DMO, it does require that it be a non-profit entity whose mandate includes the promotion of tourism in Ontario or in a municipality. So, while the brand may change over time, the mandate of the organization must include the tourism mandate in order to continue to receive its proportionate share of the net revenues from MAT.

As the integrated structure is developed, the Board should consult with independent external legal counsel to confirm that the proposed corporate structure appropriately considers all financial implications. To mitigate this risk, Administration recommends that the Board of Directors regularly monitor and evaluate the integration process to ensure that implementation remains aligned with the stated objectives and that any necessary adjustments are identified in a timely manner. Administration has also recommended that establishment of joint operating agreements or other similar agreement which would identify timely budget and financial reporting requirements for the integrated entity and its funding partners being the City of Windsor and County of Essex.

Financial Matters:

Funding Considerations

TWEPI and IWE are funded differently by the City. TWEPI has three primary funding sources: its' proportionate share of the net revenues from the MAT collected by the City; contributions from the County and Pelee Island; and partnership and advertising revenues. In 2025, net revenues from MAT collected by the City totalled \$1,772,323, representing approximately 60.8% of TWEPI's total revenue. As indicated in the background section, prior to the adoption of the MAT, the City's contribution (base funding) to TWEPI was \$923,300. Given that the MAT revenue provided to TWEPI is generated from hotel stays in the City of Windsor, it is understood that any revenue above the base funding is to be used in support of tourism activities in the City. The City has specifically requested that any MAT funding that is not utilized within a fiscal year be transferred to a separate reserve that is held for future City related tourism initiatives.

IWE's primary funding sources include contributions from the City and County, grant revenue, and revenues associated with the Windsor Essex Small Business Entrepreneurship Centre (WESBEC). For 2026, the City's contribution to IWE is \$1,366,661, representing approximately 35.7% of IWE's total revenue budget.

Any consolidation of services would need to incorporate appropriate accounting and finance controls to ensure that there is an identification of costs associated with both entities and further that the integrity of the tourism related activities are retained and satisfy the requirements of O. Reg. 435/17.

Budgetary Considerations

Currently both TWEPI and IWE annual budgets are approved by each respective Boards. As a result of the tourism agreement with TWEPI, there has been no need to provide a copy of the annual budget to the City as the revenue is determined based

upon the cost sharing formula. As indicated in the report, the use of the funding by TWEPI is prescribed through the MAT agreement with the City.

Upon approval of the IWE annual budget by its Board, the City is advised as to the amount of the required annual contribution. This amount is identified as part of the annual operating budget development process and is brought forward for City Council's approval.

As integration of the two entities evolves, there will be a need to receive and review annual budgets and year-end financial reporting from the consolidated entity on a timely basis to ensure that any amounts which require additional City funding are highlighted early in the process and to ensure that funds are appropriately allocated to each respective mandated service. Consideration may be given to the development of joint operating agreements, or other similar type of document which identify timely budget and financial reporting requirements for the integrated entity and its funding partners being the City of Windsor and County of Essex.

Consultation:

Gordon Orr, Chief Executive Officer, TWEPI and IWE
Matthew Johnson, Executive Director, Economic Development

Conclusion:

Administration supports, in principle, the continued alignment and phased integration of TWEPI and IWE, as recommended by the respective Boards and outlined in the NorthGuide report.

The proposed integration provides an opportunity to strengthen regional collaboration, reduce duplication, and better align tourism promotion and economic development activities. However, implementation must proceed carefully to ensure that the integrated organization maintains appropriate municipal accountability, preserves TWEPI's mandate as the designated DMO, addresses risks, and considers the potential impacts on grant eligibility and related reporting requirements.

Subject to these considerations, Administration recommends that Council approve the alignment recommendations in principle.

Approvals:

Name	Title
Lorie Gregg	Executive Director, Financial Planning/Deputy Treasurer
Wira Vendrasco	City Solicitor
Jelena Payne	Deputy Chief Administrative Officer, Commissioner, Economic Development
Janice Guthrie	Commissioner, Finance and City Treasurer

Ray Mensour	Chief Administrative Officer
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Notifications:

Name	Address	Email
Gordon Orr		

Appendices:

Appendix A – Tourism Windsor Essex Pelee Island / Invest Windsor Essex Alignment Recommendations

Executive Summary

Tourism Windsor Essex Pelee Island / Invest WindsorEssex

Alignment Recommendations

Prepared for: Gordon Orr

Prepared by: Lisa Cashmore and Shelby Woodall

July 2026



Table of Contents

[Table of Contents](#)

[Executive Summary](#)

[What emerged clearly](#)

[Recommendation 1](#)

[Recommendation 2](#)

[Recommendation 3](#)

[Recommendation 4](#)

[Recommendation 5](#)

[Recommendation 6](#)

[Recommendation 7](#)

[Conclusion](#)

Executive Summary

NorthGuide was engaged by Gordon Orr, with support from both boards, to conduct an independent review of how Invest WindsorEssex (IWE) and Tourism Windsor Essex Pelee Island (TWEPI) can best work together. Over four months, this engagement included a review of organizational documents and financials, a benchmarking scan of comparable Canadian models, twelve confidential stakeholder interviews with funding partners and regional leaders, and facilitated workshops with each organization's board and staff teams.

The recommendations that follow chart a clear, evidence-based path to a more integrated and resilient structure built on the considerable strengths both organizations have already demonstrated in service of the Windsor-Essex and Pelee Island region.

What emerged clearly

Across all aspects of the engagement, a consistent picture emerged. Neither board, nor staff teams, argued for maintaining two fully separate organizations as a long-term model. Both organizations are well regarded and performing effectively in their respective mandates. The case for integration is about opportunity, not necessity. It is an opportunity to build on existing strengths and to unlock new capability for the region. There is broad consensus that a unified governance structure, consolidated back-office services, and closer operational coordination make sense, while a full brand merger at this stage does not. Any efficiencies realized through integration should be reinvested in expanded capacity.

Recommendation 1

Governance

Move to a single board of directors, purpose-built for the integrated organization.

- Replace the two existing boards with a single unified board of approximately 9 to 11 directors (ideally an odd number to avoid tie votes)
- The board should be primarily skills-based, with representation across finance, legal, HR, government relations, marketing and communications, and voices that understand both the tourism and investment attraction mandates of the region
- Reserve two ex officio seats for the Mayor of Windsor and the Warden of Essex County, reflecting the dual municipal funding relationship; each may designate an alternate from their respective councils to attend and vote in their absence
- The CEO participates in board meetings as a non-voting ex officio member
- Board terms should be multi-year and aligned with the municipal election cycle

- Board recruitment should be treated as a matrix exercise, balancing skills, sector, geography, and organization size over successive terms
- Establish two advisory committees: one for economic development, one for tourism and destination development; each committee is convened and managed by senior staff rather than the board

Recommendation 2

Organizational Design and Branding

Two organizations, working as one while each retains their distinct identity within a single integrated structure.

- Bring IWE and TWEPI together as a single integrated organization, with both operating as distinct business units within a shared legal structure. The form and name of the parent entity will be determined in consultation with legal counsel as a Phase 1 action.
- No operating brand is retired at this stage, and no changes to existing brand assets are required; both organizations have built real equity with their respective audiences, and merging those identities prematurely risks eroding credibility on both sides
- As the governance model is finalized, the board should seek legal advice on the appropriate corporate structure; most likely a member or shareholder agreement establishing a parent entity, with updated bylaws for both organizations. The name and form of the parent entity will be determined through that process. Full amalgamation, if pursued, would be a later step.
- Brand architecture is a question to explore over time, as the integrated organization develops a clearer sense of what it is together; that question should follow the operational learning, not get ahead of it

Recommendation 3

Early Actions for the Integrated Organization

Begin building the integrated organization from the inside out, starting with a shared sense of purpose and the practical connections that make the teams more useful to one another.

Three early actions should begin as soon as the boards have approved the path forward:

- **Develop a shared mission, vision, and values.** A shared statement developed with genuine input from both teams, both boards, and key stakeholders is a foundational step; this should

be completed before any brand architecture decisions are made, and treated as a living foundation to be revisited as the integrated organization matures

- **Establish formal referral pathways between the teams.** IWE and TWEPI serve the same region but currently have no formal mechanism for connecting clients to each other's services; building those pathways into intake forms, onboarding conversations, and client management workflows creates a more seamless experience for the clients and communities both organizations serve
- **Begin integrating joint programming and events.** Early, visible collaboration builds confidence in the process and creates the kind of shared wins that make integration feel like something the teams are building together, not something imposed on them

Recommendation 4

Operational Efficiencies

Consolidate back-office and administrative functions under a shared services model, and reinvest the resulting savings in expanded capacity for both organizations.

- Consolidate back-office functions under a shared services model, including the following: finance and accounting, HR and payroll, IT support, administrative support, and software, subscriptions, and memberships
- Explore a joint agency of record arrangement to replace the current separate contracts with the same provider
- The priority is not dramatic cost reduction but streamlining processes and ensuring staff time and resources are directed where they add the most value
- Any efficiencies realized should be reinvested in expanded organizational capacity; integration done right is a case for sustained investment, not reduced contributions
- Work toward aligning the marketing functions of both organizations under shared leadership in Phase 2, once governance has stabilized; IWE's corporate and government-facing strengths and TWEPI's consumer-facing brand and destination marketing expertise are complementary, and the integrated organization is stronger for bringing them together
- Corporate communications should continue as a distinct function from marketing
- The CEO should bring a consolidated services plan to the unified board within the first 90 days after the first board meeting, with shared services fully operational within twelve months of governance consolidation

Recommendation 5

Physical Space

A shared physical home is the long-term vision — the right space, at the right time, for the right reasons.

- Shared space supports the cultural and operational goals of the integrated organization; bringing both teams under one roof reinforces collaboration and signals a unified identity to staff, clients, and partners
- Both current leases provide stability through the integration period; no immediate changes to either location are required
- In the near term, specific functions may begin working together across the two existing offices. For example, the marketing and communications teams co-locating as joint work takes shape
- The new unified board will assess space options as part of its consolidated services planning, with any decision informed by the organization's needs at that stage, not external pressure
- A formal space search, when initiated, will be led by the integrated organization on its own timeline

Recommendation 6

Phasing and Implementation

Pursue integration in three deliberate phases.

Phase 1 — Governance, Organizational Design and Legal Structure (2026, pre-election)

- Both boards pass resolutions approving the integrated governance model
- Legal counsel engaged to advise on corporate structure
- Internal staff communications delivered
- Shared mission, vision, and values process underway
- Skills matrix for the unified board developed; recruitment begins; new board identified by the end of 2026 and seated following the October election (by January 2027)

Phase 2 — Shared Services and Operational Alignment (2026–2027)

- CEO presents a consolidated services plan to the new unified board
- HR policies reviewed and harmonized
- Referral pathways built and tested
- Marketing functions aligned under shared leadership

- The unified board considers space options as part of consolidated services planning

Phase 3 — Shared Space and Brand Development (2027–2029)

- Brand audit commissioned
- Space options assessed and a decision made by the unified board on the path forward
- If a shared location is pursued, search, negotiation, and build-out undertaken
- Governance and operating model reviewed at the three-year mark

Recommendation 7

Change Management and Staff Communication

The structural work of integration is only half the job. Communication and culture must be treated as an ongoing leadership responsibility through every phase that follows.

- Develop a staff communications plan in parallel with the governance process, so that both teams hear directly from the CEO immediately after the board approves the recommendations; the message should be honest about what has been decided, clear about what is still being worked through, and specific about what will and will not change for each team
- A stakeholder communications plan should be developed alongside the internal staff plan; funders, municipal partners, and key stakeholders should hear a clear and consistent message about the integrated organization and what it means for the region
- Staff should hear clearly that the goal of integration is to build a stronger organization, not a smaller one, and that as efficiencies are realized, the intent is to reinvest in the people and programs that make both organizations effective
- Give staff a direct role in building the integrated organization through cross-functional project teams focused on areas such as shared services, referral pathways, space planning, and internal culture; this distributes ownership of the integration and signals that the new organization is being built with both teams, not handed down to them

Conclusion

These recommendations reflect four months of rigorous, independent engagement with the boards, staff, and stakeholders of both organizations. NorthGuide believes they represent a sound and achievable path toward a more effective and resilient structure that positions IWE and TWEPI, and the Windsor-Essex and Pelee Island region, for long-term success.



Committee Matters: SCM 267/2026

Subject: Report of the Special Meeting of Council – In-Camera of its meeting held July 13, 2026

**SPECIAL MEETING OF COUNCIL – IN CAMERA
July 13, 2026**

Meeting called to order at: 3:15 p.m.

Members in Attendance:

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

Members Absent:

Councillor Gary Kaschak
Councillor Mark McKenzie

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
Lorie Gregg, Acting Commissioner, Finance/City Treasurer
Michael Chantler, Commissioner, Community Services
Wira Vendrasco, City Solicitor
Christopher Menard, Acting Mayor's Chief of Staff
Steve Vlachodimos, City Clerk
Sandra Gebauer, Council Assistant
Sebastian Pirrone, Director Corporate Security (Item 4)

Verbal Motion is presented by Councillor Renaldo Agostino, seconded by Councillor Jo-Anne Gignac, that Rule 3.3 (c) of the *Procedure By-law, 98-2011*, BE WAIVED to add the following Agenda items:

4. Personal matter – about identifiable individuals – home security coverage for Mayor and Council.

Motion Carried.

Verbal Motion is presented by Councillor Renaldo Agostino, seconded by Councillor Jo-Anne Gignac, to move in Camera for discussion of the following item(s), adding Item 4:

Item No.	Subject & Section - Pursuant to <i>Municipal Act, 2001</i> , as amended
1	Legal matter – litigation update/advice subject to solicitor-client privilege, Section 239(2)(e)(f)
2	Property matter – lease extension, Section 239(2)(c)
3	Property matter – lease, Section 239(2)(c)
4	Personal matter – about identifiable individuals – security coverage for Mayor and Council – 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 Renaldo Agostino, seconded by Councillor Jo-Anne Gignac, to move back into public session.

Motion Carried.

Moved by Councillor Ed Sleiman, seconded by Councillor Angelo Marignani,
THAT the Clerk BE DIRECTED to transmit the recommendation(s) contained in the report(s) discussed at the In-Camera Council Meeting held July 13, 2026 directly to Council for consideration at the next Regular Meeting.

1. That the recommendation contained in the in-camera report from the Deputy City Solicitor, City Solicitor, Commissioner of Corporate Services, Commissioner of Infrastructure Services/City Engineer and Commissioner of Finance/City Treasurer respecting a legal matter – litigation update/advice subject to solicitor-client privilege **BE APPROVED.**

2. That the recommendation contained in the in-camera report from the Lease Administrator, Manager of Real Estate Services, City Solicitor, Commissioner of Corporate Services, Acting Executive Director of Employment and Social Services, Commissioner of Human and Health Services, Manager of Strategic Operating Budget Development and Control, Executive Director of Financial Planning/Deputy City Treasurer and Commissioner of Finance/City Treasurer respecting a property matter – lease extension **BE APPROVED.**

3. That the recommendation contained in the in-camera report from the Manager of Real Estate Services, City Solicitor, Commissioner of Corporate Services, Manager of Public Services Windsor Public Library, Commissioner of Community Services, Director of Corporate Security City Hall Campus and Special Events, Manager of Strategic Operating Budget Development and Control and Commissioner of Finance/City Treasurer respecting a property matter – lease **BE APPROVED.**

4. That the verbal update from Mayor Drew Dilkins and members of Council respecting a personal matter about identifiable individuals – security coverage for Mayor and Councillors **BE RECEIVED** and Administration **BE DIRECTED TO PROCEED** in accordance with the verbal direction of Council.

Motion Carried.

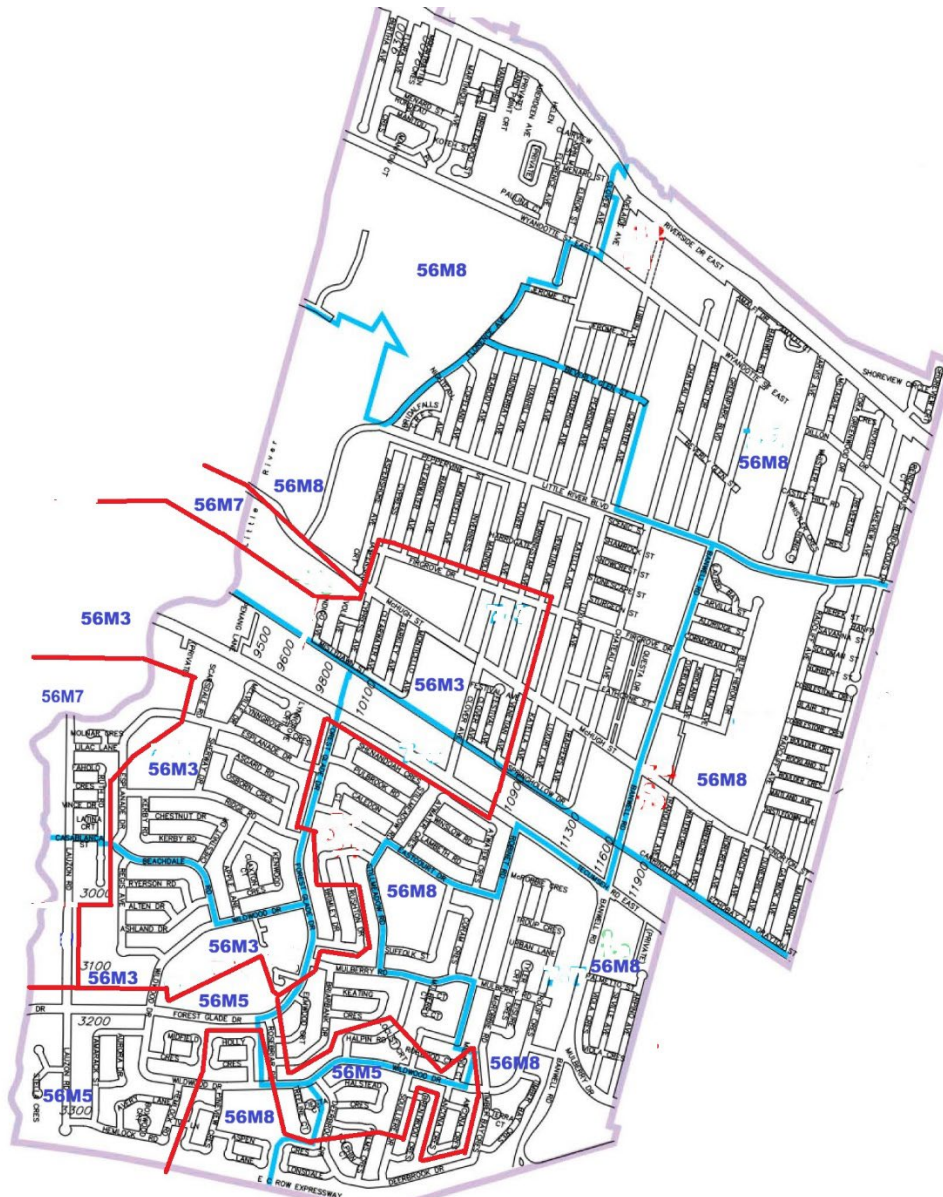
Moved by Councillor Jim Morrison, seconded by Councillor Frazier Fathers,
That the special meeting of council held July 13, 2026 BE ADJOURNED.
(Time: 3:21 p.m.)
Motion Carried.

Ward 7 Recurring Power Outages

Ward 7 Outage Review: Summary for City Councillors

Executive Summary

Residents in Ward 7 experienced a higher-than-normal number of short, intermittent power interruptions from late fall 2025 through spring 2026. ENWIN conducted a detailed review of the events and determined that the outages occurring in fall 2025 and spring 2026 resulted from two separate issues. Some of the same customers were impacted during both periods because the distribution feeders in the area can be interconnected and were operating under temporary configurations while Hydro One completed work at their Lauzon Transformer Station.



20260727

Ward 7 Recurring Power Outages

The fall 2025 outages were traced to equipment owned by a third-party generator customer, which impacted the normal operation of circuit protection equipment. The issue was corrected by the customer on January 14, 2026.

The spring 2026 outages were traced to a pad-mounted switch that showed evidence of internal arcing after being removed from service in early June 2026 for inspection. Since that time, the feeder has operated as expected, and ENWIN closed its investigation in early July.

Area Affected and System Context

Ward 7 is served by several high-voltage distribution feeders, identified by ENWIN as 56M3, 56M5, 56M7 and 56M8. In this naming system, “56” refers to Hydro One’s Lauzon Transformer Station, “M” identifies the feeder voltage class, and the final number identifies the specific feeder.

The customers most affected by the outages were located between Jefferson Boulevard and Robinet Lane, both north and south of Tecumseh Road. Because the distribution system in this area is interconnected, the same group of customers can be affected by different equipment issues, particularly when temporary operating arrangements are in place.

During this period, Hydro One was completing transformer replacement work at their Lauzon Transformer Station, which was finalized in April. During the replacement period, temporary circuit transfers were required. These transfers increased circuit exposure and increased the number of customers impacted during some interruption events.

Timeline of Key Events

Period	Customer Impact	Cause Identified	Action Taken	Outcome
Oct. 11 to Nov. 30, 2025	Seven interruptions on feeder 56M7, ranging from less than one second to approximately nine minutes	Equipment owned by a third-party generator customer interfered with normal system protection operations.	Customer repaired equipment on January 14, 2026	Issue resolved. System protection has operated as expected since the repair.
Apr. 4 to May 29, 2026	Series of unexplained momentary outages near Jefferson Boulevard, Robinet Lane and Tecumseh Road	Evidence of internal arcing was identified in a pad-mounted switch	Switch removed from service in early June	Issue resolved. No further intermittent outages of this type; feeder returned to normal configuration June 23

Ward 7 Recurring Power Outages

Fall 2025 Outages

Between October 11 and November 30, 2025, feeder 56M7 experienced seven interruptions. Most were brief, but some lasted up to approximately nine minutes. The initiating events included four squirrel contacts, two defective transformers and one event with an unknown initiating cause.

Under normal conditions, interruptions of this nature are typically resolved automatically in less than one second. ENWIN determined that the longer outage durations were caused by a failed component within a third-party generator customer's control system. That failure disrupted communications between the Hydro One transformer station supply breaker and the customer's generator, preventing the breaker from reclosing automatically. As a result, ENWIN System Operators were required to restore the feeder manually.

The customer corrected the equipment issue on January 14, 2026. Since that repair, four additional events have occurred on the feeder, and all cleared within the expected timeframes. Three of those events were caused by squirrel contacts.

Spring 2026 Outages

Between April 4 and May 29, 2026, ENWIN investigated a series of unexplained momentary outages affecting customers between Jefferson Boulevard and Robinet Lane, both north and south of Tecumseh Road. During these events, field devices detected a fault condition, meaning an unexpected problem that disrupts the normal flow of power, causing electricity to flow where it shouldn't or preventing it from flowing where it should. The device opens briefly to clear the fault and then recloses. This is normal protective equipment operation and is often associated with temporary causes such as animal contact, lightning or debris.

As the outages continued, ENWIN expanded its investigation. The work included line patrols, inspection of pad-mounted switches, pole-by-pole inspection using a bucket truck, third-party drone inspections, infrared line scans, line isolation, and the installation of additional fault-detecting line sensors. These steps narrowed the likely source to a pad-mounted switch that had previously been inspected.

After the switch was removed from service and disassembled, ENWIN found evidence of internal arcing. Based on this evidence and the subsequent performance of the feeder, ENWIN concluded that the switch was the likely source of the intermittent spring 2026 outages. Since the switch was removed from service in early June, the feeder has operated as expected, and no further outages of this type have been observed.

Ward 7 Recurring Power Outages

Discussion

Why Intermittent Outages Are Difficult to Diagnose

Intermittent outages are difficult to diagnose because the condition that caused the interruption is often no longer present when crews arrive. A circuit can restore successfully and then operate normally for days or weeks before the next event occurs. Some temporary events, such as flying debris, lightning or animal contact, may also leave little or no visible evidence.

For this reason, ENWIN often relies on a combination of outage data, field inspections, circuit isolation and additional monitoring equipment to narrow down the potential cause. This process can take time, particularly when the outage source is not visible or the issue occurs only under certain conditions.

Corrective Actions and Current Status

ENWIN has completed corrective actions for both identified issues. The fall 2025 generator communication issue was corrected by the customer on January 14, 2026. The spring 2026 pad-mounted switch issue was addressed by removing the suspect switch from service in early June.

Since that time, no further intermittent outages of this type have occurred. The feeder was returned to its normal configuration on June 23, 2026, and has continued to operate as expected. ENWIN closed its investigation into the intermittent outages in early July 2026.

Key Message for Councillors and Residents

ENWIN understands that repeated outages are frustrating and disruptive for residents. The outages experienced in fall 2025 and spring 2026 were thoroughly investigated and determined to have resulted from two separate issues. Both issues have been addressed. ENWIN will continue to monitor system and feeder performance in the area and will respond promptly if new outage patterns emerge.

Conclusion

The outage pattern in Ward 7 was challenging to diagnose because the events were intermittent, resulted from different causes, and occurred during a period when feeders were being operated under temporary configurations associated with Hydro One's Lauzon Transformer Station work. Through a detailed investigation, ENWIN identified and addressed the causes of both outage events and has a high degree of confidence that issues have been resolved. The affected feeders are now operating as expected and system performance continues to be monitored.

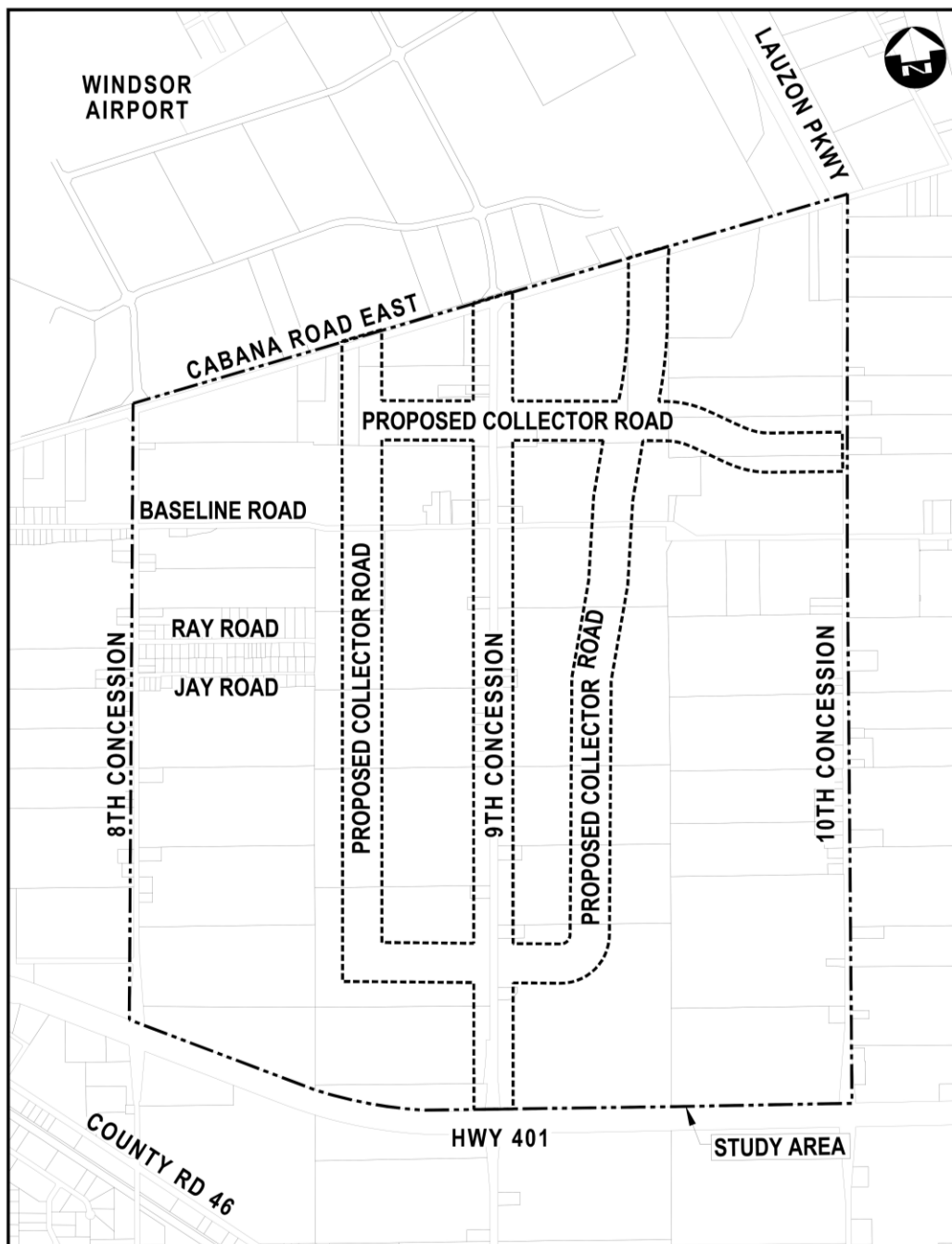


Notice of Study Commencement **9th Concession Road and Future Collector Roads** **Municipal Class Environmental Assessment Study**



Background

The City of Windsor (City) is looking to support development of the Sandwich South lands. The Sandwich South Master Servicing Plan (2024) was completed to identify the required transportation infrastructure needs in the study area. A Class Environmental Assessment (EA) Study is now being undertaken by the City to further refine and implement the roadway recommendations originally outlined in the Sandwich South Master Servicing Plan including identifying the design for widening 9th Concession Road and the establishment of future collector roads as shown in the study area below.



Class EA Process

The Class EA Study project is being completed as a Schedule C project under the Municipal Class Environmental Assessment process (MCEA; 2024). This project will focus on Phases 3 and 4 of the MCEA process.

A key component of the Class EA Study is consultation with Indigenous Communities and interested stakeholders, such as the general public and Ministry review agencies. As part of this project, a Public Information Centre will be held later in 2026 to seek input from the public. Comments received through the course of this study will be considered and documented in a comprehensive Environmental Study Report (ESR).

Additional information related to the study and consultation process can be found at the project webpage:

<https://citywindsor.ca/residents/construction/environmental-assessments-master-plans/9th-concession-road-future-collector-roads-environmental-assessment>

Contact Us

If you have questions, comments, or wish to be added to the project mailing list, please contact either of the project team members listed below.

Laura Herlehy, P.Eng., Dillon Project Manager

Dillon Consulting Limited
1 Riverside Drive West, 12th Floor
Windsor, Ontario, N9A 5K3
Phone: 519-948-4243 X 3216
Email: 9thConcessionRdEA@dillon.ca

Juan Paramo, P.Eng., Development Engineer

The Corporation of the City of Windsor
350 City Hall Square West, Suite 210
Windsor, Ontario, N9A 6S1
Phone: 519-255-6100 ext. 6353
Email: jparamo@citywindsor.ca

If you have any accessibility requirements in order to participate in this project, please contact one of the project team members listed above. Comments and information are being collected to assist the City in meeting the requirements of the *Ontario Environmental Assessment Act*. Information will be collected in accordance with the *Freedom of Information and Protection of Privacy Act*. All comments will be maintained on file for use during the study, and with the exception of personal information, may be included in study documentation and become part of the public record.

Pour des renseignements en français veuillez communiquer avec Sydney Tasfi, 1-877-934-5566, poste 1005.

This notice was first issued July 27, 2026.

**Notice of Study Commencement-
Cabana Road East Corridor Widening –
Lauzon Parkway Municipal Class Environmental Assessment Study Addendum**

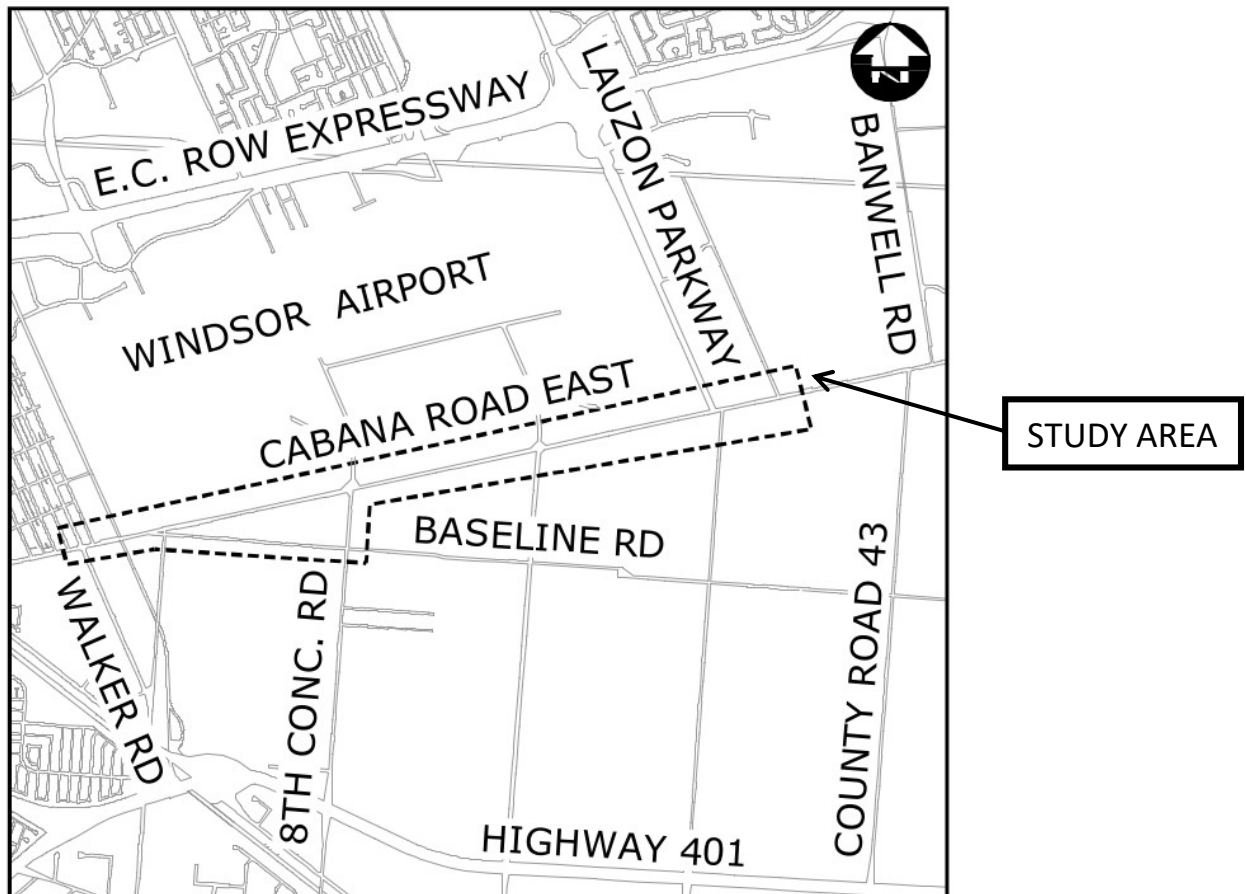
About the Study

The City of Windsor has initiated a Schedule C Project Addendum to the Lauzon Parkway Municipal Class Environmental Assessment (EA) Study for the Cabana Road East Corridor Widening project.

Improvements to Cabana Road East (formerly County Road 42) were originally identified through the Lauzon Parkway Improvements Municipal Class EA Study completed in 2014, which recommended a four-lane roadway cross-section from Walker Road to the eastern City of Windsor boundary. Since completion of the study, significant growth and development within the study area and surrounding lands have resulted in changes to transportation demands, traffic forecasts, and infrastructure requirements. As a result, a review of the approved recommendations is warranted.

The purpose of this EA Addendum Study is to review and confirm the need, design, and timing for widening Cabana Road East to a six-lane cross-section between Walker Road and the eastern City of Windsor boundary. The study will also evaluate associated active transportation, drainage, utility, and intersection improvements required to support future growth along the corridor.

About the Process



This Notice marks the commencement of the Municipal Class EA Addendum Study for the Cabana Road East Corridor Widening Project. The study will review the recommendations of the approved 2014 EA study, assess existing and future transportation needs, and identify any modifications required to the Cabana Road East corridor. Consultations will be undertaken with Indigenous communities, regulatory agencies, property owners, the public, and other interested stakeholders throughout the study process. Potential impacts on the social, cultural, economic, and natural environments will be evaluated, and appropriate mitigation measures will be identified and considered as part of the study process.

This study is being carried out in accordance with the requirements of Schedule C of the Municipal Class EA process, as amended, under the *Ontario Environmental Assessment Act*. As part of the study, a Public Information Centre (PIC) will be held later in 2026 to seek input from the public. Comments received through the course of this study will be considered and documented in a comprehensive Environmental Study Report (ESR), which will be made available for public review at the end of the Study.

Additional information related to the study and consultation process can be found at the project webpage: www.windsoreas.ca

We Want to Hear from You

If you have questions, comments, or wish to be added to the project mailing list, please contact either of the project team members listed below during the duration of the study period.

Laura Herlehy, P.Eng., Project Engineer

Dillon Consulting Limited
1 Riverside Drive West, 12th Floor
Windsor, Ontario, N9A 5K3
Phone: 519-948-4243 X 3216
Email: CabanaRdAddendum@dillon.ca

Patrick Muzyka, P.Eng., Engineer III

The Corporation of the City of Windsor
350 City Hall Square West, Suite 310
Windsor, Ontario, N9A 6S1
Phone: 519-255-6100 ext. 6472
Email: pmuzyka@citywindsor.ca

If you have any accessibility requirements in order to participate in this project, please contact one of the project team members listed above. Comments and information are being collected to assist the City in meeting the requirements of the Ontario Environmental Assessment Act. Information will be collected in accordance with the Freedom of Information and Protection of Privacy Act. All comments will be maintained on file for use during the study, and with the exception of personal information, may be included in study documentation and become part of the public record.

Pour des renseignements en français veuillez communiquer avec Sydney Tasfi, 1-877-934-5566, poste 1005.

This Notice was first issued on July 27, 2026.



COMMUNICATION MEMO

TO: Mayor and Council

FROM: Jennifer Tanner – Manager, Homelessness & Housing Support

DATE: July 27, 2026

SUBJECT: County of Essex Homelessness Services Funding Requests and Related Motions

Background:

This memo is to provide City Council with information regarding two recent reports and decisions made by County Council about the budgetary pressures of homelessness programs in the County.

Chronology of Funding Requests

As the Service Manager, the City receives \$16.7 million in provincial Homelessness Prevention Program funding (HPP) and \$4.26 million federal Reaching Home funding annually. Since 2022, the City of Windsor's Homelessness and Housing Support area has annually allocated \$2.4 million of this funding to the County of Essex to deliver services in the County including, the Essex County Homelessness Hub (ECH2), the Essex County Emergency Shelter program, County Outreach Worker(s), and the Residential Services Homes program. This represents approximately 11% of the \$21 million funding envelope from the province and federal governments. In contrast, data consistently shows that only 6% of people experiencing homelessness are in the County, whereas 94% are in Windsor. In addition, both the City and County contribute their own municipal contributions to support homelessness services as they deem appropriate.

In July 2025, County Administration decided to extend services at ECH2 to include overnight hours with the intention of this being provided 365 days per year, rather than just during the winter months as had been done in the past. The County determined that additional funding would be required to support the service enhancements at ECH2 which it could not cover through their HPP allocation nor County municipal contributions. At that time, City Administration had an in-year projected surplus of \$70,000 due to staffing vacancies from another funded service provider, and as a result, City Administration was able to reallocate such funding to support the operator of the ECH2 overnight program for a six-week period in February and March 2026, which covered the County's projected shortfall. City Administration communicated to County Administration that this was only one-time funding that would not be available after March 2026.

In May 2026, the County's Director of Health and Community Services (County Director) submitted a request for additional \$70,000 from the City to support the Essex County Homelessness Hub (ECH2) overnight program. The City's Commissioner of Human and Health Services (City Commissioner) responded to the County with a letter which reiterated that the \$70,000 provided previously was a one-time allocation and that their current request could not be approved because all funding from the provincial Homelessness Prevention Program (HPP) and the federal Reaching Home (RH) funding streams provided to the City had been fully allocated to a variety of services in the City and County for the April 2026 to March 2027 fiscal year.

On June 17, 2026, County of Essex Council received a report from the County Director stating that there was a projected deficit of \$140,000 for the ECH2 program, partially caused by increased security and other costs needed to operate the daytime program (\$70,000), and partially because the City as the Service Manager did not approve an additional \$70,000 as it had done in the prior fiscal year. If this projected deficit could not be mitigated, the County Director proposed reducing ECH2's service hours for 60 days in 2026. County Council then passed a motion on June 17th, see Appendix A, which directed County Administration to bring forward another formal request to the City of Windsor for \$70,000, which if approved by the City, the County would also contribute the other \$70,000 needed to cover the full projected deficit.

Following this decision of County Council, the County Director submitted another request for \$70,000 in funding to the City Commissioner and requested a response by July 2, 2026, which did not allow for enough time to bring this forward to City Council prior to responding. The City Commissioner again responded in writing stating that this funding request could not be approved and reiterated the reasons as provided in the previous letter that was sent to County Administration in May.

Subsequently on July 15, 2026, see Appendix A, County Administration reported back to County Council stating that they were now projecting a budget surplus of approximately \$264,000 which could be reallocated to ECH2 without additional funding needed from the County or the City in 2026. County Council approved the deferral of further budget discussions related to ECH2 to their 2027 municipal budget process. County Council also approved reallocating funding toward the cost of an additional Outreach Worker, to ensure comprehensive data collection of people experiencing homelessness is completed within Essex County.

Risks

City Administration is committed to fostering a positive relationship with County Administration and continually improving communications and understanding of issues through a variety of strategies. To mitigate the risk of miscommunication, regular meetings continue to occur, but they are now more formal, with minutes taken to have a documented record.

Although the County's budgetary pressures have been mitigated in 2026, there is a risk that the County will bring forward another request for additional funding to the City in 2027 and subsequent years. Since the City's provincial HPP and federal RH allocations are not expected to increase in the coming years, any additional funding needed to support service enhancements or rising costs will have to either be reallocated from another homelessness program or supported through additional municipal funding. This risk is mitigated through continued advocacy to upper levels of government and the ability of each Council to allocate additional municipal funding toward programs that align with their priorities.

Conclusion

This information is presented to City Council to provide further context about the recent reports to County Council about homelessness funding allocated to the County.

Consultations:

Krik Whittal – Executive Director, Housing & Children's Services
 Kelly Goz – Manager, Homelessness & Housing Supports (A)
 Jamelah Hersh – Senior Legal Counsel
 Carrie McCrindle – Manager, Intergovernmental Funding – Housing & Children's Services
 Lorie Gregg – Executive Director, Financial Planning, Deputy City Treasurer
 Doran Anzolin - Executive Initiatives Coordinator

Approvals:

Name	Title
Dana Paladino	Commissioner, Human and Health Services
Steve Vlachodimos	City Clerk
Janice Guthrie	Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Email
Sandra Zwiers, County of Essex	SZwiers@countyofessex.ca

Appendix A: Essex County Motions and Resolutions for ECH2 Funding, June 17, 2026, and July 15, 2026

July 17, 2026

Memo

To: Steve Vlachodimos, City Clerk & Licence Commissioner
svlachodimos@citywindsor.ca

Re: Essex County Council Resolutions – June 17, 2026 and July 15, 2026

Following up on your request for County Council reports and resolutions regarding the Essex County Homelessness Hub and Overnight Program, I provide the following:

- **Report number 2026- 0617-HCS- R06- NS, Community Services, Budget Impacts**, was considered by Council on June 17, 2026 (Attached)

- **Resolutions:**

191- 2026

Moved By Dennis Rogers

Seconded By Kimberly DeYong

That Administration return the response from the City of Windsor to County Council at the July 15, 2026 meeting or sooner if determined appropriate by the Warden.

In Favour (10): Michael Akpata, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Crystal Meloche, Michael Prue, Dennis Rogers, Rob Shepley, and Larry Verbeke

Opposed (4): Joe Bachetti, Tracey Bailey, Gary McNamara, and Kirk Walstedt **Carried**

192-2026

Moved By Tracey Bailey

Seconded By Gary McNamara

That Essex County Council receive Report 2026- 0617-HCS- R06-NS regarding funding pressures affecting the Essex County Homelessness Hub and Overnight Program; and,

Whereas the identified funding pressure of approximately \$ 140,000 represents a structural funding challenge that is expected to continue in future years unless additional funding sources are secured; and,

Whereas homelessness prevention, housing stability, and emergency shelter services are primarily supported through provincial and federal funding programs administered by the City of Windsor as Service Manager; and,

Whereas Essex County recognizes the importance of maintaining services for vulnerable residents while also recognizing that municipal property taxpayers cannot be expected to indefinitely absorb funding shortfalls resulting from reductions in senior government funding; and,

Whereas homelessness- related challenges are increasingly being experienced across Essex County communities, including Leamington and other municipalities, requiring a coordinated regional response;

Now Therefore be it resolved:

That Essex County Council direct Administration to formally engage the City of Windsor to explore a shared funding solution for the Essex County Homelessness Hub and Overnight Program; and,

That Essex County commit up to \$70,000 in one-time funding for the 2026 operating year, from the County's Rate Stabilization Reserve, conditional upon the City of Windsor providing a matching contribution of \$ 70,000; and,

That this one- time contribution shall not be construed as an ongoing annual funding commitment by Essex County; and,

That Administration be directed to work with the City of Windsor and regional partners to develop a coordinated advocacy strategy to the Provincial and Federal Governments seeking sustainable, multiyear funding for homelessness prevention, emergency shelter, housing stability, outreach, and supportive housing services throughout Windsor- Essex, as amended.

In Favour (14): Michael Akpata, Joe Bachetti, Tracey Bailey, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Dennis Rogers, Rob Shepley, Larry Verbeke, and Kirk Walstedt **Carried**

- **2026-0715-HCS-R10-NS Community Services Budget Impact Review** was considered by Council on July 15, 2026. (Attached)

- **Resolutions:**

The July 15, 2026 Minutes will not be adopted until August 5, 2026 County Council meeting, therefore please consider the following as UNOFFICIAL until such a time as they are adopted:

214-2026

Moved By Dennis Rogers

Seconded By Sherry Bondy

That Essex County Council receive report number 2026-0715-HCS-R10-NS, Community Services Budget Impacts Review.

In Favour (14): Michael Akpata, Joe Bachetti, Tracey Bailey, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Dennis Rogers, Rob Shepley, Larry Verbeke, and Kirk Walstedt **Carried**

215-2026

Moved By Dennis Rogers

Seconded By Sherry Bondy

That Essex County Council approve funding, up to \$25,000, to Family Services Windsor Essex to support a temporary Outreach Worker.

In Favour (12): Michael Akpata, Joe Bachetti, Sherry Bondy, Kimberly DeYong, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Dennis Rogers, Rob Shepley, and Larry Verbeke
Opposed (2): Tracey Bailey, and Kirk Walstedt **Carried**

216-2026

Moved By Dennis Rogers

Seconded By Sherry Bondy

That Essex County Council direct Administration to include the projected annual operating pressure of approximately \$ 70,000 for the Homelessness

Hub in the draft 2027 Budget for Council's consideration, to support the ongoing sustainability of the program.

In Favour (9): Michael Akpata, Sherry Bondy, Chris Gibb, Hilda MacDonald, Gary McNamara, Crystal Meloche, Michael Prue, Dennis Rogers, and Larry Verbeke

Opposed (5): Joe Bachetti, Tracey Bailey, Kimberly DeYong, Rob Shepley, and Kirk Walstedt **Carried**

217-2026

Moved By Dennis Rogers

Seconded By Sherry Bondy

That Essex County Council supports the establishment of a Community Services Contingency Reserve from surplus levy funding to support flexibility in responding to unforeseen service demand and funding pressures resulting from changes in community demographics, program utilization, and other emerging operational needs, as part of prudent long-term financial planning.

In Favour (6): Sherry Bondy, Chris Gibb, Hilda MacDonald, Gary McNamara, Dennis Rogers, and Larry Verbeke

Opposed (8): Michael Akpata, Joe Bachetti, Tracey Bailey, Kimberly DeYong, Crystal Meloche, Michael Prue, Rob Shepley, and Kirk Walstedt **Lost**

Should you require further information, please contact me by email at khebert@countyofessex.ca or by phone at extension 1353.

Regards,



Katherine Hebert
County Clerk

From: Kyle L. Stewart < >
Sent: Monday, July 20, 2026 11:50

Subject: Urgent Request: Approve Funding for More Beds at the Welcome Centre Shelter – July 27 Council Meeting

Dear Mayor Dilkens and Members of Windsor City Council,

I am writing as a concerned Windsor resident and taxpayer to ask you to approve the funding for additional beds at the Welcome Centre Shelter for Women and Families when this matter comes before Council on July 27. \$195 000 in total monies.

The Welcome Centre provides critical emergency shelter for women and families who have nowhere else to go. Right now, more beds are desperately needed to help those in our community who are experiencing homelessness. Every delay in making this decision hurts real people — mothers, children, and vulnerable women who are turned away and left without safe shelter. The recent one-month delay was especially disappointing, as it means more days of unnecessary suffering for those who need help the most.

As a taxpayer, I believe our money should be spent where it is needed most — on essential services like shelter beds that protect the most vulnerable among us and make our city stronger. It is frustrating to see taxpayer dollars used on frivolous things, such as funding a pizza party, when basic needs like additional shelter beds remain unmet. We deserve better prioritization of our hard-earned money.

I respectfully urge you to approve the funding request for more beds at the Welcome Centre on July 27. This is not just about numbers — it is about showing compassion and taking real action to help people in need right here in Windsor.

Thank you for your time and for listening to residents who care deeply about this issue. I hope Council will choose to lead with empathy and approve this important funding.

Sincerely,
Kyle L Stewart
Windsor Ont

Founded in 1852
by Sidney Davy Miller



JEFFREY PATTERSON
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WASHINGTON, D.C.	UKRAINE
	QATAR

June 5, 2026

SENT VIA EMAIL

Windsor City Council
Council Chambers
350 City Hall Square West
Windsor, Ontario

Dear City Council:

Re: Welcome Centre Shelter for Women

We are legal counsel for the Welcome Centre Shelter for Women (the “Centre”) and write in strong support of its continued work serving women and families in Windsor-Essex.

Our firm directly supports the Welcome Centre, together with many other charitable and not-for-profit organizations throughout the Windsor-Essex community. Through both our professional work and community involvement, we have seen firsthand the important role these organizations play in supporting vulnerable individuals and strengthening the overall health, safety, and vitality of our community.

As you may know, our Firm is located in the downtown core as are many other local businesses, organizations, and community stakeholders. The services that the Centre provides have a direct impact on ensuring that the downtown community continues to trend in a positive direction – where people who need assistance are able to find it, and build from there.

We are not experts on the challenges that women and families face, but certainly we can say that those challenges are unique and difficult. The Centre provides these groups with access to segregated, women-specific shelter spaces to ensure safety, dignity, and appropriate support. Such spaces protect women and families from heightened risks and allow services to be tailored to their specific needs. Community safety begins with protecting those most vulnerable, and the Centre plays a critical role in doing so.

As members of the DWBIA, the Chamber of Commerce, and residents of the Downtown, we are also excited by the prospect of the City of Windsor focusing on the importance of “strengthening the core” of our downtown and building a safe, vibrant, and inclusive community. The work being

done by the Centre directly supports those objectives. A healthy and thriving downtown depends on meaningful support services, compassionate community partnerships, and effective responses to homelessness and poverty. Organizations such as the Welcome Centre are an important part of creating long-term community stability and safety.

We fully recognize that long-term affordable and transitional housing solutions are crucial, but there is a clear and immediate need for the housing services that the Centre provides. They are often at capacity and there is no shortage of work. We have seen the Centre deliver meaningful and immediate results by helping women in crisis as well and then transition them out of the shelter system to more sustainable living arrangements. With appropriate resources and continued community support, we are confident that the Centre can continue its focus on reducing homelessness and reduce pressure on other community systems.

The Centre is a success story for our community and our City. It is a model for other municipalities with a strong foundation to provide additional services. We are in strong support of the City funding the Centre, supporting its mandate, and continuing to “strengthen the core” through meaningful investment in its services.

Very truly yours,

Miller Canfield LLP

A handwritten signature in black ink, appearing to be 'JP' followed by a stylized flourish.

Jeffrey A. Patterson
JP/aa

From: Diane Beck < >
Sent: Tuesday, July 21, 2026 11:37 AM

Subject: Urgent Need for Increased Funding for the Welcome Centre Shelter

Dear Windsor City Council,

I am writing to express my deep concern regarding the growing need for sustainable funding for the Women's Welcome Centre Shelter.

The Welcome Centre Shelter provides safety, stability, and support to women and families experiencing homelessness and housing instability. Every day, vulnerable women, children, and families rely on the shelter's services as they face some of the most difficult circumstances of their lives. The shelter offers not only a safe place to stay, but also access to critical resources, support programs, and pathways toward permanent housing and self-sufficiency.

As housing costs continue to rise and economic challenges impact more families, the demand for shelter services has increased significantly. Unfortunately, available resources often struggle to keep pace with the growing need. Without adequate funding, the shelter's ability to provide essential services and maintain safe accommodations may be compromised, placing even more women and children at risk.

Investing in the Welcome Centre Shelter is an investment in our community. Increased funding will help ensure that women and families have access to emergency shelter, housing supports, counseling services, and programs that empower them to rebuild their lives with dignity and hope.

I respectfully urge you to consider increasing financial support for the Women's Welcome Centre Shelter. By doing so, you will help protect vulnerable members of our community and contribute to creating a safer, healthier, and more compassionate future for all.

Thank you for your time and consideration. I appreciate your commitment to addressing homelessness and housing instability and look forward to your support of this vital community resource.

Sincerely,

Diane Beck

Letter of Support

Nicolas Lamoureux

Board Member of the Welcome Centre Shelter for Women+ & Families (WCS)

Ward 3 Resident

June 5th, 2026 / July 22nd, 2026

June 8 / July 27 City Council Meeting – Notice of Motion: Councillor Kieran McKenzie

I am writing in support of the motion put forth by Councillor Kieran McKenzie. Regardless of what has been given in the past, what has been previously supported, what shiny new ideas are being proposed, and who has been responsible for this support, there is a continual and increasing amount of direct and indirect costs associated with running a women and families focused shelter. Women's spaces are a necessity, not a luxury. Women and families deserve segregated shelter spaces, to protect women and girls and acknowledge their unique service needs. Discussions around longer-term projects for affordable and transitional housing are years away. The WCS is showing success at exiting women from the shelter system now and can continue to do so if well-resourced. We need to be supporting and increasing the funding to the organizations that are already doing the critical work that helps poverty reduction through a data driven and trauma-informed lens.

Thank you to Councillor Kieran McKenzie, to the Executive Director of WCS Lady Laforet, all of the incredibly hard-working staff at the WCS, all the other delegates and Board members supporting this motion, and to the Councillors who choose to do so. Supporting this motion sends a signal to Windsorites that this council is listening and remains committed to the struggles that women and families face in this city.

June 5th, 2026

To: Members of Windsor City Council

Re: Councillor Kieran McKenzie's motion regarding bridge funding for the Welcome Centre Shelter for Women and Families.

Dear Members of Council,

I am writing in support of the proposed bridge funding to increase capacity at the Welcome Centre Shelter for Women and Families.

Homelessness is one of the most complex challenges facing communities across Canada. It is driven by poverty, rising housing costs, limited affordable housing options, mental health and addiction challenges, family breakdown, and gender-based violence. Addressing these issues requires a coordinated effort between municipalities, service providers, healthcare partners, housing providers, and community organizations. The City of Windsor and local agencies are partners in this work, and continued collaboration will be essential to achieving lasting solutions.

While additional shelter beds alone will not solve homelessness, they provide an immediate and necessary response for women and families experiencing crisis today. For many women, homelessness is not simply the absence of housing, it is the absence of safety. Women seeking shelter are often fleeing intimate partner violence, exploitation, unsafe living situations, or other forms of trauma. Access to women-specific shelter spaces provides refuge, stability, and the opportunity to connect with supports that can help them move toward permanent housing.

The need for women-focused shelter services is well documented. National data indicates that women experiencing homelessness face significantly higher risks of violence and sexual assault than their male counterparts. Windsor City Council's previous recognition of intimate partner violence as an epidemic demonstrates an understanding of these realities. Supporting women-specific emergency shelter capacity is one practical way to help translate that commitment into action.

The Welcome Centre Shelter serves a unique role within Windsor's homelessness response system. It is the only emergency shelter in the local system equipped to accommodate children while providing specialized, trauma-informed supports tailored to women and families. The Centre offers much more than a bed for the night. It provides case management, housing navigation, safety planning, harm reduction services, healthcare connections, and family supports that help women move from crisis toward long-term stability.

The impact of increased capacity is already evident. Data from the Centre indicates that the addition of eight beds resulted in a significant reduction in turn away calls, allowing more women to access safe shelter when they needed it most. This demonstrates that targeted

investments in women-specific services can have immediate, measurable outcomes for community safety and wellbeing.

At the same time, it is important to recognize that emergency shelter is only one part of a much larger housing continuum. Long-term solutions require investments in affordable housing, supportive housing, transitional housing, prevention programs, and income supports. Additional shelter beds help address urgent needs today, but they must exist alongside broader efforts to create pathways to permanent housing.

I also want to acknowledge Council's ongoing commitment to strengthening Windsor's housing system through initiatives such as the Housing Hub, Housing Solutions Made for Windsor, and the recently announced vision for The Village at the Barn. These projects demonstrate leadership and a long-term commitment to addressing housing insecurity in our community.

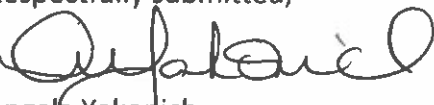
As Windsor continues developing these future housing solutions, maintaining a strong women-focused shelter system will be critical to their success. Women experiencing homelessness often face unique barriers related to safety, trauma, caregiving responsibilities, and gender-based violence. Specialized shelter services help ensure that women and families are not only connected to future housing opportunities but are adequately supported in accessing and maintaining housing successfully.

The most effective homelessness response is one that is integrated rather than siloed. Emergency shelters, supportive housing, healthcare services, community agencies, and future developments such as The Village at the Barn each play distinct but complementary roles. Strong collaboration between these systems will create more effective referral pathways and better outcomes for vulnerable residents. A women-focused shelter system should be viewed as an essential partner within that continuum, helping women and families move safely from crisis to stability and, ultimately, to permanent housing.

Supporting this bridge funding is therefore not simply an investment in additional beds. It is an investment in community safety, in women and children experiencing crisis, and in a housing system that recognizes the diverse needs of those it serves. It also supports the broader vision Council has established for a coordinated and responsive homelessness and housing strategy in Windsor.

Thank you for your consideration and for your continued efforts to address homelessness, housing insecurity, and community wellbeing in Windsor.

Respectfully submitted,



Angela Yakorich

City of Windsor,
Council Meeting
July 27, 2026

RE: WELCOME CENTRE FUNDING

Dear Members of the City Council,

I am writing to express my strong support for funding for The Welcome Centre Shelter for Women and Families.

This Centre is a “Made in Windsor”, nationally recognized, evidence-based, and trauma-informed agency that provides essential safety, stability, and support for women and families in our community. Beyond offering a safe place to stay, it gives residents access to resources that can help them rebuild their lives, including meals, counseling, job assistance, and connections to longer-term housing.

Women and families deserve segregated shelter spaces to protect women and girls and acknowledge their unique service needs. Women +-specific shelters give refuge from gender-based violence by offering an environment that prevents women from the dangerous choice to remain in unsafe situations or face heightened violence on the streets or in co-ed shelters.

Supporting the centre is not only the compassionate thing to do, but also a practical investment in the health and wellbeing of our community. Local discussions around longer-term projects for affordable and transitional housing are years away. The Centre is showing success at exiting women from the shelter system NOW and can continue to do so if well-resourced. When vulnerable women have access to safe shelter and supportive services, the entire city benefits through reduced emergency service strain, improved public health, and stronger community outcomes.

I urge this Council to prioritize funding for this vital resource. Every person deserves safety and dignity, and this Centre plays a critical role in making that possible.

Thank you for your time and consideration.

Sincerely,

Shannon Dumont
Windsor ON

From: Helen Trentos <>

Sent: Thursday, July 23, 2026 11:23

Subject: Item # 11.7 – Welcome Centre Shelter for Women and Families, Request for Additional Funding

I believe everyone deserves a safe place to turn to and women and families who rely on emergency shelter during some of the most difficult moments of their lives deserve to have this safe place. The Welcome Centre for Women and Families provides such a safe place, but is now asking for funds to support 12 additional safe, women-only emergency shelter beds.

The City of Windsor can make this commitment to women and families and should do so without delay.

There is never a more dangerous time in the lives of women and children than when they are escaping violence. Femicide in Canada is real. Homeless women are also extremely at risk of violence including rape and theft. There is no excuse for the municipal council to deny the request by the Welcome Centre Shelter for Women and Families. I entreat council members to provide the funding being requested at the next council meeting on July 27, 2026.

Helen Trentos
Resident of Ward 5

PRESENTATION TO CITY COUNCIL JUNE 8 2026

My name is Pat Taman. Cofounder of the Welcome Center.

Good afternoon Mayor Dillkens and City Councillors

Thirty six years ago I was one of five woman who sat around a kitchen table and asked a simple questions. Where do women in crisis go when they have nowhere else to turn.?

Women and children needed crisis services immediately and being put on a waiting list wasn't an option.

What began as a small volunteer driven organization which I ran for sixteen years grew into the Welcome Centre of today.

I am immensely proud of what the Welcome Centre has become. Under the leadership of Lady Laforet and her dedicated staff , the organization has remained true to the values upon which it was founded: compassion, kindness, lack of judgement, and respect for every woman who walks through its doors.

The Welcome Centre is far more than a basic night stay.

It is often the first step to stability and independence.

Women receive access to housing support, mental health services, harm reduction programs, peer support, health care, child welfare services and programs for children.

These services , help women move beyond crisis and build a better future.

These wrap around services have earned a reputation both locally and nationally for assisting women successfully transition from emergency shelter to stable housing because of its focus on long-term success, not simply temporary housing.

When we began I never envisioned women's reality in the nineteen- nineties would still be their reality thirty six years later and the Welcome Centre would continue to fill the gap. Quite frankly, I wish it wasn't. The fact is women and families continue to face homelessness, violence poverty and crisis. As long as these challenges exist, our community will need places like the Welcome Centre.

That is why I support the 12 bed expansion of shelter capacity.

The Centre is the only shelter in Essex County dedicated specifically to women and families. Women experiencing homelessness, violence ,trauma and crisis have unique needs. A women focused environment is what allows them to feel safe enough to begin rebuilding their lives.

Women only spaces are a basic human right. Every Women as a human being has a right to feel safe, receive support and a right to begin moving toward a more secure future.

As someone who helped establish this organization, I respectfully ask Council to support this motion and to continue investing in services that protect and empower vulnerable women and children in our community.

One woman turned away is one too many.

Thank you for your time and consideration.

Delegation Regarding Item 11.7

Welcome Centre Shelter for Women and Families – Request for Additional Funding

Mayor Dilkens and Members of Council,

Thank you for the opportunity to speak regarding Item 11.7, the Welcome Centre Shelter for Women and Families' request for additional funding.

I am writing today in support of the Welcome Centre's request for approximately \$192,000 in annual funding to sustain and expand women-only emergency shelter spaces.

My perspective on this issue comes from several places. I am a survivor of intimate partner violence. I am also a former employee of the Welcome Centre Shelter for Women and Families. After my time there, I returned to post-secondary education and am currently studying Social Justice and Legal Studies because I want to better advocate for vulnerable populations and support organizations like the Welcome Centre when they face challenges such as the one before Council today.

Because of these experiences, I have seen firsthand that homelessness, violence, and housing instability are not issues that can be understood through numbers alone.

While I appreciate the work of Administration and the analysis presented in the report, I am concerned that the discussion has become focused primarily on the number of available shelter beds rather than on whether women experiencing homelessness have access to spaces where they actually feel safe enough to seek shelter.

A shelter bed is only useful if a woman feels safe using it.

For many women experiencing homelessness, the barriers they face extend far beyond not having a place to sleep. Many have survived intimate partner violence, sexual violence, trafficking, coercive control, stalking, exploitation, or other forms of gender-based violence. The trauma from those experiences does not disappear when they enter a shelter system.

For these women, safety is not simply the presence of an available bed somewhere in the community. Safety means being in an environment specifically designed to meet their unique needs, supported by staff who understand trauma and gender-based violence, and surrounded by a community where they are not forced to relive the fears and vulnerabilities that contributed to their homelessness in the first place.

The Administration report notes that women may access shelter beds elsewhere in the system when the Welcome Centre is full. While that may be technically accurate, it does not reflect the reality faced by many vulnerable women.

Not all shelter spaces feel safe to women.

As someone who has worked at the Welcome Centre and who has lived through intimate partner violence, I can tell you that the difference between a women-centered shelter and a mixed-gender environment is not a matter of preference. For many women, it is a matter of psychological safety, emotional well-being, trust, and dignity.

When a woman fleeing violence decides not to enter a shelter because she is afraid, uncomfortable, re-traumatized, or concerned for her safety, we cannot simply point to an available bed elsewhere and conclude that her needs have been met.

The question before Council should not be whether there is an empty bed somewhere within the shelter system. The question should be whether women have access to shelter spaces they can realistically and safely use.

In 2023, Windsor City Council unanimously declared Intimate Partner Violence an epidemic in our community. That declaration recognized the serious and ongoing risks faced by women and families throughout Windsor-Essex.

Supporting women-only shelter spaces is a meaningful opportunity to demonstrate that this declaration was more than symbolic. It is an opportunity to invest in a proven service that provides safety, stability, and hope to some of the most vulnerable members of our community.

I recognize that Council must balance many competing priorities and that other service providers are also facing financial pressures. However, the Welcome Centre occupies a unique role within our homelessness response system. It is not simply another shelter bed. It is a specialized, trauma-informed environment that countless women trust during some of the most difficult moments of their lives.

The women who rely on the Welcome Centre are not statistics. They are mothers, daughters, sisters, neighbours, coworkers, and friends. They are women who deserve the same sense of safety and security that each of us expects for ourselves and our families.

Recently, there has been considerable discussion about the importance of ensuring public officials and their families feel safe. I agree wholeheartedly. Everyone deserves to feel safe.

That same commitment to safety should extend to women who are experiencing homelessness, fleeing violence, or trying to rebuild their lives after trauma.

Because safety should never depend on a title, a position, a home address, or a circumstance.

I respectfully urge City Council to approve the Welcome Centre's funding request or, at minimum, make the expansion and preservation of women-specific shelter capacity a priority within the upcoming budget process.

Every woman who reaches out for help deserves more than a bed. She deserves a place where she can truly feel safe.

Thank you for your time and consideration.

Respectfully,

Kristy Bygrove

RE: Item 11.7 – Welcome Centre Shelter for Women and Families, Request for Additional Funding

Statement Supporting the Welcome Centre Funding Request

I am disappointed by the conclusions and recommendations contained in Administration's report regarding the Welcome Centre Shelter for Women and Families. While the report provides valuable information about the homelessness system as a whole, I believe it places too much emphasis on system-wide bed availability and not enough on the unique realities faced by women fleeing violence, abuse, and coercive control.

In July 2023, Windsor City Council unanimously declared Intimate Partner Violence (IPV) an epidemic in our community. At that time, Council recognized that Windsor-Essex experienced 2,378 IPV-related police calls and 2,357 crisis calls to women's shelters in a single year. The Windsor Police Service formally supported that declaration and noted that approximately 80% of IPV incidents are never reported to police.

Those facts should fundamentally shape how Council evaluates this funding request.

The report repeatedly states that there is "sufficient capacity" in the broader shelter system because some beds for women remain available at other locations. However, women fleeing violence do not simply need a bed. They need safety, privacy, trauma-informed supports, and environments specifically designed for women experiencing gender-based violence. The Welcome Centre offers those specialized services. The existence of beds elsewhere does not automatically mean those spaces meet the needs of women escaping abusive partners.

The report itself shows that the Welcome Centre operated at approximately 99% occupancy and turned away more than 200 women over the past year. While Administration argues that turn-aways occur for many reasons, the reality remains that the Welcome Centre is consistently operating at or near full capacity. The organization has identified a clear need for additional beds and has demonstrated that demand exists within our community.

I am also concerned by the suggestion that funding should be delayed until the 2027 budget process. Intimate Partner Violence is not a future problem. It is a current crisis. Council has already acknowledged it as an epidemic. When an organization directly serving women and families affected by violence identifies an immediate operational shortfall and requests a relatively modest investment of approximately \$192,000, I believe Council has an obligation to respond with urgency.

This is especially important given the broader provincial context. Statistics Canada data shows that police-reported intimate partner violence rates in Ontario have been increasing, rising from 233 victims per 100,000 population in 2018 to 269 victims per 100,000 population in 2023. More recent police data also indicates that IPV reports in Ontario increased by more than 18% in 2024 compared with 2023.

Council cannot simultaneously declare IPV an epidemic and then rely solely on system-wide occupancy statistics when evaluating requests from frontline organizations dedicated to supporting survivors of that epidemic.

I appreciate Administration's concerns regarding fairness to other service providers and broader fiscal pressures. However, the Welcome Centre's request is not merely about homelessness. It is about protecting women and children, preventing victimization, and ensuring that survivors of violence have access to specialized and appropriate shelter spaces when they need them most.

The City has already recognized IPV as a public safety issue, a public health issue, and a community crisis. Supporting the Welcome Centre's request would demonstrate that Windsor's declaration was more than symbolic. It would show that Council is prepared to match its words with action and invest in the services that help keep vulnerable women and families safe.

For these reasons, I support the Welcome Centre's request for additional funding and encourage Council to view this investment not as an expense, but as a necessary response to an epidemic that Windsor itself has formally acknowledged.

Bronwen Wood

Educator and Ward 3 Resident

From: Dayna Cornwall <>

Sent: Thursday, July 23, 2026 12:26

Subject: In Support of the Welcome Centre Shelter

Hello,

I am writing once again to voice my support for the Welcome Centre Shelter for Women in their request for additional funding from the City.

The Welcome Centre, along with all the shelters in Windsor, provides vital services to the most vulnerable among us. But the Welcome Centre is unique in providing trauma-informed, evidence-based support to women+ and families experiencing housing insecurity. The Welcome Centre is specially situated to recognize and address the specific needs and safety concerns of this population. Women+ and their children are a particularly vulnerable population, especially when they have experienced domestic violence. I know multiple women who have been victims of intimate partner violence - we all do, whether we're aware of it or not. I have listened to friends speak of their fear and trauma, and of not knowing where to turn for help. The Welcome Centre is a *vital* organization in our community, and provides safety, support, and encouragement to countless people.

As to the question of number of beds available at shelters in Windsor, Council must take the needs of particular populations into account. Speaking for myself as a woman, if I experienced abuse at the hands of a male partner and was in need of emergency shelter, I *know* I would not feel comfortable going to a co-ed facility. Doubly so if I had children with me. Knowing that women who leave abusive partners are at increased risk of violence and death right after they leave, I would absolutely need a safe, secure, and gendered space. The Welcome Centre provides this. Not every shelter in the city does. If I couldn't access a space like the Welcome Centre, I might choose to stay in an abusive situation. Many women+ do.

With the cost of living increasing, there is more need than ever. As a woman who cares deeply about the safety and well-being of all women+, the Welcome Centre is a cause close to my heart. I am a frequent donor to the organization, and have recently taken the step of becoming a monthly donor. But the Centre needs more than what small donors like me can provide.

I urge Council to thoughtfully consider the population the Welcome Centre serves in our city, and vote to increase the capacity of this wonderful organization, which is sadly more necessary now than ever before.

Thank you for your time and consideration.

Sincerely,

Dayna Cornwall

Project Manager, The National Self-Represented Litigants Project Chair, Affirming Committee,
Emmanuel United Church Windsor, ON

Three points - The additional funding request is reasonable, predictable and necessary

Reasonable - This funding request is reasonable because the Welcome Center plays a unique role in the services available to women who are unhoused. They are a community player in the shelter system and a source of data for researchers on a local and national level. They offer gendered based shelter and support which has been recommended in countless reports studying gender-based violence, including the Mass Casualty Report. Their expertise in working with women in a trauma-informed practice has been recognized and lauded/

Predictable

The request is predictable because we know shelter needs for women who are un housed are rising. We know from the AMO report last year, that the number of people who are unhoused will double by 2035 if we don't see significant funding estimated at \$2 billion a year from upper levels of government. You may feel you are being saddled with their responsibility, and I appreciate your constant and consistent advocacy with the provincial government to address housing, social assistance rates, mental health and addiction. They have not heeded your request and we have no reason to believe in times of increasing unemployment, rising food costs, increasing evictions that the demand for shelter will subside. In the meantime, there is immediate need which requires your redress. It is your

community, your neighbourhoods, commercial and residential areas that are impacted. The time to act is now.

Necessary

You will pay more for this expense whether or not you pay the Wellcome Center. You know your police budget increases annually, your revenue from commercial enterprises declines as downtown vacancies increase. It is time to stop recycling women who are unhoused. No one become stronger after experiencing homelessness. I have witnessed the mental and physical decline in women who have been unhoused. I know the constant threat of precarious housing causes massive stress and despair. We can't say to women leave your abusive relationship, end your exploitative living arrangement, exit your dilapidated housing, - only to shut the door in their face when they reach out for help. We need to intervene effectively by supporting the experts at the Wellcome center and stabilize their budget so they can get on with the work of stabilizing the lives of women seeking their help. The center's is hard enough without the constant worry and strain of turning women away. Their work is not replaced or lessened by the expansion of supportive housing opportunities. The Wellcome Center is an integral service necessary to help women and children recover, repair and reengage in community. I urge you to support this motion.

Marion Overholt

July 23, 2026

Dear Members of Council and Mayor Dilkens,

For those who don't know me, I'm Becky Parent, Executive Director of Big Brothers Big Sisters of Windsor Essex. I am writing to urge council to consider Councillor Kieran McKenzie's motion to provide the Welcome Centre Shelter for Women \$192,000 in emergency funding to meet the needs of homeless Women and Children in our community. I am not writing as a representative of BBBSWE, but rather a 35+ year Social Profit professional with vast experience serving children and youth in Windsor and Essex County through my work with women and children, individuals living in poverty, newcomers including government assisted refugees as well as years working with dozens of boards of directors in the public, private and not for profit sectors.

Here nevertheless is my current lens on this motion.

Big Brothers Big Sisters is a large and well-known organization in our community with a positive reputation of supporting children and youth who through no fault of their own find themselves in circumstances that restrict their ability to reach their full potential. Since 1968, it has served thousands of young people who live in families below the poverty line. Many are housing insecure, experience frequent moves, and some have even been in shelter. Many of you to whom I address this letter, have shown strong support of Big Brothers Big Sisters – understanding that children and youth are our community's future and if we wish to change that future from what it is today (I refer to our community's homelessness crisis) your support of young people will be the most direct route. I thank you of course for your support – but need to point out that denying this emergency funding – not only makes that goal more difficult it in fact, detracts from the hard work we do each and every day. It detracts from this work because being turned away from shelter, condemns women and their families to traumatic circumstances that will be difficult to overcome. To be clear, BBBSWE serves children and youth who are sometimes just out of shelter, once again in their own homes because of the good work of the Welcome Centre Shelter team of social workers and other health professionals.

There are needs here that you may not understand surrounding Women and homelessness and how this affects children. Here are some facts from a Canadian report entitled "Women and Girls' Homelessness in Canada.

- 28% of women-led households in Canada are in need of core housing.
- 36% of people experiencing homelessness in Canada are women.
- 7% of ALL women in Canada have experienced homelessness at some point in their lives.
- 90% of families using emergency shelters are in fact headed by women and the most to the point statistic: 699 women and 236 children are turned away from Women shelters across Canada each day because there are simply no beds.

The causes of conditions of homelessness are unique for women and girls. Current studies from Canada as well as other countries show that intimate partner violence is the key pathway into homeless for women and girls. Women and girls face unique and profound forms of violence once they enter

homelessness including much high rates of involvement in human trafficking. In Canada there are less women-specific emergency shelter beds across the system: 30% dedicated to men and only 13% dedicated to women.

“Despite the profound violence and trauma that women and their children face on the streets, each day many are turned away from homelessness shelters due to capacity issues.”

www.womenshomelessness.ca

Believe me, condemning even one woman and her children to the streets, denying her access to shelter condemns her children to exposure, hunger, sexual and other kinds of violence each night they are out there on their own with no one to protect them. Denying this emergency funding is not only lacking in terms of social responsibility, it demonstrates a lack of understanding of the issues that face our children and youth here in Windsor Essex. It also, condemns us all as a community locked in a perpetual struggle to fight future homelessness in years to come.

Thank you for listening. If you have any questions for me, please do not hesitate to reach out.

Sincerely,

A handwritten signature in black ink, appearing to read 'Becky Parent', with a stylized, cursive script.

Becky Parent

Executive Director

Big Brothers Big Sisters of Windsor Essex



Re: Support for Councillor Kieran McKenzie's Motion Regarding Funding for the Welcome Centre Shelter for Women and Families

July 24th, 2026

Dear Mayor and Members of Windsor City Council,

I am writing in support of Councillor Kieran McKenzie's motion to provide bridge funding to the Welcome Centre Shelter for Women and Families to maintain its expanded women-specific shelter capacity, and to explore ways to make this support sustainable over the longer term.

I am a researcher and Adjunct Assistant Professor in the School of Social Work at the University of Windsor. I have collaborated with the Welcome Centre on several community-based research projects and bring expertise in harm reduction, gender-responsive services, public health, and research with structurally marginalized communities. Through this work, I have seen the Welcome Centre as a highly skilled, evidence-informed, and trauma-informed organization that plays a critical role in Windsor's housing and homelessness response.

The Welcome Centre is not simply a place where women and families access a bed. It is a site of safety, trust, stabilization, and connection. Staff support women and families who are often navigating overlapping experiences of poverty, violence, trauma, housing insecurity, substance use, health needs, and systems involvement. The Centre's work helps people move from immediate crisis toward longer-term safety, housing, and care. It is therefore important that discussions of shelter capacity consider not only whether a bed exists somewhere in the system, but whether an appropriate and accessible space exists for the person seeking shelter.

My own research reinforces the importance of this kind of service. In a recent study (Rudzinski et al., 2025) with women and service providers across three Canadian cities (one of which was Windsor), we found that women experiencing gender-based violence often had to navigate fragmented health, housing, legal, and social service systems that were not designed to meet their complex and interconnected needs. More than half of the women participants in that study described living on their current income as "impossible." These findings underscore what frontline organizations already know: women's homelessness, poverty, violence, and health needs cannot be addressed through narrow or disconnected responses. They require flexible, trauma-informed, relationship-based supports.

Women-specific shelter space is essential to this work. Many women experiencing homelessness are also navigating histories of gender-based violence, coercion, exploitation, and trauma. For some women, co-ed shelter environments can feel unsafe or inaccessible, even when those services are doing important work. The existence of available beds in co-ed settings therefore does not eliminate the need for dedicated women-specific capacity. A dedicated women's shelter allows care to be organized around women's specific needs, including safety planning, trauma-informed support, harm reduction, parenting and child-related needs, health care navigation, and connection to longer-term housing supports. The Welcome Centre is also uniquely positioned within the local shelter system to accommodate children and provide programming responsive to women-led families.

As a public health researcher, I also want to emphasize that well-resourced shelter services are part of community safety. When women and families cannot access appropriate shelter, their needs do not disappear. They are pushed into hidden homelessness, unsafe housing arrangements, emergency health services, crisis systems, and other settings that are often less safe, less effective, and more costly. Local data shared by the Welcome Centre also show that additional bed capacity can make an immediate difference, with turnaway calls dropping by more than half during the period following the addition of temporary beds. This demonstrates that expanded women-specific capacity is not merely symbolic; it directly increases access to shelter.



Longer-term affordable and transitional housing solutions are urgently needed, but they will take time. Some longer-term housing options may also remain financially or programmatically inaccessible to women living on very low incomes or facing barriers associated with more restrictive service models. Women and families need safe, gender-responsive options now. The Welcome Centre has already demonstrated its ability to support women to exit the shelter system and move toward greater stability. Additional and sustainable funding would allow the organization to continue building on this success at a moment when the need for women's beds is increasing. Bridge funding is therefore not a substitute for permanent housing investment; it is a necessary response while those longer-term solutions are developed.

The Welcome Centre is also a strong local model. It is rooted in Windsor, connected to community partners, and recognized for its lower-barrier, trauma-informed, and evidence-based approach. It contributes not only to shelter services, but also to local training, service innovation, and community-based learning through partnerships with post-secondary institutions and community organizations. Its specialized services include harm reduction programming, peer support, health-care partnerships, child and family supports, and opportunities for students preparing to work in social services and health care. In my experience, this is exactly the kind of organization that municipalities should invest in: one that is already doing effective work, is trusted by the people it serves, and is positioned to respond immediately to urgent local need.

This should not be understood as a choice between the Welcome Centre and other local shelters, or as a criticism of the City's existing housing and homelessness work. Windsor's shelters and municipal services are responding to different but interconnected needs under significant pressure. Poverty and the growing housing crisis are the central problems, and addressing them requires coordinated action from municipal, provincial, and federal governments. Supporting this motion would allow the City and the Welcome Centre to continue working as partners in that response.

I respectfully urge Council to support this motion. At this moment, supporting the Welcome Centre is one of the most immediate and concrete ways Windsor can act on its commitment to women's safety, housing stability, and community care. Funding women-specific shelter capacity is an investment in safety, dignity, public health, and community well-being. It is also an investment in a proven Windsor organization that is already helping women and families move from crisis toward stability.

Sincerely,

A handwritten signature in black ink that reads "K. Rudzinski".

Katherine Rudzinski,
Adjunct Assistant Professor, Research Associate, School of Social Work, University of Windsor



LISA GRETZKY

MPP Windsor West

Députée provinciale de Windsor-Ouest

City Council
Monday, July 27, 2026

Item No. 11.7 - Written Submission

July 24th, 2026

Dear Mayor and members of Windsor City Council,

As you prepare to consider the Administration report regarding funding for 12 additional women-only emergency shelter beds at the Welcome Centre Shelter for Women and Families, Item 11.7 on council agenda Monday, July 27, 2026, I urge you to support this investment without delay.

Recently, Mayor Dilkens rightly spoke about the importance of ensuring that members of City Council and their families feel safe. I share that belief. As an elected Member of Provincial Parliament, and a woman who has experienced both violence and homelessness, I believe that everyone has the right to feel and be safe. That concern and commitment cannot stop at the doors of City Hall, the Ontario Legislature or the House of Commons. It cannot be applied solely to those in positions of real, or perceived, power and means. It must also extend to the women and children in our community who are fleeing violence, abuse, trafficking, and experiencing homelessness.

For these women, safety is not an abstract concept. It is the difference between escaping violence or remaining trapped in it. It is the difference between rebuilding a life or returning to harm. And for many, it means the difference between life and death. A shelter bed alone is not enough if a woman does not feel safe enough to use it, which is why the need for women-only emergency shelter beds exist.

The request before you is modest, but its impact is profound. Funding 12 additional women-only emergency shelter beds will provide a much-needed expansion to safe, trauma-informed spaces for women at one of the most vulnerable, and potentially most dangerous, moments of their lives. It is a practical investment that reflects our community's values and our shared responsibility to protect those at greatest risk. Let us come together to send a loud and clear message that women and children fleeing violence, abuse, trafficking and experiencing homelessness will be fully supported in Windsor. That not one more woman will be turned away. That their safety and wellbeing is truly of the utmost importance.

At a time when intimate partner violence has reached epidemic levels across Ontario, every level of government has a responsibility to act. While I will continue pressing the provincial government to recognize intimate partner violence as the epidemic it is and provide the resources communities need, municipalities also have an important role to play in ensuring local services can respond when

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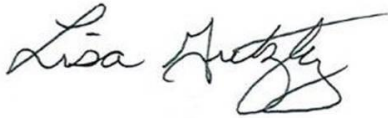
Consolidated City Council Meeting Agenda - Monday, July 27, 2026

women reach out for help. Waiting for someone else to speak up, to act, to intervene has never, and will never, keep women safe.

On July 27, you have an opportunity to demonstrate that our community's commitment to safety applies to everyone, not just those in positions of public office, but every woman and child seeking refuge from violence and abuse.

I respectfully ask you to support this funding request and stand with the survivors, frontline workers, and community organizations that work every day to keep women and families safe. I respectfully ask you to support this funding request and stand with the survivors, frontline workers, and community organizations that work everyday to keep women and families safe. I respectfully ask you to provide this funding to the Welcome Shelter Centre for Women and Families and do so without negatively impacting other organizations or programs that provide supports and services to vulnerable people in our community. The cost of inaction will always be greater than the cost of providing safety.

Sincerely,

A handwritten signature in black ink, appearing to read "Lisa Gretzky". The signature is fluid and cursive, with the first name "Lisa" written in a larger, more prominent script than the last name "Gretzky".

Lisa Gretzky MPP
Windsor West

To Mayor Drew Dilkens and Members of Windsor City Council,

Thank you for taking the time to consider the Welcome Centre Shelter's request for funding to increase shelter capacity for women and families in our community.

My name is Cody, and I am the Marketing and Donor Relations Coordinator at the Welcome Centre Shelter. I am also the only full-time male staff member at the shelter. That has given me a perspective that I believe is relevant to this discussion.

As a male staff member in a women and family shelter, I have seen firsthand how important safety is to the women who walk through our doors. I see the way some clients respond when I walk through the halls. Some avoid eye contact entirely. Some speak in a whisper when they need something. Some wait until another staff member is available before they feel comfortable approaching.

I don't take those interactions personally. I understand them.

For many of the women we serve, safety is not a feeling. It is something they are constantly assessing. They are evaluating who is around them, whether they feel comfortable asking for help, and whether they feel safe enough to let their guard down.

That is with one full-time male staff member in the building. Now imagine asking a woman or family in crisis to enter a shelter with dozens of unfamiliar men during one of the most vulnerable moments of their lives.

That is why maintaining women-specific shelter spaces matters. It is not about excluding anyone. It is about recognizing that women and families experiencing homelessness have unique needs and deserve spaces where they feel safe enough to seek help.

As the person responsible for donor relations and community fundraising, I have heard many suggestions that the solution is simply to fundraise more.

I understand why people think that. But before we say, "Just fundraise more," we need to understand what those fundraising dollars are already supporting.

Anastasia Adams, Therese Lapain, Emily McKenna, Deanna Parent, Emilee Quigley, Abigail George, and myself.

Those are the staff positions funded, in whole or in part, through community fundraising.

Fifty hours of peer support every week, a child and youth program, and one full-time Harm Reduction Coordinator.

Those are the numbers.

Now let me tell you what they actually mean.

They mean a woman has someone to talk to when she feels overwhelmed or unsafe. They mean a child experiencing homelessness has a place where they can simply be a kid for a little while. They mean a mother has someone she can turn to with questions, concerns, and fears while trying to rebuild stability for her family.

These are not extras.

They are the services that help women and families feel safe enough to stay, engage with supports, and begin rebuilding their lives.

When people suggest we simply redirect fundraising dollars to increase shelter capacity, I have to ask what we are prepared to lose.

Who tells a five-year-old that the child and youth program is not open today because we did not have the staffing available? Who tells a woman who has been waiting all day to speak with a peer support worker that no one is available?

Fundraising fills gaps. It allows us to provide supports that government funding does not cover.

It cannot replace the stable operational funding needed to ensure women and families have access to safe shelter.

The community has already stepped up. Our donors have stepped up. Our volunteers have stepped up.

Now we are asking the City to do the same.

The women and children who come through our doors deserve more than a place to sleep. They deserve a place where they feel safe enough to begin rebuilding their lives.

I respectfully ask Council to support the Welcome Centre Shelter's request for additional funding so we can continue providing not only emergency shelter beds, but the safe, supportive environment that helps women and families move from crisis toward stability.

Thank you for your time and consideration.

Submission to Windsor City Council

Investing in Housing Stability: Supporting Housing Information Services (HIS) and Front-Line Homelessness Prevention

Submitted by: Housing Information Services (HIS)

Mayor and Members of Windsor City Council,

Housing Information Services (HIS) respectfully submits this request on behalf of the thousands of Windsor-Essex residents who rely on our programs every year, and the employees and community partners working tirelessly to prevent homelessness before it occurs.

The data demonstrates a clear and measurable trend: **community needs continue to increase while available resources have remained relatively stagnant.**

During the 2025–2026 fiscal year alone:

- **More than 3,700 vulnerable residents** received direct support through Housing Information Services programs.
- The **Homelessness and Housing Help Hub (H4)** recorded **122,451 client visits**, averaging **223 visits every day**, while overall demand increased by **9%** compared to the previous year.
- H4 responded to **1,546 housing intake requests**, supported **741 individuals through housing case management**, secured **99 permanent housing placements**, and provided **91,157 meals** and **1,343 showers** to individuals experiencing homelessness.
- **Windsor-Essex Housing Connections (WEHC)**—a critical Housing First program in the region, supported **889 individuals**, secured **123 permanent housing placements**, and responded to **1,299 housing intake calls**. In comparison, WEHC supported 790 individuals in 2024–2025, representing an approximately **13%** increase in individuals served year over year.

These statistics represent more than program activity. They demonstrate that the demand for homelessness prevention, and housing stabilization continues to grow faster than the funding available to support it.

Housing Information Services is not simply one program. It is a coordinated system of prevention delivered through a variety of interconnected services.

The **Homelessness and Housing Help Hub (H4)** provide immediate access to wrap around coordinated supports to housing, multidisciplinary healthcare, basic needs, and connections to thirteen (13) plus community partner agencies.

Windsor-Essex Housing Connections (WEHC) provides permanent Housing First solutions supporting individuals experiencing chronic homelessness while coordinating long-term supports that improve housing retention.

These programs create a continuum of care that reduces demand on emergency shelters, healthcare, policing, emergency response, and other municipal services.

Simply put, **Housing Information Services addresses housing instability before it becomes a far more expensive community crisis.**

Despite these measurable outcomes, organizations are responding to higher client volumes, increasing complex needs, rising operating costs, inflation, and the continued effects of the housing affordability crisis. The deferral of funding decisions into the 2027 budget further compounds these pressures at a time when demand continues to increase.

Today's clients include seniors living on fixed incomes, employed individuals unable to afford housing, families facing utility disconnections, victims of domestic violence, and individuals suffering deteriorating mental health.

Every statistic represents a resident attempting to remain safely housed. While client demand continues to grow, another challenge receives far less attention.

Housing Information Services employees routinely manage complex housing crises, navigate increasingly limited resources, coordinate multiple community agencies, and support individuals experiencing significant trauma.

Our front-line staff are committed to serving the community, these are dedicated professionals committed to improving lives, but they are increasingly required to respond to complex social challenges with less or limited resource. Like many organizations across the sector, we are seeing the effects of sustained pressure on staff through increased compassion fatigue, burnout, and moral distress.

Community partners face similar pressures. Food banks continue experiencing record demands. Housing providers struggle with limited availability. Mental health organizations face growing waitlists. Every organization is doing more with less.

Collaboration remains one of Windsor-Essex's greatest strengths, but collaboration cannot replace sustainable investment.

Investment in Housing Information Services and other organizations is not simply compassionate—it is fiscally responsible. Helping residents remain housed costs significantly less than emergency shelter placement. Preventing utility disconnections is less expensive than responding after eviction. Supporting stable housing reduces long-term pressures on healthcare, policing, emergency response, and municipal social services.

Every dollar invested in prevention reduces future public expenditures while strengthening community stability.

For these reasons, Housing Information Services respectfully requests that Windsor City Council:

- Recognize the increasing demand being placed on front-line housing and homelessness services.
- Support sustainable funding models that reflect current operating realities.
- Reconsider delaying meaningful funding discussions until the 2027 budget.
- Continue investing in organizations that demonstrate measurable outcomes, fiscal accountability, and responsible stewardship of public resources.
- Advocate with provincial and federal partners for sustainable funding to address homelessness and housing affordability.
- Continue supporting Housing Information Services so H4, and WEHC can continue providing essential services to thousands of Windsor-Essex residents.

The statistics presented in this submission demonstrate both the growing need and the measurable impact of our work.

The question before Council is not whether these services are needed. The evidence clearly demonstrates that they are.

The question is whether our community will continue investing in proven prevention programs today—or bear significantly greater social and financial costs tomorrow.

Housing Information Services is committed to working collaboratively with Council and our community partners, to strengthen Windsor-Essex's housing response. Continued investment in prevention and housing stability is an investment in a healthier, safer, and more resilient community.

Thank you for your time, your leadership, and your continued commitment to the residents of Windsor and Essex County.

Respectfully submitted,

Dino Chiodo
President of the Board
Housing Information Services (HIS)

Hello members of Council, Your Worship.

My name is Ashley Bruner, and I'm a resident of Ward 4.

Today, I'm asking you to reject Administration's recommendation and approve the Welcome Centre's funding request.

The report before you asks you to look at this issue from a systems perspective. I ask you to look at it from a human one.

I understand the arguments about precedent, system capacity, and budget processes. I just don't think they're compelling enough to justify saying no.

What struck me most in the report is an unstated assumption: that an administrative analysis should carry more weight than the judgment of the people who have dedicated their careers to this work.

The staff at the Welcome Centre know budgets. They fight for and justify every red cent they spend. But unlike the rest of us, they also know the names and stories behind those dollars. They know which women won't use another shelter because they don't feel safe. They know the gaps that don't show up in a system-wide occupancy chart.

If the Welcome Centre is telling you these beds are needed now - and I hope I don't sound too radical in saying this - I think we should trust the front-line experts.

I'm a mom of three daughters. A few weeks ago, my oldest had six teeth pulled. My husband and I joked we probably could have done it for a lot less money with some string, a hockey puck, and a hockey stick.

We didn't.

We trusted the professionals because expertise matters.

This decision is no different.

I was raised Catholic. These days that mostly means I appreciate stained glass and carry low-level sense of consistent guilt. Instead of tithing, one of the organizations my family supports every month is the Welcome Centre. My donations help fund children's programming, the kinds of supports that exist outside the City's responsibility. I'm not asking you to fund those programs. I'm asking you to fund what *is* your responsibility: ensuring women have a safe place to sleep.

I also want to acknowledge a fact that may be uncomfortable to hear.

This decision about women's safety is being made primarily by men.

That isn't a criticism. It's simply a reminder that when we don't have lived experience ourselves, humility matters. We should listen carefully to the women who do this work every day and the women who rely on these services.

The report also spends considerable time discussing where this funding should come from.

People don't care which budget line this comes from, what quarter we're in, or your budget cycles. They care whether vulnerable women have a safe place to sleep tonight.

This is a \$192,000 decision in a municipal budget of hundreds of millions of dollars. Having managed budgets myself, I know there is flexibility when Council decides something is a priority. The report says exactly that.

And that's really what this comes down to: priorities.

We've found flexibility for a city-wide pizza party and a last-minute staycation program while our city faces one of the highest youth unemployment rates in Canada. Surely we can find flexibility to protect women fleeing violence and homelessness. Councillor Kieran McKenzie has shown that leadership with his motion. I hope you'll join him.

I also worry this report reflects a broader pattern in how this Council governs.

Too often, Council asks for another report instead of making the difficult decisions residents are asking you to make.

Council meeting times, today's report, speed limit reviews under Vision zero – are all examples of residents asking to be heard now and being told to wait.

I hope today is different.

Councillors, Administration has given you its recommendation – wait until 2027. Today, you're not being asked whether you agree with Administration. You're being asked what *you* believe is right. If Council always follows Administration, we don't really need Council.

I once joked in a delegation that maybe we should abolish Council given your worship's record use of Strong Mayor powers. It was satire— do believe Council should be an independent decision-maker.

Facts matter. Reports matter. Data matters.

But people trust leaders who demonstrate they share their values and see them as people, not numbers in a system wide capacity chart.

Today, this Council has an opportunity to show that protecting vulnerable women is one of those values. This is an easy win Councillors.

This isn't simply a vote on twelve beds.

It's a vote on whether you'll trust the people who know this issue best, respond to a clear community need, and show that protecting women fleeing from intimate partner violence is more than a statement of principle—it's priority worth funding.

I respectfully ask you to reject Administration's recommendation to revisit this acute need in 2027 and approve the Welcome Centre's funding request today.

Thank you.



July 23, 2026

Dear Mayor and Councillors

I am writing as the Chair of the Board for the Welcome Centre Shelter for Women and Families and as such, as a supporter of the mission: *Safe Shelter for Every Woman and Family Every Night*. This letter is in addition to my previously submitted letter dated June 5, 2026 and contained in the Council agenda for the meeting of June 8, 2026.

First, I would like to reiterate my deep appreciation for the dedicated work done by the staff at the Welcome Centre, the many other shelter providers and the City of Windsor and acknowledge that homelessness is a deeply complex community issue with limited resources available. I don't think it is an understatement to say that each and every person on the front lines in whatever capacity dreams of a day when emergency shelter is no longer necessary. Unfortunately, we do not yet live in that world.

The report by the Administration clearly lays out many of the challenges they face including a limited budget shared across multiple providers and a strong desire to channel funds toward prevention efforts. Well supported, evidence-based prevention measures are a vitally important goal and those in the sector and the community more broadly are eager to learn more about what that will look like in the years to come.

In the meantime, the reality, particularly for women experiencing homelessness is not a happy one. These statistics provided in the Administration's report are worth considering. They state that:

- From June 2025 to July 2026 women's beds at the Welcome Centre had a 99% occupancy rate (page 906)
- Over the same time period, there were 219 "people turned away" (page 906)
- Over the same time period, the Downtown Mission had a 78% occupancy rate for women's beds and 58 "people turned away" (page 906)

In regard to these figures, the report states:

"The number of people turned away from shelter has been consistent when compared with data from the prior three years. For example, the past 3 years, the average number of women turned away from the Welcome Centre was 230 per year."

There has been no urgent or unique surge at the Welcome Centre regarding women being turned away this past year compared to the past." (page 907)

As Council deliberates Councillor McKenzie's motion, I would respectfully ask that you consider the following reflections based on the above noted report content:

- These statistics reflect what the Welcome Centre has maintained all along. That when women are turned away at the Welcome Centre they are NOT in fact using the other women's beds in the system. This suggests that while there is "capacity in the system" it is not functional capacity as women don't / won't use it. Safety reasons have been identified by Welcome Centre users and staff as one reason why. The question becomes – is there really capacity in the system if women don't use it?
- The observation that this number of turn aways is nothing new and reflects "no urgent or unique surge at the Welcome Centre" suggests that the "system" is not prepared or able to respond to this state of affairs. However, this does not make it any less problematic and I would argue, it is more problematic given that it has been the case for at least the past three years.

I want to be very clear that these reflections in no way are intended to reflect poorly on other shelter providers. I have worked closely with the Downtown Mission and understand well and respect their dedication and passion. This is not a criticism of other providers. It is, however, a commentary on the unique case of women in shelter and the vital importance of women+ gendered shelter care provided by the Welcome Centre.

With three years of more than 200 turn aways each year and without a clear reason to expect this to change in the coming years, I would leave Council with one last question. *How much longer can we see this number of women turned away and maintain that we are doing all we can to address homelessness for women in our community?*

Julie Fraser

Chair of the Board

Welcome Centre Shelter for Women and Families



IRIS Residential Inns and Services

A family driven,
charitable, non-profit
corporation established
in October 1999.

Board Members

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Chair

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Cindy Clemens
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Charitable Registration
BN886166529 RR0001

July 24, 2026

Re: Item No. 11.7 Council Report: C 101/2026

Dear Mayor and Councillors,

We are here to express our compassion and solidarity with all organizations that are service providers under the City's umbrella of social services. We are all part of a compassionate caring community.

We very much appreciate the increase we received starting April 2026, and imagine that the other 20 supportive housing homes in Windsor and Essex County do as well. However, each month, year after year the financial pressures we face increase. The world-wide increase in fuel costs are impacting our daily expenses and we will have to make adjustments. Our supportive housing funding model has stability as resident transition is minimal each year. By contrast, emergency shelters have an unpredictable environment which is an additional pressure.

We will continue to work with the City and provide feedback and assist with efforts to advocate to other levels of government for increases in the pools of funding allocated to our region. This will help us continue meeting the needs of the most vulnerable amongst us.

Sincerely,

Karen Soulliere
Chair

Anne Ryan
Executive Director

Mission Statement:

To provide safe and secure supportive housing and services for persons with persistent serious mental illness (PSMI).