THE CITY OF WINDSOR
ONTARIO, CANADA

ACON 2026

November 20, 2026

TO THE MAYOR AND MEMBERS OF COUNCIL:

The **regular meeting** of Council will be held on **Monday, November 23, 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, November 23, 2026, immediately following the regular meeting of Council, in the Helga Reidel Meeting Room, Suite 204, 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.

A meeting of the **Striking Committee** will be held on **Monday, November 23, 2026, immediately following the in-camera meeting of Council, in the Helga Reidel Meeting Room, Suite 204, 350 City Hall Square**. A resolution to meet in closed session must be adopted and shall contain the general nature of the matters to be considered. The resolution must be adopted by a majority of Council present during the open special meeting of the Striking Committee 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, November 23, 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 Fred Francis

Ward 1 – Councillor Darcie Renaud

Ward 2 – Councillor Frazier Fathers

Ward 3 - Councillor Renaldo Agostino

Ward 4 - Councillor Chris Holt

Ward 5 - Councillor Ken Acton

Ward 6 - Councillor Jeremy Renaud

Ward 7 - Councillor Angelo Marignani

Ward 8 - Councillor Gary Kaschak

Ward 9 - Councillor Kieran McKenzie

Ward 10 - Councillor Mark Masanovich

ORDER OF BUSINESS

Item #	Item Description
1.	**ORDER OF BUSINESS**

2. **CALL TO ORDER** - Playing of the National Anthem

READING OF LAND ACKNOWLEDGEMENT

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

3. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

4. **ADOPTION OF THE MINUTES *(attached)***

4.1 Adoption of the Windsor City Council minutes of its meeting held November 9, 2026 **(SCM 351/2026)**

4.2 Adoption of the Windsor City Council minutes of its special meeting held November 16, 2026 **(SCM 352/2026)**

4.3 Adoption of the Inaugural Minutes of the 2026-2030 Windsor City Council of its meeting November 16, 2026 **(SCM 353/2026)**

5. **NOTICE OF PROCLAMATIONS**

Proclamations

International Day for the Elimination of Violence Against Women – November 25, 2026

Flag Raising Ceremony

Hindu Heritage Month – November 23 – 24, 2026
International Day for the Elimination of Violence Against Women – November 25, 2026

6. **COMMITTEE OF THE WHOLE**

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

7.1. Correspondence 7.1.1. through 7.1.3 **(CMC 17/2026)** ***(previously distributed)***

7.2. Auditor General Reports **(SCM 337/2026)** ***(previously distributed)***

Clerks Note: The following written submission is ***attached:***

a) Howard Weeks, Area Resident

7.3 Response to CQ 6-2023 – Diversity in Council Appointments - City Wide **(CM 5/2026)** ***(attached)***

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

8.1. 2026 Canada Wide Early Learning and Child Care (CWELCC) Directed Growth Update – City Wide **(C 130/2026)** *Author: Alicea Fleming, Senior Manager, Children Services*

CONSENT COMMITTEE REPORTS

8.2. Approval of a Draft Plan of Subdivision, Zoning By-law Amendment, and Official Plan Amendment Applications for lands situated at the southwest corner of Richmond and St. Luke; Applicant: 14493559 Canada Inc.; File Nos. Z 015-26 [ZNG-7376] & OPA 202 [OPA-7377] & SDN 001-26 [SDN-7378]; Ward 5 **(SCM 333/2026) (S 108/2026)** *Author: Justina Nwaesei, Planner III – Development*

8.3. Closure of the east/west alley located east of Oak Street, south of Wyandotte Street West and west of Crawford Avenue, SAA-7163, Ward 3 **(SCM 334/2026) (S 103/2026)** *Author: Deborah Yankovic, Coordinator of Streets and Alleys*

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

10. **PRESENTATIONS AND DELEGATIONS**

PRESENTATION (10 Minutes)

10.1. Windsor Symphony Orchestra - Annual Update

a) Patti Lauzon, Windsor Symphony Orchestra Executive Director

b) Kyle Kootstra, President, Windsor Symphony Orchestra Board of Directors

c) James Sommerville, Windsor Symphony Orchestra Artistic Director

DELEGATIONS (5 Minutes)

8.4. Closure of the east/west alley located north of Grand Marais Road West, east of Everts Avenue and west of Curry Avenue, SAA-7363, Ward 10 **(SCM 335/2026) (S 109/2026)** *Author: Deborah Yankovic, Coordinator of Streets and Alleys* ***(previously distributed)***

a) Phil Cats, Area Resident (via Zoom)

11.7 & 11.8 Auditor General Transition Plan (Progress Update) **(SCM 332/2026) (C 131/2026)** ***(attached)***

a) Andrew Dumont, Consultant, Boyden Canada (via Zoom)

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

11.1. Appointment of Acting Mayor 2026-2030 – City Wide **(C 125/2026)** *Author: Anna Ciacelli--Deputy City Clerk/Supervisor of Council Services*

11.2. Appointment of Integrity Commissioner - City Wide **(C 128/2026)** *Author: Sandra Gebauer, Council Assistant*

11.3. Appointment of Closed Meeting Investigator - City Wide **(C 129/2026)** *Author: Sandra Gebauer, Council Assistant*

11.4. 2027 Schedule of Council and Standing Committee Meetings and Standing Committee Re-alignment-City Wide **(C 121/2026)** *Author: Katherine Donaldson, Corporate Policy Coordinator*

Clerks Note: The following written submission is ***attached***:

a) Mike Fisher, Area Resident

11.5. Parking Enforcement Services Contract Award – PREQ/RFT #98-26 – City Wide **(C 126/2026)** *Author: Bill Kralovensky, Manager, Transportation Operations*

11.6. Approval of Temporary Borrowing By-Law for 2026 up to and including 2030 **(C 127/2026)** *Author: Alexandra Taylor, Manager Financial Accounting*

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 Minutes of the Age Friendly Windsor Working Group of its meeting held October 16, 2026 **(SCM 332/2026)**

12.3 Minutes of the Community Public Art Working Group of its meeting held September 23, 2026 **(SCM 340/2026)**

12.4 Community Public Art Working Group - 2026 Annual Report **(SCM 341/2026)**

12.5 Report of the Special Meeting of Council – In-camera of its meeting held November 9, 2026. **(SCM 354/2026)**

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

13.1. **By-law 167-2026** – A BY-LAW TO AMEND BY-LAW NUMBER 6170, BEING A BY-LAW TO CLOSE, STOP UP AND CONVEY TO THE ABUTTING PROPERTY OWNERS THE 15-FOOT L-SHAPED ALLEY COMPRISING THE EAST/WEST ALLEY NEXT NORTH OF GRAND MARAIS AND THE NORTH/SOUTH ALLEY NEXT EAST OF AVONDALE, CITY OF WINDSOR, authorized by CAO 231/2026, dated October 22, 2026.

13.2. **By-law 168-2026** – A BY-LAW TO AMEND BY-LAW NUMBER 9087, BEING A BY-LAW TO CLOSE, STOP UP AND CONVEY THE NORTH/SOUTH ALLEY BETWEEN FRANCOIS AND BERNARD, FROM REGINALD TO ALICE, CITY OF WINDSOR, authorized by CAO 222/2026, dated October 22, 2026.

13.3. **By-law 169-2026** – A BY-LAW TO FURTHER AMEND BY-LAW 9023 BEING A BY-LAW TO REGULATE VEHICULAR PARKING WITHIN THE LIMITS OF THE CITY OF WINDSOR ON MUNICIPAL STREETS, MUNICIPAL PARKING LOTS AND PRIVATE PROPERTIES, authorized by CAO 236/2026, dated November 2, 2026.

13.4. **By-law 170-2026** – A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR443/2026, dated November 9, 2026.

13.5. **By-law 171-2026** – A BY-LAW TO AMEND BY-LAW NUMBER 13103, BEING A BY-LAW TO CLOSE, STOP UP AND CONVEY PART OF THE NORTH/SOUTH ALLEY BETWEEN DAYTONA AND NORTHWAY, FROM MANITOBA NORTHERLY, CITY OF WINDSOR, authorized by CAO 238/2026, dated October 30, 2026.

13.6. **By-law 172-2026** – A BY-LAW TO ADOPT AMENDMENT NO. 204 TO THE OFFICIAL PLAN OF THE CITY OF WINDSOR, authorized by CR442/2026, dated November 9, 2026.

13.7. **By-law 173-2026** – A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR442/2026, dated November 9, 2026.

13.8. **By-law 174-2026** – A BY-LAW TO APPOINT MEMBERS OF COUNCIL TO ACT AS MAYOR, see item 11.1.

13.9. **By-law 175-2026** – A BY-LAW TO AUTHORIZE THE TEMPORARY BORROWING OF MONEY FROM NOVEMBER 15, 2026 TO DECMBER 31, 2026, see item 11.6.

13.10. **By-law 176-2026** – A BY-LAW TO AUTHORIZE THE TEMPORARY BORROWING OF MONEY FOR THE FISCAL YEAR 2027, see item 11.6.

13.11. **By-law 177-2026** – A BY-LAW TO APPOINT THE OMBUDSMAN AS THE INVESTIGATOR PURSUANT TO SECTION 239.2 OF THE MUNICIPAL ACT, 2001, AS AMENDED IN THE CITY OF WINDSOR, see item 11.3.

13.12. **By-law 178-2026** – A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 23RD DAY OF NOVEMBER, 2026.

14. MOVE BACK INTO FORMAL SESSION

15. NOTICES OF MOTION

16. THIRD AND FINAL READING OF THE BY-LAWS

By-laws 167-2026 through 178-2026 inclusive

17. PETITIONS

18. QUESTION PERIOD

19. STATEMENTS BY MEMBERS

20. UPCOMING MEETINGS

Environment, Transportation, and Public Safety Standing Committee
Wednesday, November 25, 2026
4:30 p.m., Council Chambers

Development & Heritage Standing Committee
Tuesday, December 1, 2026
4:30 p.m., Council Chambers

Community Services Standing Committee - **CANCELLED**
Wednesday, December 2, 2026
9:00 a.m., Council Chambers

City Council Meeting
Monday, December 7, 2026
10:00 a.m., Council Chambers

21. ADJOURNMENT

Committee Matters: SCM 351/2026

Subject: Adoption of the Windsor City Council minutes of its meeting held November 9, 2026

City Council Meeting

Date: Monday, November 9, 2026
Time: 10:00 o'clock a.m.

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

Members Present:

Mayor
Mayor Drew Dilkens

Councillors
Ward 1 - Councillor Fred Francis
Ward 2 - Councillor Frazier Fathers
Ward 3 - Councillor Renaldo Agostino
Ward 4 - Councillor Mark McKenzie
Ward 5 - Councillor Ed Sleiman
Ward 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

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 September 28, 2026.

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

That the minutes of the meeting of Council held September 28, 2026 **BE ADOPTED** as presented
Carried.

Report Number: SCM 313/2026

4.2. Adoption of the Windsor City Council Special minutes of its meeting held October 23, 2026.

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

That the minutes of the Special Meeting of Council held October 23, 2026 **BE ADOPTED** as presented.
Carried.

Report Number: SCM 330/2026

5. NOTICE OF PROCLAMATIONS

Proclamations
Lebanese Heritage Month – November 2026
Hindu Heritage Month – November 2026
World Town Planning Day – November 8, 2026

Flag Raising Ceremony
Lebanese Heritage Month – November 5 – 9, 2026

Illumination
Lebanese Heritage Month – November 5 – 8, 2026

6. COMMITTEE OF THE WHOLE

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

That Council do now rise and move into Committee of the Whole with the Mayor presiding for the purpose of dealing with:
(a) communication items;
(b) consent agenda;
(c) hearing requests for deferrals, referrals and/or withdrawals of any items of business;
(d) hearing presentations and delegations;
(e) consideration of business items;
(f) consideration of Committee reports:
Report of Special In-Camera Meeting or other Committee as may be held prior to Council (if scheduled); and
(g) consideration of by-laws 156-2026 through 165-2026 (inclusive)
Carried.

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

7.1. Correspondence for Monday, November 9, 2026

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

Decision Number: CR436/2026
That the following Communication Items 7.1.1 through 7.1.7 as set forth in the Council Agenda **BE REFERRED** as noted:

No.	Sender	Subject
7.1.1	Ontario Land Tribunal (OLT)	Notice of Proceeding and Decision regarding Case No. OLT-25-000895, 619 Cabana Road West, Peter Botros. Administrative Lead: City Solicitor Z/15008 Note & File

No.	Sender	Subject
7.1.2	Chief Executive Officer, Circular Materials	Letter in response to the County of Essex Resolution from September 3, 2026. Administrative Lead: Commissioner, Infrastructure Services & City Engineer Clerk's File Number Note & File
7.1.3	Essex-Windsor Solid Waste Authority (EWSWA)	Resolution of EWSWA Board – Green Bin Program Promotion and Education: Campaign Summary. Administrative Lead: Commissioner, Infrastructure Services & City Engineer EI2026 Note & File
7.1.4	Deputy City Planner - Development	Application for Zoning By-law Amendment, Farhi Holdings Corp., 5855 Cabana Road East, to facilitate the proposed construction of a Hotel Complex (Hotel A, Hotel B). Administrative Lead: City Planner Z/15231 Note & File
7.1.5	Deputy City Planner - Development	Application for Zoning By-law Amendment, Little D Holdings LTD., 0 Mulberry Drive, to permit the proposed development of two Multiple Dwellings consisting of a total of 102 units. Administrative Lead: City Planner Z/15232 Note & File
7.1.6	Deputy City Planner - Development	Application for Zoning By-law Amendment, NC Capital Holdings Inc., 1103 Drouillard Road, to facilitate the construction of a three-story Combined Use Building consisting of six dwelling units, and one commercial unit on the ground floor. Administrative Lead: City Planner Z/15233

No.	Sender	Subject
		Note & File
7.1.7	Committee of Adjustment	Committee of Adjustment/Consent Authority Agenda for Thursday, November 12, 2026. Administrative Lead: City Planner Z2026 Note & File

Carried.

Report Number: CMC 16/2026

7.2. Windsor Canada Utilities Ltd. 2nd Quarter Financial Statements

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

Decision Number: CR437/2026
That the report of the Executive Director, Financial Planning/Deputy Treasurer dated October 7, 2026 entitled “Windsor Canada Utilities Ltd. 2nd Quarter Financial Statements” **BE RECEIVED** for information**.**
Carried.

Report Number: C 117/2026
Clerk’s File: MU2026 & AF2026

7.3. Delegation of Authority Semi-Annual Summary Report for Period January 1, 2026 to June 30, 2026 (City Wide)

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

Decision Number: CR438/2026
That the report of the Executive Administrative Assistant dated October 23, 2026 entitled “Delegation of Authority Semi-Annual Summary Report for Period January 1, 2026 to June 30, 2026 (City Wide)” **BE RECEIVED** for information**.**
Carried.

Report Number: C 124/2026
Clerk’s File: AS/7748

8. CONSENT AGENDA

8.1. Applications for 2025 Tax Reductions under S 357/358 of the Ontario Municipal Act 2001 Part Two - City Wide

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR439/2026
That City Council **ACCEPT** Administration's recommendations with regards to the approval of property tax relief for those applications for tax reduction, cancellation and refund, as outlined in Appendices A and B which total $170,321 but none of which individually exceed $50,000; and,

That City Council **ACCEPT** Administration's recommendations with regards to the denial of property tax relief for those applications for tax reduction, cancellation and refund, as outlined in Appendix C; and,

That the City Treasurer (or designate) **BE AUTHORIZED** to amend the City's Tax Master Collector's Roll for the 2025 taxation year in the amount of $170,321 (including the education portion) as outlined in Appendix D.
Carried.

Report Number: C 119/2026
Clerk's File: AF2026

8.2. Bright Lights Windsor Chalet Food and Beverage Services Renewal – City Wide

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR440/2026
I. That Council **RECEIVE** the information respecting the declared conflict related to the Bright Lights Windsor Chalet Food and Beverage Services renewal; and,

II. That Council **APPROVE** the second one-year renewal option contract with Windsor Eats Inc. for the Bright Lights Windsor Chalet Food and Beverage Services.
Carried.

Report Number: C 120/2026
Clerk's File: SR/14889

8.3. Fireworks at Festival Plaza – Ward 3

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR441/2026
That City Council **APPROVE** the request from Jeff Sobocan of K&H Fireworks Distributing, on behalf of Delta Chi Child Care, to conduct a fireworks display at Festival Plaza on December 12, 2026; and,

That such approval **BE CONDITIONAL UPON** the applicant satisfying all requirements of the Windsor Port Authority (WPA) as outlined in this report and obtaining final approval from the Chief Fire Official prior to the fireworks display.
Carried.

Report Number: C 123/2026
Clerk's File: SR2026

8.4. Zoning By-Law Amendment - Z 019-26 (ZNG-7385) & Official Plan Amendment OPA 204 (OPA-7386) 1356 Drouillard Road - Ward 5

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR442/2026 DHSC 869

I. That Schedule "A" of Volume I: The Primary Plan of the City of Windsor Official Plan **BE AMENDED** by designating Lots 16 and 17, Registered Plan 685, known municipally as 1356 Drouillard Road (Roll No. 010-160-04400), situated on the east side of Drouillard Road, between Franklin Street and Metcalfe Street, as a Special Policy Area.

II. That Chapter 1 in Volume II: Secondary Plans and Special Policy Areas of the City of Windsor Official Plan **BE AMENDED** by adding a new Special Policy Area as below, and that 'X' be replaced with the next available Special Policy area number:

1.X 1356 DROUILLARD ROAD

Location 1.X.1 The property described as Lots 16 and 17, Registered Plan 685 (Roll No. 010-160-04400), situated on the east side of Drouillard Road, between Franklin Street and Metcalf Street, is designated on Schedule A: Planning Districts and Policy Areas in Volume I: The Primary Plan.

Additional Permitted Main Uses	1.X.2	Notwithstanding the Mixed Use Corridor designations of these lands on Schedule D: Land Use in Volume I: The Primary Plan, a Semi-Detached Dwelling, Townhome Dwelling, and Multiple Dwelling with 8 or less units shall be additional permitted main uses in accordance with the implementing zoning provisions.

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

38. **EAST SIDE OF DROUILLARD ROAD, BETWEEN FRANKLIN STREET AND METCALFE STREET**
For the lands comprising of Lots 16 and 17, Registered Plan 685, a *Multiple Dwelling* shall be an additional permitted use and the following additional provisions shall apply*:*
1. For a *Semi-Detached Dwelling*, the following additional provisions shall apply:
   a) *Front Yard* Depth: *minimum/maximum* 2.0 m / 4.0 m
   b) *Gross Floor Area: maximum* 480 m^2
   c) Notwithstanding any other provisions in this by-law, parking shall be prohibited in a *required front yard*
2. For a *Multiple Dwelling,* the following additional provisions shall apply:
   a) *Front Yard Depth: minimum/maximum 2.0 m / 4.0 m*
   b) *Required Parking Spaces: minimum:* 1 for each *dwelling unit*

[ZDM 7; ZNG/7385]

IV. That Zoning By-law 8600 **BE FURTHER AMENDED** by adding the following to section 95.20:

(16) Provide construction drawings confirming central air-conditioning and special building components recommended in the “Road/Rail Traffic and Stationary Noise Impact Study” completed by JJ Acoustic Engineering Ltd, dated February 23, 2026 to the satisfaction of the Chief Building Official.

V. That Zoning By-law 8600 **BE FURTHER AMENDED** by changing the zoning of Lots 16 and 17, Registered Plan 685, known municipally as 1356 Drouillard Road (Roll No. 010-160-04400), situated on the east side of Drouillard Road between Franklin Street and Metcalfe Street from CD4.1 to H(16)RD2.2x(38).

Carried.

Report Number: SCM 317/2026 S 93/2026
Clerk’s File: Z/15210 & Z/15211

8.5. Zoning By-Law Amendment - Z 020-26 (ZNG-7388) 3105 Rankin Avenue - Ward 1

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR443/2026 DHSC 870

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

39. **WEST SIDE OF RANKIN AVENUE, BETWEEN WEST GRAND COURT AND NORFOLK STREET**

For the lands comprising of Lot 604, Part Block J, Registered Plan 1295, a *Semi-Detached Dwelling* shall be an additional permitted *main use,* and the following additional provisions shall apply to a *Semi-Detached Dwelling:*

a) *Gross Floor Area: maximum* 525 m^2

[ZDM 8; ZNG/7388]

II. That Zoning By-law 8600 **BE FURTHER AMENDED** by changing the zoning of Lot 604, Part Block J, Registered Plan 1295, known municipally as 3105 Rankin Avenue (Roll No. 080-200-08000), situated on the west side of Rankin Avenue between West Grand Court and Norfolk Street from RD1.4 to RD1.4x(39).

Carried.

Report Number: SCM 318/2026 S 99/2026
Clerk's File: Z/15212

8.6. Zoning By-law Amendment for 4470 North Service Road East; Applicant: Atwan Development Inc., File No. Z-017/26 [ZNG/7382]; Ward 5

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR444/2026 DHSC 871

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

37 **NORTH SIDE OF NORTH SERVICE ROAD EAST, WEST OF PILLETTE ROAD**

For the land comprising Pt Lot 108 Concession 2 (PIN 01562-1055 LT), one *Club* and one *Health Studio* shall be additional permitted *main uses* subject to the following additional provisions:

a) *Lot Frontage:* along North Service Road: *minimum* 97.00 m

b) *Lot Area: minimum* 1.44 ha

[ZDM 12; ZNG/7382]

II. That Zoning By-law 8600 **BE FURTHER AMENDED** by adding the following site specific holding condition clause to Section 95.20:

(17) Registration of an amended Site Plan Agreement that includes the fencing requirement and Railway Warning clauses indicated in Appendix C to Report S 97/2026 to the satisfaction of the City Planner.

[ZNG/7382]

III. That Zoning By-law 8600 **BE FURTHER AMENDED** by changing the zoning of Pt Lot 108 Concession 2 (PIN 01562-1055 LT), situated on the north side of North Service Road East, west of Pillette Road (known as 4470 North Service Road East; Roll Number 070-305-00800) from MD1.1 to H(17)MD1.1x(37).

IV. That the H symbol may be removed when the applicable holding conditions in section 95.20 clause (17) of Zoning By-law 8600 are satisfied. It is the responsibility of the property owner to satisfy the applicable holding conditions, and to submit an application including the fee, to remove the H symbol.

Carried.

Report Number: SCM 319/2026 S 97/2026
Clerk's File: Z/15209

8.7. Amendment to Sign By-law 250-2004 3501 Banwell Road, SGN-001/26 (Proposed First Party Electronic Changing Copy Ground Sign) - Ward 9

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR445/2026 DHSC 872

I. That the application for a site-specific amendment to Sign By-law 250-2004, as amended, to permit a First-Party Electronic Changing Copy Ground Sign at 3501 Banwell Road **BE APPROVED**.

II. That Schedule "E" – Special Provisions for Individual Signs of the Sign By-law **BE AMENDED** by adding the following as section **E. 25**:

E. 25 Despite any other provision of this By-law, a Ground Sign incorporating Electronic Changing Copy may be erected at 3501 Banwell Road, subject to the following:

a. The sign shall not include flashing illumination, and the displayed message shall not change more frequently than once every two hours;

b. That the manufacturer of the sign confirm compliance with the lighting restrictions in accordance with Section 3 for electronic message signs;

c. That the sign does not have any animation including scrolling letters, television or video message, or any moving sign message objects;

d. The sign shall comply with the illumination requirements of subsection 3.3.1(c), and its brightness shall be automatically adjusted by an ambient-light sensor;

e. The sign shall only be illuminated between the hours of 6:00 AM and 11:00 PM;

f. The sign shall be limited to First-Party Advertising only; and

g. A physical barrier shall be installed along the north edge of each sign face to further restrict visibility from the residential properties to the north.

III. That the City Solicitor **BE DIRECTED** to prepare the by-law to amend the Sign By-law.

Carried.

Report Number: SCM 320/2026 S 81/2026
Clerk's File: SBS2026

8.8. Closure of the east/west alley located west of Bridge Avenue, east of Partington Avenue, and south of College Avenue, SAA-7210, Ward 2

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR446/2026 DHSC 873

I. That the 6.14 metre-wide east/west alley located west of Bridge Avenue, east of Partington Avenue, and south of College Avenue, as shown on Drawing No. CC-1860 (attached hereto as Appendix "A"), and hereinafter referred to as the "Subject Alley", **BE ASSUMED** for subsequent closure.

II. That the Subject Alley **BE CLOSED AND CONVEYED** in as is condition to the owner of the abutting property known municipally as 993 Bridge Avenue, and legally described as south Part Lot 168, Lot A, Registered Plan 369; Windsor, and as necessary, in a manner deemed appropriate by the City Solicitor, subject to the following:

a. An Easement, subject to being accepted in the City's standard form and in accordance with the City's standard practice, being granted to:

i. Enbridge Gas Inc. to accommodate existing infrastructure.

b. The owner of 993 Bridge Avenue obtaining a driveway permit from Right-of-Way to maintain the driveway approach as per City Standards AS-222 or AS-221.

III. That Conveyance Cost **BE SET** as follows in accordance with CR106/2003, as amended by CR427/2003 & CR182/2005:

a. For alley conveyed to abutting lands zoned RD1.3 and RD2.5, $600 per front foot without easements, plus HST and $300 per front foot with easements, plus HST.

IV. That the City Solicitor **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1860.

V. That the City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).

VI. That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute all necessary documents approved as to form and content satisfactory to the City Solicitor.

VII. That the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003.
Carried.

Report Number: SCM 321/2026 S 104/2026
Clerk's File: SAA2026

8.9. Closure of the east/west alley located north of Giles Boulevard West, east of Church Street, south of Grove Avenue, SAA-7359, Ward 3

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR447/2026 DHSC 874

I. That the 3.05-metre-wide east/west alley, located north of Giles Boulevard West, east of Church Street, and south of Grove Avenue, and shown on Drawing No. CC-1885 (attached hereto as Appendix "A"), and hereinafter referred to as the "Subject Alley", **BE ASSUMED** for subsequent closure.

II. That the Subject Alley **BE CLOSED AND CONVEYED** in as is condition in two equal halves, to the abutting property owners and as necessary, in a manner deemed appropriate by the City Solicitor, subject to the following:

a. Easements, subject to being accepted in the City's standard form and in accordance with the City's standard practice, being granted to:

i. Cogeco Connexion Inc. to accommodate existing infrastructure;

ii. ENWIN Utilities Ltd. to accommodate existing 120/240V overhead hydro distribution;

iii. Managed Network System Inc. (MNSi) to accommodate existing aerial infrastructure.

b. Ontario Land Surveyor be directed to use existing encroachments for determining the boundaries of the lands to be conveyed to each abutting property owner.

III. That Conveyance Cost **BE SET** as follows in accordance with CR106/2003, as amended by CR427/2003 & CR182/2005:

a. For alleys abutting lands zoned RD1.3, $1.00 plus deed preparation fee and a proportionate share of the survey costs as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor.

b. For alley conveyed to abutting lands zoned RD1.3 where acquisition would increase frontage of lands on Church Street, $600 per front foot without easements and $300 per front foot with easements.

IV. That the City Solicitor **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1885.

V. That the City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).

VI. That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to **EXECUTE** the necessary documents approved as to form and content satisfactory to the City Solicitor.

VII. That the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003.
Carried.

Report Number: SCM 322/2026 S 102/2026
Clerk's File: SAA2026

8.10. Closure of the north/south alley located east of Henkel Place, south of Riverside Drive East, and west of Rossini, SAA-7177, Ward 5

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR448/2026 DHSC 875

I. That the 40.2 metre length of the 4.57 metre-wide north/south alley, located east of Henkel Place, south of Riverside Drive East and west of Rossini Boulevard and shown on Drawing No. CC-1854 (attached hereto as Appendix "A"), and hereinafter referred to as the "Subject Alley", **BE ASSUMED** for subsequent closure.

II. That the Subject Alley **BE CLOSED AND CONVEYED** in as is condition in two equal halves to the abutting property owners and as necessary, in a manner deemed appropriate by the City Solicitor, subject to the following:

a. Easements, subject to being accepted in the City's standard form and in accordance with the City's standard practice, being granted to:

i. Cogeco Connexion Inc. to accommodate existing aerial infrastructure;

ii. ENWIN Utilities Ltd. to accommodate existing overhead 120/240 volt distribution, poles and down guy wires;

iii. Managed Network System Inc. (MNSi) to accommodate existing aerial infrastructure.

b. Ontario Land Surveyor be directed to use existing encroachments for determining the boundaries of the lands to be conveyed to each abutting property owner.

III. That Conveyance Cost **BE SET** as follows in accordance with CR106/2003, as amended by CR427/2003 & CR182/2005:

a. For alley conveyed to abutting lands zoned RD1.6 and RD1.1, $1.00 plus HST, deed preparation fee and a proportionate share of the survey costs as invoiced to The Corporation of the City of Windsor by an Ontario Land Surveyor.

IV. That the City Solicitor **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1854.

V. That the City Solicitor **BE REQUESTED** to prepare the necessary by-law(s).

VI. That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to **EXECUTE** the necessary documents approved as to form and content satisfactory to the City Solicitor.

VII. That the matter **BE COMPLETED** electronically pursuant to By-law Number 366-2003
Carried.

Report Number: SCM 323/2026 S 101/2026 AI 16/2026
Clerk's File: SAA2026

8.11. Minutes of the International Relations Committee meeting held on September 2, 2026

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR449/2026 DHSC 876
That the minutes of the International Relations Committee of its meeting held September 2, 2026 **BE RECEIVED** as presented.
Carried.

Report Number: SCM 324/2026 SCM 300/2026
Clerk's File: MB2026

8.12. International Relations Committee 2026 Annual Report

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR450/2026 DHSC 877
That the International Relations Committee 2026 Annual Report **BE APPROVED** as presented.
Carried.

11.1. Surplus Declaration and Sale Authorization – 9655 Twin Oaks Drive and 0 Valtec Court – Ward 9

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR451/2026

I. That the following City of Windsor (the "**City**") parcels of land **BE DECLARED** surplus:

Parcel 1

Municipal address:	9655 Twin Oaks Drive
Legal Description:	Part Lot 138 (McNiff), Concession 3; being Part 1 on Plan 12R-16362; Windsor
Approximate Lot size:	414.53 feet (126.35 m) frontage x irregular
Approximate Lot area:	1.30 acres (5,259 m^2)
	as shown on the aerial image attached as Appendix A (hereinafter "**Parcel 1**")

Parcel 2

Municipal address:	0 Valtec Court
Legal Description:	Part Lot 138 (McNiff), Concession 3; being Part 8 on Plan 12R-18316; save and except Part 1 on Plan 12R-30525; Windsor
Approximate Lot size:	327.66 feet (99.87m) frontage x 397.24 feet (121.08m) depth
Approximate Lot area:	3.00 acres (12,174.00 m^2)
	as shown on the aerial image attached as Appendix B, (hereinafter "**Parcel 2**")
	(collectively the "**Subject Parcels**");

II. That the Manager of Real Estate Services **BE AUTHORIZED** to offer the Subject Parcels for sale at prices to be determined by the Manager of Real Estate Services commensurate with independent appraisals, as appropriate.

Carried.

Report Number: C 118/2026
Clerk's File: APM2026

11.2. Employee and Volunteer Conflict of Interest Policy Update – City Wide

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

Decision Number: CR452/2026
That City Council **RECEIVE** the report outlining the actions Administration have taken to address the Auditor General's March 2026 Findings & Recommendations; and further,

That City Council **DIRECT** Administration to convert the City of Windsor Employee and Volunteer Code of Ethics and Conflict of Interest Policy (Appendix A) to a procedure that would remain in effect until updated accordingly.
Carried.

Report Number: C 122/2026
Clerk's File: AS2026

9. REQUEST FOR DEFERRALS, REFERRALS AND/OR WITHDRAWALS

None requested.

10. PRESENTATIONS AND DELEGATIONS

10.1. Windsor Fire & Rescue - Sparky's Toy Drive Presentation

Cody Long, Joshua Easby, and Sparky, Windsor Firefighters appear before City Council to announce the kick-off of the 2026 Sparky's Toy Drive; highlight the continued success of Sparky's Toy Drive; provide details regarding where and when to donate; provide dates and locations for families needing to register; and conclude by thanking their fellow firefighters, volunteers, residents and Council for their continued support of this great initiative.

Moved by: Councillor Fred Francis
Seconded by: Councillor Ed Sleiman

Decision Number: CR453/2026
That the presentation of the Windsor Firefighters regarding the Windsor Fire & Rescue 2026 - Sparky's Toy Drive **BE RECEIVED** for information.
Carried.

Clerk's File: SF2026

12. CONSIDERATION OF COMMITTEE REPORTS

12.2. Minutes of the Committee of Management for Huron Lodge of its meeting held September 3, 2026

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

Decision Number: CR454/2026
That the Minutes of the Committee of Management for Huron Lodge of its meeting held September 3, 2026 **BE RECEIVED** as presented.
Carried.

Report Number: SCM 292/2026
Clerk's File: MB2026

12.3. Minutes of the Meeting of the Board of Directors, Willistead Manor Inc., held September 17, 2026

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

Decision Number: CR455/2026
That the Minutes of the Meeting of the Board of Directors, Willistead Manor Inc. of its meeting held September 17, 2025, **BE RECEIVED**.
Carried.

Report Number: SCM 306/2026
Clerk's File: MB2026

12.4. Report No. 126 of the Board of Directors, Willistead Manor Inc.

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

Decision Number: CR456/2026
That the Report No. 126 of the Board of Directors, Willistead Manor Inc. indicating:

That the following individuals **BE RE-APPOINTED** to the Board of Directors, Willistead Manor Inc. for a two-year term ending August 17, 2028:

MJ. Dettinger
C. Gaudette
R. Jasey
D. Langstone

BE APPROVED.
Carried.

Report Number: SCM 307/2026
Clerk's File: ACO2026

12.5. Report No. 127 of the Board of Directors, Willistead Manor Inc.

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

Decision Number: CR457/2026
That the Report No. 127 of the Board of Directors, Willistead Manor Inc. indicating:
That the following person BE APPOINTED Vice Chairman of the Board of Directors, Willistead Manor Inc. for the term ending August 17, 2027:

Vice Chairman - R. Gauthier

BE APPROVED.
Carried.

Report Number: SCM 308/2026
Clerk's File: ACO2026

12.6. Windsor Accessibility Advisory Committee 2026 Annual Report

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

Decision Number: CR458/2026
That the Windsor Accessibility Advisory Committee 2026 Annual Report **BE ADOPTED** as presented.
Carried.

Report Number: SCM 312/2026
Clerk's File: MB2026

12.7. Minutes of the Windsor Accessibility Advisory Committee of its meeting held September 24, 2026

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

Decision Number: CR459/2026

That the Minutes of the Windsor Accessibility Advisory Committee of its meeting held September 24, 2026, **BE RECEIVED**.
Carried.

Report Number: SCM 314/2026
Clerk's File: MB2026

12.8. Minutes of the Windsor-Essex Community Safety and Well-Being Advisory Committee of its meeting held June 17, 2026

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

Decision Number: CR460/2026
That the Minutes of the Windsor-Essex Community Safety and Well-Being Advisory Committee of its meeting held June 17, 2026, **BE RECEIVED**.
Carried.

Report Number: SCM 326/2026
Clerk's File: MB2026

13. BY-LAWS (First and Second Reading)

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

That the following By-laws No. 156-2026 through 165-2026 (inclusive) be introduced and read a first and second time:

By-law 156-2026 – A BY-LAW TO ESTABLISH LANDS AS A PUBLIC HIGHWAY KNOWN AS MCROBBIE ROAD IN THE CITY OF WINDSOR, authorized by CR76/2011, dated February 28, 2011.

By-law 157-2026 – A BY-LAW TO ESTABLISH LANDS AS A PUBLIC HIGHWAY KNOWN AS E.C. ROW AVENUE IN THE CITY OF WINDSOR, authorized by CR76/2011, dated February 28, 2011.

By-law 158-2026 – A BY-LAW TO AMEND BY-LAW NUMBER 8723, BEING A BY-LAW TO AUTHORIZE THE CONVEYANCE OF A PORTION OF THE NORTH/SOUTH ALLEY BETWEEN JOSEPHINE AND BRIDGE, SOUTH OF WYANDOTTE WEST AND NORTH OF ROONEY STREET, CITY OF WINDSOR, authorized by CAO 201/2026, dated September 17, 2026.

By-law 159-2026 – A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.27 METRE-WIDE EAST/WEST ALLEY EAST OF PRADO PLACE, SOUTH OF WYANDOTTE STREET EAST, AND WEST OF VILLAIRE AVENUE, CITY OF WINDSOR, authorized by CR421/2026, dated September 28, 2026.

By-law 160-2026 – A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.27 METRE-WIDE EAST/WEST ALLEY EAST OF PRADO PLACE, SOUTH OF WYANDOTTE STREET EAST, AND WEST OF VILLAIRE AVENUE, CITY OF WINDSOR, authorized by CR421/2026, dated September 28, 2026.

By-law 161-2026 – A BY-LAW TO DESIGNATE THE LANDS AND PREMISES SITUATE WITHIN THE CITY OF WINDSOR, MUNICIPALLY KNOWN AS 493 OUELLETTE AVENUE, TO BE OF CULTURAL HERITAGE VALUE OR INTEREST UNDER THE PROVISIONS OF THE ONTARIO HERITAGE ACT, R.S.O. 1990, CHAPTER O.18, AS AMENDED, authorized by CR341/2026, dated July 27, 2026.

By-law 162-2026 – A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR418/2026, dated September 28, 2026.

By-law 163-2026 – A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", see item 8.6.

By-law 164-2026 – A BY-LAW TO PROVIDE THAT PART-LOT CONTROL SHALL NOT APPLY TO CERTAIN LAND THAT IS WITHIN PLAN 796 IN THE CITY OF WINDSOR, authorized by By-law 139-2013, dated August 26, 2013.

By-law 165-2026 – A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 9TH DAY OF NOVEMBER, 2026.
Carried.

14. MOVE BACK INTO FORMAL SESSION

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

That the Committee of the Whole does now rise and report to Council respecting the business items considered by the Committee:
1) Communication Items (as presented)
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 Jo-Anne Gignac
Seconded by: Councillor Gary Kaschak

That the By-laws No. 156-2026 through 165-2026 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 38-2026

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

Decision Number: CR461/2026
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 38-2026:
Assigned to: Commissioner, Infrastructure Services & City Engineer

Asks in light of the alarming recent spike in vehicle/pedestrian and other public right-of-way incidents across Windsor, and given that the City of Windsor Vision Zero Action Plan mandates a proactive "Safe System" approach to eliminate traffic fatalities, while the Walk/Wheel/Windsor Active Transportation Master Plan (ATMP) requires safe, connected infrastructure to overcome the physical barriers created by wide arterial corridors, that Administration please report back to City Council on the feasibility of establishing a formal, proactive framework to implement pedestrian-activated traffic lights at high-risk, unmanaged intersections along Windsor's arterial roads.

Furthermore, to ensure these critical safety upgrades are delivered sustainably, could administration identify potential funding mechanisms—specifically detailing how the deployment of these pedestrian-activated traffic lights can be integrated into the City's long-term capital investment strategy, and explicitly exploring how revenues generated from the City's Red Light Camera program can be utilized to fund this infrastructure.
Carried.

Report Number: SCM 328/2026

18.2. CQ 39-2026

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

Decision Number: CR462/2026
That the following Council Question by Councillor Angelo Marignani **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 39-2026:
Assigned to: City Solicitor
Asks that Administration please provide a report outlining the required procedure, valuation, and feasibility for devesting the city-owned parcel of land at the fence west of 1779 Aspenshore Court to 1390 Aspenshore Avenue, to the adjacent residential property owners. Including any necessary conditions, easement requirements, or restrictions related to the underlying stormwater trunk line.
Carried.

Report Number: SCM 329/2026
Clerk's File: ACOQ2026 & SW2026

21. ADJOURNMENT

Moved by: Councillor Ed Sleiman
Seconded by: Councillor Jo-Anne Gignac

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

Accordingly, the meeting is adjourned at 11:45 o'clock a.m.

Mayor City Clerk

Committee Matters: SCM 352/2026

Subject: Adoption of the Windsor City Council Special meeting minutes held November 16, 2026.

Special Meeting of Council

Date: Monday, November 16, 2026
Time: 6:30 o'clock p.m.

Location: The Capitol Theatre – Joy Theatre, 121 University Avenue West

Members Present:

Mayor
Mayor Fred Francis

Councillors
Ward 1 - Councillor Darcie Renaud
Ward 2 - Councillor Frazier Fathers
Ward 3 - Councillor Renaldo Agostino
Ward 4 - Councillor Chris Holt
Ward 5 – Councillor Ken Acton
Ward 6 – Councillor Jeremy Renaud
Ward 7 - Councillor Angelo Marignani
Ward 8 - Councillor Gary Kaschak
Ward 9 - Councillor Kieran McKenzie
Ward 10 – Councillor Mark Masanovich

1. ORDER OF BUSINESS

2. CALL TO ORDER

The Mayor calls the meeting to order at 6:31 o'clock p.m.

3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

4. COMMITTEE OF THE WHOLE

Moved by: Councillor Angelo Marignani
Seconded by: Councillor Frazier Fathers

That Council do now rise and move into Committee of the Whole with the Mayor presiding for the purpose of dealing with:
(a) hearing requests for deferrals, referrals and/or withdrawals of any items of business;
(b) consideration of business items; and,
(c) consideration of by-laws 166-2026.
Carried.

9. REQUESTS FOR DEFERRALS, REFERRALS OR WITHDRAWALS

None requested.

10. PRESENTATIONS AND DELEGATIONS

None presented.

11. REGULAR BUSINESS ITEMS

11.1. Consider the Appointment of Mayor Fred Francis to Agencies/Boards (previously held by Mayor Drew Dilkens) to allow for the Agencies/Boards to continue conducting business pending further appointments to the Various Boards

Moved by: Councillor Kieran McKenzie
Seconded by: Councillor Jeremy Renaud

Decision Number: CR463/2026
That the appointment of Mayor Fred Francis to the following Boards:

- Windsor Canada Utilities
- Enwin Energy
- Enwin Utilities
- Tourism, Windsor-Essex, Pelee Island
- Windsor Detroit Tunnel Corporation
- Windsor Police Services Board
- YQG (Your Quick Gateway)
- Essex Windsor Solid Waste Authority (ex-officio);

BE APPROVED for the 2026-2030 term of Council.
Carried.

Clerk's File: MB2026

13. BY-LAWS (First and Second Readings)

Moved by: Councillor Renaldo Agostino
Seconded by: Councillor Ken Acton

That the following By-law No. 166-2026 be introduced and read a first and second time:

By-law 166-2026 – A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS SPECIAL MEETING HELD ON THE 16TH DAY OF NOVEMBER, 2026.
Carried.

14. MOVE BACK INTO FORMAL SESSION

Moved by: Councillor Renaldo Agostino
Seconded by: Councillor Chris Holt

That the Committee of the Whole does now rise and report to Council respecting the business items considered by the Committee:
1) Items Deferred; Items Referred
2) Consideration of the Balance of Business Items (as presented)
3) By-laws given first and second readings (as presented)
Carried.

16. THIRD AND FINAL READING OF THE BY-LAWS

Moved by: Councillor Ken Acton
Seconded by: Councillor Frazier Fathers

That the By-law No. 166-2026 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.

21. ADJOURNMENT

Moved by: Councillor Jeremy Renaud
Seconded by: Councillor Angelo Marignani

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 6:33 o'clock p.m.

_____ _____

Mayor City Clerk

Committee Matters: SCM 353/2026

Subject: Adoption of the Inaugural Minutes of the 2026-2030 Windsor City Council of its meeting November 16, 2026

Inaugural Meeting of the 2026-2030 Windsor City Council

Date: Monday, November 16, 2026
Time: 7:00 o'clock p.m.
Location: Pentastar Theatre
Capitol Theatre
121 University Avenue West

Members Present:

Mayor
Mayor Fred Francis

Councillors
Ward 1 - Councillor Darcie Renaud
Ward 2 - Councillor Frazier Fathers
Ward 3 - Councillor Renaldo Agostino
Ward 4 - Councillor Chris Holt
Ward 5 – Councillor Ken Acton
Ward 6 – Councillor Jeremy Renaud
Ward 7 - Councillor Angelo Marignani
Ward 8 - Councillor Gary Kaschak
Ward 9 - Councillor Kieran McKenzie
Ward 10 – Councillor Mark Masanovich

CALL TO ORDER

The Inaugural Meeting of the 2026-2030 Windsor City Council is held this day in the Pentastar Theatre, Capitol Theatre, 121 University Avenue West, at 7:00 o'clock p.m.

1. MASTER OF CEREMONIES, DR. VINCENT GEORGIE - OPENING REMARKS & WELCOME

Dr. Vincent Georgie, Master of Ceremonies, calls the meeting to order at 7:00 o'clock p.m. and commences the formal program for the Inaugural meeting of the 2026-2030 Windsor City Council (attached as Appendix A).

2. PIPER, NEIL MCGINNES - LEADS IN MAYOR AND MEMBERS OF COUNCIL

Neil McGinnes from the Windsor Police Pipe Band leads into the theatre the Mayor and members of Council.

3. WINDSOR SYMPHONY ORCHESTRA - NATIONAL ANTHEM

The Windsor Symphony Orchestra plays Canada's National Anthem.

4. MASTER OF CEREMONIES – LAND ACKNOWLEDGMENT

Dr. Vincent Georgie, Master of Ceremonies, reads the Land Acknowledgement.

5. THERESA SIMS - INDIGENOUS WELCOME

Theresa Sims appears before Council to perform a song of welcome and friendship on behalf of the First Nations.

6. DECLARATION OF OFFICE FOR MEMBERS OF CITY COUNCIL - STEVE VLACHODIMOS, CITY CLERK

The Members of Council individually rise and subscribe to their Declarations of Office and Oaths of Allegiance before Steve Vlachodimos, City Clerk.

7. MAYOR'S OATH OF OFFICE - STEVE VLACHODIMOS, CITY CLERK

The Mayor rises and subscribes to his Declarations of Office and Oath of Allegiance before Steve Vlachodimos, City Clerk.

8. INAUGURAL ADDRESS – MAYOR FRED FRANCIS

Following a welcome to all persons present, Mayor Fred Francis delivers his Inaugural Address, being Appendix “B” attached hereto.

9. ADJOURNMENT

The meeting is adjourned at 7:37 o’clock p.m.

_____ _____

Mayor City Clerk

Subject: Response to CQ 6-2023 – Diversity in Council Appointments - City Wide

Reference:

Date to Council: November 23, 2026
Author: Katherine Donaldson
Corporate Policy Coordinator
Licensing and Enforcement
519-255-6100 x 6533
kdonaldson@citywindsor.ca
Council Services
Report Date: 11/6/2026
Clerk's File #: AS2026

To: Mayor and Members of City Council

Recommendation:

THAT the report of the Corporate Policy Coordinator dated November 6, 2026 entitled 'Response to CQ 6-2023 – Diversity in Council Appointments' **BE RECEIVED** for information.

Executive Summary:

N/A

Background:

In preparation for the 2022–2026 term of Council, Council Services modernized recruitment for the City's agencies, boards, commissions and advisory committees (ABCs). Improvements included a centralized recruitment webpage, individual online application forms and clearer information about responsibilities, qualifications and time commitments.

Representatives of bodies requiring public appointees were asked to provide up to five mandate-specific application questions and identify organizations that could help promote vacancies. These changes were intended to make opportunities easier to find, help candidates explain their relevant experience and provide Council with more useful information when considering appointments.

On February 13, 2023, Councillor Kieran McKenzie submitted Council Question CQ6-2023, requesting a further review of the City's appointment policy:

> *That, given the City of Windsor's stated objective in Council's approved Diversity and Inclusion Initiative to: continually take steps to learn and grow as a community and to recognize that "diversity adds to our*

strength and creates an important opportunity for fostering understanding, acceptance and innovation", and,

The City's publicly articulated commitment to an Agency, Board and Committee (ABC) appointments process that is transparent, fair and consistent;

That Administration undertake a review of the city's appointment policy, including a comparison to processes and policies adopted in peer municipalities such as (but not limited to) London, Kitchener and Cambridge and report back with options for Council consideration in terms of best practices or improvements that can be made in the context of Equity, Diversity, Inclusion, Transparency and Accountability

This report responds to that question and considers the findings in relation to Windsor's existing practices.

Discussion:

Municipal Scan and Existing Practices

Administration reviewed public appointment practices in London, Kitchener and Cambridge, together with other Ontario municipalities and Essex County communities. The comparisons and selected practices are provided in Appendix A.

The scan reaffirms the recruitment approach introduced for the 2022 Council term. The following five practices guide Windsor's recruitment and appointment support:

1. Clear recruitment information. Centralized notices and individual application materials explain each body's purpose, eligibility, desired experience and expected commitment, helping candidates make informed applications.

2. Focused outreach. Departmental contacts, corporate communications and community organizations help distribute recruitment information to prospective applicants with relevant experience and community connections.

3. Recognition of relevant experience. Applications provide opportunities for candidates to explain how their professional experience, volunteer involvement, community knowledge and lived experience relate to the body's mandate.

4. Support for Council's consideration of composition. Information about each body's mandate and the skills and perspectives sought supports Council's consideration of individual qualifications and the collective experience represented on the body.

5. Recruitment suited to the opportunity. Separate applications and role-specific questions connect recruitment to the responsibilities and commitment of each appointment. Materials can be adjusted as Council approves different mandates or participation arrangements.

These practices support the City's commitment to a transparent, fair and consistent appointment process. Council considers applications and makes appointments, with recruitment and administrative support provided by the Clerk's Department.

Continued Monitoring and Refinement

Administration will continue monitoring municipal best practices and reviewing recruitment experience, including application volumes, vacancies and areas where further outreach may be useful. Materials and outreach will be refined through regular recruitment activities as needs and opportunities are identified. This approach will continue for ABC appointments, including advisory committee recruitment early in 2027.

Risk Analysis:

The report reaffirms existing practices and presents no significant new operational risks. Continued review of recruitment information and outreach will help maintain access to opportunities and identify refinements. Broader recruitment supports a diverse pool of qualified applicants, while appointment outcomes depend on qualifications, the requirements of each body and Council's consideration.

Climate Change Risks

N/A

Financial Matters:

Recruitment, monitoring and routine refinements will continue through existing departmental and corporate resources. No additional funding is requested through this report.

Consultations:

Corporate Diversity and Accessibility Officer

Conclusion:

The municipal scan undertaken in response to CQ6-2023 reaffirms the recruitment practices introduced for the 2022 Council term. Administration will continue applying these practices, monitoring municipal approaches and making refinements to support inclusive, transparent and consistent ABC appointments, including advisory committee recruitment early in 2027.

Planning Act Matters:

N/A

Approvals:

Name	Title
Katherine Donaldson	Corporate Policy Coordinator
Anna Ciacelli	Supervisor of Council Services and Deputy City Clerk
Steve Vlachodimos	City Clerk
Andrew Daher	Commissioner of Corporate Services

Name	Title
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

1 Appendix A - Municipal Scan

Appendix A - Municipal Scan of Diversity in Council Appointments

This municipal scan supports the review requested through Council Question CQ6-2023. It examines publicly available appointment policies, recruitment materials and committee governance documents from selected Ontario municipalities, including London, Kitchener and Cambridge, and communities within Essex County. The review considers practices relating to equity, diversity, inclusion, transparency and accountability in public appointments.

Practices identified include; targeted outreach through community organizations, recognition of lived experience alongside professional expertise, clear eligibility and selection criteria, consistent application and assessment processes, and documented appointment recommendations. Orientation, conduct requirements, attendance expectations and vacancy procedures also support accountability after appointment.

The examples range from refinements to recruitment language and communication to more extensive selection and monitoring processes. Ottawa and Burlington provide examples of coordinated approaches addressing several stages of recruitment and appointment. Burlington also uses voluntary self-identification information, illustrating the need to consider privacy, access and reporting arrangements when assessing similar measures. Amherstburg, Pelee and Tecumseh provide local policy examples.

The accompanying ratings provide a qualitative summary of the practices documented in the materials reviewed and should be read alongside the municipal observations. Where a comprehensive policy was not located, this reflects the scope of the search and does not establish that no formal process exists. The findings inform consideration of improvements suited to Windsor’s governing requirements, recruitment practices and administrative capacity.

Selected Municipal Practices

Municipality	Practice of interest
Ottawa	Comprehensive appointment policy with explicit demographic representation objectives, targeted outreach, bias-aware selection, standardized interview practices, accommodation, reserve members, public reporting, orientation and a code of conduct.

Burlington	Prescriptive public appointment policy, explicit value for lived experience, voluntary self-identification questionnaire, use of demographic data in appointments and recruitment evaluation, and a commitment to consistent applicant experience.
Hamilton	Formal local-board policy and a distinctive police-board selection model that incorporates community representatives and input from multiple equity-focused advisory committees.
Oshawa	Updated 2025 governance policy, community outreach and partnerships to diversify recruitment, staff-supported screening, flexible assessment methods, training and clear attendance/vacancy rules.
Guelph	Public Appointment Policy is embedded in a broader advisory committee governance framework. Current terms of reference expressly call for demographic diversity and underrepresented perspectives.
Kitchener	Public-facing recruitment emphasizes matching interests, skills and experiences while ensuring committees reflect community diversity.
Greater Sudbury	Nominating Committee must consider cultural, geographic and demographic composition. Council also directed preparation of a specific EDI policy for citizen appointments in 2025.
Amherstburg / Pelee	Closely aligned local policies expressly commit to fair and equitable processes, qualified applicants, diverse community representation, shortlists, orientation and codes of conduct.
Tecumseh	Clear recruitment calendar, multi-channel advertising, application review and public appointment. Useful operational model for timeline and vacancy administration.

Municipal Scan Summary

Municipality	EDI	Transparency	Accountability	Initial observation
London	Partial	Partial	Partial	Formal council policy is listed; application materials express a commitment to diversity and inclusion.
Kitchener	Partial	Partial	Partial	Recruitment page links interests, skills and experience with committee needs and community diversity.
Cambridge	Limited	Partial	Partial	Procedural by-law requires interview panels, Council ratification and a beginning-of-term committee review.
Hamilton	Strong	Strong	Strong	Formal policy; interviews and structured recommendations; equity advisory input for the police board selection process.
Ottawa	Strong	Strong	Strong	Most comprehensive model reviewed, including representation objectives, targeted outreach and bias-aware selection.
Waterloo	Limited	Partial	Partial	Committee webpages and terms of reference are accessible; a comprehensive appointment policy was not located in the initial scan.
Guelph	Strong	Strong	Strong	Public Appointment Policy and governance framework; current terms explicitly address demographic diversity.

Burlington	Strong	Strong	Strong	Prescriptive policy, lived experience, voluntary demographic questionnaire and transparent operating commitments.
Greater Sudbury	Strong	Partial	Strong	Nominating Committee considers cultural, geographic and demographic balance; EDI-specific policy work directed.
Oshawa	Strong	Strong	Strong	Updated 2025 policy includes diverse outreach, staff screening, training and vacancy controls.
County of Essex	Limited	Partial	Partial	Council appointments are recommended through a striking committee; primary focus is Council-member appointments.
Amherstburg	Strong	Strong	Strong	Public appointment policy expressly addresses equity, qualifications, diversity, shortlists and orientation.
Essex	Partial	Partial	Partial	Committee composition and terms are public; no comprehensive public appointment policy was located.
Kingsville	Limited	Partial	Partial	Public committee pages and joint statutory recruitment are available; no comprehensive public policy was located.
Lakeshore	Partial	Partial	Partial	Online application and public vacancies with committee-specific terms of reference.

LaSalle	Limited	Partial	Partial	Public committee pages describe mandate, composition and current members; no comprehensive public policy was located.
Leamington	Limited	Partial	Partial	Central boards and committees page and committee brochure
Pelee	Strong	Strong	Strong	Public appointment policy closely parallels Amherstburg’s equity, shortlist, orientation and conduct model.
Tecumseh	Partial	Strong	Strong	Detailed operational policy for timelines, advertising, review, closed-session deliberation and public appointment.

THE CITY OF WINDSOR ONTARIO, CANADA

Committee Matters: SCM 336/2026

Subject: Auditor General Transition Plan (Progress Update)

Recommendation A — Confirmation of Incumbent Appointment

THAT Council **CONFIRM** its intention that the appointment of Christopher O'Connor as Auditor General, pursuant to Council Resolution CR 485/2019, conclude effective December 31, 2026, coincident with the expiry of the Risk Savvy Ltd. service-provider agreement under Council Resolution CR 144/2026.

Recommendation B — Transition Arrangements and Implementation

THAT Council **RECEIVE** the September 10, 2026 Auditor General Transition Plan (Attachment A) and this November 23, 2026 progress update; and,

THAT Council **SELECT** one of the following arrangements for custody and preservation of Auditor General records and outstanding matters effective January 1, 2027:

(a) **Successor Auditor General:** Transfer to a duly appointed successor Auditor General;
(b) **Independent Third Party:** Interim custody by an independent third party outside the Office of the Auditor General; or
(c) **Administration:** Interim custody by a designated City official or function; and,

THAT any arrangement under (b) or (c) be established under lawful confidentiality, security and restricted-access safeguards, without conferring Auditor General investigative authority or substantive access to protected records except as otherwise lawfully authorized; and,

THAT, if no successor Auditor General is appointed and operational by January 1, 2027, Council **AUTHORIZE** the temporary suspension of new intake and assessment through the Auditor General-administered Fraud and Waste Hotline, unless a lawful alternative is established, without affecting the preservation or status of previously received matters; and,

THAT the City Clerk and City Solicitor, supported by Administration and in consultation with the incumbent Auditor General, **BE DIRECTED** to establish and implement the selected receiving arrangement and the transition requirements and safeguards assigned to the City in **Sections 4 and 5 of this report**, including obtaining any further approvals required; and,

THAT the incumbent Auditor General **BE REQUESTED**, within the existing appointment period and subject to applicable statutory requirements, to complete the remaining transition preparation, appropriate complainant communications and authorized handover activities described in Sections 4 and 5; and,

THAT any additional custody, operational responsibilities or transition services involving the former Auditor General or Risk Savvy Ltd. after December 31, 2026 be subject to applicable surviving obligations and separately established legal authority and written arrangements; and,

THAT the incumbent Auditor General **BE REQUESTED** to provide a verbal update at the December 7, 2026 Council meeting, as appropriate, on activities within the incumbent Office's responsibility, with the City Clerk, City Solicitor and Administration responsible for reporting on their respective implementation activities; and

THAT the City Clerk and City Solicitor **BE DIRECTED** to review interim custody arrangements if no successor has been appointed within 12 months and, should Council determine that no successor will be appointed or that the Office will be discontinued, bring forward a lawful records retention and disposition framework without waiting for that review.

Clerk’s File #: AF/14508

City of Windsor

Office of the Auditor General

To: Mayor and Members of City Council
From: Christopher O'Connor, Auditor General
Date: October 31, 2026
Subject: Required Communication – Auditor General Transition Plan (Progress Update)

Recommendations

Recommendation A — Confirmation of Incumbent Appointment

THAT Council CONFIRM its intention that the appointment of Christopher O'Connor as Auditor General, pursuant to Council Resolution CR 485/2019, conclude effective December 31, 2026, coincident with the expiry of the Risk Savvy Ltd. service-provider agreement under Council Resolution CR 144/2026.

Recommendation B — Transition Arrangements and Implementation

THAT Council RECEIVE the September 10, 2026 Auditor General Transition Plan (Attachment A) and this November 23, 2026 progress update;

AND THAT Council SELECT one of the following arrangements for custody and preservation of Auditor General records and outstanding matters effective January 1, 2027:

(a) **Successor Auditor General:** Transfer to a duly appointed successor Auditor General;

(b) **Independent Third Party:** Interim custody by an independent third party outside the Office of the Auditor General; or

(c) **Administration:** Interim custody by a designated City official or function;

AND THAT any arrangement under (b) or (c) be established under lawful confidentiality, security and restricted-access safeguards, without conferring Auditor General investigative authority or substantive access to protected records except as otherwise lawfully authorized;

AND THAT, if no successor Auditor General is appointed and operational by January 1, 2027, Council AUTHORIZE the temporary suspension of new intake and assessment through the Auditor General-administered Fraud and Waste Hotline, unless a lawful alternative is established, without affecting the preservation or status of previously received matters;

AND THAT the City Clerk and City Solicitor, supported by Administration and in consultation with the incumbent Auditor General, BE DIRECTED to establish and implement the selected receiving

arrangement and the transition requirements and safeguards assigned to the City in **Sections 4 and 5 of this report**, including obtaining any further approvals required;

AND THAT the incumbent Auditor General BE REQUESTED, within the existing appointment period and subject to applicable statutory requirements, to complete the remaining transition preparation, appropriate complainant communications and authorized handover activities described in Sections 4 and 5;

AND THAT any additional custody, operational responsibilities or transition services involving the former Auditor General or Risk Savvy Ltd. after December 31, 2026 be subject to applicable surviving obligations and separately established legal authority and written arrangements;

AND THAT the incumbent Auditor General BE REQUESTED to provide a verbal update at the December 7, 2026 Council meeting, as appropriate, on activities within the incumbent Office's responsibility, with the City Clerk, City Solicitor and Administration responsible for reporting on their respective implementation activities; and

AND THAT the City Clerk and City Solicitor BE DIRECTED to review interim custody arrangements if no successor has been appointed within 12 months and, should Council determine that no successor will be appointed or that the Office will be discontinued, bring forward a lawful records retention and disposition framework without waiting for that review.

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1. Purpose and Decisions Required

This memorandum updates Council on the transition of the Office of the Auditor General following Council's March 30, 2026 direction to permit the Risk Savvy Ltd. service-provider agreement to expire on December 31, 2026.

It builds on the September 10, 2026 *Required Communication – Auditor General Transition Plan*, attached as Attachment A. That plan identified the transition requirements, supporting activities and anticipated timelines. Council consideration was subsequently deferred.

With limited time remaining before December 31, Council direction is now required on two matters:

- **The incumbent's individual appointment:** Confirming Council's intention that the statutory appointment conclude on December 31, 2026, separately from the expiry of the service-provider agreement, and completing the legally required actions.
- **Custody and continuity arrangements:** Selecting who will receive and preserve existing Auditor General records and outstanding matters, and directing the City to establish the necessary legal and operational arrangements.

These decisions do not determine whether Council should continue the Office of the Auditor General beyond 2026 or appoint a successor. They establish the arrangements necessary to protect existing records, complainants and outstanding matters regardless of the future operating model.

The receiving arrangements proposed in this report accommodate different future directions for the Office, including circumstances in which the incoming Council requires more time to decide. The longer-term direction could involve:

1. Appointment of a successor within the current budget;
2. Appointment of a successor within a revised budget approved by Council, recognizing the associated timing implications; or
3. Discontinuation of the Office through an express decision of Council.

The incoming Council may not be in a position to determine and implement its preferred longer-term arrangement within the two Council meetings remaining before the incumbent's term concludes. The recommendations therefore support either a transfer to a successor commencing January 1, 2027 or an interim receiving arrangement while Council determines or implements its preferred direction.

If no successor is operational by January 1, 2027, an interim arrangement would be required at least for the lawful custody and protection of records, unless Council has established a wind-down arrangement following a decision to discontinue the Office.

The Municipal Act, 2001 establishes the Auditor General's independence requirement and powers, permits written delegation of powers and duties, and imposes secrecy obligations on the Auditor General and persons acting under the Auditor General's instructions. An alternative arrangement should not be assumed to carry the same statutory authority or protections merely because it is assigned responsibility for records or services. Its legal basis, including any reliance on delegated authority after the current appointment ends, would require confirmation.

Whether the interim arrangement also supports Hotline intake, investigations or findings follow-up would depend on the authority and resources established. A custody-only arrangement would preserve records but could leave a gap in operational services.

The November recommendations update and, where inconsistent, are intended to supersede the proposed directions and dates in the September 10 plan.

2. Background and Developments Since September

Appointment and Service Agreement

Council Resolution CR 485/2019 appointed the incumbent Auditor General as an individual municipal officer under the *Municipal Act, 2001*. Services supporting the Office have been provided through Risk Savvy Ltd. under associated contractual arrangements.

The January 1, 2023 Assignment and Amending Agreement provides for a term ending December 31, 2026, with two optional 12-month renewals. On March 30, 2026, Council adopted CR 144/2026, directing Administration to permit the agreement to expire rather than exercise those options.

The contractual expiry and the individual statutory appointment are distinct. Recommendation A therefore seeks express confirmation of Council's intention concerning the appointment and completion of the legally required actions. This does not, in itself, discontinue the Office.

What Has Changed Since September 10

The September 10 Transition Plan established the requirements for preserving Auditor General records, outstanding matters and confidentiality protections, principally on the anticipated basis of a transition to a successor Auditor General. Council consideration was subsequently deferred.

The update of October 31, 2026 retains those underlying requirements but reflects six developments:

1. **Reduced implementation time:** The September plan contemplated identification of the receiving party by November 17, 2026. A November 23 Council decision now leaves substantially less time for legal arrangements, complainant communications and secure handover before December 31.
2. **Confirmation of the incumbent appointment:** The update separately addresses the conclusion of the incumbent's individual statutory appointment, distinct from expiry of the Risk Savvy Ltd. service-provider agreement.
3. **Selection of a receiving arrangement:** Given the available timing and newly appointed Council, Council is now asked to select among transfer to a successor Auditor General, interim custody by an independent third party, or interim custody by Administration. The latter two arrangements are limited to lawful preservation and do not confer Auditor General investigative authority or unrestricted access to confidential records.
4. **Outstanding matters and Hotline continuity:** The update expressly addresses preservation of the assessed investigation queue and unassessed submissions, temporary Hotline suspension if no successor is operational, and complainant communications appropriate to the selected receiving arrangement.
5. **Implementation and continuing responsibility:** The update assigns responsibility for establishing lawful custody and operational arrangements to the appropriate City officials and addresses the consequences of an extended vacancy, discontinuation of the Office or incomplete handover by December 31.
6. **December 7 reporting arrangements:** Since the summer of 2025, the Auditor General has submitted proposed reports and pursued discussions through Administration to bring future service arrangements and transition matters before Council. The circumstances surrounding the deferral or change in individual reporting opportunities were reasonable; however, their cumulative effect has substantially compressed the period available to obtain and implement direction before December 31, 2026.

   The incoming Council will therefore need an early opportunity to understand the transition requirements and provide timely direction. The progress reporting originally contemplated for December 7 will need to reflect the timing of that consideration and the implementation period remaining.

   If Council considers this report on November 23, 2026, the Auditor General's November 20 deadline for submitting completed reports for the December 7 agenda precedes Council's

anticipated direction. Even with a short extension, potentially to November 27 or early December, the time available to assess implementation progress and prepare a meaningful written report would remain very limited.

Accordingly, this update proposes replacing the written report with a verbal update at the December 7 meeting, as appropriate, addressing the incumbent Office's transition activities, complainant communications and material outstanding requirements. Responsibility for reporting on the City's implementation activities remains with the appropriate City officials.

These changes do not alter the fundamental purpose of the September plan. They clarify the decisions and actions now required of Council and the City within the remaining transition period.

Outstanding Work and Continuity Implications

The receiving arrangement will need to address an existing investigation queue and findings requiring future follow-up:

- **Investigation queue:** In October 2025, Council approved the Constrained 2026 Work Plan through CR425/2025 and expressly acknowledged and accepted its disclosed risks, limitations and constraints. That plan provided for investigative deferrals concerning new complaints received from August 2025 onward. As at October 31, 2026, nine such matters had been assessed as requiring investigation and placed in the queue.
- **Additional deferral:** Implementation of Council's March 30, 2026 direction also resulted in one previously planned investigation concerning a matter received before August 1, 2025 being deferred, bringing the total queue to ten matters. Placement in the queue does not constitute a determination that an allegation is substantiated.
- **Duration and continuity:** By December 31, 2026, the period during which new matters have been subject to investigative queuing will span 17 months. The timing and scope of a successor or interim arrangement will affect when queued investigations can be considered and whether confidential or anonymous Hotline intake can continue.
- **Findings follow-up:** The transition inventory includes 89 findings requiring future follow-up. Based on management's target dates, 36 associated actions are scheduled for completion by December 31, 2026 and would require implementation-status confirmation and validation where appropriate. The remaining 53 have later target dates and require progress updates; 47 of these relate to the various BIAs. These classifications reflect scheduled completion dates, rather than verified implementation status.

Matters in the investigation queue have undergone intake, triage and assessment and, under the incumbent Auditor General's applicable policies and procedures, have been determined to qualify for investigation. They were deferred because of the work-plan constraints and subsequent Council direction described above, rather than dismissed or found unworthy of investigation. Complainants were informed of the deferral and pending transition.

The transition must preserve those assessments, supporting materials, communications and documented reasons for deferral. A successor Auditor General would make an independent determination of whether and how to proceed with each matter, informed by the existing assessment and records, and would be responsible for communicating with complainants and other

affected parties as appropriate. Qualification for investigation does not constitute substantiation of an allegation.

Any submissions that have not undergone substantive assessment must be preserved separately and identified as received but not assessed. Transition materials will identify the available status information and remaining work for both investigations and findings follow-up.

3. Transition Preparation and Remaining Dependencies

The incumbent Auditor General has continued preparing for transition despite the absence of a confirmed receiving arrangement.

Work undertaken includes:

- Organizing records relating to outstanding Hotline complaints, investigations and other significant Office matters;
- Developing transition records and a disposition register;
- Preparing selected sanitized materials where appropriate;
- Identifying confidentiality, reporter anonymity, privilege and access restrictions;
- Developing complainant communications and handover procedures; and
- Identifying activities requiring Council direction or City implementation.

These preparations reduce the work remaining but do not themselves authorize disclosure or transfer of restricted information to a recipient outside the Auditor General framework.

The principal outstanding dependencies are Council's selection of a receiving arrangement and the City's establishment of the necessary legal, administrative, technical and operational arrangements.

4. Transition Requirements and Safeguards

Records Custody, Confidentiality and Access

A receiving arrangement must distinguish responsibility for preserving records from legal authority to examine their contents.

Restricted records may contain complainant identities, allegations, investigative evidence, information obtained under statutory authority and privileged materials.

A duly appointed successor Auditor General provides continuity of the statutory Office, subject to applicable legal requirements.

Where records are placed with an independent third party or Administration, the City Clerk and City Solicitor must establish lawful custody and safeguarding arrangements, including sealed custody where required, access restrictions and controls over encryption credentials. Receipt of records does not itself confer investigative authority or permission to examine restricted contents.

The receiving arrangement must provide for documented acceptance of custody, ongoing storage and security responsibilities, and eventual lawful transfer or disposition. A vacancy or discontinuation of the Office does not, by itself, authorize access, disclosure or destruction.

Final Hotline Intake and Outstanding Matters

Routine substantive intake, triage and assessment of newly received Hotline complaints will conclude, to the extent practicable, by December 18, 2026, to permit final transition preparation.

Complaints received after that date and through December 31, 2026 will be recorded and preserved. Limited administrative screening may identify spam, duplicates or misdirected correspondence but will not involve substantive assessment, investigation or determination of allegations.

These submissions will be identified as received but not assessed, separately from matters previously assessed and placed in the investigation queue.

If no successor Auditor General is operational on January 1, 2027, the existing Auditor General-administered Hotline will be suspended unless Council establishes a lawful alternative. The Hotline submission channels operated through Risk Savvy Ltd.'s systems and facilities will no longer be authorized City Auditor General reporting channels after December 31.

Any alternative Hotline arrangement must distinguish future complaints from historical Auditor General matters. Changing the Hotline's administration does not itself authorize transfer of restricted historical records or complainant identities.

Communications With Complainants

The incumbent Auditor General will undertake appropriate confidential communications with identifiable complainants whose matters remain outstanding, within the existing appointment period.

Where records transfer to a duly appointed successor Auditor General, complainants will be informed that their submissions, supporting materials and the incumbent Office's documented assessments will be transferred for the successor's independent consideration. No assurance will be given that a particular investigation will proceed.

Where records are proposed for sealed custody outside the Office, affected complainants will be informed of the intended arrangement and afforded an opportunity to raise relevant confidentiality or transfer concerns before finalization. Those concerns will be considered subject to applicable legal requirements.

Communications concerning matters placed in the investigation queue will distinguish deferral due to investigative capacity from dismissal on the merits.

If no successor is appointed, any subsequent communications requiring access to protected complainant information will require a separately established lawful mechanism. The City Clerk and City Solicitor will be responsible for determining that mechanism, potentially involving an appropriately authorized independent party.

Extended Vacancy or Discontinuation

An interim custodian may need to preserve records for an extended period if the Office remains vacant.

The proposed 12-month review will require the City Clerk and City Solicitor to report on the continuing appropriateness of custody arrangements, safeguards and any further authorizations required, without accessing or disclosing restricted information.

If Council determines earlier that no successor will be appointed or that the Office will be discontinued, a lawful records retention and disposition framework should be brought forward without waiting for the 12-month review.

Post-December 31 Responsibilities

The expiry of the Risk Savvy Ltd. agreement and intended conclusion of the individual appointment do not establish an ongoing arrangement for the former Auditor General or Risk Savvy Ltd. to maintain operational custody of the Office's records or provide further services.

The City and the legally designated receiving party are responsible for establishing the continuing custody arrangement, including storage, security, access controls and associated resources, subject to applicable statutory and contractual obligations.

If an authorized receiving arrangement is not established by December 31, the incumbent Auditor General will document the unresolved requirements and impediments to transfer. Records remaining in the possession of the incumbent or Risk Savvy Ltd. will continue to be safeguarded in accordance with applicable legal and contractual obligations pending lawful arrangements.

Any additional preservation, storage, security, insurance, transfer or other services beyond December 31 will require appropriate written arrangements addressing responsibilities, duration and compensation, subject to any surviving obligations.

5. Implementation Responsibilities and Timing

The following summarizes the required actions. Council's selection of a receiving path does not itself establish the legal authority or operational arrangements necessary to implement that selection.

Timing	Responsible party	Required action
November 23, 2026	Council	Confirm intention concerning the individual appointment and select the receiving arrangement.
Immediately following Council direction	City Clerk and City Solicitor, supported by Administration	Confirm the recipient or custodian; establish legal authority, custody, confidentiality and access arrangements; obtain any necessary further approvals or amendments.
December 7, 2026	Incumbent Auditor General	Provide a verbal update, as appropriate, on the incumbent Office's transition activities, complainant communications and any material outstanding requirements or impediments.
By December 18, 2026	Incumbent Auditor General	Target substantial completion of transition records preparation, applicable complainant communications and handover preparation, to the extent within the Office's authority and control.
By December 31, 2026	City, in consultation with incumbent Auditor General	Complete authorized transfer or secure placement of records and outstanding matters, with documented acceptance of custody and ongoing safeguarding responsibilities; document and address any unresolved requirements.
January 1, 2027	City	Activate successor or interim public contact arrangements and implement authorized Hotline suspension or replacement.
If no successor within 12 months	City Clerk and City Solicitor	Review interim custody arrangements and report to Council.
If the Office is discontinued or no successor will be appointed	City Clerk, City Solicitor and Council	Establish a lawful framework for continued retention, future disposition and necessary complainant communications.

December 7 Council Update

In place of the written progress report contemplated in the September 10 Transition Plan, the incumbent Auditor General proposes to provide a verbal update at the December 7 Council

meeting, as appropriate, on activities within the incumbent Office's responsibility, including complainant communications and any material outstanding requirements or impediments.

The City Clerk, City Solicitor and Administration remain responsible for implementation activities assigned to the City and for providing any necessary status updates to Council. The incumbent Auditor General will not independently verify or provide assurance concerning those implementation activities.

6. Closing

The Office of the Auditor General has undertaken substantial preparatory work to support an orderly transition by December 31, 2026.

The remaining requirements are principally Council's confirmation of its intended appointment arrangements, selection of a receiving path, establishment of the necessary legal and operational safeguards, and completion of the authorized records handover.

Timely Council direction on November 23 is essential. The remaining period is limited, particularly for identifying and legally establishing a receiving arrangement, communicating with affected complainants and completing a secure transfer.

The proposed directions are intended to preserve the integrity of outstanding matters, protect statutory confidentiality and reporter anonymity, and establish clear accountability for responsibilities that must continue after the incumbent's appointment and associated agreement conclude.

These arrangements are required regardless of Council's eventual decision concerning the future operating model of the Office of the Auditor General.

Attachment A: Required Communication – Auditor General Transition Plan, September 10, 2026 (previously submitted for the September 28, 2026 Agenda)

THE CITY OF WINDSOR ONTARIO, CANADA

Council Report: C 131/2026

Subject: Auditor General Transition Planning – Administration Update - City Wide

Reference:

Date to Council: November 23, 2026
Author: Luigi Congi
Manager of Administration
519-255-6100 ext6136
lcongi@citywindsor.ca
City Treasurer
Report Date: 11/10/2026
Clerk's File #: AF/14508

To: Mayor and Members of City Council

Recommendation:

THAT City Council **ESTABLISH** a Committee of Council with no less than three (3) and no more than five (5) members of City Council for the purpose of continuing the recruitment of an Auditor General;

THAT Administration **BE DIRECTED** to continue supporting the external recruitment process in accordance with the governance framework established by Council;

Should the Committee of Council determine that there is no successful candidate, Administration **BE DIRECTED** to bring forward a report to City Council outlining alternative options for the delivery of the Auditor General function;

THAT City Council **CONFIRM** the following:

i) the appointment of Christopher O'Connor as Auditor General is terminated effective December 31, 2026,

ii) the Service Agreement (dated June 6, 2016, as amended and assigned) with Risk Savvy Ltd. is terminated effective December 31, 2026, and

iii) Council will not be exercising any of its options to renew the Service Agreement with Risk Savvy Ltd.;

THAT City Council **DIRECT** that until such time as a successor Auditor General is appointed, the interim custody of all records and outstanding matters relating to the Office of the Auditor General be delegated to the City Clerk;

THAT the City Clerk **BE DIRECTED** to hold all Auditor General existing records and outstanding matters in a confidential, restricted and secure manner such that the custody and preservation of the information is protected;

THAT prior to the conclusion of the current appointment, Administration **BE AUTHORIZED** to meet with the Auditor General to compile an inventory of all files and records and to take any actions necessary to ensure the files are appropriately transferred and secured so as to protect the integrity of the files without conferring Auditor General authority to Administration;

THAT intake of any claims or allegations under the Fraud and Waste Hotline **BE SUSPENDED** until such time as a successor Auditor General is appointed.

Executive Summary:

N/A

Background:

Section 223.19 of the Municipal Act, 2001 authorizes a municipality to appoint an Auditor General ("AG") who reports to Council and assists Council in holding itself and its administrators accountable for the stewardship of public funds and the achievement of value for money in municipal operations. The AG shall also perform the duties as may be assigned to him or her by the municipality in respect of the municipality, its local boards and such municipally-controlled corporations and grant recipients as the municipality may specify. The legislation requires the AG to perform these responsibilities in an independent manner. The AG is not required to be a municipal employee.

In recognition of the importance of establishing a clear governance framework for the AG function, including how the position is appointed and how its independence is protected, Council passed By-law Auditor General By-law 172-2025, as amended by By-law 72-2026 and AG Charter. Through this governance framework, the AG reports to Council remaining independent of Administration.

At its meeting of March 30, 2026, Council directed through CR 144/2026 that:

- *that the existing Auditor General assignment and amending agreement be allowed to expire on December 31, 2026;*
- *that the remaining hours under the existing work plan be refocused on a review of Transit Windsor policies and procedures;*
- *that Administration proceed with developing and issuing a competitive procurement for an Auditor General effective January 1, 2027; and*
- *that the City Solicitor review the Auditor General By-law and Charter to ensure that Council's statutory role is appropriately reflected.*

This report provides Council with an update on the search for a new AG and the progress of the recruitment process. It is intended to provide a high-level overview

complemented by the external recruitment firm's search update contained in Appendix A. This report also serves to provide comments and options for consideration with regards to the decisions requested as outlined in the report from the Auditor General "Required Communication – Auditor General Transition Plan (Progress Update).

Discussion:

External Search for an Auditor General

Following Council's direction on March 30, 2026, Administration issued a competitive request for quotations for executive recruitment services (RFQ #XW-081126-01). The procurement sought an executive search firm with demonstrated experience recruiting senior executives for municipalities, governments, public agencies and other highly accountable organizations. Experience recruiting Auditor General, Chief Audit Executives or comparable oversight positions was identified as a preferred qualification. Three (3) firms being Boyden Ontario Inc, Odgers and Waterhouse Executive Search submitted bids. On September 24, 2026 Administration, in accordance with the provisions of the Purchasing By-law, awarded a contract to Boyden Ontario Inc. (Boyden) to conduct the search for AG candidates on behalf of the City.

As outlined in the RFQ, the successful firm would be required to develop the recruitment and candidate-sourcing strategy and prepare the position profile and any other relevant documentation and information materials for consideration by candidates. The firm would also be responsible for conducting proactive and confidential outreach, assessing candidates against statutory, professional and leadership requirements, and providing documented candidate assessments. In addition, the firm would assist with long-list and short-list development, support Council committee interviews, verify references, education and professional credentials, and identify actual, potential or perceived conflicts of interest. Finally, the firm was requested to support candidate selection negotiations and transition planning. The procurement was structured in this manner to protect the integrity and independence of the process while ensuring that Council receives sufficient evidence to make an informed decision. While Administration would be available to provide assistance and responses to questions in the early development stages, any future direction on candidate selection and the recruitment process will need to come from Council.

To date, Boyden has undertaken market research, direct sourcing and outreach to individuals with relevant municipal and broader public-sector audit experience. Several prospective candidates have indicated a potential to proceed to preliminary discussion or assessment. A status update report from Boyden is attached as Appendix A.

Matters Emerging from Recruitment Search Efforts

The search has identified several factors that may affect the size and strength of the candidate pool. Prospective candidates have asked what Council expects the new AG to accomplish during the first year and what changes Council would like to see from the existing outsourced model.

Candidates have raised questions about whether the existing annual allocation of $300,000 is sufficient to compensate the AG and provide the staff, contracted services, technology, travel and specialist resources required to operate the function effectively. The annual allocation of $300,000 has remained unchanged since PriceWaterhouse Coopers (PWC) took responsibility for outsourced internal audit in June 2016. On the basis of keeping the annual allocation static, the successful candidate would be expected to propose an annual work plan that can be delivered within the approved allocation. If additional work or resources are considered necessary, the AG could identify the associated requirements for Council's consideration through the annual plan and budget processes. Under the City's governance framework, the AG has authority to organize the office and determine the appropriate use of staff, external resources and specialized consultants.

Candidates have requested greater clarity on the amount of travel and in-person attendance expectations. The current working model requires the AG to attend a Council or committee meeting in person at least quarterly during the early stages of the appointment to establish relationships, develop a work plan based upon Council's goals and objective and provide regular status updates. Additional attendance may be required depending on the nature of audits or investigations that arise during the course of the appointment. Virtual meetings and secure electronic collaboration may reduce some travel requirements. Travel costs are currently accommodated within the operating allocation.

Although these factors do not prevent the search from proceeding, they may narrow the pool of municipal candidates or increase interest from candidates who have worked through consulting, contract or broader public-sector arrangements. Greater clarity on these matters will help candidates assess the mandate and allow the recruitment firm to evaluate alignment between candidate experience and Council's expectations. At this time no direction from Council is required to address the concerns. The information provided is for Council's information. Further discussions can be held at the Committee level once established.

Next Steps

Boyden will continue the approved recruitment process supported by Administration as directed by City Council. The anticipated stages include completing sourcing and preliminary assessments, developing a shortlist for consideration by the Council-appointed committee, conducting structured interviews, completing reference checks and other due diligence, recommending a candidate to Council, and developing an appointment and transition plan.

At this time, Council's involvement in the recruitment process is required to provide Boyden with actionable items in moving ahead with the selection process. To ensure effective and efficient use of time and resources, Administration is recommending that Council establish a temporary Committee of Council (Committee). Administration is recommending that the optimum size of the Committee should include no less than three (3) and no more than five (5) Councillors. This recommendation is made based upon the following:

- The committee size must stay below a majority (quorum) of the full council which would be six (6), otherwise this would constitute a quorum of the whole council, which triggers strict open-meeting notice rules and effectively turns the committee meetings into a full council meeting.

- While the decisions of the Committee should be made using a consensus model, an odd number of avoids the possibility of a tied vote.

- Having up to five (5) members is optimal for confidential, high-trust, or focused oversight tasks like CAO evaluations or audit reviews.

Currently, Administration provides functional support/liaison as it relates to work performed by the AG. This support includes the scheduling of meetings, review of materials, reports and AG recommendations, provision of management comments and provision of any additional information requested by the AG. Administration also facilitates ensuring that reports intended for Council are provided to the Clerks office in accordance with submission deadlines.

To date, Administration has started the recruitment process through the issuance of an RFP and awarded the search contract to Boyden. It is being recommended that Administration continue to participate in meetings of the Committee to provide continued assistance and guidance as deemed necessary.

Transitional Matters for the Current Office of the Auditor General

Conclusion of Auditor General Appointment

Given the short timeframe between establishment of the Committee and the end of the term of the current AG, it is very unlikely that a successor candidate will be named prior to January 1, 2027. As such, it is prudent to consider an interim transition plan and for Council to make relevant decisions regarding such an interim plan.

The incumbent AG has submitted a transition progress report entitled “Required Communication – Auditor General Transition Plan (Progress Update)”. The AG’s report seeks Council direction concerning two matters:

- *The incumbent’s individual appointment and*
- *Custody and continuity arrangements*

As indicated in the AG report, the appointment of the incumbent was confirmed via CR 485/2019. Services supporting the Office of the AG have been provided through Risk Savvy Ltd. under a Service Agreement. Council’s direction on March 30, 2026 provides for the termination of the Service Agreement with Risk Savvy Ltd. on December 31, 2026, even though the Service Agreement gives Council the option to extend this agreement. Administration supports Recommendation A of the AG that City Council CONFIRM the appointment of Christopher O’Connor as Auditor General conclude effective December 31, 2026.

The next section of this report outlines Administration's proposed AG transition plan for Council's consideration. Should Council support Administration's recommendations, those recommendations can be used in response to the requested direction raised by the AG.

Records and Information Custody and Continuity

Administration agrees with the AG that all material should not automatically receive identical access treatment. The transfer protocol should classify the information and apply stronger controls to protected Hotline, investigation, working-paper, privilege and reporter-identification material.

To preserve confidentiality and sensitivity of information, Administration is recommending that all current records, files and outstanding matters be transferred to the City Clerk. The City Clerk has responsibility for retention of all municipal documents. The custody model, as further outlined below can use technical controls rather than relying on administrative oversight. Technical controls can include encryption, separate custody of encryption credentials, restricted administrator permissions, access logging, a transfer inventory and documented acceptance of custody.

The suggested City Clerk-custody bridge is designed to preserve historical information without providing Administration substantive access and without authorizing Administration to investigate or determine the nature of the contents. Existing assessed, unassessed, closed and historical matters would remain protected pending transfer to the successor AG or further Council direction.

The City's existing technology capabilities provide options for the secure, temporary storage of the AG's electronic records, including encrypted storage on City-managed infrastructure or within an approved cloud-hosted (SaaS) environment. The preferred solution would be determined based on security, confidentiality, data residency, access control, backup and recovery, and records retention requirements. Information Technology ("IT") would be responsible for establishing and maintaining the selected environment, with access restricted to specifically authorized personnel through enhanced administrative controls, documented procedures and access monitoring. Additional safeguards would include confidentiality agreements for designated personnel and formal authorization requirements governing access to confidential records. While certain IT personnel may retain elevated technical privileges necessary to administer the environment, access to the contents would be restricted and governed by the approved custody protocol. This access will not constitute authorization to access the contents of the records. The final storage arrangement and transfer procedures would be established in consultation with the City Solicitor, Chief Information Officer (CIO) and City Clerk.

Fraud and Waste Hotline

The AG Office is responsible to receive and review all matters that are submitted through the Fraud and Waste Hotline ("FWH"). As indicated in the AG's Transition

report there are currently ten (10) allegations that have been placed in the queue for further investigation.

Administration agrees that the successor AG would need to review the allegations and independently determine whether, and how to proceed. Administration is recommending that records, files and any supporting documentation as it relates to the ten pending investigations also be transferred to the City Clerk for safekeeping.

To uphold the integrity, purpose and independence of FWH, Administration agrees that notice to the public of suspension of the FWH should be considered during the transition to a successor AG.

The website and related instructions and forms for purposes of submitting a concern reside on the City's website. Based upon Council's direction, Administration is able to update this site with additional information and direction to members of the public during the transition period.

Successor Appointment and Service Agreement

The conclusion of the current AG appointment has highlighted some procedural gaps which are being addressed through the recommendations contained within this report. Administration acknowledges that continuity rules or a protocol between the appointment of an existing and subsequent AG is required. Administration will undertake a review of governing legislation, authorizing by-law and charter and municipal best practises to address this issue. Any proposed changes will be brought to Council for review in conjunction with the search activities being conducted for a successor AG.

Risk Analysis:

Potential risks that could affect the recruitment process as identified in this report, are presented hereafter along with suggested mitigation strategies.

If the financial resource allocation is viewed as insufficient, candidate interest may be reduced or the successful candidate may be unable to deliver the expected work plan. Clear expectations will need to be developed by the Council Committee which in turn will be relayed to the candidates

Given the status of the search, there is a high likelihood that there will not be a successor AG appointed by January 1, 2027. This risk can be mitigated through the use of IT technology and the transfer of records and outstanding matters to the Clerk's office for safekeeping. Further, intake of the FWH can be suppressed for a short period of time.

If after the recruitment process is complete and should the outcome not result in a successful candidate, Administration can be directed to provide alternative models for an internal audit function for Council's consideration.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

The executive search contract with Boyden is being conducted at a cost of $50,000 plus HST. This contract is being funded through the Finance corporate consulting budget.

The AG function currently has an annual allocation of $300,000. The final financial implications of the selected operating model will depend on the compensation arrangement, staffing or contracted-service requirements, technology, travel and the scope of the annual audit plan. Should Council determine that an increase in this allocation is required, a budget issue would need to be included as part of the 2027 Operating Budget.

Consultations:

Andrew Dumont, Partner | CEO & Board Services, Boyden Ontario Inc.

Christopher O'Connor, Risk Savvy - Auditor General

Conclusion:

Council's March 30, 2026 decision initiated a new recruitment process while maintaining the City's independent Auditor General function. The external search is active and has identified prospective candidates with relevant experience, as well as several matters that require clarification to support an effective selection process.

Approvals:

Name	Title
Wira Vendrasco	City Solicitor
Steve Vlachodimos	City Clerk
Alex Vucinic	Chief Information Officer/Executive Director
Andrew Daher	Commissioner, Corporate Services
Janice Guthrie	Commissioner, Finance & City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

Appendix A – Search Overview Report - Boyden

Search Overview Report

Auditor General Recruitment
City of Windsor

Prepared by:

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Virginia Warren, Senior Associate
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November 17, 2026

Search Overview

The search for the new Auditor General of the City of Windsor was formally launched on September 28, 2026 at a meeting which included representatives of the City of Windsor Administration and representatives from Boyden.

The Boyden search team consisted of:

- Andrew Dumont, Partner
- Virginia Warren, Senior Associate
- Lisa Pepper, Project Manager

The City of Windsor representatives consisted of:

- Janice Guthrie, Commissioner Corporate Services - CFO/City Treasurer, City of Windsor
- Luigi Congi, Executive Initiatives Coordinator, City of Windsor

Process Overview

Given the impacts of the municipal election at the time the recruitment was launched, consultation discussions with Mayor and Council were deferred. Based on the City of Windsor Auditor General By-Law and Auditor General Charter information provided by the City of Windsor's Administration representatives, Boyden prepared draft search materials in the form of an advertisement, advertising strategy and candidate Executive Brief. Once refined and approved by the City's representatives, Boyden then entered the market. The search was launched publicly on October 5, 2026.

Boyden continues to proactively recruit for the Auditor General position, employing a highly targeted recruitment campaign. As part of that effort, we have approached more than 50 senior audit executives across the broader public sector with a specific emphasis placed on individuals with municipal audit experience.

A particular focus was also placed on engagement with the Auditor Generals and Deputy Auditor Generals within the five current municipal AG offices in Ontario (Hamilton, Markham, Ottawa, Peel, Toronto). We encouraged their interest in the opportunity and/or sought their recommendations on others who may be qualified for the position.

To complement the recruitment activities, the opportunity was posted as follows:

- Boyden Canada website
- City of Windsor website
- CPA Ontario
- Institute of Internal Auditors – Toronto Chapter
- LinkedIn
- X (Twitter)

Throughout the course of the search, Boyden has provided weekly search update reports to the City's Administrative representatives summarizing search activity and providing market feedback.

Results to Date

As of November 16, 2026 Boyden has received 13 formal applications for the Auditor General role. Of these, Boyden has pre-screened eight (8) of the most qualified individuals via telephone calls and MS Teams discussions.

Next Steps

- Strike a Committee of Council to govern the search process and oversee the interviewing and assessment of top candidates.
- Engage with Boyden in consultation discussions to further define the key success factors for the Auditor General and the priorities of the position.
- Leveraging the consultation data, clarify the interest of eight (8) high potential candidates and assess their candidacy more substantively against established criteria.
- Present a formal candidate Long List Report and select a short list of candidates for interview.
- Confirm a date and time for first round interview as well as the format for interviews.
- Draft and approve the first-round interview questions and guide.
- Discuss second round interview logistics and format.
- Discuss due diligence on final candidate(s) – i.e., background checks, criminal checks, assessment, etc.

Candidate Questions for Consideration

In advance of consultation discussions, Windsor's Council and Search Committee may wish to consider the following questions, many of which have been posed by candidates:

- Why has the City elected to move away from its previous Auditor General delivery model? In what areas would the City like to see changes in the way the Auditor General supports Mayor and Council?
- How and when will the existing Auditor General's Office be wrapped up? Is there an expectation of ongoing investigations or trailing initiatives from the existing office that the new Auditor General will inherit?
- What are the priorities and expectations of Mayor and Council for the Auditor General moving forward. What would be key success criteria for year one? Years two to four?

- Is the intention for the current Auditor General budget allotment to remain fixed for the duration of the proposed term or is the new Auditor General able to present a business case/make recommendations regarding additional funding to address the City's needs (the budgets of existing municipal AG offices in Ontario are typically calculated as a percentage of a municipality's budget – ranging from .05% - .1%)?
- What will be the expected level of in-person engagement by the new Auditor General? How much travel will be required?
- Will the City consider the adoption of CSAE 3001 (Canadian Standard on Assurance Engagements 3001) audit standards in lieu of its current internal audit standards to ensure greater rigor and independence of the Auditor General's activities?
- Is it the intent of Windsor Council to strike a formal Audit Committee with charter?

Candidate Profile

Auditor General, City of Windsor

Competencies are the experiential, functional and personal qualities and characteristics that drive superior organizational performance. While these are not the total list of competencies required to fulfil the responsibilities of this role, they are seen to be the most important.

Accountability and Independence

- The Auditor General shall report to the Council.
- The office of the Auditor General shall be independent of the City Administration.

Responsibilities

- The Auditor General shall be responsible for assisting Council in holding itself and its administrators accountable for the quality of stewardship over public funds and for the achievement of value for money in municipal operations.
- The Auditor General shall be responsible for carrying out financial (excluding attest), compliance, and performance audits of:
    - all programs, activities, and functions of all City departments and agencies, and of the offices of the Mayor and Members of Council.
    - local boards of the City as defined in part V.1 of the Municipal Act,
    - municipally controlled corporations as defined in the Municipal Act,
    - grant recipients as defined in part V.1 of the Municipal Act, and
    - any other agencies, boards commissions and corporations as Council may from time to time create or identify.
- At the request of Council the Auditor General may conduct financial (excluding attest), compliance, and performance audits of appropriate organizations that have an agreement with the City that contains provisions for an audit by the City.
- The Auditor General shall perform such other duties respecting audit matters as may be assigned by Council.

Reporting

- The Auditor General shall report annually to Council on the activities of their office and the discharge of their duties.
- The Auditor General may, as directed by Council, or at his or her discretion, report on a more frequent basis to Council

Access to Information

- In accordance with subsection 223.20(2) of the *Municipal Act,* the Auditor General is entitled to have free access to all books, accounts, financial records, electronic data processing records, reports, files, and all other papers, things, or property belonging to, or used by the City, a local board, a municipally-controlled corporation, or a grant-recipient, as the case may be, that the Auditor General believes to be necessary to perform his or her duties under this by-law.

Fraud & Waste Investigations

- The Auditor General shall be responsible for the administration of the Fraud and Waste Hotline relating to any suspected acts of fraud or waste in accordance with the Fraud and Misuse of Assets Policy, and the Auditor General shall establish such protocols and procedures that are necessary for the conduct of such investigations.
- The Auditor General will have no responsibility to consider matters reported to the Fraud and Waste Hotline that occurred 10 years or more prior to the reporting thereof, unless the Auditor General so requests and Council specifically approves.

Office of the Auditor General

- The Auditor General is authorized to establish the Office of the Auditor General including managerial hierarchy and administrative policies and procedures.
- The Auditor General is authorized to appoint, promote, demote, suspend, and dismiss, subject to any personnel polices adopted by Council, all employees of the Office of the Auditor General.
- The Auditor General is authorized to review the performance of personnel within the Office of the Auditor General subject to any personnel policies applicable to employees of the City.
- The Auditor General is authorized to retain the services of any individual or corporation for purposes related to the operation of the Office of the Auditor General and execute all agreements and contracts required for the provision of such services.

Annual Budget

- The Auditor General shall submit the annual budget request for the following year for consideration and recommendation to Council by September 30th to be included in the City's budget process.

Immunity and Confidentiality

- The Auditor General and any person acting under his or her instructions shall be subject to the duty of confidentiality provided in section 223.22 of the *Municipal Act, 2001,* S.O *2001,* c.25, as amended.
- Neither the Auditor General nor any person acting under the instructions of the

Auditor General is a competent or compellable witness in a civil proceeding in connection with anything done under Part V.1 of the *Municipal Act, 2001,* c.25 as amended or of this by-law.

Role Clarification

- The Auditor General shall perform his or her responsibilities under this by-law in an independent manner separate from the Integrity Commissioner and Ombudsman.
- This by-law shall come into force and take effect on the day of the final passing thereof.

Annual Audit Plan

- In each year the Auditor General shall submit an annual audit plan to City Council for approval.
- Council may add to the annual audit plan from time to time.

Committee Matters: SCM 332/2026

Subject: Minutes of the Age Friendly Windsor Working Group of its meeting held October 16, 2026

AGE FRIENDLY WINDSOR WORKING GROUP (AFWWG)

Meeting held October 16, 2026

A meeting of the Age Friendly Windsor Working Group is held this day commencing at 9:00 o'clock a.m. in Room 203, 350 City Hall Square West, there being present the following members:

Gerald Corriveau
Larry Duffield
Andrea Grimes
Cindy Matchett
Roxanne Tellier

Regrets received from:

Tom Wilson

Also present are the following resource personnel:

Kait Authier, Chair, Coordinator, Parks Recreation and Facilities
Karen Kadour, Committee Coordinator

1. Call to Order

Kait Authier, Chair calls the meeting to order at 9:12 o'clock a.m. and the Working Group considers the Agenda being Schedule A, attached hereto, matters which are dealt with as follows:

2. Declaration of Conflict

None disclosed.

3. Adoption of the Minutes

Moved by Roxanne Tellier, seconded by Gerry Corriveau
That the minutes of the Age Friendly Windsor Working Group of its meeting held May 7, 2026, **BE ADOPTED** as presented.
Carried.

4. Business Items

Business Arising from the Minutes

Discussion ensues regarding the recruitment process for the next term of the Age Friendly Windsor Working Group.

4.1 Speaker Series & Community Engagement (2026 planning)

Larry Duffield expresses concern relating to the lack of the flag raising event to commemorate National Seniors Day and United Nations Day for Elder Persons in Canada.

Cindy Matchett remarks that it is essential that the Working Group collectively be assigned tasks to complete for upcoming meetings.

4.2 Website/Communications Subcommittee Update - Roxanne Tellier, Tom Wilson (not present) and Cindy Matchett)

Cindy Matchett reports that the Subcommittee has carriage over the website/ communications and indicates that this should be a project focused on updating the website. She remarks that they have a proposal but cannot develop it without the assistance from the city. She advises that Tom Wilson reported that his team held internal meetings regarding the website and different links.

The Chair suggests that this matter be deferred to the next term of the Age Friendly Windsor Working Group in 2027.

4.3 Follow-up Items from the August 2026 Meeting

Volunteer Opportunities with the City of Windsor

The Chair remarks that the Bright Lights Windsor 2026-2027 event is upcoming with opening night scheduled for November 27, 2026. She notes there are volunteer opportunities at Bright Lights and adds that anyone with an existing profile will be notified.

The Chair reports there is a call out for volunteers for the Snow Angel program.

The Chair adds that the City is looking for school crossing guards in the mornings and evenings (which is a great position for seniors).

Community Feedback from Seniors

Larry Duffield advises he recently attended a meeting of a number of curling groups who are trying to reestablish a permanent dedicated curling facility in the city, i.e. a nonprofit curling association. In parallel, there is a continuing senior curling group who have had discussions on the Capri Pizzeria Recreation Complex arrangements. They are trying to provide a unified voice to the city.

Andrea Grimes remarks that the South Windsor Senior's Group who operate out of Paulin Memorial Church organize bus trips to attend plays and concerts, invite guest speakers and on Fridays they have a bring your lunch and coffee event. She indicates in the past, that various seniors' groups in the city and county held a fair at a venue that set up booths that identified what they do.

The Chair adds that it appears there are opportunities for seniors that perhaps the public is not aware of. She suggests that the next iteration of this committee might involve a regional resource that could be included in a quarterly newsletter.

Roxanne Tellier states that the main problem is that communication is lacking and expresses concern that many seniors are adverse to receiving information on computers. Andrea Grimes adds that a central depot to apprise seniors of essential information is necessary. The Chair suggests taking out an ad or a one pager as a means to update seniors on matters of importance.

Larry Duffield advises at the September 2, 2026, Legion Presentation, he spoke about age friendly and thanks Andrea Grimes for her notetaking at the event. He indicates approximately 30 people attended the presentation.

5. New Business/Other Items

5.1 Age Friendly Windsor Working Group Updates Moving Forward in 2026 into 2027

It is generally agreed that the Working Group will provide ideas along with a mandate of providing a clear vision going forward to the year 2027.

5.2 Review the accomplishments of the Age Friendly Working Group over the past four years

AGE-FRIENDLY WINDSOR WORKING GROUP 2023–2026
Summary Report

This appendix summarizes key activities and accomplishments of the Age-Friendly Windsor Working Group from 2023 to 2026.

- The Working Group began a new 2023–2026 term, working with City administration to advance Windsor's age-friendly priorities.
- Continued to build on the Age-Friendly Windsor Action Plan, including accessibility, transportation, housing, social participation, communication and community support.
- Funding of $3,949 was carried forward from 2023, providing continuity into 2024.

2024 — Building Partnerships and 2023 — Transition and Continuity

Advancing Age-Friendly Initiatives

Accessibility improvements in parks and public spaces

- Received updates from Parks Development on trail improvements, including a minimum 3-metre width, tactile indicators and improved lighting.
- Accessible washroom projects were underway at Little River Corridor Park and Elizabeth Kishkon Park.
- Continued trail inspections and bench assessments.

Recognition and celebration of older adults

- Held a Seniors' Month flag-raising event on June 13 in partnership with CARP, Life After Fifty and NARFE.
- Supported National Seniors Day on October 1 with a mayoral proclamation and a free aquafit session at the WITC.

Education and community engagement

- Hosted a fraud-prevention discussion with a security specialist in November 2024.
- Explored additional educational events and stronger partnerships with community organizations.
- Reviewed the Ontario Age-Friendly Communities framework and its eight domains.

Transportation advocacy

- Engaged Transit Windsor on senior access, route planning, fares and service to Sandpoint Beach.
- Requested clearer information about senior ridership and how transit routes account for where older adults live.

2025/2026 — Moving Toward Practical Solutions and Greater Connection

Continued work on transit access

- Followed up with Transit Windsor on questions raised in 2024.

- Identified limitations in senior ridership data and the need for clearer information about fares, routes and reloading.
- Discussed the planned Route 345 to Sandpoint Beach, expected to operate year-round from 2026 with a new east-end terminal.

Community engagement and speaker series

- Approved up to $6,000 from the 2025 budget for a Community Engagement and Speaker Series planned for March 2026.
- Identified Transit Windsor and Recreation as key topics for future presentations.

Supporting community connections and access to recreation

- Discussed volunteer programs, including Snow Angels.
- Explored additional opportunities for senior exercise programs downtown.
- Discussed pickleball instruction, free mobility tours at the Bright Lights Festival and a pre-registered walking club.

Community investment

- Approved $4,352.79 in donations, divided equally between Home Instead and Elder College.

Greater focus on communication

- Discussed creating a dedicated webpage, community survey and newsletter to improve information-sharing with older adults.

Key Themes and Overall Accomplishments

- Improving accessibility in parks and public spaces.
- Amplifying the voice of older adults.
- Building stronger partnerships.
- Promoting learning and participation.
- Improving access to information.
- Creating an age-friendly Windsor for all.

5. Round Table Discussion

The Chair reports that the current balance of the operating budget for 2026 is $4,000.

Moved by Cindy Matchett, seconded by Roxanne Tellier,
That **APPROVAL BE GIVEN** to an expenditure in the upset amount of $4,000 for the purchase of promotional items as handouts at events.
Carried.

Andrea Grimes states she is appreciative that the committee worked through some of the challenges as it instills creativity along with cohesiveness and a sense of purpose.

Roxanne Tellier expresses concern as it relates to how disabled individuals and seniors are treated in the city. She adds there is no clear mandate for cyclists and mobility scooters.

The Chair commends the committee for the many motivating discussions and adds the members are a valuable part of our community.

6. Adjournment

There being no further business, the meeting is adjourned at 10:51 o'clock a.m.

Committee Matters: SCM 340/2026

Subject: Minutes of the Community Public Art Working Group of its meeting held September 23, 2026

COMMUNITY PUBLIC ART WORKING GROUP (CPAWG)

Meeting held September 23, 2026, at 5:00 p.m.
Zoom video conference

A meeting of the Community Public Art Working Group is held this day commencing at 5:00 o'clock p.m. via Zoom video conference, there being present the following members:

Ashley Kijewski
Donna Jean Mayne (arrives at 5:10 p.m.)
Spencer Montcalm
Terence Travis

Absent without regrets

Utsav Ghimire

Guests in attendance:

Dan Krutsch and Mario Sonego regarding ***Item 5*** – Monument to Stan Taylor

Also present are the following resource personnel:

Michelle Staadegaard, Chair and Manager of Cultural Affairs
Salina Larocque, Cultural Development Coordinator
Karen Kadour, Committee Coordinator

1. Call to Order

Michelle Staadegaard, Chair calls the meeting to order at 5:10 o'clock p.m. and the Committee considers the Agenda being Schedule A, attached hereto, matters which are dealt with as follows:

2. Declaration of Conflict

Donna Jean Mayne discloses an interest and abstains from voting on Item 4.3 as she is the Sculpture Artist of the "Three Sisters".

3. Adoption of the Minutes

Moved by Spencer Montcalm, seconded by Terrence Travis,

That the minutes of the meeting held March 24, 2026, **BE ADOPTED** as presented. Carried.

5. Monument to Stan Taylor – Invitation for the Guests to speak

The Chair invites applicants Mario Sonego and Dan Krutsch to provide a brief overview of their proposal as follows:

- ***Mario Sonego*** advises he previously worked for the City of Windsor as an Engineer and can verify the work done by Stan Taylor along with the partnerships done with ERCA.
- Stan Taylor was a solid individual; always there looking out for the City of Windsor.
- The location proposed for the monument is adjacent to the Ganatchio Trail, west of the Sandpoint Beach Parking Lot.
- ***Dan Krutsch***, Consulting Engineer, Landmark Engineers advises he has worked with the City of Windsor; the Conservation Authority and worked with Stan Taylor over the years on projects including the Windsor Riverfront as well as flood and rehabilitation studies and environmental protection.
- In terms of the monument, they are aware of the need to ensure durability and to be vandal proof. A couple of plaques will be embedded in the structure along with some embossing's on the side that signifies both his importance in the water resource area and as an avid fisherman.

The Chair thanks Mario Sonego and Dan Krutsch for their presentation and they leave the meeting.

The Chair indicates that further discussion will be held as it relates to the proposal and the matrix. Following that, Salina Larocque, Cultural Development Coordinator will reach out to the applicants to advise of the next steps.

4.1 Public Art Acquisition Criteria

Salina Larocque, Cultural Development Coordinator provides the following as it relates to the Public Art acquisition criteria:

- The Public Art Working Group requested a list of criteria to further refine and define the priorities to keep in mind when a new work of public art is reviewed that is proposed through an application.
- Frame the objective: a transparent, equitable and repeatable review of proposed acquisitions.
- The ranking category is noted as low, medium or high.

- Is there enough attention to artistic merit, community relevance, accessibility, site fit, durability, maintenance, safety, financial implications and collection stewardship.
- Perhaps certain elements should be weighted with more value.
- As it relates to artistic merit, innovation, enhancing sense of play she advises they are the reason for design.
- Request that the CPAWG focus on the criteria and scoring framework rather than reopening a specific acquisition.
- A review of the following categories is provided – Diversity & Cultural Expression, Heritage, Community Engagement, Local Artist, Financial Appreciation, and Artistic Merit.
- In terms of financial appreciation, is it a good piece and a good use of taxpayer money; will the materials be durable, is the piece in need of significant investment and restoration.

4.2 Monuments and Memorials Acquisition Criteria

Salina Larocque indicates they treat the monuments and memorial acquisition criteria with respect as every plaque and every bench means the world to someone. She refers to the following criteria - artistic merit, enduring public interest, diversity and cultural expression, community engagement, promotes environmental sustainability, heritage, local artist/creator/contractor, and legacy considerations.

The ranking noted in the priority list is low, medium and high.

Ashley Kijewski indicates she agrees that every piece is important to someone, however, there is a need to ensure that person is important enough to the community to accept those proposals. Salina Larocque responds that the question being asked is what the enduring public interest is to make a monument relevant and desirable. A monument would engage residents through creative concepts including but not limited to community involvement, connections or interaction.

Ashley Kijewski remarks that enduring community significance is important and asks what that would mean.

Donna Jean Mayne advises that when one views the sculptural collection located at the Riverfront, she states that the “Dancing Bear” is her favorite although it has no community significance. Salina Larocque responds that the “Dancing Bear” would fall under a public art acquisitions criteria which differs from the Monuments and Memorial criteria.

Spencer Montcalm suggests that a concrete example might be helpful as we are the community and are trying to decide if it has community significance. He adds he does not want an example that limits the Working Group in some way. Salina Larocque notes there is merit to both sides which allows for debate.

Michelle Staadegaard indicates the purpose of the matrix is to make it a functional operation for the Working Group. The intention of the discussion on this day is to have a robust conversation to determine if we hit the mark of the criteria or if further refinement of the Policy is required.

Ashley Kijewski states that this document is an excellent guide as a starting point for discussion. She asks if this document could be in the form of a checklist; to allow for a rating score, which could be filled out prior to meetings. Salina Larocque indicates that currently the rating is high, medium and low and notes that a numerical value can be discussed.

Michelle Staadegaard advises that the grading process allows the committee to begin, i.e. this hit very low scores, if it hits high, it is a good indication that minimal discussion is required; however, many pieces come in at the middle and will require more discussion. She states that the matrix is to make it a functional operation for the Working Group and will be refined if required.

Moved by Spencer Montcalm, seconded by Donna Mayne,
That the Community Public Arts Working Group **ENDORSE** the criteria for the Public Art Acquisition Criteria and the Memorials Acquisition Criteria, and, to continue the conversation as the Working Group develops the criteria to ensure that it matches the needs of the working group.
Carried.

5.0 Monument to Stan Taylor

The Chair refers to the Monuments & Memorial Policy and Commemorating a Person and notes that individuals would normally be commemorated a minimum of five years after death. However, it also provides that council may determine where there is exceptional significance. She states that the Working Group is not being asked to make this determination for this five-year exemption.

The Chair reports as this is the last meeting of the term of this Working Group, it is generally agreed that the newly appointed committee in 2027 will discuss and determine the outcome of this matter (which is within the 5-year timeline of the Monument Memorial Policy).

Spencer Montcalm advises in terms of the matrix, the Monument to Stan Taylor hits a medium or a high notably through his environmental contributions. Ashley Kijewski concurs with Spencer Moncalm in that Stan Taylor made huge contributions to the City of Windsor.

Terrence Travis remarks he loves a legacy piece that can continue to educate about people that we don't think about and adds he would be happy to endorse the project going into the next stage.

Donna Jean Mayne notes that many of the characters that she painted or sculpted were unknown to people even though they accomplished great things.

Moved by Ashley Kijewski, seconded by Terrence Travis,
That Administration **BE REQUESTED** to advance the "Monument to Stan Taylor' proposal to City Council for consideration for inclusion in the City of Windsor's Public Art and Monuments Memorials inventory.
Carried.

4.3 Three Sisters

Donna Mayne is asked to leave the "digital room" at 6:07 p.m. while the matter regarding the proposed sculpture donation – "Three Sisters" is discussed. Once the discussion is concluded, Donna Jean Mayne will be asked to return to the meeting.

Discussion ensues regarding the Three Sisters Monument.

Moved by Ashley Kijewski, seconded by Spencer Montcalm,
Based on the Public Art Criteria and Public Art Policy, the Community Public Art Working Group **DOES NOT ENDORSE** the proposed donation of Three Sisters for Council consideration.

Donna Jean Mayne returns to the meeting at 6:34 o'clock p.m.

6. Feedback from the Working Group related to CPAWG Application for volunteer community and feedback related to meeting schedules and framework

The Chair remarks this will be the last meeting of CPAWG for this term. It will be up to the newly appointed Council to determine how they approach working groups and committees.

The Chair requests that the Working Group provide comments as it relates to their experience on CPAWG.

7. Minutes Museum Capital Reserve Fund Committee held June 5, 2026

Moved by Ashley Kijewski, seconded by Spencer Montcalm,

That the minutes of the Museum Capital Reserve Fund Committee held June 5, 2026, **BE RECEIVED**.

Carried.

8. Adjournment

There being no further business, the meeting is adjourned at 6:37 o’clock p.m.

Committee Matters: SCM 341/2026

Subject: Community Public Art Working Group 2026 Annual Report

COMMUNITY PUBLIC ART WORKING GROUP

2026 ANNUAL REPORT

In accordance with Section 21(3) of the City of Windsor's Procedure By-law 98-2011, Committees of Council are required to report annually to their respective Standing Committee. The Community Public Art Working Group (CPAWG) comprises the following members:

- Utsav Ghimire
- Ashley Kijewski
- Donna Mayne
- Spencer Montcalm
- Nadja Pelkey
- Terrence Travis

The City of Windsor Culture Department is the contact point for members of the public interested in pursuing temporary or permanent public art installations in the City's public spaces. When a formal application is received, Administration contacts the Committee Coordinator, who in turn contacts the CPAWG members to convene a meeting.

In 2026, the Community Public Art Working Group engaged in several significant initiatives, including:

- Reviewed and endorsed the City of Windsor's 2026 Public Art and Monuments and Memorials policies, which were adopted by Council (CR39/2026).
- Requested criteria matrices to help interpret these policies and support the evaluation of new applications. Administration developed these tools in partnership with key members of the CPAWG, and they were used successfully to review new applications.
- Reviewed the Public Art and Monuments and Memorials applications submitted during the year and provided direction on next steps.
- Supported a new monument honouring Stan Taylor, founding member of the Little River Enhancement Group and Director of Source Water Protection.

It is important to note that all donations to the City's Public Art Collection are fully funded by the donor, including all costs associated with design, construction, and installation. Donors are also required to contribute an additional ten percent of the total value of the artwork to support its long-term care and conservation. Because of this financial commitment, many organizations and individuals need time to assess the feasibility of their concepts before entering the formal application process.

Public Art application reviews and installations often require coordination across multiple City departments, including Heritage Planning, Facilities, Engineering, Parks, and Right-of-Way.

CPAWG continues to support a collaborative approach that ensures responsible, safe, and contextually appropriate placement of artworks in the City's public spaces.

Looking ahead, CPAWG will continue to refine its evaluation criteria, support enhanced donor guidance materials, and work with Administration to bring greater clarity to the public art intake and review process. This work will strengthen transparency, improve donor readiness, and help steward the continued growth of the City of Windsor's Public Art Collection.

The City of Windsor continues to make meaningful investments in the cultural vibrancy of the community. The Community Public Art Working Group is proud to support this commitment by stewarding the public art, monuments, and memorials that enhance the City's public spaces and reflect the creativity and diversity of its residents.

Committee Matters: SCM 354/2026

Subject: Report of the Special Meeting of Council – In-camera of its meeting held November 9, 2026.

SV/bm

SPECIAL MEETING OF COUNCIL – IN CAMERA
November 9, 2026

Meeting called to order at: 12:01 p.m.

Members in Attendance:

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

Members Absent:

Councillor Jo-Anne Gignac

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

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

Item No.	Subject & Section - Pursuant to *Municipal Act*, 2001, as amended
1	Property matter – lease renewal, Section 239(2)(c)
2	Property/plan matter – update, Section 239(2)(c)(k)

Motion Carried.

Declarations of Pecuniary Interest:

Councillor Fred Francis discloses an interest and abstains from voting on Item 2 as it refers to a family member's employer.

Discussion on the items of business.

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

Moved by Councillor Renaldo Agostino, seconded by Councillor Frazier Fathers,
THAT the Clerk BE DIRECTED to transmit the recommendation(s) contained in the report(s) discussed at the In-Camera Council Meeting held November 9, 2026 directly to Council for consideration at the next Regular Meeting.

1. That the recommendation contained in the in-camera report from the Lease Administrator, Manager of Real Estate Services, Acting City Solicitor, Manager of Culture, Executive Director of Culture, Commissioner of Community Services, Manager Strategic Operating Budget Development and Control and Commissioner of Finance/City Treasurer respecting a property matter – lease renewal **BE APPROVED.**

2. That the confidential report from the Manager Land Development and Growth, Deputy City Solicitor, 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 – update **BE RECEIVED FOR INFORMATION**.

Councillor Fred Francis discloses an interest and abstains from voting on this matter.

Motion Carried.

Moved by Councillor Mark McKenzie, seconded by Councillor Ed Sleiman,
That the special meeting of council held November 9, 2026 BE ADJOURNED. (Time: 12:03 p.m.)

Motion Carried.

From: Howard Weeks < >
Sent: Friday, November 20, 2026 10:38
To: clerks <clerks@citywindsor.ca>
Subject: Item 7.2 Auditor General Reports

Your Honor and Members of Council. Congratulations on your successful elections!
Our current Auditor General system does not provide clear transparency and accountability!
In section2.2.4 of Investigation of the City's procurement of outdoor furniture for the city hall Ice Rink. The "Buy Canadian" direction, sole source procurement, consideration of Canadian suppliers, applicable trade requirements, tariff exposure, use of municipal funds and supporting documentation were all flagged.
The report flatly states**: All seven allegations were assessed as Not Warranted.**
I have some questions that I believe **Are** warranted!
-What was the process that resulted in buying American and not Canadian furniture?
-Which Canadian suppliers were considered and why were they rejected?
-Why was there no competitive bidding process as directed under the cities purchasing bylaw?
-Were there any cross border tariffs?
-What was the final price tag and how does it compare to similar outdoor furniture purchases?
Getting Real answers to these kinds of questions would help you make better plans and choices, which is exactly why we need a real, independent AG!
An auditor general's authority is entrenched in Ontario's Municipal Act. It is independent of council, has unfettered access to information, can subpoena witnesses and question them under oath.

Howard Weeks
Ward 4

From: Mike Fisher < >
Sent: November 20, 2026 7:47 AM
To: clerks <clerks@citywindsor.ca>
Subject: City Council Written Submission : Item 11.4

Hello Mayor Francis and Members of Council,

Congratulations on your first full meeting of the new term.

I'd like to submit a couple of brief comments regarding item #11.4.

1) I support a late afternoon or early evening council start time to allow residents greater opportunity to engage in meetings and in decisions that shape the direction of the city. The current 10 a.m. start time makes it challenging for working residents to delegate in person, and the opportunity to do so is a valuable part of the democratic process.

2) I support maintaining three standing committees. I've appreciated the opportunity to engage with the Environment, Transportation and Public Safety Committee at a start time that is more accessible to working community members. With significant environmental, transportation and public safety issues expected to come before council this term, it's important to maintain an avenue for meaningful discussion that encourages community participation.

Thank you,

Mike Fisher

Windsor Resident