

Community Services Standing Committee Meeting

Date: Wednesday, September 3, 2025

Time: 9:00 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 By-law 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:

Ward 3 - Councillor Renaldo Agostino

Ward 4 - Councillor Mark McKenzie

Ward 5 - Councillor Ed Sleiman (Chairperson)

Ward 6 - Councillor Jo-Anne Gignac

ORDER OF BUSINESS

Item #	Item Description
1.	CALL TO ORDER

READING OF LAND ACKNOWLEDGMENT

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.

2.	DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF
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3.	ADOPTION OF THE MINUTES
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3.1.	Adoption of the Community Services Standing Committee minutes of its meeting held July 2, 2025 (SCM 208/2025)
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4.	REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS
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5.	COMMUNICATIONS
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6.	PRESENTATIONS AND DELEGATIONS
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7.	COMMITTEE MATTERS
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7.1.	Minutes of the Age Friendly Windsor Working Group of its meeting held May 14, 2025 (SCM 198/2025)
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7.2.	Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., Held June 12, 2025 (SCM 226/2025)
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7.3.	Minutes of the Windsor Essex Regional Community Safety and Well-Being Plan's Regional Systems Leadership Table of its meeting held March 12, 2025 (SCM 241/2025)
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8.	ADMINISTRATIVE ITEMS
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- 8.1. Temporary Exhibition Look Again! Outside! Extension and Expansion - City Wide
(S 105/2025) - *Author: Michelle Staadegaard Manager, Culture*
- 8.2. 2024 Pathway to Potential (P2P) Annual Impact Report Update **(C 75/2025)** - *Author: Charmaine Valbuena, Social Planning Coordinator*
- 8.3. Windsor Regional Employment Network (WREN) Update **(C 102/2025)** - *Authors: Tanya Antoniwi, Executive Director, Employment & Social Services and Myles Soulliere, Manager, Integrated Employment Services*
- 8.4. Response to CQ 6-2025 re: Good Neighbour Policy Exploration – City Wide
(S 106/2025) - *Author: Kelly Goz, Manager, Homelessness & Housing Support (Acting)*

9. QUESTION PERIOD

10. ADJOURNMENT



Committee Matters: SCM 208/2025

Subject: Adoption of the Community Services Standing Committee minutes of its meeting held July 2, 2025.

Community Services Standing Committee Meeting

Date: Wednesday, July 2, 2025

Time: 9:00 o'clock a.m.

Members Present:

Councillors

Ward 3 – Councillor Renaldo Agostino

Ward 5 - Councillor Ed Sleiman (Chairperson)

Ward 6 - Councillor Jo-Anne Gignac

Councillor Regrets

Ward 4 – Councillor Mark McKenzie

PARTICIPATING VIA VIDEO CONFERENCE ARE THE FOLLOWING FROM ADMINISTRATION:

Sandra Gebauer, Council Assistant

ALSO PARTICIPATING IN COUNCIL CHAMBERS ARE THE FOLLOWING FROM ADMINISTRATION:

Dana Paladino, Acting Commissioner, Human & Health Services

James Chacko, Executive Director, Parks, Recreation & Facilities

Kirk Whittal, Executive Director, Housing & Children Services

Yemi Adeyeye, City Forester / Manager Forestry & Natural Areas

Anna Ciacelli, Deputy City Clerk

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1. CALL TO ORDER

The Chair calls the meeting of the Community Services Standing Committee to order at 9:01 o'clock a.m.

2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

3. ADOPTION OF THE MINUTES

3.1. Adoption of the Community Services Standing Committee minutes of its meeting held May 7, 2025

Moved by: Councillor Jo-Anne Gignac

Seconded by: Councillor Renaldo Agostino

THAT the minutes of the Community Services Standing Committee meeting held May 7, 2025 **BE ADOPTED** as presented.

Carried.

Report Number: SCM 164/2025

4. REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS

None requested.

5. COMMUNICATIONS

None presented.

6. PRESENTATIONS AND DELEGATIONS

None presented.

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Community Services Standing Committee Wednesday, July 2, 2025

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7. COMMITTEE MATTERS

7.1. Minutes of the meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held March 12, 2025

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

Decision Number: **CSSC 282**

THAT the minutes of the Executive Committee and Board of Directors, Willistead Manor Inc. meeting held March 12, 2025 **BE RECEIVED**.
Carried.

Report Number: SCM 168/2025
Clerk's File: ACO2025

7.2. Minutes of the meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held April 9, 2025

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

Decision Number: **CSSC 283**

THAT the minutes of the Executive Committee and Board of Directors, Willistead Manor Inc. meeting held April 9, 2025 **BE RECEIVED**.
Carried.

Report Number: SCM 169/2025
Clerk's File: ACO2025

7.3. Report No. 122 of the Board of Directors Willistead Manor Inc. - 2024 Annual Report

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

Decision Number: **CSSC 284**

THAT Report No. 122 of the Board of Directors Willistead Manor Inc. indicating:

THAT the Annual Report and Financial Statements on the affairs and operations of Willistead Manor Inc. for the year 2024, attached as Appendix A, BE ACCEPTED as presented; and,

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THAT upon acceptance of the Willistead Manor Inc. 2024 Annual Report by City Council, copies BE FORWARDED to a list of appropriate parties as approved by the Board; and,

THAT in accordance with Sections 6 (c) of the *City of Windsor Act, 1981*, an amount of \$61,657 BE PAID OVER to the City of Windsor Willistead Capital Restoration Reserve Fund.

BE APPROVED.

Carried.

Report Number: SCM 170/2025

Clerk's File: ACO2025

7.4. Report No. 123 of the Willistead Manor Inc. Board of Directors

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Jo-Anne Gignac

Decision Number: **CSSC 285**

THAT Report No. 123 of the Board of Directors, Willistead Manor Inc. indicating:

THAT the following person BE APPOINTED to the Board of Directors of Willistead Manor Inc. for a two year term ending August 17, 2027:

Frank Perissinotti

Michael A. Clark

BE APPROVED.

Carried.

Report Number: SCM 194/2025

Clerk's File: ACO2025

8. ADMINISTRATIVE ITEMS

8.1. City of Windsor Urban Forest Management Plan (UFMP) and Response to CQ 14-2022

Councillor Jo-Anne Gignac asks administration to provide a general overview of the report. Yemi Adeyeye, City Forester/Manager, Forestry & Natural Areas, appears before the Community Services Standing Committee regarding the administrative report dated June 11, 2025, entitled "City of Windsor Urban Forest Management Plan (UFMP) and Response to CQ 14-2022" and indicates that Council approved a request to conduct a tree assessment report in 2019-2020 to evaluate the city's canopy structure. At the same time, Council approved the implementation of a forest management plan. The consultant who conducted the tree assessment report and forest management plan provided two reports: a key findings and direction report, and a 20-year strategic action plan, divided into four management periods identifying thirty-seven recommended actions.

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The strategic action plan also identifies direction and resources needed to fulfill these actions, partners the city should work with to deliver on these actions, and whether or not the actions are one-time or ongoing items.

Councillor Jo-Anne Gignac asks if there was clear direction from Council whether this report referenced only the current stock of trees owned by the city, and how this report came to suggest protecting trees on private property. Mr. Adeyeye replies that this report does not specifically mandate protecting trees on private property. He states that a specific Council Question asked how the city should deal with trees on private property, and a report answering this will be provided to Council by the Planning Department within the upcoming weeks. The Council Question answered in the current report asked how the determination is made between public and privately owned trees, and how changing ownership status of trees might affect the city and the property owners.

Councillor Jo-Anne Gignac inquires whether the Council Question will be answered by a combination of Planning and Forestry should the Committee move the report recommendation. Mr. Adeyeye replies that this is correct and would be under the leadership of the Planning Department.

Councillor Jo-Anne Gignac expresses concern regarding risk management should trees on private property be designated as city assets. She asks how such concerns would be communicated to the public should the Committee approve the recommendation. Mr. Adeyeye replies that this report does not give specific direction for the city to develop a private tree by-law but only summarizes an array of potential ways the city could choose to solve specific issues. Should any action from the report be taken, it will require direction from Council.

Councillor Ed Sleiman inquires as to how tree roots damaging sewer pipes, or treed areas requiring sewer line replacement will be handled. Mr. Adeyeye replies that tree planting areas are selected by reviewing recent history of an area, visual space, and land usage. Specific types of trees selected for specific areas to increase the tree's longevity and/or reduce potential damage to infrastructure.

Moved by: Councillor Jo-Anne Gignac

Seconded by: Councillor Renaldo Agostino

Decision Number: **CSSC 286**

THAT the report of the City Forester/Manager, Forestry & Natural Areas dated June 11, 2025 entitled "City of Windsor Urban Forest Management Plan (UFMP) – the Key Findings and Directions Report and the Strategic Action Plan" **BE RECEIVED** for information; and further,

THAT City Council **ENDORSE** the UFMP – Strategic Action Plan as the guiding document for managing Windsor's urban forests for the twenty-year period as shown in Appendix A of this report; and further,

THAT Council **RECEIVE** the response to CQ 14-2022 for information; and further,

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Community Services Standing Committee

Wednesday, July 2, 2025

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THAT the City Treasurer **BE DIRECTED** to consider funding for the Urban Forest Management Plan as part of a future capital budget development process; and further,

THAT Administration **BE DIRECTED** to continue planting trees in the City Rights-of-Way at the sole discretion of the City Forester; and,

THAT Administration **BE DIRECTED** to include information outlining risk management, costs and requirements on the City and private homeowners should trees on private property be designated through a private tree protection by-law; and that the information **BE BROUGHT FORWARD** as the report proceeds to Council for their consideration.

Carried.

Report Number: S 82/2025

Clerk's File: SRT2025

9. QUESTION PERIOD

None registered.

10. ADJOURNMENT

There being no further business the meeting of the Community Services Standing Committee is adjourned at 9:20 o'clock a.m. The next meeting of the Community Services Standing Committee will take place on September 3, 2025

Carried.

Councillor Sleiman (Chairperson)

Deputy City Clerk / Supervisor of Council Services



Committee Matters: SCM 198/2025

Subject: Minutes of the Age Friendly Windsor Working Group of its meeting held May 14, 2025

AGE-FRIENDLY WINDSOR WORKING GROUP (AFWWG)

Meeting held May 14, 2025

A meeting of the Age Friendly Windsor Working Group is held this day commencing at 9:30 o'clock a.m. in Room 522b, there being present the following members:

Larry Duffield
Andrea Grimes
Cindy Matchett
Roxanne Tellier
Tom Wilson

Regrets received from:

Gerald Corriveau

Also present are the following resource personnel:

Kara Kristoff, Chair and Supervisor Community Programming
Christina Ritorto, Client Support & Staff Development Coordinator
Karen Kadour, Committee Coordinator

1. Call to Order

Kara Kristoff, Chair calls the meeting to order at 9:30 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 Cindy Matchett, seconded by Tom Wilson,
That the minutes of the meeting of the Age Friendly Windsor Working Group held January 31, 2025, **BE ADOPTED** as presented.
Carried.

4. Business Items

4.1(a) Transit Windsor

At the direction of the Working Group at its meeting held January 31, 2025, the questions posed by the Working Group in *italics* and the answers provided by Transit Windsor are as follows:

- ***Are percentages noted in population and age groups of those who use Transit Windsor derived from those who have bus passes vs. bus rides.***
 - It is a combination of all the fare categories so cash, tickets, and passes.
- ***If a Transit user swipes their bus pass, can Transit Windsor collect the data of who is riding and how often.***
 - Transit Windsor would be able to track a specific bus pass, but it would be generalized so if it's a senior pass for example, it would be pass 0001 which was used 5 times last month.
- ***Is there a bus that can bring people to Sand Point Beach during the summer months?***
 - As part of Transit Windsor, City Council approved the 2023 service plan; a new local route will be introduced, Route 345, that will provide new transit service to Sandpoint beach throughout the entire year. This is proposed to be implemented in 2026 in conjunction with the completion of the new east end terminal.
 -
- ***The Working Group asked how the 6% senior ridership is calculated.***
 - It is the amount of ridership that falls under the senior category divided by the total amount of ridership that Transit Windsor collected in all categories. In 2024, 587,823 rides fell under the senior category out of 9,671,728 representing 6%.

Larry Duffield expresses concern that the 6% senior ridership is low and asks if there are comparative ridership statistics for other like-size communities. Christina Ritorto responds that this information reflects the statistics for only those that hold a senior card. She adds there may be seniors that ride the bus, but this is not being captured as they do not possess a senior card.

Larry Duffield requests that a City Councillor be added to the membership of the Age-Friendly Working Group.

Clerk's Note: The composition of the membership of the Age-Friendly Working Group as approved by City Council is as follows:

The Age-Friendly Windsor Working Group will consist of 8 members, including six community members and two City administration (one from Recreation and one from Parks). **No City Councillor will sit on the Age-Friendly Windsor Working Group.**

Moved by Larry Duffield, seconded by Andrea Grimes,
That a member of City Council **BE INVITED** to attend a future meeting of the Age Friendly Windsor Working Group as a guest regarding city senior services.
Carried.

(b) June Events

Larry Duffield suggests hosting a flag raising, and to do a proclamation in celebration of "June is Senior's Month".

Clerk's Note: As of April 2024, Flag Raising, Proclamation and Illumination applications are not currently being accepted while the city undertakes a review of the processes and to make changes to the policy.

June is Recreation and Parks Months

The Chair refers to the Calendar of Events and programming that provides awareness to the importance of recreation and our parks. She asks for feedback on initiatives that would fall under parks and recreation. Roxanne Tellier suggests inviting seniors to be involved with children. The Chair responds that there are senior groups that come to the day camps and interact with the kids.

Andrea Grimes expresses concern with how events are marketed by the city and questions how communications are provided through the mainstream media. The Chair advises that she will contact Communications regarding their process and will report back at the next meeting.

(c) Community Engagement Event Planning

The Chair reports that Frank Fazio, CySAT Security Inc. is willing once again to participate in the community speaker series in the Fall 2025. Tom Wilson suggests recording the session.

The Chair recalls that a discussion was held at the January 31, 2025 meeting regarding holding a community speaker series with a representative from Transit Windsor. This would afford an opportunity to bring more awareness of how to apply for a transit

card, bus routes and any questions posed by the public relating to transit. She indicates they are awaiting confirmation from Transit Windsor.

Roxanne Tellier suggests partnering with Your TV (free service) to hold the community speaker series and adds she will investigate this and will report back. The Chair suggests using community spaces to get the word out about these topics.

Tom Wilson remarks that advertising should be done in May for events occurring in June.

(d) Website Discussion

Christina Ritorto advises that information can be added to the Age Friendly Windsor Working Group webpage. The Chair suggests establishing a subcommittee to put together this calendar; to be forwarded to the Chair who will update the calendar. The webpage will be separate from the Council/committee pages. This webpage is designed to create awareness about local events for seniors regarding resources that they can use in the community. The group will look into creating a survey from the AFWWG and a newsletter to share on the webpage. *Members of the subcommittee includes Roxane Tellier, Tom Wilson and Cindy Matchett.*

(e) Council Question Discussion

- What are the current challenges faced by seniors in our community?
- Specific areas of concern include public parks, public transit and utility costs.

Comments provided by the Working Group are as follows:

- Issues with Transit Windsor includes the cost of bus tickets, and the routes
- Public parks – There are concerns that if a person falls, that some emergency blue light poles are out of service.
- Lighting in parks
- Walking paths in parks
- People with mobility scooters – Paved trails to ensure ease in entering and leaving the park
- Public access to washrooms
- Handicap parking
- In terms of utility costs, what kind of input can this committee provide

5. Roundtable Updates

The Chair asks the members if there are any roundtable updates to share with the group. The following comments are provided:

World Health Organization (WHO) – The Chair advises they now have access to the password used by the previous Seniors Advisory Committee. They reached out to the WHO regarding next steps but have not received a response.

Larry Duffield is pleased that the Chair will be reaching out to the Ontario Age Friendly Community Network

Larry Duffield – CARP and the Federal Retirees organized an election town hall on April 23, 2025. The CARP Annual General Manager will be held on June 18, 2025.

On April 1, 2025, Larry Duffield was selected to be on the National Seniors Council.

Tom Wilson advises that Life After Fifty will host a Better Living Day Workshop to be held on June 19, 2025, which includes learning new skills and undertaking information sessions such as cyber security. Also, there will be a Health & Wellness Expo in September 2025.

Christina Ritorto states that on May 25, 2025, a Jazz Concert will be held at Mackenzie Hall at 2:00 p.m. An unveiling of the archway next to the building prior to the Jazz Concert at 1:30 p.m.

The Chair discusses June is Recreation and Parks Month calendar from the Recreation Department. Many free activities available, as well as paid drop-in activities. Calendar will be shared with the group.

6. Summary of Action Items

Transit Windsor – follow-up questions

Follow-up with the Communications Department

Add events to June is Recreation and Parks Month calendar

“Have your say about Community Safety and Wellbeing in Windsor-Essex” link to be sent to the Working Group

7. Date of Next Meeting

The next meeting will be held on September 17, 2025 at 9:30 a.m.

8. Adjournment

There being no further business, the meeting is adjourned at 11:33 o'clock a.m.



Committee Matters: SCM 226/2025

Subject: Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., Held June 12, 2025

A meeting of the **Executive Committee Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:00 o'clock p.m. at Willistead Manor, there being present the following members:

D. Sanborn, Chair
J. Evans
C. Gaudette
R. Gauthier

Regrets:

J. Evans
A. Abu-Zahra

Also in attendance are the following Resource Personnel:

D. Seguin, Deputy Treasurer – Financial Accounting and Corporate Controls
C. Menard, Supervisor, Community Programming - Cultural Affairs
& Willistead Manor Coordinator
S. Gebauer, Council Assistant & Executive Secretary to the Board
of Directors, Willistead Manor Inc.

1. CALL TO ORDER

The Chairperson calls the meeting to order at 4:03 o'clock p.m. and the Executive Committee considers the Agenda being Schedule "A" ***attached*** hereto, matters, which are dealt with as follows:

2. ADOPTION OF THE MINUTES

Moved by R. Gauthier, seconded by C. Gaudette,
That the minutes of the Executive Committee Board of Directors
Willistead Manor Inc. meeting held May 15, 2025, 2025, **BE ADOPTED** as
presented.

Carried.

3. BUSINESS ARISING FROM THE MINUTES

4. REPORTS

4.1 Chairperson

D. Sanborn informs the Committee members that Art in the Park, which was held on June 7th and 8th, 2025 was very well attended and is looking forward to hearing whether attendance records were once again broken.

D. Sanborn also notes that information regarding the candidates interviewed for positions on the board of Directors has been shared with board members, advising them that these candidates will be recommended at today's board meeting.

4.2 Administration

C. Menard, Supervisor, Community Programming - Cultural Affairs & Willistead Manor Coordinator provides the following updates:

Facilities Updates:

- Manor Elevator Replacement: The tender for the new elevator closed on June 6th, 2025 and a contractor has now been selected. The Facilities Department is working through the regular approval process with Purchasing. They will propose a timeline soon, but we will have to see how it fits with the Manor's existing schedule.
- Perimeter Fence and Pillar Repairs: Although funding for the fence repair/refinish will be available in 2029, Facilities, Engineering and Special Projects are working to address the priority pillars now. There are a total of 50 pillars on the list and the contractor stabilized the worst cases before Art in the Park. The pillars are being stabilized, some will need to be fully disassembled and re-built. The project is currently out for tender, and it closes on June 20th. The project includes repair and refinishes for the South and West gate. Though the weather will have an impact, they are hoping to finish this before the winter season.

Culture & Events Updates:

- The July Summer Tours will take place on July 2, 6, 9, 13, 20, 23 and 30.
- The 5th Annual High Tea & Garden Party will be held on Sunday July 27, with three sittings.
- Art in the Park went very well, however the final numbers are not yet in.

D. Sanborn inquires about the pillar repairs. C. Menard explains that some of the pillars will need to be fully disassembled and rebuilt, while others will only require patchwork.

C. Menard also provides an update on staffing related to the custodian position.

4.3 Treasurer

D. Seguin, Deputy Treasurer – Financial Accounting and Corporate Controls provides the following current account balances:

- Operating Account -- \$27,997.
- Savings Account -- \$16,842.
- Furnishings Trust -- \$18,962.

5. NEW BUSINESS

None.

6. DATE OF NEXT MEETING

The next meeting of the Executive Committee Board of Directors, Willistead Manor Inc. will be on Thursday, September 11, 2025.

7. ADJOURNMENT

There being no further business, the meeting is adjourned at 4:31 o'clock p.m.

CHAIRPERSON

EXECUTIVE SECRETARY

A meeting of the **Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:30 o'clock p.m. at Willistead Manor, there being present the following members:

D. Sanborn – Chair
MJ. Dettinger
C. Gaudette
R. Gauthier
D. Langstone
E. Morasset

Regrets from Board Members:

J. Evans
A. Abu-Zahra

Also in attendance are the following resource personnel:

D. Seguin, Deputy Treasurer – Financial Accounting and Corporate Controls
C. Menard, Supervisor, Community Programming - Cultural Affairs
& Willistead Manor Coordinator
S. Gebauer, Council Assistant & Executive Secretary to the Board
Directors, Willistead Manor Inc.

1. CALL TO ORDER

The Chairperson calls the meeting to order at 4:39 o'clock p.m. and the Board considers the Agenda being Schedule "A" attached hereto, matters, which are dealt with as follows:

2. ADOPTION OF THE MINUTES

Moved by R. Gauthier, seconded by C. Gaudette,
That the minutes of the Board of Directors, Willistead Manor Inc. meeting held May 15, 2025, **BE ADOPTED** as presented.

Carried.

3. BUSINESS ARISING FROM THE MINUTES

None.

4. CHAIRPERSON'S REPORT

D. Sanborn informs the Board members that the annual Art in the Park event, held June 7th and 8th, was very successful, however attendance numbers have not yet been released.

D. Sanborn informs the Board members that the Executive Committee has conducted interviews with two candidates as part of the recruitment process for the Board positions. Following the interviews, the Executive Committee unanimously agreed that both individuals would be valuable additions to the board. The Chair formally recommends both candidates for appointment on behalf of the Executive Committee.

Moved by C. Gaudette, seconded by R. Gauthier,
That the following individuals **BE APPOINTED** to the Board of Directors,
Willistead Manor Inc. for the term ending August 17, 2027:

Michael A. Clark
Frank Perissinotti

Carried.

5. REPORTS

5.1 Management

C. Menard, Supervisor, Community Programming - Cultural Affairs & Willistead Manor Coordinator provides the following updates:

Facilities Updates:

- Manor Elevator Replacement: The tender for the new elevator closed on June 6th, 2025, and a contractor has now been selected. A proposed timeline will be provided soon but will need to be coordinated with the Manor's existing schedule.
- Perimeter Fence and Pillar Repairs: Although funding for the fence repair/refinish will be available in 2029, Facilities, Engineering and Special Projects are working to address the priority pillars now. There are a total of 50 pillars on the list and the worst ones were stabilized by the contractor prior to Art in the Park. All pillars are being stabilized, some will need to be fully disassembled and re-built, while others will only require patchwork. The project is currently out for tender, and it closes on June 20th. The project includes repair and refinishes for the South and West gates. The hope is to have this project completed before the winter season.

Culture & Events Updates:

- The July Summer Tours will take place on July 2, 6, 9, 13, 20, 23 and 30.
- The 5th Annual High Tea & Garden Party will be held on Sunday July 27, with three sittings.

- Art in the Park went very well, however the final numbers have not yet been reported.

5.2 Treasurer

D. Seguin, Deputy Treasurer – Financial Accounting and Corporate Controls provides the following current account balances:

- Operating Account -- \$27,997.
- Savings Account -- \$16,842.
- Furnishings Trust -- \$18,962.

D. Seguin confirms that all year-end transfers have been complete and that the payment for the AGM has not yet been deducted.

6. COMMITTEES

6.1 Fundraising

None.

6.2 Community Relations and Promotion

None.

6.3 Acquisitions

R. Gauthier informs the Board members that he, along with D. Sanborn, C. Gaudette and E. Morasset, met at the Manor. D. Sanborn delivered the artwork donated by Rita Sanborn, and the portrait was hung using existing nails. Mary Walker's portrait was rehung higher, one painting was decommissioned and others were moved to new locations. The group then visited the third floor, where they found several noteworthy items, including an original invitation to the Manor's opening on October 4, 1981, a photograph of Harrington Walker, a book from 1929, which included most of the Walker men and some interesting blueprints.

E. Morasset indicates that while at the Manor, she noticed the walls were extremely sticky, which she believes may be the finish reacting with atmospheric moisture.

C. Menard notes that he has also observed the walls becoming sticky for a couple of weeks at various times of the year and indicates that the same mixture has been used on the walls for over 20 years, under the direction of the Heritage and Facilities departments, and this practice has never changed. He suggests connecting E. Morasset with the Heritage Planner and the Facilities Supervisor to discuss options for assessing and addressing the issue.

C. Menard also notes that the seams in the green wallpaper in the Library have developed gaps in a few spots. E. Morasset will examine this the next time she is in the Manor.

6.4 Friends of Willistead (FOW)

None.

6.5 Education

None.

6.6 Historical

None.

6.7 Event Planning

None.

7. NEW BUSINESS

None.

8. DATE OF NEXT MEETING

The next meeting of the Board of Directors, Willistead Manor Inc., will be held Thursday, September 11, 2025 at 4:30 o'clock p.m.

9. ADJOURNMENT

There being no further business, the meeting is adjourned at 5:31 o'clock p.m.

CHAIRPERSON

EXECUTIVE SECRETARY



Committee Matters: SCM 241/2025

Subject: Minutes of the Windsor Essex Regional Community Safety and Well-Being Plan's Regional Systems Leadership Table of its meeting held March 12, 2025.



**MEETING OF THE
WINDSOR ESSEX REGIONAL COMMUNITY SAFETY AND WELL-BEING
SYSTEMS LEADERSHIP TABLE**

MEETING MINUTES

WEDNESDAY, MARCH 12TH, 2025; 9:00AM TO 10:00AM

VISION: "A COMMUNITY WHERE EVERYONE FEELS SAFE, HAS A SENSE OF BELONGING, EQUITABLE ACCESS TO SERVICES AND OPPORTUNITIES, AND CAN HAVE THEIR NEEDS MET ACROSS WINDSOR AND ESSEX COUNTY"

In Attendance

Co-Chairs

Andrew Daher, David Sundin

Members

Debi Croucher, Brian Cyncora, Karel DeGraaf, Jeanie Diamond-Francis, Ciara Holmes, Kate Gibb, Wendi Nicholson, Jamie Smith (on behalf of Mark Loucas), Jason Woods

Project Team

Amanda Alchin, Stephen Lynn, Michelle Oake, Finalba Pirrone

Regrets

Members

Kevin Blondin, Eric Nadalin, Bill Marra, Carolyn Warkentin

Agenda Item	Highlights	Action/Update
Call to Order	<p>1.1 Welcome</p> <ul style="list-style-type: none"> Co-Chair, David Sundin, Director, Legislative & Legal Services, County of Essex, welcomed members. The new members of the Regional Systems Leadership Table (RSLT), who represent the WERCSWB Plan's Enhanced Sector Network and Persons with Lived Experience, were welcomed and introduced: <ul style="list-style-type: none"> Debi Croucher Brian Cyncora Kate Gibb Wendi Nicholson <p>1.2 Establish Quorum and Call to Order</p> <ul style="list-style-type: none"> 9 members were present, establishing quorum. The meeting was called to order at 9:02 am. <p>1.3 Approval of Today's Agenda</p> <p>Moved by: Brian Cyncora Seconded by: Andrew Daher</p> <ul style="list-style-type: none"> The Meeting Agenda for March 12, 2025 was approved. <p>Carried.</p>	

	<p>1.4 Declaration of Conflicts of Interest</p> <ul style="list-style-type: none"> N/A <p>1.5 Approval of December 11th, 2024 Meeting Minutes</p> <p>Moved by: Andrew Daher Seconded by: Jeanie Diamond-Francis</p> <ul style="list-style-type: none"> The December 11, 2024 Meeting Minutes were approved. <p>Carried.</p>	
Matters of Discussion	<p>2.1 Progress Updates: Ongoing WERCSWB Projects</p> <p>2.1.1 Community Investment Fund</p> <ul style="list-style-type: none"> The RSLT was provided with a high-level overview of the Plan, its four priorities, and funding streams. There have been seven Neighbourhood Safety & Crime Prevention Walks that are funded by the Community Investment Fund: Essex – June 2022, Harrow – August 2022, Leamington – September 2022, Windsor – November 2023, LaSalle – November 2024, Amherstburg – November 2024, and Colchester – November 2024. There will be two more Neighbourhood Safety & Crime Prevention Walks, in June 2025, in Kingsville and Lakeshore. <p>2.1.2 Building Safer Communities Fund (BSCF)</p> <ul style="list-style-type: none"> Funded by the BSCF, the Regional Crime Prevention Council hosted a Youth Symposium, <i>Empowering Voices: Youth Leading Change</i> on February 26, 2025 at St. Clair College Centre for the Arts This event was highly successful, and positive feedback was received: <ul style="list-style-type: none"> 70+ attendees from grades 7 to 10 across 11 schools 21 service provider booths 2 keynote speakers, including the CEO of Windsor Express Basketball Team and a player on the team 3 workshops focused on online safety, youth mental health, and healthy relationships The next <i>Empowering Voices: Youth Leading Change</i> Youth Symposium will occur on April 2, 2025 from 10:00 am to 1:30 pm at the Canadian Transportation Museum & Heritage Village in Kingsville. <p>2.1.3 Substance Supports in Neighbourhoods Accessed through Police Partnerships (SSNAPP)</p> <ul style="list-style-type: none"> SSNAPP fulfills the third priority of the Plan, Mental Health & Substance-Use Supports, specifically Goals 5 and 6. Since SSNAPP's grant ends March 31, 2025, SSNAPPS Project Team is concluding its activities. The project has been very successful. Some accomplishments include: <ul style="list-style-type: none"> 1100+ Neighbourhood Safety Plans distributed, targeting four high priority postal codes (N9A, N8W, N8X, N8Y) 24 training workshops, training 820 service providers on de-escalation and substance use/trauma supports 	

- 11 community engagement events, with 500+ attendees
- Success of the Nurse and Police Team in addressing calls and diverting individuals from emergency departments
- There was discussion as to whether SSNAPP activities will continue beyond March 2025.

2.2 WERCSWB Plan Wrap-Up (2022-2026)

- A timeline for the end of the 2022-2026 WERCSWB Plan was proposed:
 - **March 31, 2025:** Wrap-up activities
 - **May 26, 2025:** Present Progress Report & Next Steps for 2026-2029 Plan to City Council
 - **June 18, 2025:** Present Progress Report & Next Steps for 2026-2029 Plan to County Council
- The WERCSWB Plan activities that have been completed were discussed.
- It was noted that there are some activities that are still on-going and/or incomplete and may be carried over to the 2026-2029 WERCSWB Plan.

2.3 WERCSWB Plan Revision (2026-2029)

- A timeline for the revision of the WERCSWB Plan, covering 2026-2029, was proposed:
 - **April 2025:** Completion of an environmental scan report
 - **May and June 2025:** Community engagement
 - **June and July 2025:** Data analysis and draft development of 2026-2029 WERCSWB Plan's priorities, goals, and implementation activities
- The RSLT's involvement in reviewing and approving the 2026-2029 WERCSWB Plan was also outlined:
 - **March 12, 2025** [RSLT Meeting]: RSLT to confirm the strategy for WERCSWB Plan Revision
 - **June 11, 2025** [RSLT Meeting]: RSLT to review efforts and proposal of revised WERCSWB Plan
 - **September 3, 2025:** RSLT to review revised WERCSWB Plan and provide feedback
 - **September 10, 2025** [RSLT Meeting]: Edits will be discussed and adopted

Moved by: Brian Cyncora

Seconded by: Debi Croucher

- The timelines and action items proposed in Items 2.2 and 2.3 were approved. Carried.

Unfinished Business

3.1 Future Funding Opportunities

- Potential future funding opportunities, including National Crime Prevention Strategy (NCPS) and Community Safety and Policing (CSP) grants, were discussed.

New Business / Round Table Discussion

4.1 Good News

- After an informal 'audit' by our Public Safety Canada's BSCF Program Officer in October 2024, which included a service provider site-visit and showed our programming in

	<p>action, additional funding was offered to support ongoing programs through the fiscal year.</p> <p>4.2 New CSPA Legislation</p> <ul style="list-style-type: none"> • The Ontario Government passed a motion in November 2024 that changes legislation as it relates to CSWB Plans. • Some of these changes affect the composition of RSLT membership. • A discussion ensued on how to engage/re-engage members to meet the following requirements: <ul style="list-style-type: none"> ○ “2. A person who represents an entity that provides educational services in the municipality.” ○ “5. A person who represents an entity that provides custodial services to children or youth in the municipality, if there is such an entity.” ○ “7. A person who represents the police service board or, if there is no police service board, the commander of the detachment of the Ontario Provincial Police that provides policing in the area or his or her delegate.” 	<p>ACTIONS</p> <ul style="list-style-type: none"> • The Project Lead will connect with the required community members to ensure RSLT membership meets the legislative requirements for the revised Plan.
Adjournment	<p>5.1 Next Quarterly Meetings</p> <ul style="list-style-type: none"> • Dates will be added to calendars post-meeting: <ul style="list-style-type: none"> ○ June 11, 2025 (Virtual: 9:00 am – 10:00 am) ○ September 10, 2025 (Virtual: 9:00 am – 10:00 am) ○ December 10, 2025 (Virtual: 9:00 am – 10:00 am) <p>5.2 Meeting Adjourned</p> <ul style="list-style-type: none"> • Prior to concluding the meeting, Co-Chair, David Sundin, Director, Legislative & Legal Services, County of Essex, congratulated the other Co-Chair, Andrew Daher, Commissioner, Human & Health Services, City of Windsor, on his new position as Commissioner, Corporate Services, effective May 1, 2025. • Dana Paladino will be taking over the RSLT Co-Chair position in May 2025, as the new Commissioner, Human & Health Services. • The meeting was adjourned at 9:59 am. 	

Council Report: S 105/2025

Subject: Temporary Exhibition Look Again! Outside! Extension and Expansion - City Wide

Reference:

Date to Council: September 3, 2025
Author: Michelle Staadegaard
Manager, Culture
mstaadegaard@citywindsor.ca
519 253-2300 ext. 2726

Recreation and Culture
Report Date: 8/15/2025
Clerk's File #: SR/13926

To: Mayor and Members of City Council

Recommendation:

THAT the request from the Art Gallery of Windsor (AGW, currently operating as Art Windsor-Essex AWE) to extend the *Look Again! Outside!* temporary exhibition of up to twenty-four (24) reproduction paintings in frames in the Fall of 2025 for a period of up to ONE YEAR **BE APPROVED**; and further,

THAT the request from the AGW to relocate one (1) of these framed reproduction paintings currently displayed in Paterson Park, Sandwich Towne to Fontainebleau Library for a period of up to one year **BE APPROVED**; and further,

THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute a Consent to Enter Agreement for the Art Gallery of Windsor to allow its employees, agents and contractors (collectively "**AGW**") to enter Willistead Park (the "**Consent Lands**") for the purpose of installing and maintaining two new reproduction paintings (the "**Works**") to be located to the Consent Lands approved as to form and content by the City Solicitor, and in content by the Executive Director, Culture, and the Executive Director, Parks, Recreation and Facilities including the following terms:

- (i) The term of the agreement shall be for a period of up to one (1) year, commencing in the Fall of 2025;
- (ii) The cost for the Consent to Enter Agreement will be granted for nominal consideration of \$1.00;
- (iii) AGW will be responsible for ensuring there is no damage to the Consent Lands and, upon termination of the Consent to Enter Agreement, any disturbance of the Consent Lands resulting from AGW's carrying out of its Works will be restored by AGW at its own cost to the satisfaction of the Executive Director, Parks, Recreation and Facilities, or designate;

- (iv) AGW will be required to provide the City with indemnification and require proof of insurance with the following minimal coverage, satisfactory to the City: \$5,000,000 Commercial General Liability coverage, with “The Corporation of the City of Windsor” listed as an additional insured and cross-liability coverage and 30 days’ notice of cancellation. The coverage must not exclude the Consent Lands and must specifically acknowledge the Consent Lands are included on the proof of insurance. The City reserves the right to amend, restate and/or supplement the above requirements as determined by the City’s Risk and Insurance Department from time to time.

THAT City Council **AUTHORIZE** the waiver of fees of up to \$7,641.00 for the permit to extend the total twenty-seven (27) temporary art displays, as well as the refundable indemnity fee; and further,

THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign an agreement with the AGW for the installation of the artworks in the City Right-of-Way, including the Consent Lands, for a period of up to ONE YEAR beginning in the Fall of 2025, approved in legal form by the City Solicitor or designate, in financial content by the City Treasurer or designate and in technical content by the Manager of Right-of-Way and the Executive Director, Culture, and the Executive Director, Parks, Recreation and Facilities.

Executive Summary:

N/A

Background:

On September 11, 2020, The AGW submitted a request to install eight (8) temporary reproduction artworks in frames in Windsor’s downtown core. This was approved by Council on November 9, 2020 (CR545/2020).

In 2021, the AGW launched *Look Again! Outside!* in downtown Windsor, placing reproductions of artworks from the AGW collection directly in the community. These reproduction artworks in frames were placed within the Right-of-Way and permit fees were waived in support of the initiative. By all accounts, the project was a success.

On September 15, 2022, the AGW submitted a request to expand the temporary art exhibition into all Business Improvement Areas (BIAs) across Windsor to further enhance cultural vibrancy throughout neighbourhoods across the community. The total number of artworks currently displayed in the project is twenty-four (24). With some of the reproduction artworks being displayed in the Sandwich Heritage Conservation District, the request went through the Development & Heritage Standing Committee, and received the committee’s endorsement. This request was approved by Council on December 12, 2022 (C 207/2022).

In spring of 2025, the AGW submitted a request via email to extend the display period on all twenty-four (24) pieces for one additional year – until the end of Fall 2026, to

relocate some of the existing installations, and add two new artworks to keep the installations fresh.

Discussion:

The Art Gallery of Windsor (AGW) is a non-profit art gallery focused on presenting the visual arts of Canada. The AGW was formed on October 1, 1943, and incorporated on June 8, 1944, with the mandate of serving the Southwestern Ontario region and the international border community of Windsor, Ontario, Canada and Detroit, Michigan, USA. In the years since then, the gallery has become a pillar cultural institution situated in a premium and purpose-built downtown riverfront location in Windsor overlooking the Detroit River and downtown skyline. The AGW shares this City-owned building with Museum Windsor's Chimczuk Museum. The AGW has a long and well-respected position within the cultural community.

Over the years, AGW has actively engaged in projects and initiatives to transform into a community-centered gallery for the 21st century. As part of their strategic plan, they are striving to make the works in their collection relevant, accessible, and compelling to diverse and evolving audiences. *Look Again! Outside!* brings artworks out of the vault and into the streets and neighbourhoods. These reproductions are installed in selected sites for a period of at least one year. Installation and removal are handled by the AGW.

Since the project launched in Windsor, there have been successful iterations and editions of *Look Again! Outside!* at St. Clair College's main campus in Windsor, as well as in neighbouring Amherstburg with support from community donors and partners.

For the Windsor edition of this project, the AGW approached the City of Windsor and all BIAs to ensure a smooth planning and installation process. All parties remain enthusiastic in their support of this innovative project.

For this project and its City of Windsor locations, the following requirements, established through previous approvals, remain in place:

- Permits are required for each installation.
- Each installation will be located within the Right-of-Way or within the approved location within the consent lands.
- Installations will be located on sidewalks or pre-existing cement pads, using the guidelines provided by the Manager of Right-of-Way.
- The AGW will be flexible on the locations in order to respect sightlines for traffic and pedestrian traffic moving through the spaces.
- The AGW project lead is required to coordinate with the City's Planning and Building Department for coordination with decorative streetscape elements within BIAs, and to consider relevant policies and guidelines (e.g. in Heritage Conservation District, Heritage and Community Improvement Program areas).
- The City's Culture staff serve as liaisons between the AGW and the City's Planning and Building Department, Heritage Planner, and members of the Parks

department to ensure the installations continue to meet requirements, and to assist the AGW in responding to any evolving requirements for installations sites.

- Any request for expansion of the number of artworks or extension of the display timeframe must be submitted to Administration for consideration by Council.

As Willistead Park is a City-owned park, a right-of-way permit cannot be used for the installation of the two (2) reproduction artworks within the park. Should the recommendations be approved, the City will enter into a Consent to Enter Agreement with the AGW, to ensure the AGW can access the Consent Lands to complete its Works. The AGW will be responsible for repairing any damage to the Consent Lands that may result from their Works, at its own cost and to the satisfaction of the Executive Director, Parks, Recreation and Facilities.

The AGW has requested that fees be waived for the current one-year duration of the project – until the end of 2026.

Risk Analysis:

Community Impact Risks: The creative community of Windsor has welcomed the temporary art exhibitions that have been placed into the downtown core and throughout neighbourhoods across the city in the past. These community members view the installations as further evidence of the support that Council is directing towards the arts, culture, and heritage community in Windsor.

Risks relative to Willistead Park: Risk Management indicates that the City's risk increases when allowing third parties to access City owned land. In order to manage this risk, the AGW will be required to indemnify the City in the event of a loss and will be required to provide proof of liability insurance coverage for incidents arising from its use of the Consent Lands.

Other Risks: The Public Art Policy supports temporary art installations with the City of Windsor. The AGW provided an insurance certificate to the City of Windsor at the start of the exhibition that is satisfactory to our Risk Management department. The AGW will maintain that certificate of insurance in good standing throughout the duration of the exhibition. The AGW will also be responsible for all copyright costs, reproduction costs, framing and framing costs, installation costs, as well as all costs associated with the repair, maintenance, and removal of the exhibition at the end of the project. The installation/exhibit must at all times meet with the approval of the City of Windsor.

Climate Change Risks:

Climate Change Mitigation

N/A

Climate Change Adaptation

N/A

Financial Matters:

Permit Fees:

The permit fee to install one (1) sign (framed reproduction artwork) within the right-of-way is \$283.00. The request to install all twenty-seven (27) framed reproduction artworks will result in a total waiver of fee request of \$7,641.00. Administration also recommends that, consistent with the prior 2021 and 2022 agreements, the refundable indemnity fee of \$2,000 for all locations be waived. There are no direct costs to the City to enter into the Consent to Enter Agreement relative to Willistead Park and the operating budget impact of waiving the fees is limited to the loss of permit revenues.

As discussed in the original report to Council on December 12, 2022, (C 207/2022), the request for the waiver of fees does not specifically meet the City's policy requirements in two key areas: first, the condition that the AGW is not a registered charity as recognized by Canada Revenue Agency; and second, that the timing of the request being made does not fall within the 90-day requirement for requests of waiver of fees.

However, the organization has a history of delivering effective exhibitions and programming that are impactful and supportive of the creative community in Windsor. In addition, the City's Public Art Policy supports the temporary exhibition of art within our public spaces, and the social and community benefits outweigh the nominal cost of the waiver of fees. As such, Administration once again supports the provision of the waiver of fees in this circumstance.

Consent Agreement:

The cost to grant the one-year Consent to Enter Agreement is a nominal consideration of \$1.00.

In addition, AGW is responsible for ensuring that there is no damage to the Consent Lands and that any disturbance to the Consent Lands will be restored by AGW at its own expense, to the satisfaction of the Executive Director, Parks, Recreation and Facilities.

Accordingly, the approval of the Consent Agreement has no financial impact to the operating budget of the Culture and Event department.

Right of Way

At the completion of the agreement AWE shall remove and restore locations at their expense within 60 days notice from the City.

All work to be completed to City standard and to the satisfaction of the Commissioner of Infrastructure Services.

Consultations:

Kathy Buis, Financial Planning Administrator

Mark Spizziri, Manager, Performance Measurement and Business Case Development

Kevin Alexander, City Planner, Special Projects

Tracy Tang, Heritage Planner
Hoda Kameli, Landscape Architect
Adam Pillon, Manager, Right of Way
Dave Nicholls, Manager, Parks Operations
Aaron Farough, Senior Legal Counsel, Legal and Real Estate
Denise Wright, Manager of Real Estate Services

Conclusion:

Through continuation of this successful and impactful Art Gallery of Windsor project, a public art installation, with twenty-seven (27) individual displays will remain available for the community to enjoy twenty-four hours a day, seven days a week in neighbourhoods across the city. This is an excellent complement to the City of Windsor's existing collection of contemporary public art. The City of Windsor, through Council, has made a significant contribution to the cultural fabric of the community and continues working to develop cultural hubs throughout the BIAs. This initiative also encourages residents and visitors to take advantage of the opportunity to get outside and explore, which is of significant benefit to the collective well-being, both physical and mental, of all community members. This temporary public art installation will also continue to support and enhance opportunities within the creative community, and beyond to celebrate Windsor's rich arts, culture and heritage assets, stories, and experiences.

Planning Act Matters:

N/A

Approvals:

Name	Title
Carrie McCrindle	Manager of Financial Accounting
Michelle Staadegaard	Manager, Culture
Wira Vendrasco	City Solicitor
Jen Knights	Executive Director, Culture
Jamie Scott	Executive Director, Parks, Recreation and Facilities(A)
Michael Chantler	Commissioner, Community Services
David Simpson	Commissioner, Infrastructure Services and City Engineer
Dan Seguin	On behalf of the Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

- 1 Appendix A - City of Windsor AWE Look Again Spring 2025



Look Again! Outside

Project Extension & Modification Request

2025



Look Again! Outside Project History

In 2021 AWE launched *Look Again! Outside* in Downtown Windsor, placing reproductions of artworks from the Art Windsor-Essex collection directly in the community. The success of that project inspired the expansion to every BIA area in Windsor, **currently there are 30 reproductions installed across the Windsor BIA areas.** Reproductions have been in place since June 2023 and we are hoping to extend permissions, add two new reproductions, and modify some installations and locations.

Look Again! Outside has become a signature offering from Art Windsor-Essex. Extending the project to new areas of the city will strengthen engagement and provide access to artworks from AWE's collection in unexpected locations.

AWE's collection is home to over 4,000 artworks, *Look Again!: Outside* allows us to connect works from the collection directly to neighbourhoods. We have selected works that can inspire conversations in an informal, public environment.

We are seeking permission and the waiving of fees to renew 24 sites, relocate 1 reproduction to a new site, and install two new reproductions in Willistead Park.

Renewals:

Uptown Ottawa Street - 6

Via Italia - 3

Walkerville - 3

Ford City - All - 2

Pillette Village - 1

Olde Riverside - All - 2

Olde Sandwich Towne - 3*

Downtown Windsor - 4

Total renewals: 24

*one reproduction is located on Port of Windsor land and is not included in this package.

Renewals

Reproduction Title	Artist	Location	Closest Address
Portrait of Alice and Louise Cummings	James Kerr-Lawson	Pelissier Street, near University Ave	101 University Ave W, Windsor, ON N9A 5P4
Figures Sunning	Pegi Nicol McLeod	Ferry Street between Pitt Street and Chatham Street	167 Ferry St, Windsor, ON N9A 0C5
Sphincter Moment	Colette Urban	Windsor International Transit centre, Pitt Street between Dougall and Church	300 Chatham St W, Windsor, ON N9A 0A8
Tunnel to Detroit	Charles McGee	Maiden Lane West, near Pelissier	504 Pelissier St, Windsor, ON N9A 4L1
View of Sandwich, December 1879, Windsor, Ontario, 1896	Frederick Verner	Sandwich Street, near Detroit Street North Side	3118 Sandwich St., Windsor, ON N9C 1A6
Untitled (Ship at Harbour), date unknown	Fritz Brandtner	Mill Park	90 Mill St, Windsor, ON N9C 0C9
Vision, (from the Jerusalem Series), ca1976	Daphne Odjig	Sandwich and Mill	301 Mill St, Windsor, ON N9C 2R3

Renewals

Reproduction Title	Artist	Location	Closest Address
<i>Chameleon #6, 1980</i>	Adèle Duck	Wyandotte and Devonshire Rd	415 Devonshire Rd, Windsor, ON N8Y 2L5
<i>Willistead Gatehouse</i>	Thomas Roach	Wyandotte St E and Gladstone (south side bench area)	1506 Wyandotte St E, Windsor, ON N9A 3L2
<i>Self-Portrait</i>	Tony Mosna	Wyandotte St E at Kildare	621 Kildare Rd, Windsor, ON N8Y 3G8
<i>Boats on the Beach, Positano, 1957</i>	Kenneth Saltmarche	Erie Street, Community Garden	1063 Erie St E, Windsor, ON N9A 3Z2
Night, Positano, 1955	Kenneth Saltmarche	Erie Street, Between Marentette and Elsemere	830 Erie St E, Windsor, ON N9A 3Y4
Italian Hill Town	Kenneth Saltmarche	Erie Street between Between Louis Ave and Marentette Ave	731 Erie St E, Windsor, ON N9A 3Y3

Renewals

Reproduction Title	Artist	Location	Closest Address
From Milos, 1974	Fleming Jorgensen	(Ottawa and Moy.) 1384 Ottawa St, Windsor, ON N8X 2E8	(Ottawa and Moy.) 1384 Ottawa St, Windsor, ON N8X 2E8
Blue Line (Sightlines), 2000	Wanda Koop	Ottawa Street and Pierre Ave	1214 Ottawa St, Windsor, ON N8X 2E5
Purple Mountain, 1985	Louise Chance- BAXTER&	Ottawa St (South side near Lincoln)	1567 Ottawa St, Windsor, ON N8X 2G3
<i>Spruce Tree on a Gray Day, ca1910-1928</i>	Mary Wrinch	Ottawa St (South side near Hall)	1285 Ottawa St, Windsor, ON N8X 2E5
<i>Untitled, 1971</i>	Shirley Wiitasalo	Ottawa St. (South side btwn Hall & Pierre)	1255 Ottawa St, Windsor, ON N8X 2E5
Expedition Fiord - Northwest Territories	David Craig	1445 Ottawa St, Windsor, ON N8X 2G1	1445 Ottawa St, Windsor, ON N8X 2G1

Renewals

Reproduction Title	Artist	Location	Closest Address
<i>Nymphs and Faun</i>	Phillip Surrey	Drouillard Rd near Whelpton	1025 Drouillard Dr, Windsor, ON N8Y 2P9
<i>Observer 3</i>	Carl Beam	Drouillard Rd near Gino Marcus Civic Centre	1168 Drouillard Rd, Windsor, ON N8Y 2R1
Umiakjuak, 1980	Pudlo Pudlat	Wyandotte St. E (near Parado Place)	5455 Wyandotte St E, Windsor, ON N8S 1L8
Regatta, Date Unknown	Aimee Giffin	Wyandotte St. E (near Esdras, south side)	5975 Wyandotte St E, Windsor, ON N8S 1M9
Artifact #1, 1969	Marian Scott	Wyandotte St E Between Pillette Ave and Lawrence Ave, north side	4810 Wyandotte St E, Windsor, ON N8Y 1H7

Total # of renewals requested: 24

Relocations

Reproduction Title	Artist	Current Location	Proposed New Location
Untitled (panel for the Cleary Auditorium), 1959-1960	Kenneth Saltmarche	Paterson Park (Sandwich)	Ward 8 - Fontainebleu Library, 3030 Rivard Avenue

total # of relocations: 1

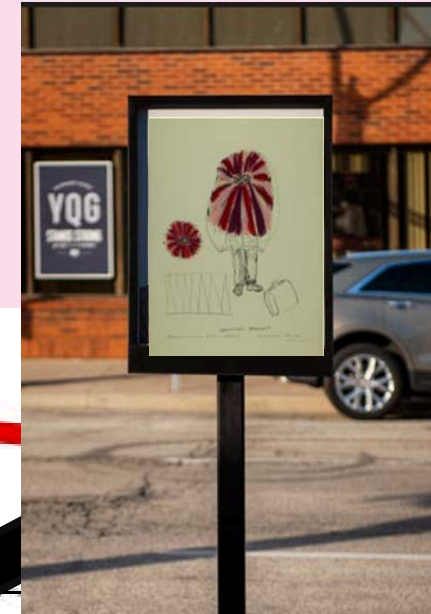
New Reproductions

Reproduction Title	Artist	Proposed Location
Green Reflections, 1960	Kazuo Nakamura	Willistead Park
Golden Days	Francis Petrus Paulus	Willistead Park

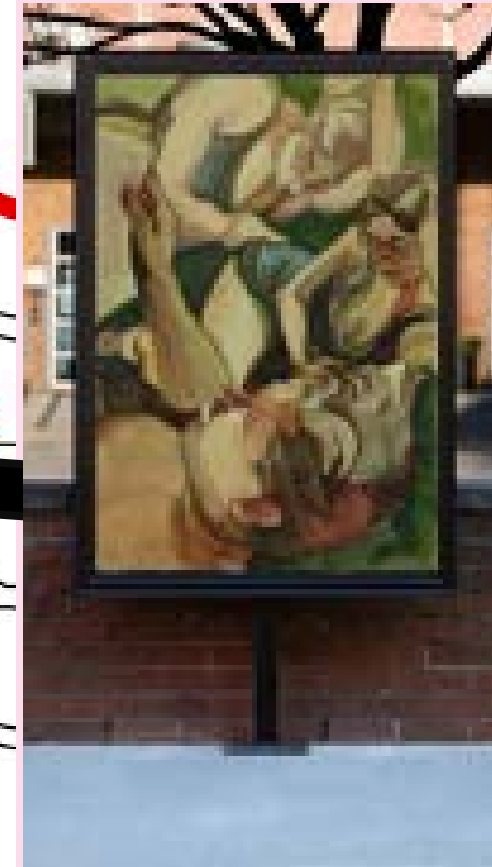
total # of new reproductions: 2

Downtown Windsor Map

James Kerr-Lawson, *Portrait of Alice and Louise Cummings*, c1885, oil on canvas, 56.0 cm x 69.0 cm
Gift of Mr. and Mrs. William N. Tepperman, 1978, 1978.031
(Renewing Permission)



Colette Urban, *Sphincter Moment*, 2002, conte and oil pastel on paper, 76cm x57cm, Gift of the Estate of Colette Urban, 2015, 2015.031

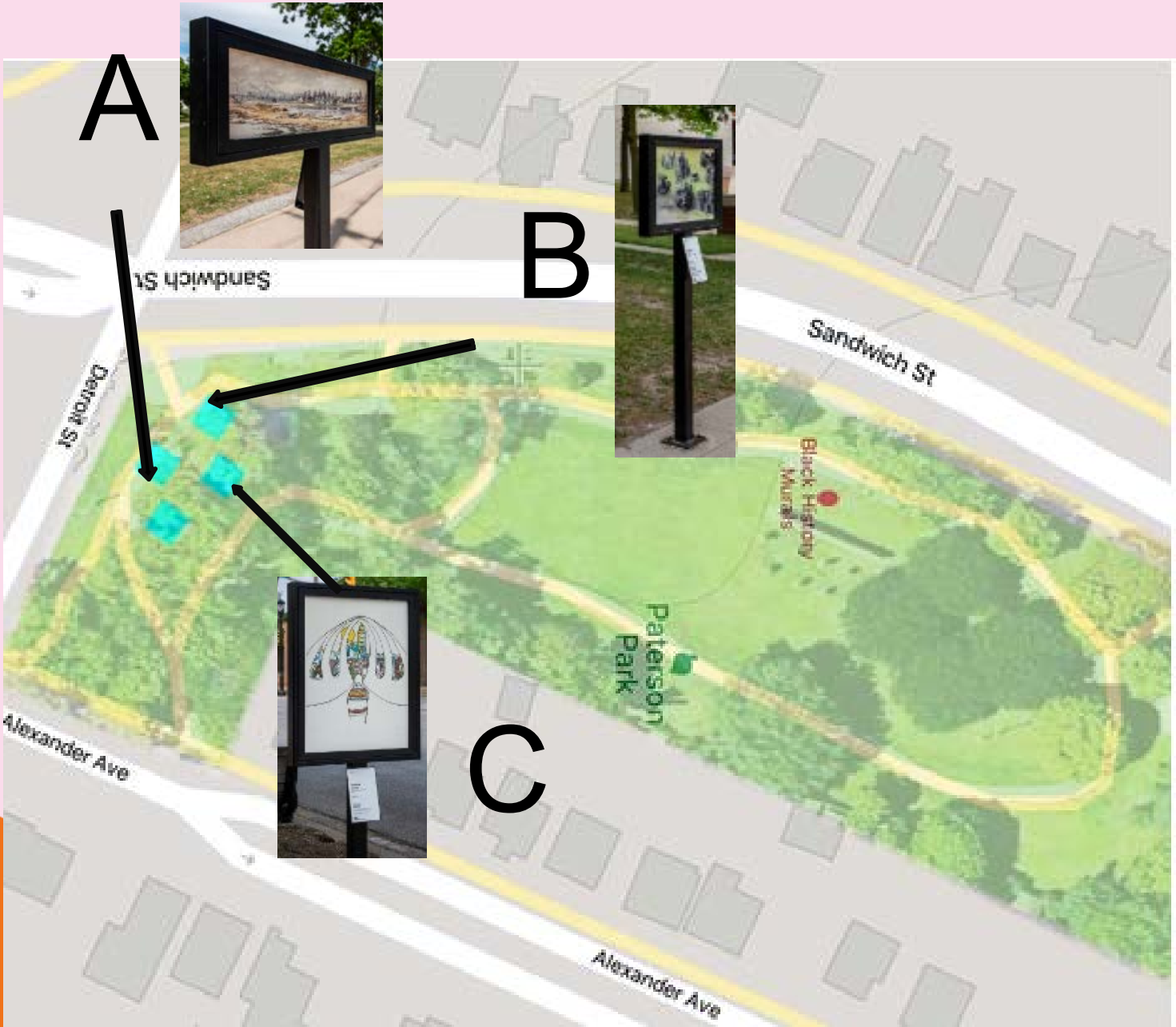


Pegi Nicol, *Figures Sunning*, c1934, watercolour and charcoal on paper, 146cmx102cm(enlarged), Gift of Dr. and Mrs. Charles Comfort, 1976, 1976.026



Charles McGee, *Tunnel to Detroit*, 1965, acrylic on board, 102cm x 76cm, Gift of J.D. Geller, 1965, 1965.025
(NEW reproduction)

Olde Sandwich Towne - Patereson Park



A. Frederick Verner, View of Sandwich, December 1879 1879 watercolour over graphite on paper Gift of W.T. Grant in memory of his wife Janet B. Grant, 1980 size C, drawer C 10 5 1/2 x 18 7/8 1980.017

B. Eleanor Bond, Study after Protective Communities in an Aging City, 1998-2000, oil on board, 41.0 cm x 57.0 cm Gift of the artist, 2001, 2001.009

C. Daphne Odjig, Vision, (from the Jerusalem Series), not dated, ca. 1976, Serigraph on Arches paper, 156/250, 74.5 cm x 55.5 cm Gift of Philip Gevik, 2017, 2017.023

*One reproduction is on private property at Queen's Dock.

Via Italia Map



Kenneth Saltmarche, *Italian Hill Town*, 1954, ink and wash on paper, 26cm x 33cm, Gift of the Director's Fund, 1965, 1965.018



Kenneth Saltmarche, *Night, Positano* 1955 oil on masonite Gift of George and Marjorie Robarts, 2017 18B, 13" x 9 ½"



Kenneth Saltmarche, *Boats on the Beach*, Positano, 1957 22.8"x40", oil on Masonite Ann and Richard Drulard Memorial Purchase Award, 18th Annual Essex County, 1958.014

Walkerville Map



Thomas Roach, Willistead Gatehouse,
1928, oil on board, 28 cm x 33 cm
Gift of Mrs. Thomas Roach to the
Windsor Art Association, 1950, 1950.004



Adèle Duck, Chameleon
#6, 1980, acrylic on
canvas, 140.0 cm x
112.0 cm
Gift of the Director's Fund,
1980, 1980.042



Tony Mosna, Self-Portrait, 1982
28"x35", Ink on Paper
Gift of Douglas Bedard, 2000, 2000.013

Ottawa Street Map

Wanda Koop, Blue Line
(Sightlines), 2000, acrylic on
canvas, 112.0 cm x 145.0 cm
Gift of G. Hartman, Toronto, 2006,
2006.008



Fleming Jorgensen, From
Milos, 1974, colour serigraph on
paper, 11/20, 57.0 cm x 73.0 cm,
Gift of the artist, 1978, 1978.015



Louise Chance-BAXTER, Purple
Mountain, 1985, acrylic on cotton, 61.0 cm x
91.5 cm, Gift of the Lois K. Smedick Estate,
2018 , 2018.007



**Shirley
Wiitasalo**, Untitled,
1971, oil on canvas,
60 cm x 60 cm
Gift of Carmen and
Claire Colangelo, 2002,
2022.103



Mary Wrinch, Spruce Tree on a
Gray Day, ca. 1910-28, oil on
board, 25.0 cm x 31.0 cm
Gift of The Gordon Conn - Mary
E. Wrinch Trust, 1970, 1970.002



David Craig, Expedition Fiord
- Northwest Territories, 1991,
chromogenic print
Gift of the artist, 1999, 1999.025



Olde Riverside Map



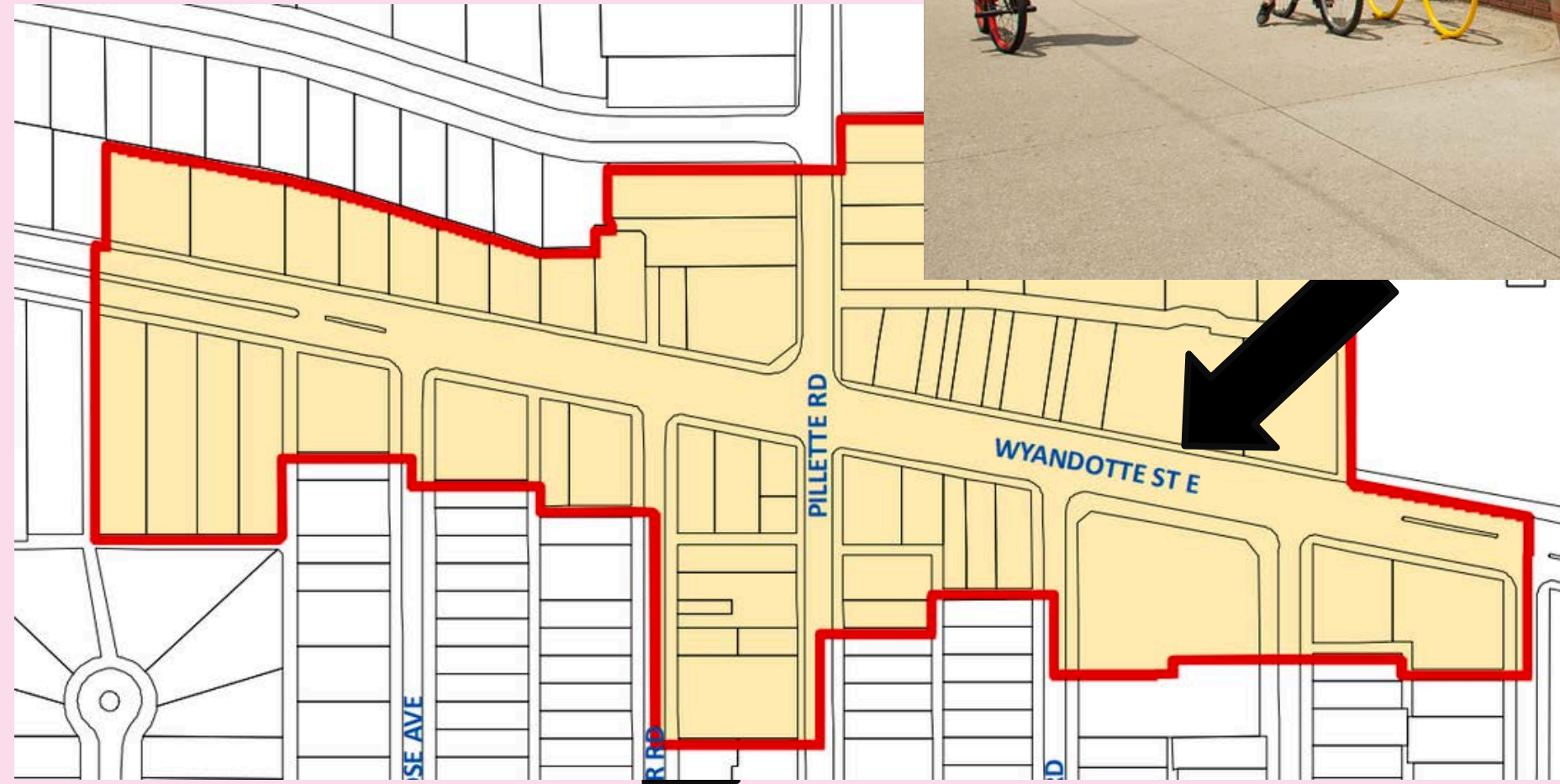
Pudlo Pudlat, *Umiakjuak*, 1980, colour stonecut and stencil on paper, 35/50, 62.0 cm x 85.0 cm
Gift of the Director's Fund, 1980, 1980.064



Aimee Giffin, *Regatta*, date unknown oil on masonite Ann and Richard Drulard Memorial Purchase Award, 20th Annual Essex County Artists Exhibition, 1960 20B 19 11/16 x 33 1/16 1960.009
NOTE: The orientation of this installation was changed 90degrees to be parallel to the street

Pillette Village Map

Marian Scott, *Artifact #1*, 1969, oil on
canvas, 92.0 cm x 148.0 cm
Gift of the Toronto Dominion Bank,
1993, 1993.016



New Look Again! Outside **Locations for 2025**



Willistead Park

Locations to be selected by city staff to adhere to all requirements



Green Reflections, 1960

Kazuo Nakamura

18 7/8 x 24

Gift of Catherine Healey, 2003

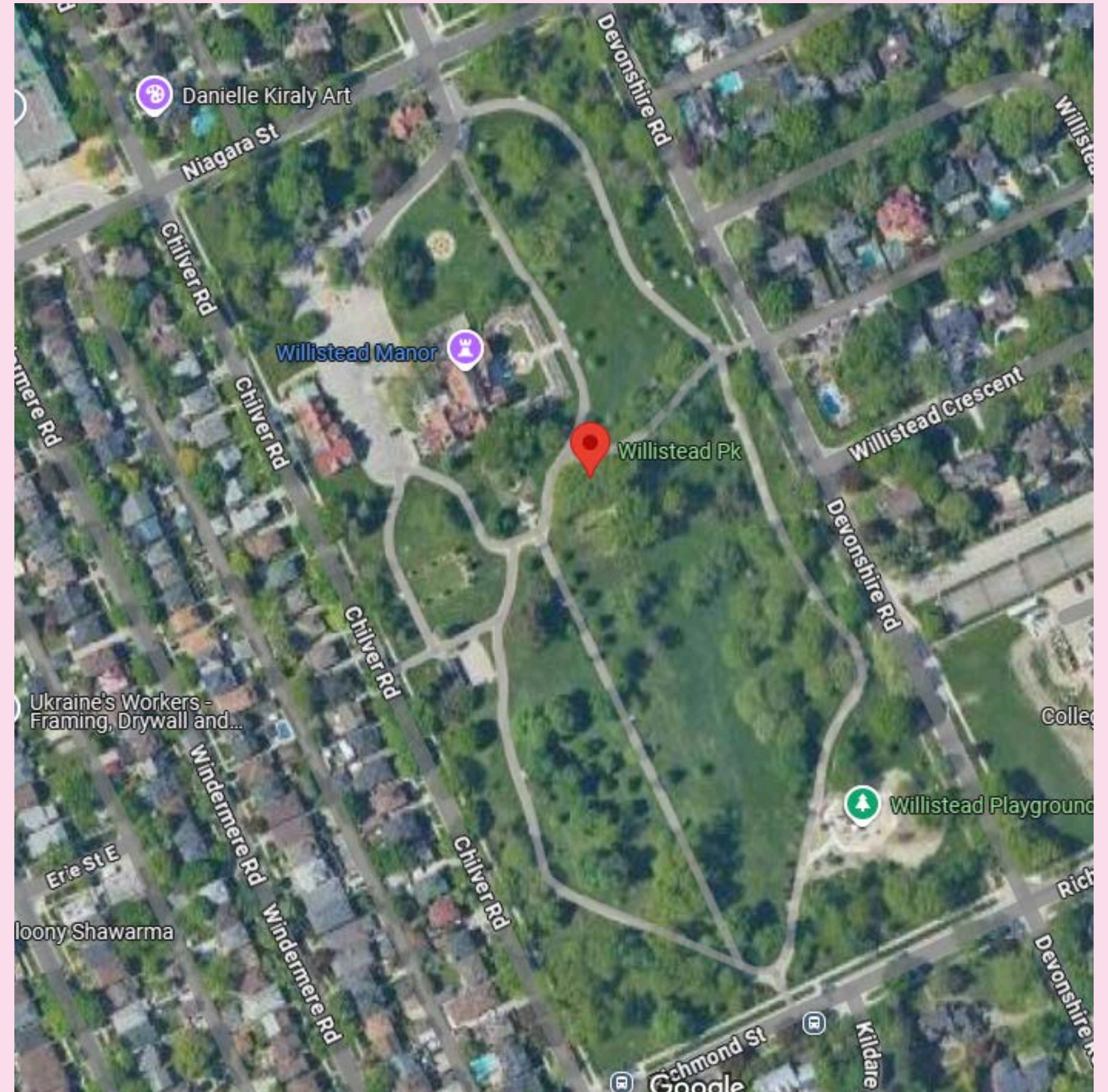


Golden Days, undated

Francis Petrus Paulus

16 1/8 x 20 1/16

Bequest of Mrs. Marie Paulus
Anneke, 1974




Willistead Park - Artwork Selections

Though there is little documentation to suggest a direct linkage between Francis Petrus Paulus the artist and the Walker family, the histories of both are so intertwined that it can be said that the development of Willistead Manor as a public space, as well as the development of Art Windsor-Essex would have looked very different without him.

Francis Petrus Paulus (1862-1933) was a Detroit Artist and art educator. He co-founded The Detroit Art Academy and taught at the Detroit Art Museum (now the Detroit Institute of Arts). This work was created during one of the times he spent in the medieval city of Bruges in Belgium. In many of his works, he explores the romance of medieval towns, where labour – and all elements of living were organized around the production of local goods. Much in the same way that Hiram Walker guided the creation of Walkerville. Albert Kahn, the architect of Willistead Manor found influence in traditional European building styles, including Medieval architecture after which many of the Manor's elements are modeled.

The nephew of Francis Petrus Paulus, Eugene S J Paulus was an academic, who for a time held a post at Assumption College in Windsor where he worked closely with students, and introduced them to cultural experiences at Cranbrook in Detroit and with the newly opened Art Gallery at Willistead

A decorative graphic consisting of several orange rounded shapes, including circles and vertical bars of varying heights, arranged in a row.

Though E S J Paulus moved on from Windsor, he did form a connection with the art gallery's first Director, Kenneth Saltmarche and kept in touch as the gallery developed. Paulus became an important donor to the gallery, giving several pieces of Walker jewellery including tie pins and a watch fob to the gallery in 1956 which had come into his possession after they had been given to his guardian. His sister, bequeathed Golden Days to the gallery in the year the gallery moved to its first home on Riverside Drive in 1975. She also donated works to be sold so the gallery could fulfill the community's vision of a collection that would delight and inspire Windsor for generations.

Willistead Park - Artwork Selections


It is through the building of the collection that the gallery has been able to acquire works that present new perspectives and ideas to the community.

The inclusion of Green Reflections, by Kazuo Nakamura which was painted at a crucial time in development of the gallery exemplifies the vision the leaders, supporters and volunteers had for the gallery – to collect and present artworks by significant artists.

“Born in 1929, Kazuo Nakamura was a founding member of Painters Eleven, an Ontario based group of abstract artists inspired by other Canadian landscape painters and were active between 1953–1960. Nakamura distinguished himself from the other painters in the group due to his simplistic abstractions and precision. Nakamura was born in Vancouver, British Columbia, and during World War II he was imprisoned in Tashme, a Japanese internment camp. After the war, Nakamura moved to Toronto and attended the Central Technical School from 1948–51.

Using a constrained pallet and drawing inspiration from Hungarian-born photographer László Moholy-Nagy as well as fellow Painters Eleven group members like Jock Macdonald, Nakamura explored science, time, and spatial perspectives through his abstracted paintings. Through his experimental techniques he explored the perception of beauty and the social positioning of artists in society. He believed that there was a universal pattern in life that created beauty in everything, including Tashme where he was imprisoned.”

–Dianne Klein for Cowley Abbott



In bringing reproductions of these works to Willistead Park we are honouring the beginnings of the gallery, and the vision we still hold near – to be embedded in the cultural life of the City of Windsor and offer novel ideas and perspectives to community members through exhibitions and programs.

Ward 8 Proposed relocation

Fontainebleau Library – 3030 Rivard Ave

With support from Ward 8 Councillor Gary Kaschak

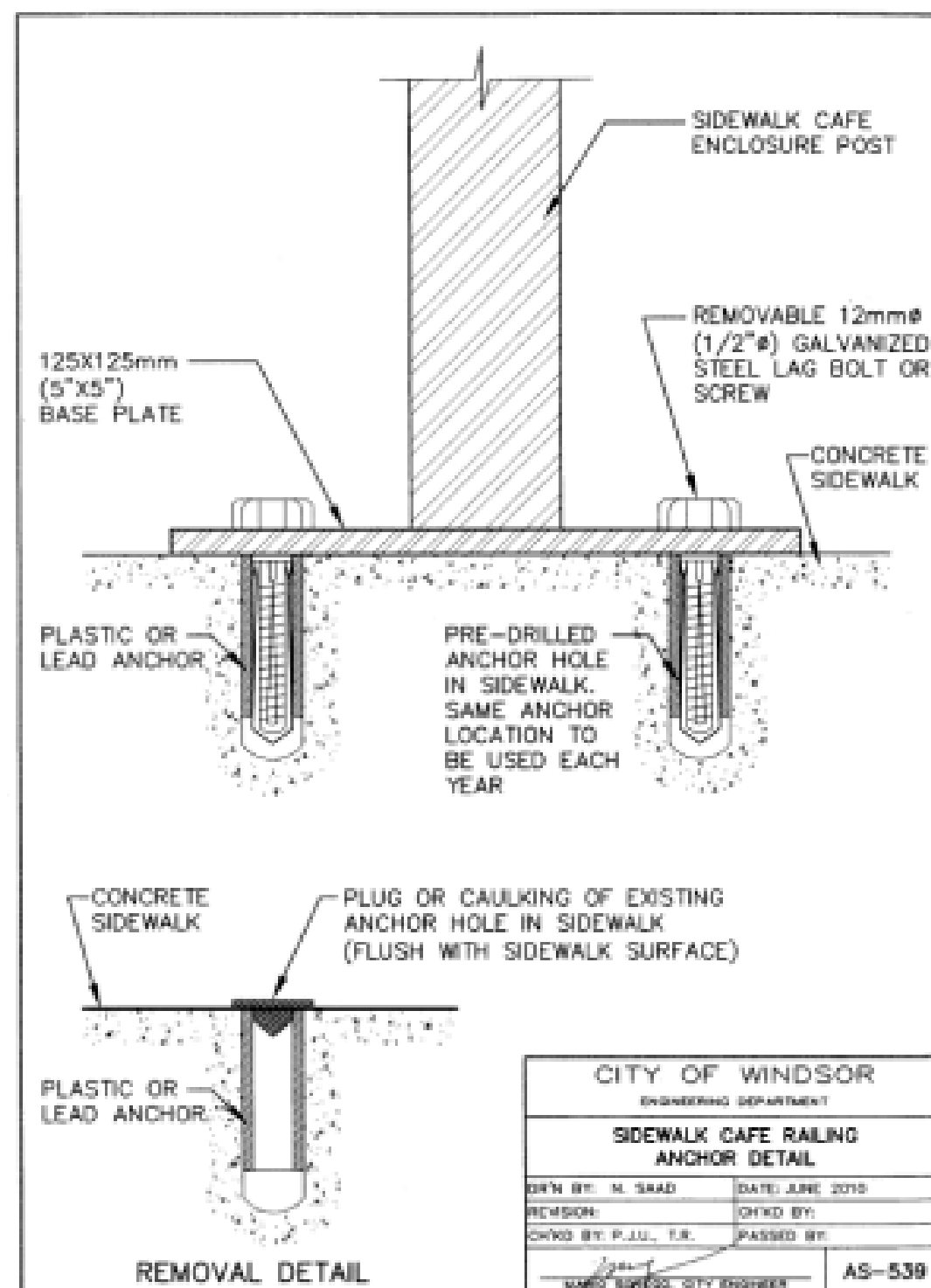


Kenneth Saltmarche
Untitled (panel for the Cleary
Auditorium), 1959–1960,
oil and gold leaf on masonite,
Gift of the Cleary International Centre,
1993, 1993.024

Current reproduction location:
Paterson Park



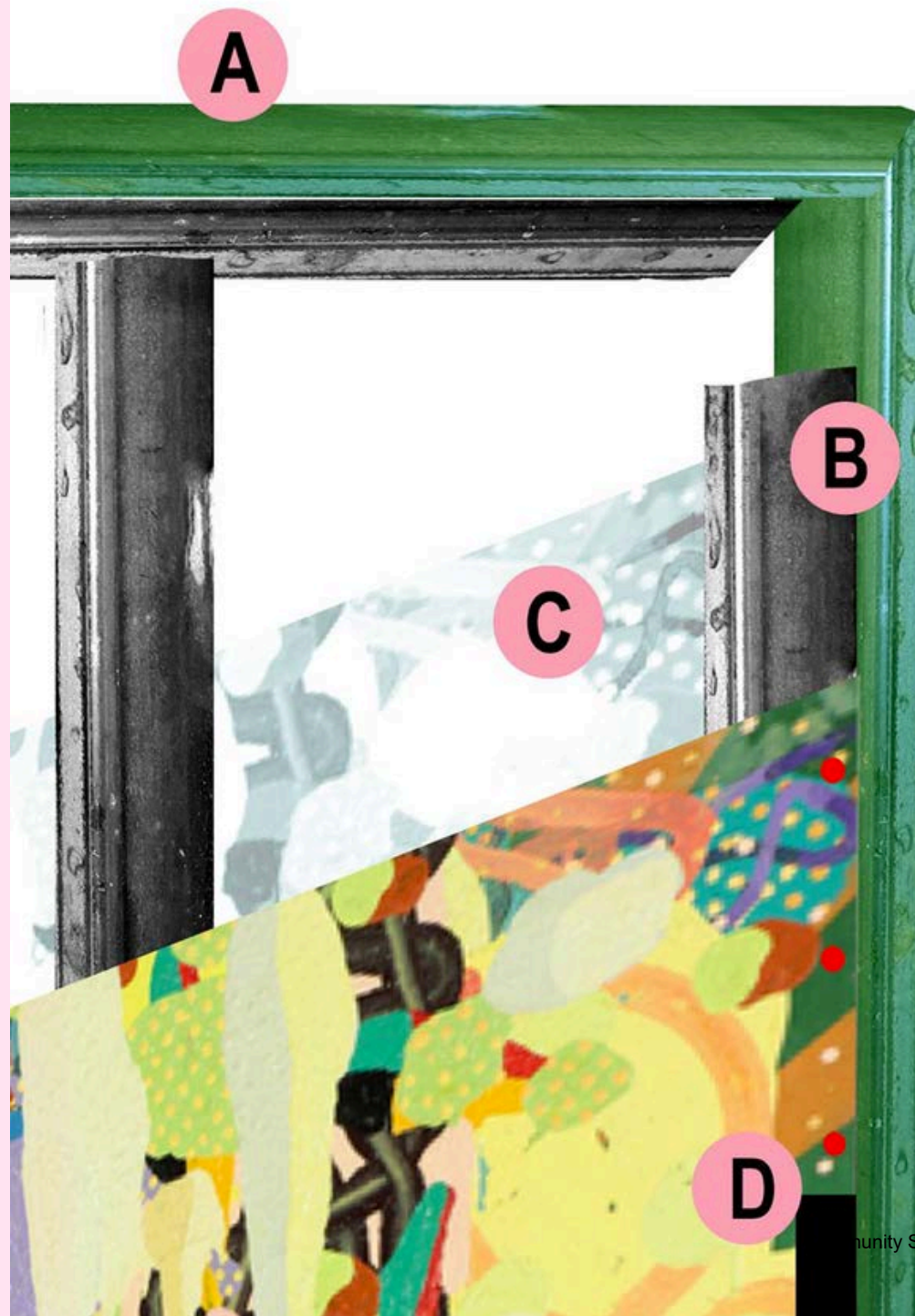
Installation Details:



AWE is happy to receive suggestions from City staff about the appropriate locations for installations provided they are visible and accessible to the public.

Fabrication & Materials:

Reproductions are printed on outdoor quality 3M vinyl, and mounted on rigid alupanel. The frames are made from steel, and finished in high-quality, weatherproof paint.



Frame Construction: (cutaways for detail)

A. Exterior (green for contrast) and Interior frames constructed from steel. Larger works also have vertical supports on the interior frame.

B. Interior frame provides additional strength and mounting surface for the prints.

C. Images are mounted and secured to interior frame

D. Hardware is concealed with channel of black plastic, also sealing work from weather.



Look Again! Outside

Emily McKibbon
Head of Collections & Exhibitions
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401 Riverside Drive
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Council Report: C 75/2025

Subject: 2024 Pathway to Potential (P2P) Annual Impact Report Update

Reference:

Date to Council: September 3, 2025
Author: Charmaine Valbuena
Social Planning Coordinator
Email: cvalbuena@citywindsor.ca
Telephone: (519) 255-5200 ext. 5302

Report Date: 5/13/2025
Clerk's File #: SS/10488

To: Mayor and Members of City Council

Recommendation:

THAT the 2024 Pathway to Potential (P2P) Annual Impact Report to the community **BE RECEIVED** for information purposes.

Background:

In April 2024, City Council unanimously approved the adoption and implementation of the Pathway to Potential: Windsor-Essex Poverty Reduction Strategy 2024 - 2028 (CR 122/2024). The strategy's vision, which is "Windsor-Essex County is a thriving community, where residents have access to resources and opportunities to reach their full potential" is supported by 3 goals:

1. Strengthening Priority Neighbourhoods
2. Advancing Affordable Regional Programs
3. Measuring Regional Impact

Since its adoption, City Administration has been implementing activities on behalf of the City of Windsor and County of Essex to achieve the goals and priorities within the P2P strategy.

As an action item and deliverable within the P2P strategy, City Administration will:

- Develop and present Annual Impact Report for City and County Council approvals.

Attached is a copy of the 2024 P2P Annual Impact Report to be received for information purposes. This represents the first annual report, issued pursuant to the priorities within the P2P strategy.

Discussion:

The attached report is intended to highlight various accomplishments and challenges faced through 2024, and to provide a framework for items to be addressed moving forward into 2025.

The 2024 P2P Annual Impact Report includes the following highlights:

- Development of a neighbourhood selection process to inform the identification of priority neighbourhoods within the Windsor-Essex region;
- Identification of five at-risk and priority Windsor-Essex neighbourhoods for P2P social investments between 2025 and 2028;
- Development of the Neighbourhoods Program framework;
- Launch of a RFP process to identify Service Providers to deliver the Neighbourhoods Program in identified at-risk and priority Windsor-Essex neighbourhoods;
- Increased demand and utilization for the Affordable Pass Program and 90% Recreation Discount throughout Windsor-Essex County.
- Established a new partnership with the Town of Amherstburg to deliver the Recreation Assistance Program and provide affordable recreation, cultural and artistic opportunities to Amherstburg residents living in low-income.
- Continued collaboration with municipal and community partners to advance affordable programs and services to Windsor-Essex residents living in low-income through the Recreation Assistance Program and Affordable Pass Program.

During the 2025 budget process, the increase in demand for Pathway to Potential's Affordable Pass Program was brought forward as a recommended budget issue (Budget Issue #2025-0187) and an increase of \$400,000 towards the Affordable Pass Program was approved through MD 08-2025. Amongst identified priorities for 2025, further investigation will be conducted on feasible solutions that advance affordable transportation for Windsor residents living in low-income households.

Priorities for 2025:

- Enter into a service agreement with each selected Service Provider for the Neighbourhoods Program.
- Launch the Neighbourhoods Program in the five identified at-risk and priority Windsor-Essex neighbourhoods;
- Develop and establish the Regional Neighbourhood Council;
- Expand the Affordable Pass Program in Windsor and throughout Essex County;

- Adopt the Market Basket Measure as the income-testing measure for the 90% Recreation Discount and Affordable Pass Program;
- Develop and implement coordinated access and common assessment tools for Windsor-Essex residents living in low-income to reduce barriers to accessing P2P services and programs;
- Explore the development of a regional Affordability Package in collaboration with the City of Windsor Information Technology Department, Windsor-Essex municipalities and other community stakeholders.
- Develop and launch Citizen Quality of Life Surveys.

Risk Analysis:

Risks were identified in the original report at the outset of projects. No further risks have been identified.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

All priorities within the Pathway to Potential strategy are funded within the approved municipal budget for the respective year. The total 2024 approved budget for programming and administration of the Pathway to Potential program was \$2,191,322 through discretionary contributions by the City and County as shown below:

Municipality	2024 Pathway to Potential Budget
City of Windsor	\$1,521,768
County of Essex	\$669,554
Total Funds	\$2,191,322

Consultations:

Jennifer House, Financial Planning Administrator

Conclusion:

Poverty has no single cause and different groups face different barriers to economic self-sufficiency. The Pathway to Potential strategy is a focused effort that leverages community collaboration, focuses on citizens and adopts best practices for combating poverty. Between 2024 and 2028, Human & Health Services will dedicate efforts to delivering on the goals and initiatives outlined in the Pathway to Potential strategy including strengthening priority neighbourhoods, advancing affordable regional programs and measuring regional impact. Through a focused approach, Pathway to Potential is committed to improving the quality of life for those living with poverty in Windsor-Essex County.

Planning Act Matters:

N/A

Approvals:

Name	Title
Charmaine Valbuena	Coordinator Social Planning
Stephen Lynn	Manager Social Policy & Planning
Linda Higgins	Manager Intergovernmental Funding
Dana Paladino	Commissioner Human & Health Services
Dan Seguin	On behalf of the Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

2024 Pathway to Potential Annual Impact Report



PATHWAY TO POTENTIAL

ANNUAL IMPACT REPORT

NON

PATHWAYTOPOTENTIAL.CA



FUNDING PROVIDED BY

**PATHWAY TO
POTENTIAL**



County of
Essex



P2P COMMUNITY IMPACT



County of
Essex



AMHERSTBURG • ESSEX • KINGSVILLE • LAKESHORE • LASALLE • LEAMINGTON • TECUMSEH • WINDSOR



VISION

Windsor-Essex County is a thriving community, where residents have access to resources and opportunities to reach their full potential.



MISSION

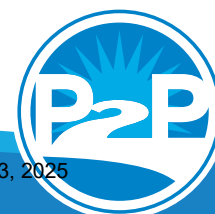
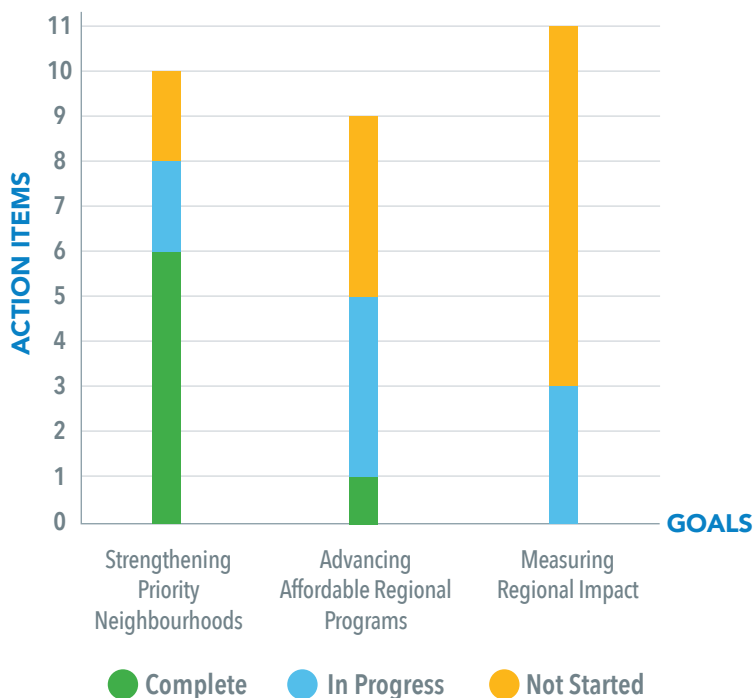
Through a collective and citizen-centered approach, Pathway to Potential aims to improve the quality of life for Windsor-Essex individuals and families living with poverty by fostering a collective sense of pride and belonging to the community, increasing access to affordable services and supports, and enhancing collaboration across the regional community.



VALUES

Equity, Collaboration, Compassion, Inclusivity and Citizen-Centered.

COMMUNITY PROGRESS WITH STRATEGIC PRIORITIES



REFLECTING ON THE PAST YEAR



In Spring 2024, the City of Windsor and County of Essex Councils unanimously adopted the Pathway to Potential: Windsor-Essex Poverty Reduction Strategy 2024-2028 ("P2P strategy"), reaffirming their commitment to addressing poverty collaboratively in the region. Access to resources and affordability remained significant challenges in 2024, with challenges like the housing crisis, increasing costs of essential needs, and mental health struggles creating barriers for residents striving to improve their quality of life and engage with their communities. Additionally, changes to the Ontario Works Act in 2024 led to a growing need for affordable transportation options among Windsor-Essex residents living in low-income and looking for work.

The past year saw significant change, transition, and growth as the Pathway to Potential (P2P) strategy was implemented. The strategy made key social investments in vital regional programs, including the Affordable Pass Program, Recreation Assistance Program, and the newly developed Neighbourhoods Program. Efforts throughout the year were centered on building a strong foundation for P2P teams, programs, and partners to effectively respond to local challenges. This included the development of governance frameworks to guide P2P programs, leveraging technology to enhance citizen-centered service delivery, and renewing P2P's identity to reflect a unified vision.

This report reflects on the key achievements and progress made in the past year, aligning with the Pathway to Potential (P2P) strategy's objectives of strengthening priority neighborhoods, advancing affordable regional programs, and measuring regional impact. It emphasizes the successful partnerships with Windsor-Essex teams that have made a significant impact on the local community. These collaborations have helped make the region more affordable for low-income residents, reduce barriers to critical services, and create more opportunities for individuals experiencing poverty to engage in community life.

The City of Windsor's Human & Health Services Department expresses gratitude for the partnerships and the dedication of staff, volunteers, and municipal and community agencies that contributed to the success of the P2P strategy's first year. As the strategy moves forward, it remains committed to fostering meaningful social investments and partnerships that enhance the quality of life for Windsor-Essex residents in need.



WHERE WE ARE AT

● Not Started ● In Progress ● Complete Deliverables

GOAL	INITIATIVE	ACTION ITEM/DELIVERABLE
STRENGTHENING PRIORITY NEIGHBOURHOODS 1	1. IDENTIFY PRIORITY NEIGHBOURHOODS.	<ul style="list-style-type: none"> Engage with partners to define and identify neighbourhoods. Develop criteria for priority neighbourhoods. Develop and publish neighbourhood profiles for selected neighbourhoods. Neighbourhood Selection Process Report Published Neighbourhood Profiles of Selected Neighbourhoods
	2. DEVELOP A FRAMEWORK FOR NEIGHBOURHOOD STRENGTHENING.	<ul style="list-style-type: none"> Develop a framework for Pathway to Potential and selected priority neighbourhoods. Develop a Program Implementation Guide for the Neighbourhoods Program. Neighbourhood Program Implementation Guide
	3. LAUNCH AND SUPPORT NEIGHBOURHOODS PROGRAM	<ul style="list-style-type: none"> Launch Request for Proposals (RFP) to select Neighbourhood Lead (s) for identified priority neighbourhoods within Windsor-Essex County. Enter into multi-year service agreement with selected partners. Lead agencies to develop multi-year neighbourhood action plans for their respective neighbourhoods in consultation with residents, external stakeholders and other municipal departments. Request for Proposals (RFP) Pathway to Potential Multi-Year Service Contracts Neighbourhood Action Plans
	4. ESTABLISH REGIONAL NEIGHBOURHOOD COUNCIL	<ul style="list-style-type: none"> Develop and implement a Communities of Practice Framework. Communities of Practice Framework
ADVANCING AFFORDABLE REGIONAL PROGRAMS 2	5. ESTABLISH A CITIZEN-CENTERED APPROACH TO THE DELIVERY OF PATHWAY TO POTENTIAL-FUNDED PROGRAMS.	<ul style="list-style-type: none"> Develop Program Implementation Guides for the Affordable Pass Program and Affordable Recreation Program. Provide training supports and resources for staff delivering Pathway to Potential-funded programs. Update Pathway to Potential program eligibility requirements for the Affordable Pass Program and Affordable Recreation Program. Investigate opportunities to reduce barriers to accessing services by leveraging technology and streamlining processes. Program Implementation Guides for the Affordable Pass Program and Affordable Recreation Program Program Eligibility Criteria for the Affordable Pass Program and Affordable Recreation Program Online Application Forms for the Affordable Pass Program and Affordable Recreation Program Citizen Quality of Life Surveys

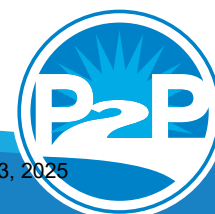
**GOAL 2 CONTINUED
ON NEXT PAGE** ➤



WHERE WE ARE AT

● Not Started ● In Progress ● Complete Deliverables

GOAL	INITIATIVE	ACTION ITEM/DELIVERABLE
ADVANCING AFFORDABLE REGIONAL PROGRAMS 2	6. INCREASE AWARENESS OF REGIONAL AFFORDABILITY PROGRAMS AVAILABLE FOR WINDSOR-ESSEX INDIVIDUALS AND FAMILIES LIVING WITH POVERTY.	<ul style="list-style-type: none"> ● Implement a marketing strategy for promoting Pathway to Potential-funded programs and initiatives. ● Facilitate learning opportunities aimed at raising awareness on poverty and available programs for Windsor-Essex individuals and families living with poverty. ● Seek opportunities with Indigenous leader for increasing access to affordable services and programs for regional Indigenous communities. ● Explore the development of a regional Affordability Package, which may include a bundle of services and programs provided by local municipalities for Windsor-Essex individuals and families living with poverty. ● Expanded network of formal partnerships and collaborators inside and outside of Windsor-Essex County. <ul style="list-style-type: none"> ● Feasibility report for Regional Affordability Package ● Annual P2P Events Calendar ● Refreshed P2P website ● Increased availability of P2P information in top languages ● Increased number of referrals & direct online traffic to P2P resources & supports
	7. EXPAND THE TRANSIT AFFORDABLE PASS PROGRAM THROUGHOUT THE WINDSOR-ESSEX REGION.	<ul style="list-style-type: none"> ● Explore opportunities to expand subsidized bus passes throughout the County of Essex. <ul style="list-style-type: none"> ● Feasibility Report for the Affordable Pass Program Expansion
MEASURING REGIONAL IMPACT 3	8. ADOPT THE GOVERNMENT OF CANADA'S QUALITY OF LIFE FRAMEWORK FOR MEASURING IMPACT.	<ul style="list-style-type: none"> ● Identify performance indicators that measure outcomes of Pathway to Potential-funded programs in alignment with the QoL framework. ● Develop and implement a Data Quality Assurance Procedure. ● Develop a Data Collection Toolkit for Pathway to Potential partners. ● Develop and present annual impact report for City and County Council approvals.
	9. ESTABLISH A GOVERNANCE FRAMEWORK FOR COLLECTING AND MANAGING DATA GENERATED FROM PATHWAY TO POTENTIAL-FUNDED PROGRAMS AND INITIATIVES.	<ul style="list-style-type: none"> ● Identify and define the roles between Pathway to Potential and its program partners in relation to the reporting and data management process. ● Develop tools and resources to support program reporting and data management. ● Develop policies and procedures that support the governance framework. ● Explore partnership with Windsor-Essex County Health Unit (WECHU) to establish a joint "committee" with Windsor-Essex County In-Motion. <ul style="list-style-type: none"> ● Pathway to Potential Data Governance Framework
	10. ESTABLISH A POLICY & RESEARCH RESOURCE COMMITTEE	<ul style="list-style-type: none"> ● Develop and implement a project selection process for Pathway to Potential. ● Identify committee members that would support Pathway to Potential research initiatives. ● Perform research and evaluation on poverty-related issues identified by Pathway to Potential, Human & Health Services Department, City and County Councils and other key stakeholders. <ul style="list-style-type: none"> ● Memorandum of Understanding with Policy & Research Resource Committee Members ● Policy & Research Resource Committee Terms of Reference ● Published Reports on Pathway to Potential's Virtual Library



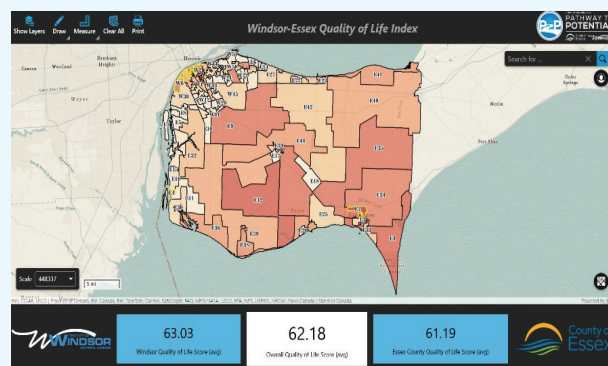
GOAL #1

STRENGTHENING PRIORITY NEIGHBOURHOODS



Identify Priority Neighbourhoods

To better understand priority neighbourhoods across Windsor-Essex, the Windsor-Essex Quality of Life Index was developed. The index reflects a data-driven and evidence-based approach to informing areas across Windsor-Essex with the greatest needs. It evaluates the quality of life of Windsor-Essex neighbourhoods across a spectrum of domains, including prosperity, health, environment, society and good governance. **The Windsor-Essex Quality of Life Index was used to inform the selection of Windsor-Essex neighbourhoods in need of social investments.**



- ✓ Partnered with the City of Windsor Geomatics Department to develop the index.

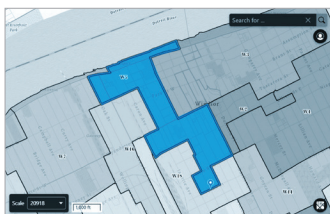
- ✓ Held 20 community consultations, focus groups and 1:1 interviews with residents, subject-matter experts and practitioners to define the criteria for evaluating Windsor-Essex neighbourhoods.

"The Geomatics Department won a Customer Service Award for their support with the development of the Windsor-Essex Quality of Life Index."

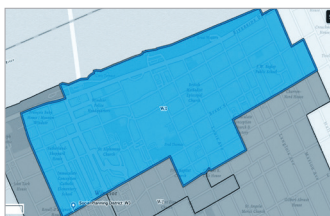


- ✓ Created new geographic 'neighbourhood' boundaries called Social Planning Districts (SPDs) to support the P2P Neighbourhoods Program. SPDs generally follow natural geographic boundaries, consist of smaller neighbourhoods experiencing similar quality of life and have population sizes between 1,500 and 7,500.
- 52 SPDs were identified in Windsor and 45 SPDs were identified across Essex County.
- ✓ Identified five at-risk and priority SPDs across Windsor-Essex for social investments through the P2P Neighbourhoods Program.

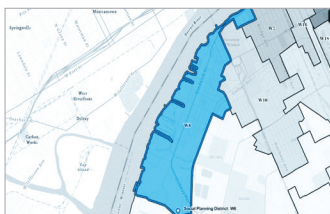
SOCIAL PLANNING DISTRICTS



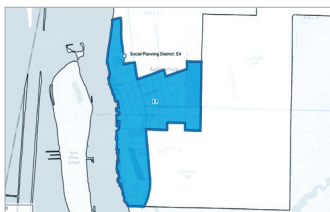
Social Planning District: W5 (Ward 3)
Neighbourhood Classification: Priority
Municipality: City of Windsor



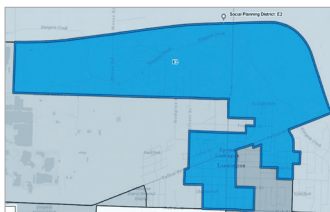
Social Planning District: W3 (Ward 3)
Neighbourhood Classification: Priority
Municipality: City of Windsor



Social Planning District: W6 (Ward 2)
Neighbourhood Classification: At-Risk
Municipality: City of Windsor



Social Planning District: E4
Neighbourhood Classification: Priority
Municipality: Town of Amherstburg



Social Planning District: E2
Neighbourhood Classification: Priority
Municipality: Municipality of Leamington



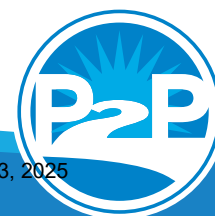
Develop Framework for Neighbourhood Strengthening.

Rooted in national best practices, a governing framework for the P2P Neighbourhoods Program was developed. The P2P Neighbourhoods Program is a resident-focused program that makes social investments in at-risk and priority neighbourhoods across Windsor-Essex. The program adopts a Connected Community Approach, which focuses on a framework of principles and practices for unlocking the potential of individuals and communities through meaningful connections. Through investing in priority neighbourhoods, the P2P Neighbourhoods Program aims to build resilient neighbourhoods and improve residents' quality of life through activating resources, empowering residents and generating social capital.

- ☒ Performed research on more than 15 national and international best practices in neighbourhood development.
- ☒ Developed the P2P Neighbourhoods Program Implementation Guide which reflects the procedures and governing framework of the P2P Neighbourhoods Program.

Launch and support Neighbourhoods Program.

In Fall 2024, a Request for Proposals (RFP) process was launched for Neighbourhood Leads to deliver the P2P Neighbourhoods Program in each identified Social Planning District.



GOAL #2

ADVANCING AFFORDABLE REGIONAL PROGRAMS



Establish a citizen - centered approach to the delivery of Pathway to Potential-funded programs.

The **Affordable Pass Program** and **Recreation Assistance Program** are programs aligned with the P2P strategy and aim to advance affordability for low-income residents across Windsor-Essex. The programs are delivered in partnership with municipal Recreation and Transit Departments across Windsor-Essex County.



2024 focused on building a strong foundation for advancing affordable regional programs. Efforts were dedicated to setting program standards, developing a resource inventory and streamlining processes, with the goals of empowering frontline teams, building awareness and celebrating the strengths of local partnerships. Efforts that were undertaken aimed to forge connections with evidence-informed best practices and reflect P2P's values of equity, collaboration, compassion, inclusivity and citizen-centered.

- ✓ Developed Program Implementation Guides for the Recreation Assistance Program and Affordable Pass Program. The guides define the goals, objectives and governing frameworks of both programs.
 - Convened municipal Recreation and Transit leaders in 4 collaborative sessions focused on developing local best practices in delivering the Recreation Assistance Program and Affordable Pass Program.
 - Performed research on national best practices with similar affordable programs.
- Established an Appeals Process and Third-Party Endorsement Process to enhance equitable access to affordable programs.
- ✓ In response to the growing need in affordable transportation within the Windsor-Essex region, the Affordable Pass Program experienced an increase of 211% in demand. Through accessing affordable public transit, **4,310** low-income residents across Windsor-Essex improved their mobility to participate in employment and training opportunities, attend medical appointments and participate in leisure activities.

- ✓ Streamlined the Recreation Assistance Program's funding streams to offer a continuum of recreational, cultural and artistic opportunities for low-income residents:

- **90% Recreation Discount:** Offers discounted rates for eligible low-income residents to access recreational, cultural and artistic programming.
- **Targeted Initiatives:** One-time initiatives that increase access to recreational opportunities for targeted priority populations or communities.

- **Universal Programming:** Events and initiatives that can be universally accessed by residents without a user fee.
 - **4,678** low-income residents increased their access to quality recreational, cultural and artistic programming.
 - **16,229** residents 'dropped in' in 40 community events and recreation activities such as swimming, skating and walking.
 - **2,008** residents participated in 12 targeted initiatives that increased their access to recreational amenities, physical activity and social interaction.



Source: City of Windsor



Source: Town of Amherstburg



Source: Town of Tecumseh



Source: Town of LaSalle

TOGETHER, WE CAN ACCOMPLISH MORE

Play in the Park Series was organized by the Town of Kingsville and was a free community program that prioritizes youth and families in high-priority neighbourhoods in Kingsville. The program provided universal access and an opportunity for participants to play, learn new skills and build memories while staying active and connected with others within their community.

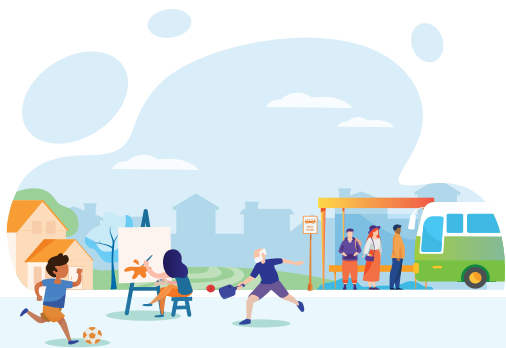
Throughout 2024, the **After School Program** was offered by the City of Windsor with funding through an Ontario Grant, and support through Pathway to Potential. The program was available at zero cost for school-aged students between kindergarten and grade 8 living in low-income households. The program provided participants with homework assistance, crafts, active programming, literacy centers, career days and daily nutritious snacks. The program was offered at Adie Knox Herman Recreation Complex, Capri Pizzeria Recreation Complex, Forest Glade Community Centre, Gino and Liz Marcus Community Complex and Windsor Water World.

REFLECTING ON OUR IMPACT

"The 90% Recreation Discount has been an amazing program that has supported my son to learn a skill he wouldn't be able to access otherwise - Thank you!" - **Essex County resident**

"We received very positive feedback from the community about [Family Turf Time] and after just a few trial sessions we had multiple requests to continue it on a weekly basis. Families felt it was a positive way to get out together on a weekend and engage in activities that didn't involve screen time." - **Town of Amherstburg staff**

"We moved to Kingsville from Windsor in March 2023. My daughter started JK in September 2023 and this is her first summer school break. She is hopeful of meeting new friends. I have to work, so our quality of life will be dramatically improved with these programs available to us, which we would otherwise not be able to afford." - **Kingsville resident**

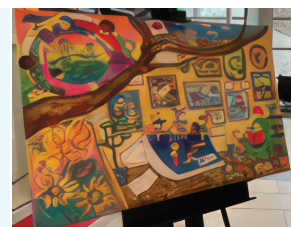


Increase awareness of regional affordability programs available for Windsor-Essex individuals and families living with poverty.

Throughout 2024, a comprehensive renewal of P2P's image was undertaken to reflect with its renewed vision and ongoing commitment to improving the lives of Windsor-Essex residents experiencing poverty. Efforts focused on modernizing and unifying P2P's visual identity and communications. Key efforts included the development of resources that present a cohesive and consistent image, reinforcing P2P's mission and values.

- ✓ The P2P logo was updated to symbolically reflect P2P's evolution and renewed direction, while remaining rooted in its long-standing commitment to improving the lives of Windsor-Essex residents experiencing poverty. The refreshed design also honours the vital partnership between the County of Essex and City of Windsor, united in their shared mission to enhance quality of life throughout the region.
- ✓ Developed a resource inventory of **30** new creative assets for P2P and its programs, each designed to reflect the shared vision of Windsor-Essex County as a thriving community where residents have access to the resources and opportunities needed to reach their full potential.
- ✓ Engaged **425** residents and social services professionals on P2P programs through presentations, workshops and community events.
- ✓ Distributed **500** information materials in multiple languages to community members across Windsor-Essex.
- ✓ Established new partnership with the Town of Amherstburg to deliver the Recreation Assistance Program for low-income residents in Amherstburg.
- ✓ Established **67** local partnerships with recreation and cultural organizations through the Recreation Assistance Program's Third Party Partnerships. Through the partnerships Windsor-Essex residents living in low-income increased their access across **14** recreation and culture activities.
- ✓ "Our Warm Home" artwork by local artist Sherry Tu was commissioned through P2P and celebrates P2P's impact and partnerships. Throughout 2024, the artwork visited the Windsor International Aquatic Training Centre, Transit Windsor and Vollmer Recreation Complex.

Our Warm Home received national recognition by Tamarack Institute as an example of local community collaboration.





Expand the Transit Affordable Pass Program throughout the Windsor-Essex region.

Feedback from the Leamington community highlighted a need for more affordable transportation options through the Municipality of Leamington's LTGO On-Demand transit service. In Fall 2024, Pathway to Potential staff, in collaboration with the Municipality, initiated exploratory conversations to expand the Affordable Pass Program (APP) to LTGO. As a result, plans were developed to launch the APP for LTGO in 2025.

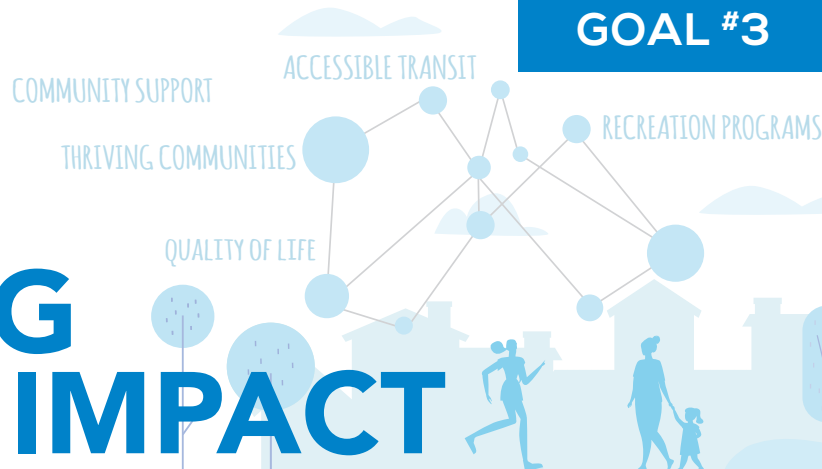


Source: Municipality of Lakeshore

Source: Transit Windsor

**ADVANCING AFFORDABILITY
ACROSS WINDSOR-ESSEX**

GOAL #3

MEASURING
REGIONAL IMPACT

With a continued focus on building a strong foundation, work planned for the year ahead is dedicated to strengthening accountable, data- and evidence-based decision-making. To support P2P's third goal - measuring regional impact - 2025 implementation plans are designed to build capacities necessary to support responsive, data-informed solutions that address the evolving needs of Windsor-Essex residents experiencing poverty, while continuing to advance accountability and measuring impact. These plans aim to strengthen coordination, improve access to services and ensure that interventions are guided by timely, relevant data and the lived experiences of the community.

2025 IMPLEMENTATION PLANS THAT ADVANCE MEASURING REGIONAL IMPACT:

- **Identify performance indicators that measure outcomes of P2P-funded programs in alignment with the Quality of Life framework:**

Identify measurable outcomes that align with P2P's goals and the broader Quality of Life framework.

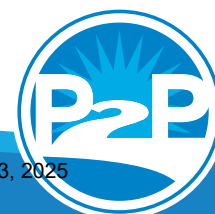
- **Develop and present annual impact reports for City and County Council approvals:**

Create a comprehensive annual impact report that evaluates the effectiveness of P2P-funded programs and initiatives from the previous year.

- **Identify and define the roles between Pathway to Potential and its program partners in relation to the reporting and data management process:** Establish clear roles and responsibilities

between Pathway to Potential and its program partners concerning the reporting and data management processes. This collaboration will ensure consistent data collection, analysis and reporting practices across all programs.

- **Develop tools and resources to support program reporting and data management:** Create and implement standardized tools and resources that assist program partners in effective reporting and data management. These resources will facilitate the collection of consistent data, aiding in the evaluation of program outcomes and identification of areas in need.





PATHWAY TO POTENTIAL



PATHWAYTOPOTENTIAL.CA



Council Report: C 102/2025

Subject: Windsor Regional Employment Network (WREN) Update

Reference:

Date to Council: September 3, 2025

Author: Tanya Antoniwi

Executive Director, Employment & Social Services

tantoniw@citywindsor.ca

and

Myles Soulliere

Manager, Integrated Employment Services

mlsoulliere@citywindsor.ca

Employment and Social Services

Report Date: 7/10/2025

Clerk's File #: SS2025

To: Mayor and Members of City Council

Recommendation:

THAT this report **BE RECEIVED** for information.

Executive Summary:

N/A

Background:

The Corporation of the City of Windsor entered into an agreement with the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) effective February 1, 2023 to become the Service System Manager (SSM) for Employment Ontario Integrated Employment Services in the Windsor-Sarnia catchment area. The Windsor-Sarnia catchment area includes Windsor-Essex, Chatham-Kent and Sarnia Lambton. In December 2022, the Corporation of the City of Windsor entered into a Consortium Agreement with Workforce WindsorEssex as Consortium partner for the SSM to assist with the implementation of the Integrated Employment Services (IES) model in the catchment area. This initiative has been titled the Windsor Regional Employment Network (WREN). The WREN offices are located at 171 Goyeau. From February 2023 until January 1, 2024, the WREN team worked with existing Service Providers in the network to transition to the IES model through a Service Innovation Planning Process. The full IES model was launched on January 1, 2024.

Discussion:

Throughout 2024, as the Windsor Regional Employment Network (WREN) launched into the IES model, the WREN had contracts with approximately 20 Service Providers across the Catchment Area. These 20 Service Providers employ approximately 220 staff that offer services at over 80 locations ensuring accessibility to Employment Services for job seekers in under-served or rural areas.

Key Performance Indicators

In the agreements with Service Providers, there are key performance indicators that as Service Providers and a network, the WREN was required to achieve. Through the hard work and innovative service delivery models, the WREN and the Service Providers were able to achieve success within the first 15 months of the IES model, including:

- Completing Employment Action Plans for over 17,000 individuals
- Approximately 4,300 Social Assistance clients completed Employment Action Plans with Employment Ontario Service Providers.
- Approximately 4,250 individuals secured employment. Of those individuals that secured employment:
 - The average number of hours worked per week is approximately 32 hours
 - The average hourly wage earned is approximately \$20.00 per hour

In addition to the outcomes above, the WREN and Service Providers also surpassed the target outcomes for serving clients who identify as members of a priority population. The priority populations include, Ontario Disability Support Program clients, Clients with Disabilities, Francophone clients, Indigenous clients, youth clients with higher support needs, newcomer clients and racialized clients.

The WREN and Service Providers also provided supports to employers in hiring individuals. The WREN and Service Providers facilitated over 30 job fairs. In addition, the WREN, acting as the one-point-of-contact, and in collaboration with Economic Development organizations, has facilitated employer connections to our Service Providers including coordinating job interviews with local employers. One such example yielded over 30 clients gaining employment at one employer.

During the IES period the Service Provider network approved over 12,500 transactions of Employment Related Funding Supports to approximately 5,600 unique clients. These Employment Related Funding Supports provided funding for a variety of job seeker supports including assistance with transportation, work clothing, tools, job placements, etc.

Strengthening Network Capacity

The Service Providers in the network have extensive experience offering Employment Services to clients. To support the transformation to the new model, the WREN facilitated a number of training opportunities to Service Provider staff including, Jobs Portal Training, Training on Ministry-Retained Programs, Indigenous Cultural Competency & Cultural Safety Training, Cultural Competency Training, Motivational Interviewing Training, Training regarding supporting Stream C clients, Job developer training, etc.

One of the key components of the new model is to encourage referrals from Ontario Works (OW) and the Ontario Disability Support Program (ODSP). To strengthen the connections between the partners and increase referrals, the WREN provided funding to each of the Consolidated Municipal Service Managers (CMSM) for Ontario Works to host professional development events. These events occurred in March 2025 and were well received by attendees.

Technology

An additional requirement of the SSM was to provide a case management technology program for Service Providers. As Consortium Partner, Workforce WindsorEssex developed a technology solution, the Jobs Portal that has been rolled out to all Service Providers and clients. The Jobs Portal provides Service Providers with the tools to case manage their clients, connect job seekers to posted jobs via skill matching as well as a resume and cover letter builder within the tool. The Jobs Portal also provides Key Performance Indicators Dashboards for staff throughout the organizations to monitor outcomes of the program. The development of the Jobs Portal has been iterative, with developments being released tied directly to feedback received from Service Providers.

Marketing & Outreach

Through the course of the initiative, Workforce WindsorEssex has led the marketing efforts to promote the services available through the WREN. This marketing campaign has included the use of social media, development of videos, advertisements in local movie theatres, billboards, radio advertisements, etc. Workforce WindsorEssex will continue the marketing efforts based on the formats that are yielding the best results. Workforce WindsorEssex also worked to develop standard templates for Service Providers to use when creating marketing materials. These templates have been pre-approved by the Ministry to be in accordance with the Visual Identity Guidelines.

The entire WREN team is active in the various communities participating in events that provide opportunities to connect with job seekers and employers to promote the services of the WREN and the Service Providers. Connections have been made with economic development and other community organizations to support employment related activities throughout the catchment. Workforce WindsorEssex also leads the implementation of committees or working groups to support the work of the WREN. These committees include: the Community Advisory Board, the IT Committee, the Employment Service Provider Advisory Committee as well as the Job Developer Table. The WREN team has also presented at several provincial conferences including First Work's Amplify & Futures Conferences as well as the OMSSA Policy Conference.

Impact of Tariffs

The WREN is closely monitoring the impact of tariffs on employment within the catchment area. The WREN has also been in regular contact with MLITSD to share local insight as well as discuss any potential programming or policy changes to support communities in response to the tariffs. The WREN has developed information for employers who may be experiencing workforce adjustments related to tariffs about the services and supports of the WREN. The WREN has also hired a coordinator to lead employer engagement throughout the catchment area as well as to meet with

employers who may be experiencing workforce adjustments to offer employment services to potentially affected employees.

Risk Analysis:

The work and required outcomes of the WREN is dictated by the Transfer Payment Agreement with the Ministry of Labour, Immigration, Training and Skills Development. The WREN team meets regularly throughout each month with Ministry representatives to review performance and completion of required activities. There is low risk that the required outcomes would not be achieved through the work of the WREN team based on work plans and the Transfer Payment Agreements the City of Windsor has with the Service Provider Network. The Coordinators, Quality Assurance and Program Support meet regularly with Service Providers to review performance as well as expenditures.

Climate Change Risks

Climate Change Mitigation:

To facilitate the work across the catchment area, travel from Windsor to Chatham-Kent and Sarnia-Lambton as well as other areas in the Province is regularly required. To enhance efficiency, working with the Fleet department, the WREN has been assigned a plug-in Hybrid Pacifica to use regularly to complete the required travel.

Hybrid vehicles contribute lower emissions than a standard internal combustion engine vehicle. The plug-in hybrid electric vehicles can run in electric-only mode until the battery needs to be recharged. When operating in electric-only mode, there are no tailpipe emissions.

Climate Change Adaptation:

N/A

Financial Matters:

As noted in Council Report S100/2022, the Employment and Social Services Department of the City of Windsor has secured funding from the MLITSD for planning, designing, coordinating, and delivering employment services and programs in Windsor-Essex, Chatham-Kent and Sarnia-Lambton catchment area. The funding fully covers all expenses of the program. No municipal contributions are required to support this program.

Consultations:

Justin Falconer, Workforce WindsorEssex

Kelsey Santarossa, Workforce WindsorEssex

Lynn Glasier, Financial Planning Administrator

Linda Higgins, Manager, Intergovernmental Employment, Social & Health Services

Jamelah Hersh, Senior Legal Counsel

Angela Marazita, Senior Manager, Fleet

Conclusion:

The first full fiscal year of Integrated Employment Services under the leadership of the WREN in the Windsor-Essex, Chatham-Kent and Sarnia-Lambton Catchment Area was successful. The WREN is looking forward to the future years in achieving positive outcomes for job seekers in the catchment area.

Planning Act Matters:

N/A

Approvals:

Name	Title
Linda Higgins	Manager, Intergovernmental Employment, Social & Health Services
Dana Paladino	Commissioner, Human & Health Services
Dan Seguin	On behalf of the Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:



Council Report: S 106/2025

Subject: Response to CQ 6-2025 re: Good Neighbour Policy Exploration – City Wide

Reference:

Date to Council: September 3, 2025
Author: Kelly Goz
Manager, Homelessness & Housing Support (A)
Housing & Children's Services
Kgoz@citywindsor.ca
519-255-5200 ext. 5362
Housing and Children's Services
Report Date: 8/18/2025
Clerk's File #: SS2025

To: Mayor and Members of City Council

Recommendation:

THAT the report on *Good Neighbour Policy Exploration* in response to CQ 6-2025 **BE RECEIVED** for information.

Executive Summary:

N/A

Background:

This report is a response to CQ 6-2025 where Councillor Agostino asks *“that Administration explore the development of a Good Neighbour Policy to foster better relationships and shared responsibility between residential and business neighbours, and the support service providers operating in our downtown core.”* Further Councillor Agostino asks, *“In addition, I would like to see the City review zoning policies that impact where support services are allowed to operate.”*

Good Neighbour Policies (GNP), also known as Good Neighbour Plans are often developed to reduce stigma and integrate affordable, social and emergency housing into communities. This can be completed by fostering a safe and respectful process to address various community concerns while outlining principles of shared responsibility to formalize the goodwill and positive working relationship between all parties for the benefit of all neighbours in a community. GNP's also enable municipalities to have a mechanism to engage with the broader community and provide a proactive solution-focused framework for community members, social service organizations, stakeholders and businesses to meet. It allows for the identification of common goals and builds community.

Discussion:

Common themes are of a GNP assume that all parties have general basic rights including, but not limited to:

- The right to feel safe and welcome;
- The right to quiet enjoyment of their properties and public spaces; and
- The right to access community resources, services and public facilities to meet their needs.

GNPs should ensure they are created through authentic community engagement to ensure they meet the needs of all participants including those who may be negatively impacted by its creation and implementation. An ideal GNP should have the following features:

- Promote proactive, timely, and solution-focussed discussion;
- Provide a common framework for reasonable expectations of a good neighbour; and
- Include a formal, standardized complaint process that includes a point of contact for the complainant, a clear list of questions to be answered by the complainant, the steps taken once the complaint is received, and next steps.

Some municipalities have explored the creation of a Community Liaison Committee (CLC) to inform and direct the GNP development and creation, and to facilitate ongoing communication and collaboration between congregate living facilities/support service providers, and the surrounding community. It typically includes representatives from the providers, local residents, businesses, city staff, and other stakeholders, as applicable. The primary goal of a CLC is to build mutual understanding, address community concerns as they arise, and support the successful integration of the congregate living/support service into the neighbourhood. CLCs act as a bridge between these establishments and community, provide an appropriate forum to raise and resolve concerns, and meet regularly to monitor shelter operations and community impact.

In order to gain further information on how GNPs and CLCs operate in different communities, Administration conducted both a jurisdictional scan as well as submitted a request for information to Ontario municipalities through the Ontario Municipal Social Service Association (OMSSA). Through these, it became apparent that both GNPs and CLCs varied in their orientation, focus and scope; each reflecting different local priorities, capacities, and approaches to implementation.

To support clarity and comparison, the findings have been organized into two distinct tables found in Appendix A:

Table 1: Municipal Good Neighbour Policies, Bylaws, and Guides

Table 1 outlines city-led initiatives that aim to promote respectful neighbourhood relations, mitigate nuisance, and enhance community well-being. These include formal bylaws, voluntary agreements, and educational guides. Enforcement mechanisms vary: some initiatives are embedded in municipal regulation and carry legal authority, while others rely on voluntary compliance, education, and community engagement. Timmins

is included here due to its council-directed, city-led process involving broad public participation. Most listed in this category focus on providing communities with information on existing applicable by-laws (ex. Noise by-law, Property Standards by-law, etc.)

Table 2: Community-Based Good Neighbour Agreements

Table 2 highlights voluntary agreements developed by community organizations and service providers to foster respectful relationships between supportive housing programs and surrounding neighbourhoods. These agreements typically include shared expectations, issue resolution processes, and points of contact. Of those reviewed, they are not legally binding or enforced through municipal regulation. These types of agreements tend to align with the desirable features of a GNP as noted above.

Should Council wish to further explore implementation of some type of GNP, it may be most effective to take a hybrid approach – a Council approved policy such as Abbotsford's, encouraging entering into Good Neighbour Agreements with specific types of service providers. The Good Neighbour Agreements with service providers would align with the community-based Good Neighbour Agreements seen in Table 2.

In conducting the jurisdictional scan, no municipalities that were identified had implemented CLCs. These are a newer concept that communities are looking to implement and have been recommended as a best practice by the Canadian Shelter Transformation Network.

As GNPs are often rooted in community development, should Council direct Administration to create either a Good Neighbour Policy or Good Neighbour Plan; that it be explored to be added and/or embedded into existing strategic documents such as the Windsor Essex Regional Community Safety and Well-Being Plan (the Plan) or the 10-year Housing and Homelessness Master Plan (HHMP). Both the GNP and the Plan have shared objectives to enhance community safety and well-being through representation and inclusion, community engagement and collective action. The HHMP strives to improve the housing outcomes for residents in Windsor and Essex County. The Plan is currently undergoing a renewal process and scheduled to return to Council in late 2025 for adoption, additionally, the HHMP is also under review and will be completed in late spring 2026. Should Council direct administration to develop a GNP, Administration, during its development, will consider whether it best be placed into the Plan or HHMP, as there would be greater capacity for its potential implementation working with stakeholders through existing committee structures. Administration would then report back to Council for formal adoption of the GNP.

Locating "Support Services" - Zoning Implications

Support services are not specifically identified as a use and may include a number of different defined uses. These various uses are generally located in areas where Commercial and Institutional uses are also located. As such, support services for clients of a shelter can be in various zone categories in areas found all around the city.

Risk Analysis:

Implementing a GNP may inadvertently place disproportionate responsibility on affordable, social, and emergency housing providers, rather than promoting shared accountability across the broader community, including residents, businesses, and other stakeholders.

Given that many services referenced in GNPs are delivered regionally, meaningful consultation with the County of Essex, its municipalities, and the community is essential if a GNP is with one such service provider. This process should also assess whether enforcement mechanisms are necessary, which may require amendments to existing municipal by-laws.

As the Service Manager, the City of Windsor may consider integrating GNP elements into Funding Service Agreements in collaboration with the County. Legal and contractual implications must be reviewed, particularly in cases where providers fail to comply with policy requirements. Non-compliance may result in funding reductions or termination of agreements.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

There are no financial risks with receiving this report. Should Council direct Administration to pursue the development of a GNP, Administration would report back on any additional resources required for consultation and subsequent implementation.

Consultations:

Valerie Panou, Executive Initiatives Coordinator (A)

Stephen Lynn, Manager Social Policy & Planning

Jennifer Tanner, Manager of Homelessness and Housing Support

Diane Wilson, Manager, Affordable and Social Housing

Kirk Whittal, Executive Director, Housing & Children's Services

Greg Atkinson, Deputy City Planner, Development

Laura Diotte, Manager, Planning

Nancy Jaekel, Financial Planning Administrator

Michael Davis, Financial Planning Administrator

Linda Higgins, Manager, Intergovernmental Subsidies

Michelle Oake, Project Manager, Human and Health Services

Craig Robertson, Manager, Licensing & Enforcement, Deputy Licensing Commissioner

Grant Martin, Network Coordinator, Canadian Shelter Transformation Network,
Canadian Alliance to End Homelessness

Conclusion:

This report aims to answer CQ 6-2025 and lays out the various options for Council's consideration should they chose to proceed with Administration completing consultation to adopt a GNP regionally.

Planning Act Matters:

N/A

Approvals:

Name	Title
Dana Paladino	Commissioner, Human and Health Services
Dan Seguin	On behalf of the Commissioner, Finance & City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email
See notification list		

Appendices:

- 1 Appendix A - Good Neighbour Policy Municipal Comparators
- 2 Appendix B - 2025CR133

Appendix A

Table 1: Municipal Good Neighbour Policies, Bylaws, and Guides

Community	Type	Scope	Voluntary or Enforced
Abbotsford, British Columbia	Policy	Good Neighbour Agreement Policy (C001-11) (2014) is designed to ensure activities are provided in a manner that mitigates nuisance and disruptive behaviour within their vicinity and promotes positive behaviour in the community.	Voluntary agreement and is entered into under good faith by all parties Non-compliance with the terms may be brought forward to Council's attention
Kamloops, British Columbia	Bylaw	Good Neighbour Bylaw No. 49-1 is designed to regulate, prohibit, and impose requirements in relation to the protection and enhancement of the well-being of the city, including, without limitation, in relation to nuisances, disturbances, and other objectionable situations, as well as in relation to noise, vibrations, and any other matter that is liable to disturb the quiet, rest, enjoyment, comfort, or convenience of individuals or the public.	Enforced through Bylaw
Calgary, Alberta	Agreement	Good Neighbour Agreement - Calgary is designed to promotes integration of care facilities. Assists to work with the community and care facility provider to promote integration and mitigate community concerns.	Voluntary The City of Calgary does not enforce the agreement
Saskatoon, Saskatchewan	Guide	City of Saskatoon Good Neighbour Guide provides an overview of Saskatoon's by-laws, standards and regulations to ensure neighbourhoods remain safe, clean and beautiful.	Informational (Voluntary)
Regina, Saskatchewan	Guide	Reginas-Good-Neighbour-Guide.pdf provides an overview of Regina municipal bylaws that govern city neighbourhoods.	Informational (Voluntary)
Ottawa, Ontario	Guide	The Good Neighbours Guide - Infill Construction provides resources on how to avoid common complaints and concerns and how to resolve issues that come up when infill	Informational (Voluntary)

		construction happens and disruptions are occurring within an established neighbourhood.	
Toronto, Ontario	Guide	Toronto Good Neighbour Guide is intended for property owners, builders, and contractors starting a construction project in an established neighbourhood, and for neighbours in the area. The guide outlines requirements and best practices for residential infill construction, as well as communication tips to help everyone involved move smoothly through the project.	Informational (Voluntary)
Timmins, Ontario	Review Process	<p>A request to complete the Living Space Relocation Review was initiated by Timmins City Council following the June 22, 2023, Town Hall on Community Safety.</p> <p>The Living Space Relocation Review was a participatory process open to all. From September 2023 through to the end of February 2024 and brought hundreds of people and dozens of organizations together to respond to the request from Timmins City Council that options for the relocation of the emergency shelter out of residential and commercial zones be considered.</p>	Informational (Voluntary)
Kingston, Ontario	Guide & Bylaw	Kingston Good Neighbour Guide developed in 2019, outlines expectations for property maintenance, noise control, and respectful communication. This guide is used to support both residential and business relationships and was created as a companion resource to the Community Standards By-law, which was approved in November 2023 and came into effect on May 1, 2024.	<p>Enforced (with voluntary education-first approach)</p> <p>Informal notices and community engagement before formal penalties</p>
Markham, Ontario	Handbook	Good Neighbour Handbook - 2024 provides residents with clear standards around waste management, parking, noise, and property upkeep. It also includes tools for reporting concerns and encourages community participation through digital platforms. The handbook is part of a broader strategy to foster civic responsibility and neighbourhood pride.	Informational (Voluntary)

Welland, Ontario	Guide	<p>Welland's Good Neighbour Guide focuses on property standards and enforcement. The guide is used to support community cohesion and reduce complaints.</p> <p>Covers waste, parking, noise, and civic engagement.</p>	<p>Enforced</p> <p>It allows the city to intervene when properties fall below acceptable conditions and outlines the responsibilities of property owners to maintain cleanliness and safety.</p>
Windsor, Ontario	Public Outreach	<p>Per Decision Number CR156/2025 ETPS 1049, the By-law Enforcement Division (Council Services) has started to implement some department initiatives that pertain to public outreach exercises by providing education, insight and helpful hints to remain compliant with the City's various by-laws. Feedback thus far has been positive from residents, and the Division has seen an increased willingness from residents to voluntarily comply.</p>	<p>Informational, Officers request voluntary compliance.</p> <p>Enforcement is utilized for matters that are an immediate health and safety issue or identified as a repeated offence</p>

Table 2: Community-Based Good Neighbour Agreements

Organization	Type	Scope	Voluntary or Enforced
Homeless Leadership Coalition, Oregon	Plan	The Homeless Leadership Coalition, who serves as Central Oregon's Continuum of Care, along with community stakeholders developed a Good Neighbour Agreement that aims at addressing neighbour concerns that could arise through new implementations of resources and supports for those experiencing homelessness within the community.	Voluntary
George Spady Society, Holyrod Supportive Housing - Edmonton	Agreement	A Good Neighbour Plan (GNP) Statement of Operations has been created as it specifically relates to the George Spady Society Holyrod Supportive Housing building. It outlines the shared commitments of the service provider and the surrounding community. This identifies a point of contact for the community should they have concerns, as well as an issue resolution process. The GNP outlines shared rights and responsibilities.	Voluntary
LIFT Community Support Services, British Columbia	Agreement	LIFT Community Services, requires all participants to sign a Supportive Housing Good Neighbour Agreement which outlines appropriate behaviours and expectations to be a respective neighbour and positively contribute to the safety and security of the wider community.	Voluntary

**City Council
Decision
Monday, April 14, 2025**

Moved by: Councillor Gary Kaschak
Seconded by: Councillor Angelo Marignani

Decision Number: CR133/2025

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

CQ 6-2024:

Assigned to: Commissioner, Human & Health Services

Asks that Administration explore the development of a **Good Neighbour Policy** to foster better relationships and shared responsibility between residential and business neighbours, and the support service providers operating in our downtown core. It's clear that we are all in this together. The time for finger-pointing has passed—it hasn't solved our problems. Instead, we must work together to find collaborative, compassionate, and practical solutions to challenges such as discarded needles and pipes, garbage, public safety concerns, and tensions among residents. At the same time, we need to protect our most vulnerable citizens from those who seek to exploit them. Currently, we often rely—sometimes overburden—our police with issues that could be better managed through clear expectations, mutual communication, and community cooperation. Many other cities have implemented Good Neighbour Agreements or Policies with success, balancing the needs of communities and service providers. In addition, I would like to see the City review zoning policies that impact where support services are allowed to operate. Service providers deserve safer, more appropriate locations than busy street corners like Main Street. Zoning amendments could help ensure services are integrated in ways that are both effective and respectful to all. I believe these steps would benefit everyone—residents, service providers, businesses, and most importantly, those in need of support. I hope this can be discussed as part of our ongoing efforts to build a safer, healthier, and more connected downtown Windsor. Carried.

Mayor Drew Dilkens and Councillor Jo-Anne Gignac were absent from the meeting when the vote was taken on this matter.

Report Number: SCM 97/2025
Clerk's File: ACOQ2025 & SS2025 18.4

Anna Ciacelli

Deputy City Clerk
April 24, 2025

Department Distribution

Will Foot	Council Assistant
Sandra Gebauer	Council Assistant
Wira Vendrasco	City Solicitor
Andrew Daher	Commissioner, Human & Health Services
Jelena Payne	Commissioner, Economic Development Deputy Chief Administrative Officer
David Simpson	Commissioner of Infrastructure Services and City Engineer
Ray Mensour	Commissioner, Community & Corporate Services
Janice Guthrie	Commissioner, Finance & City Treasurer
Joe Mancina	Chief Administrative Officer