

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

Date: Wednesday, November 26, 2025

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

Environment, Transportation & Public Safety Standing Committee Meeting

Location: Room 140, 1st Floor, Windsor City Hall

All members will have the option of participating in person 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 Frazier Fathers

Ward 3 – Councillor Renaldo Agostino

Ward 4 – Councillor Mark McKenzie

Ward 8 – Councillor Gary Kaschak

Ward 9 – Councillor Kieran McKenzie (Chairperson)

ORDER OF BUSINESS

Item #	Item Description
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| 1. | CALL TO ORDER |
| 2. | DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF |
| 3. | ADOPTION OF THE MINUTES OF THE ETPS STANDING COMMITTEE SITTING AS THE TRANSIT WINDSOR BOARD OF DIRECTORS <i>(previously distributed)</i> |
| 3.1. | Adoption of the Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors minutes of its meeting held October 29, 2025 (SCM 335/2025) |
| 4. | REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS |
| 5. | COMMUNICATIONS |
| 6. | PRESENTATIONS AND DELEGATIONS |
| 9. | TRANSIT BOARD ITEMS <i>(attached)</i> |
| 9.1 | Response to Instructional Memo TWB 8 - 2025 Transit Windsor Maintenance Capacity Update - City Wide (S 93/2025) <i>Author: James Chacko, Acting Executive Director, Transit Windsor</i> |
| 9.2 | Response to Instructional Memo TWB 16 – Analysis of Service Enhancements or New Routes for the Southeast Corridor of the City – City Wide (S 132/2025) <i>Author: James Chacko, Acting Executive Director, Transit Windsor</i> |
| 11. | NEW BUSINESS |
| 12. | ADJOURNMENT |

Subject: Response to Instructional Memo TWB 8 - 2025 Transit Windsor Maintenance Capacity Update - City Wide

Reference:

Date to Council: November 26, 2025
Author: James Chacko, Acting Executive Director
Transit Windsor
519-255-2300 ext. 2763
jchacko@citywindsor.ca
Transit Windsor
Report Date: July 10, 2025
Clerk's File #: MT/13708

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 **RECEIVE FOR INFORMATION** the report in response to decision number TWB 8, adopted from the meeting held on Wednesday, February 26, 2025.

Executive Summary:

N/A.

Background:

At the February 26, 2025, meeting of the Transit Windsor Board of Directors, the following motion was adopted:

*THAT Transit Windsor administration **BE DIRECTED** to report back to the Environment, Transportation & 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 include in the report should be an analysis of any variance in the 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;*

Discussion:

Transit Windsor currently operates a fleet of 120 buses. The Maintenance Department is responsible for ensuring buses are safe, operating efficiently and available for scheduled service.

Maintenance operations are organized into several key areas: the service line, which handles exterior bus washes, topping up of fluids and fuelling; the wash lane dedicated to interior cleaning of buses; and the garage, where repairs, preventative maintenance, tire repairs and body work are performed. The garage previously operated with 13 inground hoist bays. Deterioration of the condition of these hoists has led to the decommissioning of 8 units, which have been replaced with portable hoists. The garage currently operates as follows: five (5) bays with inground hoists, five (5) bays with portable hoists and three (3) bays used as flat bays.

As part of the Council-approved Transit Windsor Garage Expansion project, there will be significant building improvements such as levelling and filling in the floor over the decommissioned units, as well as replacement or refurbishment of all garage equipment. This will include the addition of four (4) new working bays and the replacement of all hoist equipment except for one (1) inground unit, which was installed in 2017. Utilizing in-ground hoists, portable hoists, and flat bays provides an efficient and economical approach that supports optimal productivity. In preparation for the project, a review of other transit maintenance operations was undertaken to identify industry standards. Transit organizations consulted include Niagara Region Transit, Oakville Transit, York Regional Transit, Toronto Transit Commission, Metrolinx, Hamilton Transit (HSR), Barrie Transit, Prevost, Nova Bus, Tok Performance, Sudbury Transit, Brampton Transit, Kingston Transit, Mississauga Transit, Grand River Transit, London Transit Commission, City of North Bay and City of Thunder Bay.

The review indicates that industry practice commonly involves a mix of in-ground and portable hoists, with some operations relying solely on portable hoists, with assistive tools such as tire dollies. Reasons for the use of portable hoists are numerous but primary drivers include the significantly lower purchase/installation cost, greater flexibility and reliability in operations, and lower maintenance costs.

Currently, the maintenance of the fleet is undertaken by 41 staff, including twenty-one (21) Licensed Motor Mechanics, five (5) Licensed Body Shop Technicians, one (1) Tireman, two (2) Fleet Systems Support Specialists and twelve (12) Service Line staff. The table below highlights the amount of work undertaken within the operations and average completion times.

Year	2025 YTD	2024	2023	2022
Total Work Orders	1280	2758	3208	2998
Average Hrs/ Work Order	9.1	9.18	7.53	7.8

The data shows a noticeable evolution in operational activity marked by fluctuations in work order volume and labour intensity. This increase in labour intensity can be attributed to technological and equipment changes which took place in 2024. This included the implementation of DriveON by the Ministry of Transportation (MTO), which

requires that all safety inspections be completed online, accompanied by photos, and submitted directly to the Ministry. The introduction of portable hoists has also had an impact as staff adapt to the change in equipment and processes. The impact is beginning to be diminished as staff become comfortable and familiar with the new tools and should continue to decline as the renovation of the garage ensures optimal conditions for their use.

The table below compares the Transit Windsor key indicators to others in the industry.

Transit System	Population	Active Buses	Spare Ratio (%)	Vehicle Mechanics	Bus/ Mech
Toronto	4,834,232	2084	30	689	3
Ottawa	1,083,550	851	52	185	4.6
Mississauga	756,453	480	50	93	5.2
Durham	753,090	158	24	34	4.6
Brampton	685,360	473	29	110	4.3
Waterloo Region	634,395	277	41	61	4.5
Niagara Region	496,059	140	0	27	5.2
London	429,700	231	30	51	4.5
Hamilton	557,000	305	28	46	6.6
Oakville	230,900	115	69	14	8.2
Windsor	229,660	117	46	21	5.5
Burlington	201,467	68	38	10	6.8
Greater Sudbury	166,004	59	40	9	6.6
Barrie	155,137	49	40	10	4.9
Guelph	144,356	80	36	14	5.7
Milton	140,258	33	35	0	N/A
Kingston	133,893	82	30	11	7.5
Thunderbay	109,807	46	48	6	7.7
Brantford	104,688	31	55	7	4.4
Peterborough	83,651	70	67	7	10
Sault Ste Marie	76,731	30	67	8	3.8
Belleville	55,071	19	46	3	6.3
Cornwall	47,845	15	50	6	2.5

Source: Canadian Urban Transit Association, CUTA DATA, Canadian Conventional Transit Statistics, 2023 Operating Data.

At the time of writing this report, the CUTA Statistics for 2024 have not yet been published. Based on the 2023 statistics, Transit Windsor operates with a bus-to-mechanic ratio of **5.5**, which sits slightly below the overall average of 5.56, indicating a relatively typical maintenance staffing level. In transit operations, spare ratio refers to the percentage of extra (or “spare”) vehicles in a fleet that are available beyond those needed for scheduled service. These spare vehicles are kept to cover maintenance downtime, unexpected breakdowns, and other contingencies. Transit Windsor’s spare ratio of 46% is above average of 41%, suggesting it maintains a healthy reserve fleet to accommodate breakdowns, service spikes, or scheduled maintenance.

Compared to larger systems like Toronto (spare ratio 30%, bus/mech 3), Windsor has more mechanical coverage per bus and a better cushion in its spare fleet. In

comparison, municipalities like Peterborough (bus/mech 10) and Oakville (spare ratio 69%) show that some municipalities either stretch their maintenance staff thinner or maintain unusually high spare ratios, perhaps due to seasonal demands or fleet age.

Transit Windsor's metrics reflect a well-balanced system for its size, prioritizing maintenance capacity and operational flexibility without overextending mechanical resources.

Risk Analysis:

N/A.

Climate Change Risks

Climate Change Mitigation:

N/A.

Climate Change Adaptation:

N/A.

Financial Matters:

The primary financial performance indicator in the transit industry is cost per vehicle hour.

Transit System	Active Buses	Maint. \$/Hr
Ottawa	851	\$49.65
Toronto	2084	\$33.74
Thunder Bay	46	\$31.72
Greater Sudbury	59	\$30.49
Brantford	31	\$29.50
Durham	158	\$29.44
Brampton	473	\$28.77
London	231	\$25.46
Windsor	117	\$25.40
Peterborough	70	\$24.98
Waterloo Region	277	\$24.49
Mississauga	480	\$23.97
Oakville	115	\$23.47
Guelph	80	\$23.07
Hamilton	305	\$22.75
Cornwall	15	\$22.24
Niagara Region	140	\$21.81
Sault Ste Marie	30	\$20.29
Burlington	68	\$19.42
Kingston	82	\$14.87
Belleville	19	\$14.36
Milton	33	\$9.87
York	565	\$3.18

Source: Canadian Urban Transit Association, CUTA DATA, Canadian Conventional Transit Statistics, 2023 Operating Data.

Transit Windsor, with a maintenance cost of \$25.40 per vehicle hour, sits below both the weighted provincial average of \$29.12 and slightly above the non-weighted average of \$24.04.

Based on industry data, Transit Windsor maintains a reasonable balance between service scale and operational efficiency.

Consultations:

Donna Desantis – Director, Fleet & Facility Development (A)

Monika Grant – Senior Manager, Contracts & Field Services Maintenance

Poorvangi Raval – Financial Planning Administrator

Tina Moore – Executive Initiatives Coordinator

Kong Hem – Coordinator, Administration/Executive Assistant

Conclusion:

Transit Windsor's maintenance operations demonstrate a proactive and strategic approach to maintaining its fleet of 117 buses and ensuring a well-balanced and resilient transit system. The organization's maintenance capacity has undergone significant changes in response to both operational demands and technological advancements. The transition from a predominantly in-ground hoist system to a combination of both portable and flat bays has enabled greater flexibility and efficiency in maintenance operations. While the challenges of adapting to new equipment and processes were initially pronounced, they are being effectively managed as staff gain proficiency. The proposed expansion and renovation project, scheduled to enhance the garage's capacity and upgrade existing equipment, will further align Transit Windsor's operations with industry standards. By embracing a mixed approach to hoist usage and implementing modern maintenance practices, Transit Windsor is positioned to maintain a high standard of service reliability for our fleet of buses. As we move forward, continuous monitoring of turnaround times for repairs and overall service performance will ensure that Transit Windsor meets or exceeds industry benchmarks, ultimately enhancing public transit services for the City of Windsor.

Planning Act Matters:

N/A.

Approvals:

Name	Title
Jelena Payne	Deputy CAO/Commissioner, Economic Development
Mark Spizzirri	Manager, Performance Measurement & Business Case Development
Janice Guthrie	Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:



Council Report: S 132/2025

Subject: Response to Instructional Memo TWB 16 – Analysis of Service Enhancements or New Routes for the Southeast Corridor of the City – City Wide

Reference:

Date to Council: November 26, 2025
Author: James Chacko, Executive Director (A)
Transit Windsor
519-253-2300 ext. 2763
jchacko@citywindsor.ca

Co-Author: Jason Scott, Manager, Transit Planning
Transit Windsor
519-944-4141 ext. 2230
jscott@citywindsor.ca

Transit Windsor
Report Date: November 12, 2025
Clerk's File #: MT/13708

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, and City Council, **RECEIVE FOR INFORMATION**, this report in response to decision number TWB 16, adopted from the meeting held on Monday, July 14, 2025.

Executive Summary:

N/A.

Background:

At the Monday, July 14, 2025, meeting of City Council, the following motion was adopted:

*That the verbal update provided by the Commissioner, Economic Development, Deputy Chief Administrative Officer regarding the School Bus Extra Transition Plan **BE RECEIVED**; and,*

*That Administration **BE DIRECTED** to report back with options for Council to consider regarding an analysis of potential service enhancements or*

possible new routes for East/West route throughout the Southeast corridors of the City.

Discussion:

The Transit Windsor Master Plan serves as the foundation for Transit Windsor's annual Service Plans. It identifies significant changes in the transit network to streamline routes, reduce travel times and increase operational efficiencies. The Transit Windsor Master Plan was presented to Council on January 27, 2020. This Plan, approved via B7/2020 and CR40/2020, serves as the guiding document for improving transit services and managing transit growth in Windsor and Essex County. When evaluating proposed and future Service Plans, careful consideration is given to balancing the growth and requirements of all aspects of the municipality, including public transit.

Since the approval of the Master Plan in 2020, several notable milestones have been achieved:

1. Implementation of Route 518X in 2021 (Year 1 of the Transit Master Plan)
2. Implementation of Route 418X in June 2023 (Year 2 of the Transit Master Plan) and part of the 2023 Service Plan
3. Introduction of service to Amherstburg in 2022 with Route 605
4. Implementation of Routes 115 and 305 in September 2024 as part of the 2023 Service Plan (Year 4 of the Transit Master Plan)
5. Implementation of Routes 135, 205, 240, 250, and 315 in September 2025 as part of the 2024 and 2025 Service Plans (Year 4 and parts of Year 5 of the Transit Master Plan).

East/West Route Option

As requested, Administration has completed an analysis of potential service enhancements or possible new routes for East/West route throughout the Southeast corridors of the City. A potential service enhancement, for Council's consideration, involves the introduction of a new route, designated as Route 330, which would serve areas between Hotel Dieu Grace Healthcare, Devonshire Mall, and the commercial district on Walker Road. This route would service the residential neighbourhoods of South Windsor, Devonshire Heights, Walker Gates, and Roseland (refer to Appendix A). Additionally, it would offer direct service to Holy Names High School and is within walking distance of Vincent Massey Secondary School, located approximately 560 meters away. The following are the proposed service hours and operating days for Route 330:

- a) Weekday - Operate between 6:00AM and 9:30PM on a 45-minute frequency
- b) Saturday – Operate between 7:00AM and 8:00PM on a 45-minute frequency
- c) Sunday – Operate between 8:00AM and 7:00PM on a 45-minute frequency

The following streets, which currently do not have transit service, will receive new service under Route 330:

- Totten Street between Northway Avenue and Dominion Boulevard
- Norfolk Street between Dominion Boulevard and Dougall Avenue

- Kenilworth Drive between South Cameron Boulevard and Howard Avenue
- Calderwood Avenue between Kamloops Street and Walker Road
- Ducharme Street between Holburn Street and Sixth Concession Road
- Holburn Street between Sixth Concession Road and Cabana Road.

All of the streets identified for this service were noted in the Transit Master Plan as corridors for future transit expansion.

Route 330, this would result in approximately 10,371 new annual service hours.

There are significant annual operating costs and associated unfunded capital costs with implementing Route 330, including the purchase of two new buses, new bus stop signs, and any necessary concrete work at the new bus stops. These costs are captured in the financial section.

Risk Analysis:

Implementing an additional route, such as the proposed Route 330, presents several operational and resource related risks. At present, Transit Windsor's available staffing levels and fleet capacity are fully allocated to existing service commitments. Introducing a new route without corresponding increases in operators, and vehicles would limit the system's ability to reliably deliver current service levels and could result in service degradation across the network.

There are also financial implications. Adding a new route would introduce ongoing operating costs, including labour, fuel, maintenance, and potential capital expenses related to fleet procurement. In the absence of dedicated funding, these pressures would further strain the existing operating budget, which is already contending with rising costs in several service areas. In the transit industry, it typically takes 18 to 24 months to fully establish and evaluate a new route, allowing sufficient time to monitor ridership patterns, and adjust schedules. Collectively, these factors indicate that the introduction of an additional route under current conditions may create operational challenges and increase financial pressures unless resource levels are adjusted accordingly.

Climate Change Risks

Climate Change Mitigation:

N/A.

Climate Change Adaptation:

N/A.

Financial Matters:

The implementation of Route 330 requiring approximately 10,371 annual service hours will result in both operating and capital cost implications:

Estimated Operating Costs - \$665,700 comprised of:

- Annual Gross Operating Costs: \$887,600
 - Includes salaries and benefits for six (6) additional bus operators, maintenance, fuel and other operating expenses.
- Estimated ridership revenue: \$221,900

Estimated Capital Costs - \$2,910,000 comprised of:

- Two Diesel Buses: \$2,600,000
- Bus Stop Signage: \$70,000
- Concrete Work for Accessible Bus Stops: \$240,000

Due to the aging condition of the current transit fleet, the capital cost of purchasing new buses must also be considered, as the route cannot be supported by existing vehicles over the long term. These estimated costs (both Operating and Capital) are currently unfunded and would require identification of appropriate funding sources and a reprioritization of other Transit master plan initiatives.

Consultations:

Stephan Habrun – Director, Operations & Planning

Donna Desantis – Director, Fleet & Facility (A)

Tina Moore – Executive Initiatives Coordinator

Poorvangi Raval – Financial Planning Administrator

Kong Hem – Coordinator, Administration/Executive Assistant

Conclusion:

The implementation of Route 330 would require funding that would need to be identified to support the associated annual operating costs as well as the initial and long-term capital costs. Additionally, the timing of the implementation of any new route that results in an increase to Transit Windsor's hours of service would require sufficient time to acquire new buses, recruit new Operators and install the required infrastructure along the new bus route. While subject to these requirements, the introduction of a new route has the potential to expand connectivity for residents and strengthen linkages between community destinations.

Planning Act Matters:

N/A.

Approvals:

Name	Title
Jason Scott	Manager, Transit Planning

Name	Title
James Chacko	Executive Director, Transit Windsor (A)
Jelena Payne	Deputy CAO/Commissioner, Economic Development
Mark Spizzirri	Manager, Performance Measurement & Business Case Development
Janice Guthrie	Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

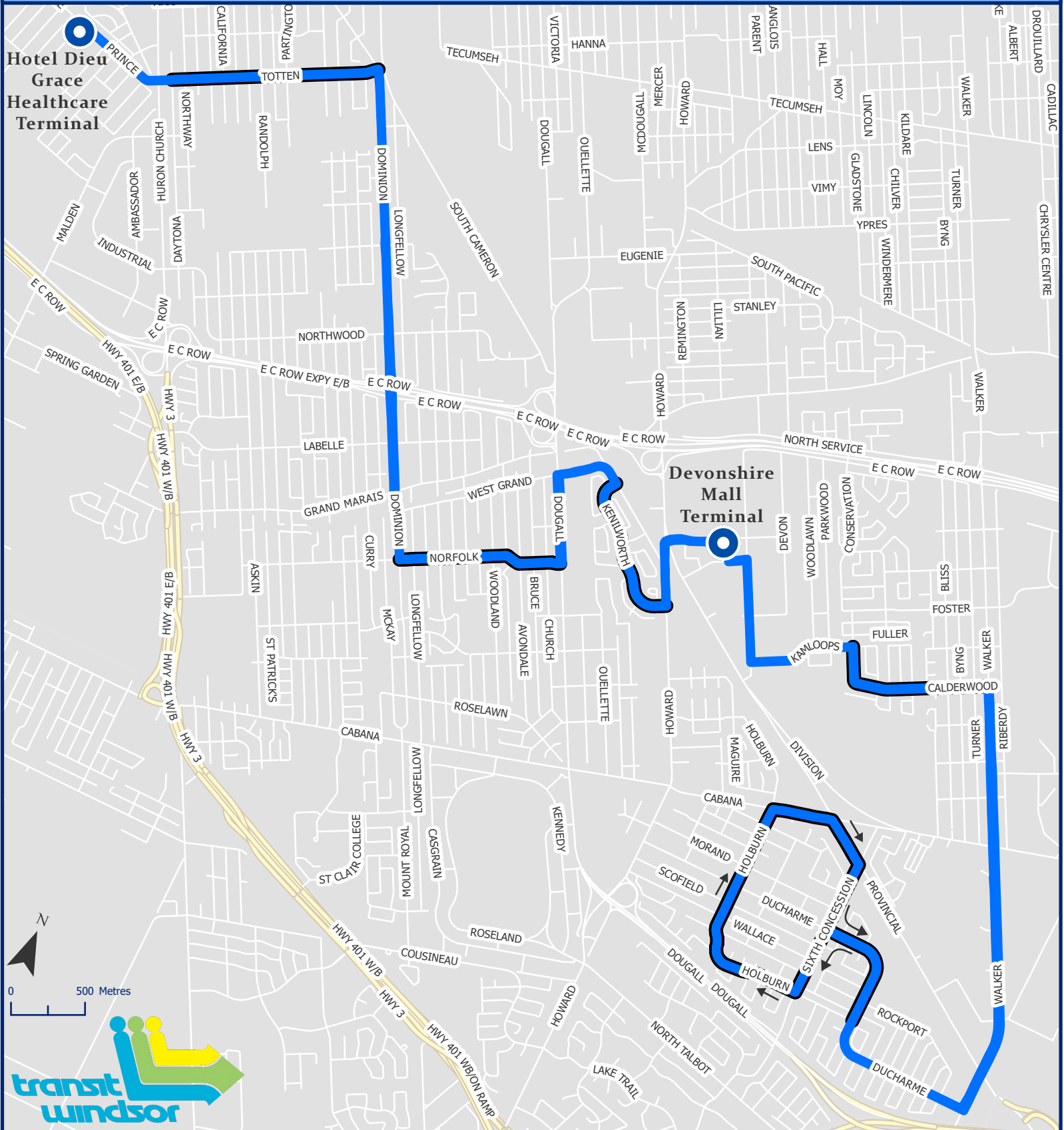
Notifications:

Name	Address	Email

Appendices:

- 1 Appendix A - Route 330

Proposed Route 330



Legend		Proposed Route 330 - Sunday to Saturday	
	Transit Terminal	Eastbound - Hotel Dieu Grace Healthcare Terminal through Devonshire Mall Terminal to Provincial Road	
	Route 330	Westbound - Provincial Road through Devonshire Mall Terminal to Hotel Dieu Grace Healthcare Terminal	
	Areas of New Service	Consolidated Environment, Transportation and Planning Committee Submitted to the Transit Windsor Board of Directors Meeting Agenda - Wednesday, November 26, 2025 Page 14 of 14	