

Environment, Transportation & Public Safety Standing Committee  
Sitting as the Transit Windsor Board of Directors Meeting Agenda

**Date:** Wednesday, March 26, 2025

**Time:** Immediately following the 4:30 o'clock p.m.

Environment, Transportation & Public Safety Standing Committee Meeting

**Location:** Council Chambers, 1<sup>st</sup> 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 2 – Councillor Fabio Costante (Chairperson)

Ward 3 – Councillor Renaldo Agostino

Ward 4 – Councillor Mark McKenzie

Ward 8 – Councillor Gary Kaschak

Ward 9 – Councillor Kieran McKenzie

## ORDER OF BUSINESS

- | <b>Item #</b> | <b>Item Description</b>  |
|---------------|--|
| 1.            | <b>CALL TO ORDER</b>   |
| 2.            | <b>DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF</b>   |
| 3.            | <b>ADOPTION OF THE MINUTES OF THE ETPS STANDING COMMITTEE SITTING AS THE TRANSIT WINDSOR BOARD OF DIRECTORS</b>  |
| 3.1.          | Adoption of the Environment, Transportation, and Public Safety Standing Committee sitting as the Transit Windsor Board of Directors minutes of its meeting held February 26, 2025 ( <b>SCM 80/2025</b> ) |
| 4.            | <b>REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS</b>   |
| 5.            | <b>COMMUNICATIONS</b>  |
| 6.            | <b>PRESENTATIONS AND DELEGATIONS</b>   |
| 9.            | <b>TRANSIT BOARD ITEMS</b>   |
| 9.1.          | Transition of Transit Windsor Tunnel Bus Service - City Wide ( <b>S 28/2025</b> )  |
| 9.2.          | Investing in Canada Infrastructure Program (ICIP) - Transit Windsor Support Projects Update - City Wide ( <b>S 30/2025</b> )   |
| 11.           | <b>NEW BUSINESS</b>  |
| 12.           | <b>ADJOURNMENT</b>   |

**Item No. 3.1**



**Committee Matters: SCM 80/2025**

**Subject: Adoption of the Environment, Transportation, and Public Safety Standing Committee sitting as the Transit Windsor Board of Directors minutes of its meeting held February 26, 2025**

Environment, Transportation & Public Safety Standing Committee Sitting as the  
Transit Windsor Board of Directors Meeting

Date: Wednesday February 26, 2025

Time: 4:30 PM

**Members Present:**

**Councillors**

Ward 2 - Councillor Fabio Costante (Chairperson)

Ward 3 - Councillor Renaldo Agostino

Ward 4 - Councillor Mark McKenzie

Ward 8 - Councillor Gary Kaschak

Ward 9 - Councillor Kieran McKenzie

**PARTICIPATING VIA VIDEO CONFERENCE ARE THE FOLLOWING FROM  
ADMINISTRATION:**

Sandra Gebauer, Council Assistant

**ALSO PARTICIPATING IN COUNCIL CHAMBERS ARE THE FOLLOWING FROM  
ADMINISTRATION:**

Jelena Payne, Commissioner, Economic Development

Stephan Habrun, Executive Director Transit Windsor

Mark Spizzirri, Manager, Performance Measurement & Business Case Development.

David Calibaba, Manager Sales & Marketing

Anna Ciacelli, Deputy City Clerk

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## Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors Wednesday, February 26, 2025

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### 1. CALL TO ORDER

The Chairperson calls the meeting of the Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors to order at 4:31 o'clock p.m.

### 2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

### 3. ADOPTION OF THE MINUTES OF THE ETPS STANDING COMMITTEE SITTING AS THE TRANSIT WINDSOR BOARD OF DIRECTORS

#### 3.1. Adoption of the Environment, Transportation, and Public Safety Standing Committee sitting as the Transit Windsor Board of Directors minutes of its meeting held January 29, 2025

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Gary Kaschak

THAT the minutes of the Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors meeting held January 29, 2025, **BE ADOPTED** as presented.

Carried.

Report Number: SCM 35/2025

### 4. REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS

None requested.

### 5. COMMUNICATIONS

### 6. PRESENTATIONS AND DELEGATIONS

None presented.

### 9. TRANSIT BOARD ITEMS

#### 9.1. Reload Station Agreement with Keshan Windsor Convenience Inc. - City Wide

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## Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors Wednesday, February 26, 2025

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Councillor Kieran McKenzie inquires whether there are partnerships with other stores or locations currently in force or being considered in order to allow customers to more easily reload their fare cards. Jelena Payne, Commissioner of Economic Development appears before the Environment, Transportation, and Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors regarding the administrative report dated February 6, 2025, entitled "Reload Station Agreement with Keshan Windsor Convenience Inc." and responds there are currently partnerships with approximately five other retail locations offering reload stations, locations of which are based on need and volume. David Calibaba, Manager of Sales & Marketing, appears before the Environment, Transportation, and Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors regarding the administrative report dated February 6, 2025, entitled "Reload Station Agreement with Keshan Windsor Convenience Inc." and indicates that the reload stations were originally purchased many years ago and were intended to be used in Shoppers Drug Mart locations, Shoppers Drug Mart changed their checkout strategy and the reload stations were no longer viable. Mr. Calibaba states that there are currently five reload stations in various locations available to reload the non-discounted 5, 15, or 30-ride cards.

Councillor Kieran McKenzie inquires whether there are plans to offer these reload services to other types of passes, and if the five current locations of the reload stations are sufficiently distributed throughout the City. He also asks if it is possible to reload the passes online/virtually. Mr. Calibaba replies that the City's current provider, Trapeze, is getting out of the business. He states that within the next couple of weeks, the City will be signing a contract with a new company, Cubic, which will allow mobile ticketing, online payments and reloading of passes. This will also allow more locations to offer reloading services.

Councillor Kieran McKenzie asks if new equipment will be purchased to facilitate the changeover in providers. Stephan Habrun, Acting Executive Director, Transit Windsor, appears before the Environment, Transportation, and Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors regarding the administrative report dated February 6, 2025, entitled "Reload Station Agreement with Keshan Windsor Convenience Inc." and confirms the existing equipment will still be used, and no new equipment will be purchased.

Councillor Kieran McKenzie inquires whether there will be a report submitted outlining these changes, and how this new information will be released to the public. Mr. Harburn replies that once the new fare management system is in place, an information report will be submitted to the Standing Committee.

Moved by: Councillor Kieran McKenzie  
Seconded by: Councillor Mark McKenzie

Decision Number: TWB 7

THAT the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors:

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## Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors Wednesday, February 26, 2025

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- I. **APPROVE** Transit Windsor entering into an agreement with Keshan Windsor Convenience Inc. o/a Ouellette Convenience, with respect to placing a reload station, located at 1405 Ouellette Avenue, for selling Transit Windsor fare media products; and,
  - II. **AUTHORIZE** the Acting Executive Director of Transit Windsor to sign the agreement, satisfactory in form to the City Solicitor, in technical content to the Commissioner, Economic Development, and financial content to the City Treasurer.
- Carried.

Report Number: S 13/2025  
Clerk's File: MT/14928

### 9.2. Transit Windsor Year-To-Date Service Report as of December 31, 2024 - City Wide

Councillor Kieran McKenzie inquires as to how Transit Windsor's 78% on-time performance rates compared to other municipalities. Mr. Habrun replies that in comparison, Transit Windsor is neither the worst nor the best but ranks mid-range amongst other municipalities. He adds that performance remains consistent, but with room for improvement.

Councillor Kieran McKenzie asks which metrics would need to be improved to raise the on-time performance. Mr. Habrun replies that the percentage takes into account aspects such as weather delays and summer construction detours. He acknowledges that during construction season, it is very difficult to maintain schedules when there are detours, and routes are not re-timed for detours due to budget constraints. He states that routes are constantly monitored and service can be redistributed where needed as necessary.

Councillor Kieran McKenzie inquires as to what extent fleet capacity plays into performance and if it constrains the ability to improve. Mr. Habrun replies that the fleet is adequate, with 119 buses currently and new buses on the way, and so long as the fleet is maintained properly, and detours and delays don't increase, the on-time performance should improve.

Councillor Kieran McKenzie inquires as to when the new buses will arrive. Mr. Habrun responds that sixteen new buses are on the property now, with 2 to 4 of them almost ready for the road. It takes approximately 6 to 8 weeks for a bus to be prepared, as equipment, fare boxes, barriers, signage, and exterior details need to be installed, as well as safety checks and licensing.

Councillor Kieran McKenzie inquires whether this is the full compliment of new buses, or if there are more coming. Mr. Habrun replies there will be twenty-one new buses total, with the remaining five expected sometime in April, but there have been delays at the manufacturer.

Councillor Kieran requests clarification regarding vehicle servicing capacity, specifically regarding hoist capacity in the garage. He inquires about the extent to which the portable hoists are able to

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## Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors Wednesday, February 26, 2025

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allow for the same level of maintenance service as the hoists built into the service garage. Ms. Payne indicates that the capacity is 100%, regardless of whether the hoist is portable or permanently installed.

Councillor Kieran McKenzie, citing concerns having been raised, asks Commissioner Payne to clarify that all of the same work that can be done on a permanent hoist can also be done on a portable hoist. Ms. Payne replies that this is true and adds that portable hoists are used in many jurisdictions across Canada and the US without issue. She states that despite complaints and investigations, the portable hoists have been found to be fully operational and safe. She states that Transit Windsor will continue to use a mix of both permanent and portable hoists for flexibility.

Councillor Kieran McKenzie inquires as to how many permanent hoists are currently not operational. Ms. Payne replies she does not currently have that information available.

Councillor Kieran McKenzie inquires as to how many permanent hoists there would be available if operating at 100% capacity. Mr. Habrun replies there are 13 or 14 total.

Councillor Kieran McKenzie inquires about stops being skipped due to full buses. He asks how often this happens and if this information can be included in future service reports made to the Standing Committee. He would also like to know what it would take to be able to collect data regarding this issue. Mr. Habrun indicates that Transit Windsor keeps track of each time a bus contacts dispatch to advise that a bus is full and to request permission to bypass stops. This information can be added in future reports. They do not keep track of how many customers are bypassed at each skipped stop.

Councillor Renaldo Agostino inquires if the 78% on-time performance meets the industry standard. He asks what Transit Windsor is doing to address this issue, and how much data is available to inform decisions. Mr. Habrun replies that the major corridor routes face the most pressure when it comes to on-time performance. Mr. Habrun adds that part of the Transit Master Plan is to address these issues and steps have also been taken over the last few years with Council's support. This includes items in this year's budget which are being implemented to address areas which require more frequent routes.

Councillor Gary Kaschak requests clarification of the use of "trips" and "boardings" in the report, and if they are used interchangeably to mean the same thing. Mr. Habrun confirms the two terms are used interchangeably.

Councillor Gary Kaschak is pleased with the 2% increase in ridership last year and asks if there is an increase in ridership projected for this year. Mr. Habrun replies it is too early in the year to project, but ridership is tracked monthly and it's possible to check year-to-date comparisons in the next few days.

Councillor Gary Kaschak remarks that the Transit Windsor deficit has gone down over recent years. Mark Spizzirri, Manager, Performance Measurement & Business Case Development,



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appears before the Environment, Transportation, and Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors regarding the administrative report dated February 6, 2025, entitled "Transit Windsor Year-To-Date Service Report as of December 31, 2024" and replies that this is correct. He points out the 10% increase in fares introduced in the 2024 Budget has helped increase revenue and reduce the deficit, and the hope is that this trend will continue. Council Gary Kaschak comments he hopes the ridership will continue to increase and that a break-even point can eventually be reached.

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

Decision Number: TWB 8

THAT the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, **RECEIVE FOR INFORMATION** this update regarding Transit Windsor's year-to-date service metrics as of December 31, 2024; and,

THAT Transit Windsor administration **BE DIRECTED** to report back to the Environment, Transportation and Public Safety Standing Committee sitting as the Transit Windsor Board of Directors at a future meeting, on the maintenance capacity in the transit garage as it is currently, and included in the report should be an analysis of any variance in maintenance capacity as it relates to temporary versus permanent hoists; and that the report **INCLUDE** information related to turnaround time for repairs specifically when a bus goes out of service to when it is put back on the road, and whether Transit Windsor is operating within industry standards given the capacity; and,

THAT Transit Windsor administration **BE DIRECTED** to report back on the number of stops that are skipped during the period being analyzed in any service reports going forward.

Carried.

Report Number: S 14/2025  
Clerk's File: MT/13708

### 9.3. Advertising Agreement with 1333988 Ontario Inc. o/a Streetseen Media - City Wide

Councillor Gary Kaschak inquires whether he is correct in assuming that there are very few companies who provide this type of service. Ms. Payne replies that Councillor Kashack is correct. Ms. Payne confirms this is a niche market, especially when it comes to wrapping the buses with advertising, and there have been RFPs issued in the past with very little response. She states the City has a good relationship with Streetseen Media and would like the Committee to uphold it so Transit Windsor can continue to provide this service and receive the advertising revenue.

Moved by: Councillor Renaldo Agostino  
Seconded by: Councillor Gary Kaschak

Decision Number: TWB 9

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## Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors Wednesday, February 26, 2025

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THAT the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors:

- I. **APPROVE** Transit Windsor entering into an advertising agreement with 1333988 Ontario Inc. o/a Streetseen Media (Streetseen Media), with respect to bus shelter and bus advertising for a term of five years, beginning on January 1, 2025; and,
- II. **AUTHORIZE** the Acting Executive Director of Transit Windsor to sign the advertising agreement, satisfactory in form to the City Solicitor, in technical content to the Commissioner, Economic Development, and financial content to the City Treasurer.

Carried.

Report Number: S 12/2025  
Clerk's File: MT/13708

### 11. NEW BUSINESS

None.

### 12. ADJOURNMENT

There being no further business, the Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors is adjourned at 4:45 o'clock p.m. The next meeting of the Environment, Transportation & Public Safety Standing Committee will be held March 26, 2025.

Carried.

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Ward 2 – Councillor Costante  
(Chairperson)

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Deputy City Clerk / Supervisor of Council  
Services

**Subject: Transition of Transit Windsor Tunnel Bus Service - City Wide**

**Reference:**

Date to Council: March 26, 2025  
Author: Stephan Habrun  
Executive Director (A)  
519-944-4141 ext 2226  
shabrun@citywindsor.ca

Transit Windsor  
Report Date: March 4, 2025  
Clerk's File #: MT/13708 and AF/14854

**To:** Mayor and Members of City Council

**Recommendation:**

THAT the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors

- i. **RECOMMEND** to City Council to terminate the regular weekly, Tunnel Bus, effective August 31<sup>st</sup>, 2025; and,
- ii. **RECOMMEND** to City Council to continue offering Special Events services through December 20<sup>th</sup>, 2025; and further,
- iii. **THAT** City Council **APPROVE** the termination of the regular weekly, Tunnel Bus, effective August 31<sup>st</sup>, 2025; and further,
- iv. **THAT** City Council **APPROVE** to continue offering the Special Events services through December 20<sup>th</sup>, 2025; and further,
- v. **DIRECT** the Acting Executive Director of Transit Windsor to issue notification to the Amalgamated Transit Union, Local 616 (ATU 616) of the effective date of elimination; and further,
- vi. **ACKNOWLEDGE** that Administration is undertaking all necessary actions, including operational, and administrative actions, to support the transition of Transit Windsor away from its current status as a federally regulated service provider, ensuring compliance with all applicable legislation and labour requirements.

## **Executive Summary:**

N/A.

## **Background:**

At the Special Meeting of City Council, held on February 21<sup>st</sup>, 2025, Mayoral Decision (MD 06-2025) was upheld to eliminate the Tunnel Bus/Special Events service, per budget item number 2025-0369. As a result of this decision, the City of Windsor and Transit Windsor Administration must notify various stakeholders about the elimination of this service, and the termination of Transit Windsor's status as a federally regulated employer.

## **Discussion:**

In 1979, Windsor Chartabus Inc. was incorporated to operate cross-border bus services on behalf of Transit Windsor, with the intent that this corporate organization would shield Transit Windsor's labour relations from falling under federal jurisdiction. However, in 1993, the Ontario Labour Relations Board (OLRB) ruled that the operations of Transit Windsor and its wholly owned subsidiary, Windsor Chartabus Inc., were highly integrated. As a result, Transit Windsor fell under federal jurisdiction instead of provincial jurisdiction.

With the elimination of Transit Windsor's entire cross-border operations, including daily tunnel bus and special events service, Transit Windsor will no longer be subject to federal labour legislation. Administration, in collaboration with the Board of Directors, is seeking City Council's approval and direction as outlined in the Recommendations of this report.

Administration recommends discontinuing the Tunnel Bus service effective August 31<sup>st</sup>, 2025, with the route operating for the last time on August 30<sup>th</sup>, 2025. This timeline aligns with the transit operator's shift sign-up process for new pieces of work, and the implementation of the new service plan in September. A shift sign-up is a process where a transit operator, based on seniority selects their desired work shift from available work schedules. Bus operators select their work strictly in accordance with seniority during five regular sign-ups of approximately equal duration throughout the year as outlined in the Collective Agreement. Service changes are aligned with any of the five sign-ups throughout a year. By reallocating resources from the Tunnel Bus, Administration can address service challenges and enhance transit operations where needed.

It is further recommended that the Special Events service continue to operate past the discontinuation date of the regular weekly tunnel service. Since this service does not operate during peak operating hours or in conflict with other city events, Administration does not anticipate any challenges with resources or operational needs. While this service is not available on Canadian statutory holidays, it would remain in operation until December 20<sup>th</sup>, 2025. Extending this service through the fall would allow the city to generate revenue from events, helping to offset the expected variance and cost

pressures in the 2025 Transit Windsor operating budget as a result of the Paid Medical Leave (PML) days.

City Administration has recently learned that the United States Customs and Border Protection (CBP) is planning for the introduction of a new border pre-clearance requirement for bus carriers entering the United States. The new requirements will be voluntary in 2025 but are set to become mandatory nationwide in 2026. Known as the Advance Passenger Information System (APIS) program, this initiative requires all bus passengers to be pre-screened through a manifest submitted by the transit operator prior to departure. CBP has confirmed that it will apply to all cross-border services, including public transit providers. The process involves collecting detailed personal and travel information from each passenger and submitting it to CBP at least 30 minutes before entering the U.S.

This change poses significant operational challenges for the Tunnel Bus service. As a fixed-route, public transit operation with multiple stops and frequent service, the Tunnel Bus is not equipped to function like a charter bus requiring advance passenger manifests. Implementing this requirement would either force the elimination of all but one bus stop or require costly staffing to manually collect and process passenger information in advance of each trip. Without substantial investment in staff and technology, the City would have been unable to maintain a scheduled Tunnel Bus service under the new requirements. The proposed end date of December 20th, 2025, for the tunnel bus service means the City will not be required to implement the operational changes that would have been necessary to meet the new APIS requirements.

Should the recommendations as detailed within this report be approved, the Acting Executive Director of Transit Windsor will issue written notification of same to ATU local 616. Although no specific clause within the Collective Agreement references the notification period required when routes are discontinued, there is a requirement for Management to provide reasonable notice in situations where there is a business change that results in different labour and employee legislation governing labour and employment relations. Administration deems a 90-day notification period reasonable notice.

This timeline would also allow sufficient time to inform the affected parties and enable Administration to implement the necessary process changes for transitioning out of federal jurisdiction.

### **Risk Analysis:**

There are several key risks that must be proactively managed to support a smooth and efficient realignment of services:

#### **Legislative Changes:**

The transition of Transit Windsor from federal jurisdiction involves regulatory complexities that require careful navigation to ensure compliance with all applicable labour and operational requirements.

#### Labour Relations:

As a result of business changes, Transit Windsor will inform the union within a reasonable timeframe of any relevant changes and provide information as required.

#### Communication and Stakeholder Engagement:

Timely, transparent, and consistent communication with internal and external stakeholders including staff, transit riders, union partners, and the public is essential. Inadequate communication strategies may result in confusion, resistance to change, or reputational risk.

#### Resource Optimization and Financial Considerations:

The reallocation of Transit Windsor resources (e.g. buses and operators) must be strategically planned to ensure system-wide efficiency. Financially, while extending the Special Events service through December 2025 allows the City to offset some revenue losses, the projected revenues will not fully compensate for the expected variance in the Transit Windsor operating budget during 2025.

Proper planning, stakeholder engagement, and clear communication will be critical in minimizing these risks and ensuring a smooth transition.

### **Climate Change Risks**

#### **Climate Change Mitigation:**

N/A.

#### **Climate Change Adaption:**

N/A.

### **Financial Matters:**

As previously mentioned in this report, at a special meeting of City Council on February 21<sup>st</sup>, 2025, Mayoral Decision (MD 06-2025) was upheld to eliminate the Tunnel Bus/Special Events service. Given the timing of this decision in early 2025, Transit Windsor employees are still entitled to use the personal medical leave (PML) days provided to them for the calendar year, as Transit Windsor was still a federally regulated service provider as of January 1, 2025. Based on past usage of the PML days, it is expected that this cost of approximately \$1.4M to \$1.6M will be incurred regardless of the proposed termination date for the tunnel bus & special events service.

Furthermore, any additional projected expenses for items such as wages, fuel, bus maintenance, etc. related to providing Tunnel Bus & Special Events service in 2025 to generate additional revenue are expenditures that still would be incurred by Transit Windsor whether or not this service operates this year. If the service was terminated immediately, these resources would be strategically re-deployed within Transit Windsor's operations to support regular transit services and improve system-wide efficiency.

As a result, by extending the tunnel bus service to operate until August 31, 2025, and Special Events service to operate until December 20, 2025, it provides Transit Windsor

with an opportunity to generate additional revenues to attempt to offset a portion of these expenses that are certain to be incurred in 2025.

The projected revenues for running the Tunnel Bus service until August 31, 2025, and Special Events service until December 20, 2025, are as follows:

<b>2025 Projected Revenues for Tunnel &amp; Special Events Service</b>	<b>Amount</b>
Projected Tunnel Service Revenues until August 31, 2025	\$410,800
Projected Special Events Revenue until December 20, 2025	\$228,000
<b>Projected 2025 Tunnel &amp; Special Events Revenue</b>	<b>\$638,800</b>

By operating the Tunnel Bus and Special Event services until the end dates outlined in the report, additional revenue of approximately \$638,800 is projected to be generated to help offset a portion of the personal medical leave (PML) expense that will occur in 2025.

It should be noted that the revenues projected are based on the current rate remaining in place of \$10 per trip, each way. Although there is a possibility of ridership partially declining as each of the services nears its termination date, the revenues projected are based on ridership figures from 2024 and pro-rated to the estimated end date of operations.

**Consultations:**

Sandra Bradt – Executives Initiatives Coordinator

Tina Moore – Executives Initiatives Coordinator

Poorvangi Raval – Financial Planning Administrator

Mark Nazarewich – Deputy City Solicitor

**Conclusion:**

The recommendation to cease the regular, weekly Tunnel Bus service by August 31st, 2025, while continuing the Special Events service until at least December 20th, 2025, represents a strategic decision aimed at optimizing Transit Windsor’s resources and

operations.

**Planning Act Matters:**

N/A.

**Approvals:**

<b>Name</b>	<b>Title</b>
Mark Spizzirri	Manager, Performance Measurement & Business Case Development
Stephan Habrun	Executive Director, Transit Windsor (A)
Jelena Payne	Commissioner, Economic Development
Janice Guthrie	Commissioner, Finance/City Treasurer
Ray Mensour acting for Joe Mancina	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>

**Appendices:**



**Subject: Investing in Canada Infrastructure Program (ICIP) - Transit Windsor Support Projects Update – City Wide**

**Reference:**

Date to Council: March 26, 2025  
Author: Monika Grant  
Director of Fleet and Facility Development  
(519) 944-4141 Ext. 2332  
[mgrant@citywindsor.ca](mailto:mgrant@citywindsor.ca)  
Transit Windsor

Co-Author: Tracy Beadow  
Project Administrator  
(519) 255-6100 Ext. 1734  
[tbeadow@citywindsor.ca](mailto:tbeadow@citywindsor.ca)  
Corporate Projects – Engineering

Report Date: 3/7/2025  
Clerk's File #: MT/13478

**To:** Mayor and Members of City Council

**Recommendation:**

- I. THAT the Environment, Transportation & Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, **RECEIVE FOR INFORMATION** the project update outlined in this report; and further,
- II. THAT the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, and City Council, in accordance with Section 151 of the Purchasing By-Law, **AUTHORIZE** Transit Windsor to consider all viable propulsion options for the remaining purchases under the Annual Bus Replacement Program; and further,
- III. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any required documentation/agreement(s) under the Investing in Canada Infrastructure Program (ICIP) for that purpose, satisfactory in legal content to the City Solicitor, in financial content to the City Treasurer and technical content to the Commissioner of Economic Development and the City Engineer; and further,
- IV. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute any amendment(s) as may be required, provided that the amendment(s) are within approved budget amounts, satisfactory in legal content to the City

Solicitor, in financial content to the City Treasurer and technical content to the Commissioner of Economic Development and the City Engineer; and further,

- V. THAT Administration **BE AUTHORIZED** to use available funds within the project budget for any amendment(s) or change requirement(s)/directive(s) and additional documents relating to executed agreement(s), pursuant to the Purchasing By-Law 93-2012 and amendments thereto, satisfactory in legal content to the City Solicitor, in financial content to the City Treasurer, and in technical content to the Commissioner of Economic Development and the City Engineer.

### **Executive Summary:**

N/A

### **Background:**

At the November 28, 2022 Council meeting via CR501/2022, Council endorsed a series of projects for inclusion in the third intake of the Investing in Canada Infrastructure Program (ICIP) Grant Program (the "Transit Support Projects"). In December 2022, Administration submitted eight (8) applications to the ICIP program that included all Transit Support Projects outlined in the Council Report (C 191/2022). From August 2, 2023 to December 22, 2023, the City received approval notifications for all eight (8) applications. On March 27, 2024, the corresponding Transfer Payment Agreement (TPA) was finalized.

### **Discussion:**

An update on each of the Transit Support Projects is provided in the following sections.

#### **Transit Garage (Equipment Replacement, Building Upgrades, Building Expansion)**

In May 2024, a Request for Proposal (RFP) for architectural design services was awarded to Architectura Inc. to complete the design of a small building expansion, upgrades, and equipment replacement at the Transit Garage. Numerous site evaluations of existing conditions have been completed leading to a conceptual design to meet the needs of the expanded facility. Detailed design is currently underway. A Request for Tender (RFT) for construction is anticipated to be released in Summer 2025, with construction expected to begin in the Fall of 2025.

#### **Terminal Upgrades**

In February 2024, an RFP for architectural design services was awarded to Dillon Consulting Limited to complete the design of a new East End Transit Terminal and an expansion to the Hotel Dieu Grace HealthCare (HDGH) Terminal in the west end. Detailed design is underway. The RFT for construction of the new East End and HDGH

Terminals is anticipated to be released in Spring 2025, with construction expected to begin in the Summer of 2025. The HDGH Terminal is expected to be completed and ready for occupancy by Winter 2025/2026, and the East End Transit Terminal is expected to be completed and ready for occupancy by Summer 2026.

Upgrades to the St. Clair College Terminal are currently pending further discussions with St. Clair College administration.

### **Other Master Plan Items**

In January 2025, an RFP was awarded to Cubic Transportation Systems Inc. for replacement of the Automated Fare Collection (AFC) system on all buses. Design and configuration of the new system is currently underway, with replacement work expected to begin in Spring 2025.

Additional consultations and evaluations have been completed about technologies that support and enhance the transit system. The Computer-Aided Dispatch / Automatic Vehicle Location (CAD/AVL) system has recently been identified as a critical technology that requires replacement as soon as possible to meet the future needs of the required service delivery. Replacement of the CAD/AVL was identified as a requirement in the 2019 Transit Windsor Master Plan (TWMP). With implementation of a new AVL system, the support technology originally contemplated to implement a pilot On-Demand program would no longer be needed and can be replaced with the new AVL technology.

The Transit Support Projects included the re-evaluation of the TWMP in order to determine the improvement in services that can be provided using currently budgeted resources. To this end, Transit Windsor is currently implementing a new scheduling software that will allow administration to complete evaluations of all existing routes and potential new/revised routes as detailed in the TWMP and run scenarios to maximize efficiencies and determine which routes could be implemented without the need for additional resources. The scheduling software is expected to be fully operational to coincide with the opening of the new East End Terminal by Summer 2026. A modification request form has been submitted to the Ministry of Transportation to request approval for the modifications to the On-Demand and AVL Technologies.

### **Route Enhancements**

Improvements to existing bus stops and shelters have been completed at various locations throughout the City. Additional improvements will be completed throughout 2025 and 2026.

### **Fleet Replacement Program**

The November 2022 Council Report included the replacement of 34 aging diesel and hybrid buses with new fuel-efficient Hybrid Electric Vehicles (HEV) over a period of four (4) years. Eighteen (18) of the 34 hybrid buses have been ordered and are scheduled to be delivered by March 2025. The remaining buses were originally planned to be ordered in 2025 (6 buses), 2026 (5 buses) and 2027 (5 buses). Based on updated costs of HEV buses, the project budget does not have sufficient funds to purchase 34 HEV buses as originally planned.

Since the original ICIP submission, the industry landscape has encountered significant changes that have impacted Transit Windsor's ability to execute the Fleet Replacement Program. One significant change is the price increases resulting from supply chain pressures experienced throughout the industry in recent years. A price increase for a base bus increased by 4.84% in 2022 with a further increase of 15.91% in 2023. Further, the announcement by Nova Bus Inc. to cease production of diesel and HEV buses by 2024 leaves New Flyer as the only remaining supplier of HEV buses reducing pricing advantages normally attained through competitive bidding.

These changes will restrict the number of buses that Transit Windsor is able to purchase with the remaining available funds. To mitigate these conditions, Transit Windsor will need to consider all available propulsion systems for the remaining allocations in the replacement program. The industry is in a state of change, with new emerging propulsion technologies becoming available and new data on fuel efficiencies, greenhouse gas (GHG) emissions, and other key metrics constantly being updated. Therefore, Transit Windsor is requesting that Council provide Transit Windsor with the flexibility and ability to consider all available propulsion systems in order to ensure the selected technology optimizes the benefits for the City of Windsor, while maximizing available funding.

### **Overall ICIP Program**

Progress Reports with updates on the construction progress, fiscal year cashflow projections, any issues/risks and mitigation measures, etc., are due twice per year over the life of the Program

**The full ICIP Program of projects must be completed prior to March 31, 2035.**

### **Risk Analysis:**

#### **Climate Change Risks**

##### ***Climate Change Mitigation:***

The Corporate Climate Action Plan (CR426/2017) recommends that Transit Windsor continue with advancing vehicle replacement and to explore alternative propulsion vehicles. Starting after 2030, this Plan proposes that 80% of buses be converted to alternative fuels by 2041 to support a low-carbon transportation system, based on the availability, cost, and reliability of new models. Potential additional GHG reductions are possible from the implementation of the Automatic Fare Collection system and route enhancement platforms, as they can reduce vehicle idling time.

##### ***Climate Change Adaptation:***

The City's Climate Change Adaptation Plan: Degrees of Change (CR 305/2020), recognizes the role that Transit Windsor may play in responding to natural disasters as well as increasing the resiliency of the community to climate. As such, alternative propulsion systems shall include an assessment of possible climate change impacts and opportunities to reduce the risk to the service. As required by ICIP, Transit Windsor previously submitted a Climate Lens Assessment for the projected purchase of HEV's. If an alternative propulsion system is pursued, another assessment may be required by ICIP.

## **Financial Matters:**

The budget for the Transit Support Projects, as approved by CR501/2022 and CR238/2023, totals \$100.02M, including \$70.62M in funding from the Federal and Provincial governments, and \$29.40M in Municipal funding. Allocated funding has been assigned to the individual projects based on high level cost estimates.

In September 2024, the Ministry of Transportation (MTO), who administers the ICIP Grant Program, advised the City that recipients with approved ICIP Public Transit stream projects have an opportunity to re-allocate funding from within their existing projects to other approved ICIP projects. On January 29, 2025, Administration submitted modification forms for three (3) applications based on updated project costing information. The modification forms are currently under Federal review. The intended scope of work, per the original ICIP Support Projects applications and subsequent approval, has not changed. The pre-committed funds for the overall project have not been modified or moved.

## **Consultations:**

Michael Dennis - Manager, Strategic Capital Budget Development and Control

Poorvangi Raval – Financial Planning Administrator

Tony Ardovini – Deputy Treasurer Financial Planning

Sue Grimmett – Program Manager

Josie Liburdi – Project Coordinator

Jason Scott – Manager, Transit Planning, Transit Windsor

Donna Desantis – Maintenance Manager – Facility, Transit Windsor

Sean McCorkell – Business Analyst

Trevor Bennet – Manager, Business Process Modernization

Michelle Moxley-Peltier – Community Energy Plan Project Administrator

## **Conclusion:**

Significant progress has been made to advance the implementation of the Transit Support Projects. Detailed design is underway for improvements at the Transit Garage and is nearing completion at the East End and HDGH Transit Terminals. Technology enhancements including Automatic Passenger Counters will be installed soon, and additional technology upgrades are underway. Some bus stop and shelter upgrades have been completed with more to be completed. Transit Windsor is scheduled to receive all eighteen HEV buses ordered in 2024 by the Spring of 2025. Due to significant changes in the bus manufacturing industry, Administration recommends that all propulsion systems be evaluated for future bus purchases to ensure the selected technology optimizes the benefits for the City of Windsor and maximizes the available funding.

**Planning Act Matters:**

N/A

**Approvals:**

<b>Name</b>	<b>Title</b>
Mark Spizzirri	Manager, Performance Measurement and Business Case Development
Natasha Gabbana	Senior Manager of Asset Planning
Stephan Habrun	Executive Director, Transit Windsor (A)
Colleen Middaugh	Manager of Corporate Projects
Stacey McGuire	Executive Director Engineering / Deputy City Engineer
David Simpson	Commissioner, Infrastructure Services and City Engineer
Jelena Payne	Commissioner, Economic Development
Lorie Gregg	On behalf of Commissioner of Finance and City Treasurer
Ray Mensour acting for Joe Mancina	Chief Administrative Officer

**Notifications:**

<b>Name</b>	<b>Address</b>	<b>Email</b>

**Appendices:**