

Appendix A

Consultation Materials

Appendix A1

Project Contact List

Municipal Staff - Windsor											
City of Windsor	Office of the City Engineer	Commissioner of Infrastructure Services / City Engineer	Mr.	David	Simpson	dsimpson@citywindsor.ca	519-255-6247 ext 6356	1266 McDougall Avenue	Windsor	ON	N8X 3M7
City of Windsor	Engineering	Executive Director of Engineering	Ms.	Colleen	Middaugh	cmiddaugh@citywindsor.ca	519-255-6247 ext 1726	350 City Hall Square West, Room 302	Windsor	ON	N9A 6S1
City of Windsor	Operations	Executive Director of Operations	Ms.	Stacey	McGuire	smcguire@citywindsor.ca	519-255-6247 ext 6415	1266 McDougall Avenue	Windsor	ON	N8X 3M7
City of Windsor	Engineering	Manager of Development Engineering	Mr.	Patrick	Winters	pwinters@citywindsor.ca	519-255-6100 ext 6462	350 City Hall Square West, Room 302	Windsor	ON	N9A 6S1
City of Windsor	Engineering	Manager of Design Engineering	Mr.	Fahd	Mikhael	fmikhael@citywindsor.ca	519-255-6100 ext 6734	350 City Hall Square West, Room 302	Windsor	ON	N9A 6S1
City of Windsor	Pollution Control	Supervisor, Environmental Sustainability and Climate Change	Ms	Branislava	Cesljarov	BCesljarov@citywindsor.ca			Windsor	ON	
City of Windsor	Parks Department	Manager of Parks Development	Mr.	Wadah	Al-Yassiri	walyassiri@citywindsor.ca	519-253-2300 ext 2740	2450 McDougall Street	Windsor	ON	N8X 3N6
City of Windsor	Operations	Manager of Contracts, Field Services & Maintenance	Ms	Monika	Grant	mgrant@citywindsor.ca	519-255-6560 ext 4253	1266 McDougall Avenue	Windsor	ON	N8X 3M7
City of Windsor	Transit Windsor	Executive Director	Mr.	James	Chacko	jchacko@citywindsor.ca	519-944-4111 ext 2232	3700 North Service Road East	Windsor	ON	N8W 5X2
City of Windsor	Planning & Building Services	City Planner	Mr.	Neil	Robertson	nrobertson@citywindsor.ca	519-944-4111 ext 6461	350 City Hall Square West	Windsor	ON	N9A 6S1
City of Windsor	Housing & Children's Services	Executive Director	Mr.	Kirk	Whittall	KWhittall@citywindsor.ca	519-255-5200 ext 6239	400 City Hall Square East	Windsor	ON	N9A 6S1
Windsor-Essex County School Boards/Private Schools											
Greater Essex County District School Board		Director of Education	Ms.	Erin	Kelly	director@publicboard.ca	519-255-3200 ext 10259	451 Park Street West	Windsor	ON	N9A 6K1
Windsor-Essex Catholic District School Board		Senior Manager of Facilities Services	Mr.	Gary	McKenzie	seniormanagerfs@wecdsb.on.ca	519-253-2481	1325 California Avenue	Windsor	ON	N9B 3Y6
Conseil Scolaire Catholique Providence		Business Superintendent	Ms.	Bastien	Bastien	bastcaro@cscprovidence.ca	519-948-9227	7515 Forest Glade Drive	Windsor	ON	N8T 2P5
Conseil Scolaire Viamonde		Director of Education	Mr.	Martin	Bertrand	bertrandm@csviamonde.ca	416-614-5929	116 Cornelius Parkway	Toronto	ON	M6L 2K5
Emergency Service Providers											
Central Ambulance Communications Centre			Mr.	Robin	Souchuk	robin.souchuk@ontario.ca	519-256-2373	4510 Rhodes Drive, Suite 320	Windsor	ON	N8W 5K5
City of Windsor	Police Services	Director of Planning and Physical Resources	Mr.	Barry	Horrobin	bhorrobin@police.windsor.on.ca	519-255-6700 ext 4471	150 Goyeau Street	Windsor	ON	N9A 6J5
Ontario Provincial Police	Essex County Detachment	General Inbox				info@essex.ca		1219 Hicks Rd., P.O. Box 910	Essex	ON	N8M 2Y2
City of Windsor	Fire & Rescue Services	Fire Chief	Mr.	james	waffle	jwaffle@citywindsor.ca	519-253-3016 ext 253	815 Goyeau Street	Windsor	ON	N9A 1H7
Essex-Windsor EMS		Chief of Essex-Windsor Emergency Medical Services	Mr.	Bruce	Krauter	jlammers@countyofoessex.ca	519-776-6441 ext 2654	360 Fairview Avenue West, Suite 115	Essex	ON	N8M 1Y6
Town of LaSalle	LaSalle Fire Service	Fire Chief	Mr.	Dave	Sutton	ethiessen@lasalle.ca	519-966-0744	1900 Normandy Street	LaSalle	ON	N9H 1P8
Town of Tecumseh	Fire and Rescue Services	Director Fire Services & Fire Chief	Mr.	Wade	Bondy	wbondy@tecumseh.ca	519-979-4041 ext 210	985 Lesperance Rd.	Tecumseh	ON	N8N 1W9
Environmental Organizations											
Essex Region Conservation Authority (ERCA)		General Inbox				planning@erca.org	519-776-5209 ext 350	360 Fairview Avenue West, Suite 311	Essex	ON	N8M 1Y6
Citizen Environmental Alliance		No Contact - Send to General Email				ceaadmin@cogeco.net		1950 Ottawa St	Windsor	ON	N8Y 1R7
Great Lakes Institute for Environmental Research		Director	Mr	Robert	Mckay	Robert.Mckay@uwindsor.ca	1-519-253-3000 ext 2710	2601 Union Street	Windsor	ON	N9B 3P4
Windsor Essex County Environment Committee		Environment and Sustainability Coordinator				emp@citywindsor.ca	519-253-7111	Council Services Department 350 City Hall	Windsor	ON	N9A 6S1
Little River Enhancement Group/ Detroit River Clean up						postmaster@detroitriver.ca	519-945-0425	1074 Parkview Avenue	Windsor	ON	N8S 2X7
Indigenous Communities and Organizations											
Can-Am Indian Friendship Centre		No Contact - Send to General Email				admin@caifc.ca	519-253-3243	2929 Howard Ave	Windsor	ON	N8X 4W4
Chippewas of the Thames First Nation		Chief	Chief	Jacqueline	French	cdoxtator@cottfn.com	519-289-5555	320 Chippewa Road R.R. #1	Muncey	ON	N0L 1Y0
Chippewas of the Thames First Nation		Consultation Coordinator	Ms.	Fallon	Burch	info@cottfn.com	519-289-2662	320 Chippewa Road R.R. #1	Muncey	ON	N0L 1Y0
Chippewas of Kettle & Stony Point First Nation		Chief	Chief	Thomas	Bressette	fdesk@kettlepoint.org	519-786-2125	6247 Indian Lane	Lambton Shores	ON	N0N 1J1
Chippewas of Kettle & Stony Point First Nation		Consultation Coordinator	Ms.	Valerie	George	fdesk@kettlepoint.org	519-786-2125	6247 Indian Lane	Lambton Shores	ON	N0N 1J1
Chippewas of Aamjiwnaang First Nation		Chief	Chief	Jabanne	Rogers	chief@aamjiwnaang.ca	519-336-8410	978 Tashmoo Avenue	Sarnia	ON	N7T 7H5
Chippewas of Aamjiwnaang First Nation		Environmental Coordinator	Ms.	Lynn	Rosales	lrosales@aamjiwnaang.ca	519-336-8410	978 Tashmoo Avenue	Sarnia	ON	N7T 7H5
Bkejwanong Territory (Walpole Island First Nation)		Chief	Chief	Daniel	Miskokomon	drskoke@wfn.org	519-627-1481	RR3	Wallaceburg	ON	N8A 4K9
Caldwell First Nation		CEO	Mr	Adam	McDonald	ceo@caldwellfirstnation.ca	519-322-1766	14 Orange Street	Leamington	ON	N8H 1P5
Delaware Nation (Moravian of the Thames)		Chief	Chief	John	Logan	john.logan@delawarenation.on.ca	519-692-3936	14760 School House Line, RR3	Thamesville	ON	N0P 2K0
Munsee-Delaware First Nation		Chief	Chief	Roger	Thomas	chief@munsee.ca	519-289-5396	R.R. 1, 289 Jubilee Road	Muncey	ON	N0L 1Y0
Oneida Nation of the Thames	New as of July 10th	Chief	Chief	Hill	Hill	chief.hill@oneida.on.ca	519-652-3244	2212 Elm Avenue	Southwold	ON	N0L 2G0
Oneida Nation of the Thames		Chief	Chief	Todd	Cornelius	todd.cornelius@oneida.on.ca	519-652-3244	2212 Elm Avenue	Southwold	ON	N0L 2G0
Oneida Nation of the Thames		Administrative Assistant	Ms.	Tiffany	Qurbani	tiffany.qurbani@oneida.on.ca	519-652-3422	2212 Elm Avenue	Southwold	ON	N0L 2G0
Metis Nation of Ontario		Manager, Lands, Resources and Consultations	Ms.	Bonnie	Bartlett	bonnieb@metisnation.org	416-977-9881	75 Sherbourne Street	Toronto	ON	M5A 2P9
Union of Ontario Indians		Grand Council Chief	Chief	Linda	Debassige	GCC.Debassige@anishinabek.ca	705-497-9135	1 Migizii Miikan, P.O Box 711	North Bay	ON	P1B 8J8
Chiefs of Ontario		Chief Operating Officer	Ms.	Tracy	Antone	Tracy@coo.org	416-597-8365	468 Queen St. E, Suite 400	Toronto	ON	M5A 1T7
Tribal Council	London District Chiefs Council/ Southern First Nations Secretariat	Executive Director	Ms.	Jennifer	Whiteye	jenwhiteye@sfn.on.ca	519-692-5976	22361 Austin Line	Bothwell	ON	N0P 1C0
Utility Providers											
Bell Canada		Access Network Coordinator	Mr.	Dave	Cowing	david.cowing@bell.ca	519-973-6702	1149 Goyeau Street, Floor 1	Windsor	ON	N9A 1H9
Bell Canada		Implementation Specialist	Mr.	Clifford	Trepanier	clifford.trepanier@bell.ca	519-973-6761	1149 Goyeau Street, Floor 1	Windsor	ON	N9A 1H9
Cogeco Cable Solutions			Mr.	Daniel	Haggins	daniel.haggins@cogeco.com	519-972-4013	2525 Dougall Ave.	Windsor	ON	N8X 5A7
MNSI		Network Planner	Mr.	Dave	Hartleib	hartleib@mnsi.net	519-985-8435	3363 Tecumseh Road East	Windsor	ON	N8W 1H4
Hydro One Networks Inc.			Ms.	Carolyn	Fafalak	z1planning@hydroone.com	519-423-6921	56 Embro Street	Beachville	ON	N0J 1A0
Hydro One	Real Estate Services / Land Use Planning					WesternFBCPlanning@hydroone.com		P.O. Box 4300	Markham	ON	L3R 5Z5
Essex Power Lines		Engineering & Asset Manager	Mr.	Anthony	Clavet	aclavet@essexpowerlines.ca	519-737-6640	2730 Highway 3	Oldcastle	ON	N0R 1L0
Essex Power Services		CEO	Mr.	John	Avdoulos	jmcvittie@essexpower.ca	519-737-6640	2730 Highway 3	Oldcastle	ON	N0R 1L0
Union Gas	Lands Department		Ms.	Mary Jane	Patrick	ontugllandsinq@uniongas.com	519-436-4600	50 Keil Drive North	Chatham	ON	N7M 5M1
Union Gas		Construction Project Manager	Mr.	Will	Ceccacci	Will.Ceccacci@enbridge.com	519-251-6810	3840 Rhodes Drive	Windsor	ON	N9A 6N7
Ontario Power Generation Inc.	Law & Development	Director of Environmental Services	Ms.	Susan	Rapin	susan.rapin@opg.com	416-592-6399	700 University Avenue	Toronto	ON	M5G 1X6
ENWIN Utilities Ltd.	Windsor Utilities Commission	Director, Water Engineering	Mr.	Chris	Manzon	cmanzon@enwin.com	519-251-7300	787 Ouellette Avenue, P.O. Box 1625, Station	Windsor	ON	N9A 5T7
Enwin Utilities Ltd.	Windsor Utilities Commission	Director, Hydro Engineering	Mr.	Marvio	Vinhaes	mvinhaes@enwin.com	519-251-7300	787 Ouellette Avenue, P.O. Box 1625, Station	Windsor	ON	N9A 5T7
Other Stakeholders											
AT Panel			Ms.	Karen	Kadour	kkadour@citywindsor.ca	519-255-6222 ext.6430	350 City Hall Square West, Suite 320	Windsor	ON	N8Y 3J6
AT Panel			Mr.	James	Sommerdyk	sommerdyk@gmail.com					
AT Panel			Dr.	Paul	Henshaw	Paul.henshaw2011@gmail.com					
AT Panel			Ms.	Teena	Ireland	irelandteena@gmail.com					
AT Panel			Mr.	Wayne	Lessard	legist1@yahoo.ca					
AT Panel			Ms.	Jocelyn	Nikita	Jocelyn.nikita@gmail.com					

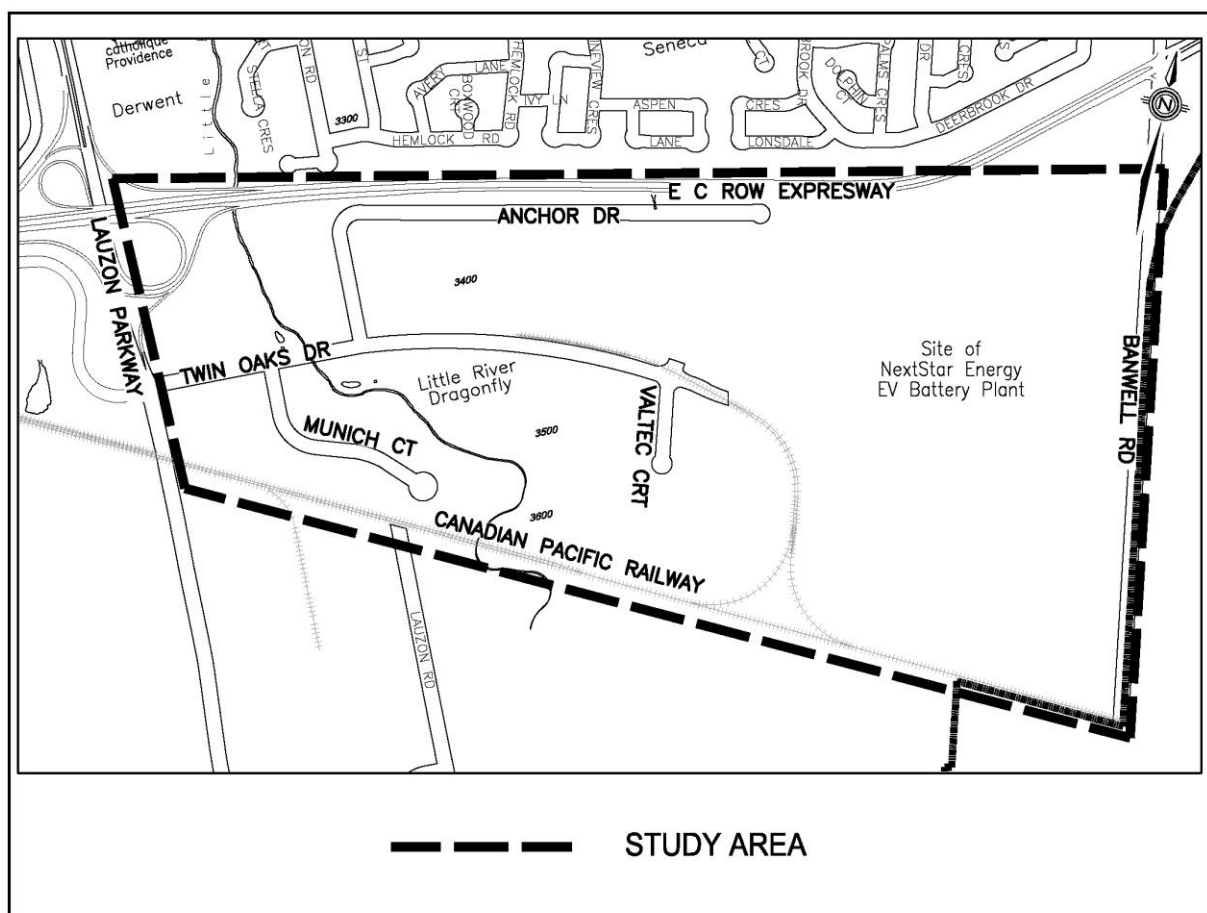
Appendix A2

Notice of Study Commencement

Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area

About the Study

The City of Windsor has initiated a Municipal Class Environmental Assessment (EA) Study that will consider several alternatives for a second egress to serve the Twin Oaks Industrial Park area (see Study Area map). Currently, access to the Twin Oaks Industrial Park currently relies solely on a single entrance/exit point off Lauzon Parkway and there is no other secondary means of egress.



About the process

This notice signals the commencement of the Class EA Study which will define the project, identify and evaluate alternative solutions and develop preferred alternative for the second egress from the Twin Oaks Business Park Area in consultation with the public, Indigenous communities and regulatory agencies. Any potential impacts of the alternatives on social, cultural, economic and natural environments will be evaluated and assessed during the Class EA Study.

This study is being carried out in accordance with the requirements of Schedule B of the Municipal Class Environmental Assessment (2024), approved under the *Ontario Environmental Assessment Act*.

Members of the public are also invited to attend an upcoming Public Information Centre (PIC) to learn more about and provide input on the project, review alternative solutions, and the preliminary preferred alternative.

Twin Oaks Second Egress – Public Information Centre

Date: Thursday, May 7, 2026
Time: 4:00 PM – 7:00 PM
Location: Forest Glade Community Centre
Room: Wildwood Room
Address: 3215 Forest Glade Drive, Windsor, ON N8R 1W7

Project team members will be available to answer questions and receive comments.

We Want To Hear From You

Public, Indigenous, and agency consultation is a key component of the Class EA process, and your input will be sought throughout the Study. Project information and updates will be posted to the City of Windsor's website at www.windsorEAs.ca.

If you wish to be placed on the mailing list to receive notices and information, or if you wish to provide comments at any time during the Class EA process or at the upcoming PIC, you can do so by contacting the project contacts.

Chris Gerardi, P. Eng.

Engineer II

City of Windsor

310-350 City Hall Square West

Windsor, Ontario, N9A 6S1

Phone: (519) 255-6257 Ext. 6358

Email: cgerardi@citywindsor.ca

Chris Patten, P. Eng.

Partner

Dillon Consulting Limited

1 Riverside Drive West, 12th floor

Windsor, Ontario, N9A 5K3

Phone: (519) 948-4243 Ext. 3210

Email: cpatten@dillon.ca

Information collected will be used in accordance with the Freedom of Information and Protection of Privacy Act. With the exception of personal information, all comments will become part of the public record.

This notice first issued on April 22, 2026.

Appendix A3

PIC Display Boards,
PIC Attendance Records,
PIC Comment Records

Public Information Centre

Municipal Class Environmental Assessment Study
for a Second Egress for
Twin Oaks Industrial Park

May 7, 2026

Welcome

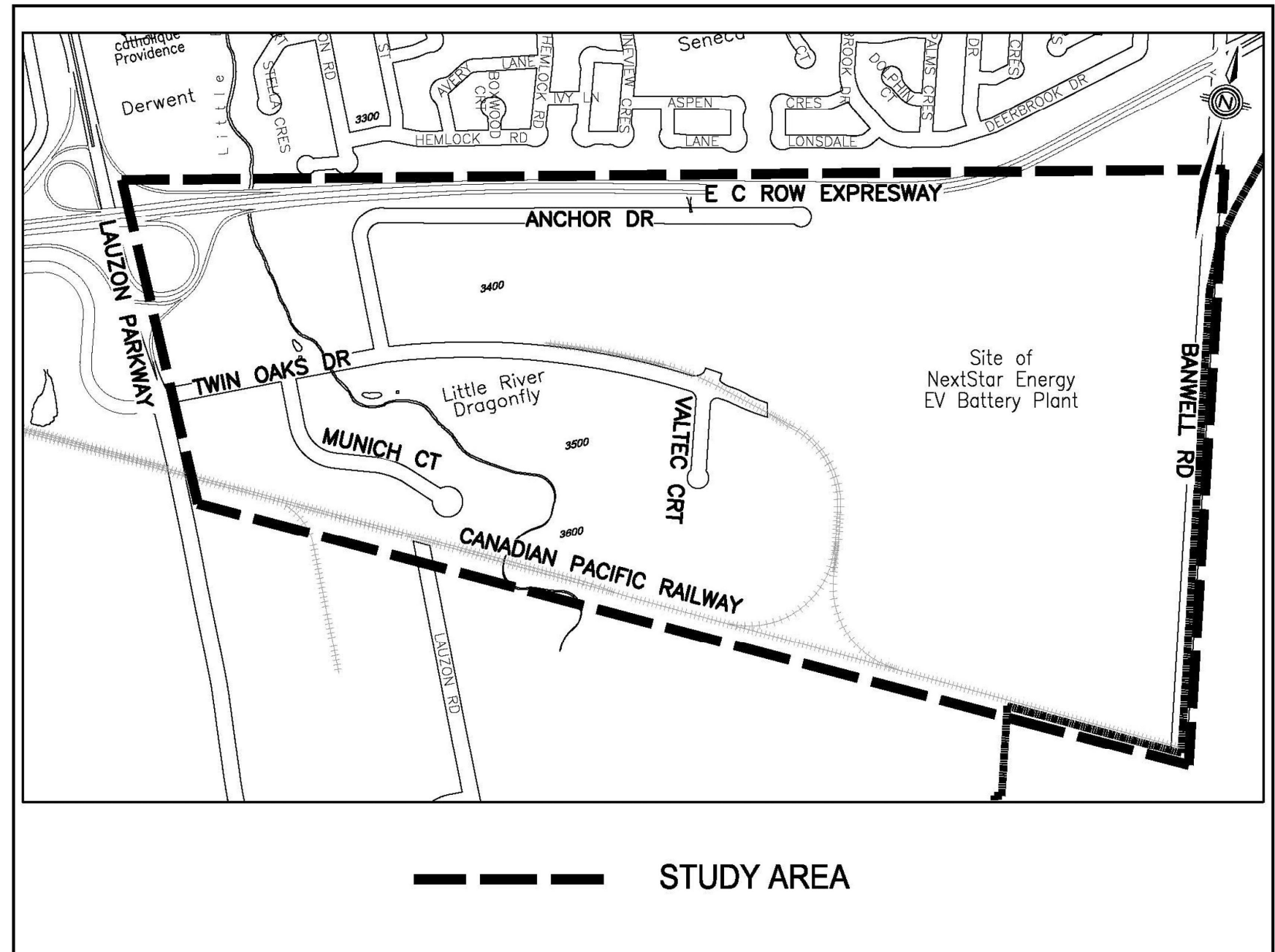
Today's Objectives

- ✓ OUTLINE why the study is being completed
- ✓ PROVIDE background information and define the study area
- ✓ IDENTIFY alternatives considered and the preliminary preferred alternative
- ✓ RECEIVE public and agency input on the preliminary preferred alternative
- ✓ SUMMARIZE the next steps in the study.

Project Introduction

The City of Windsor has initiated a Municipal Class Environmental Assessment (EA) Study that will consider several alternatives for a second egress to serve the Twin Oaks Industrial Park area.

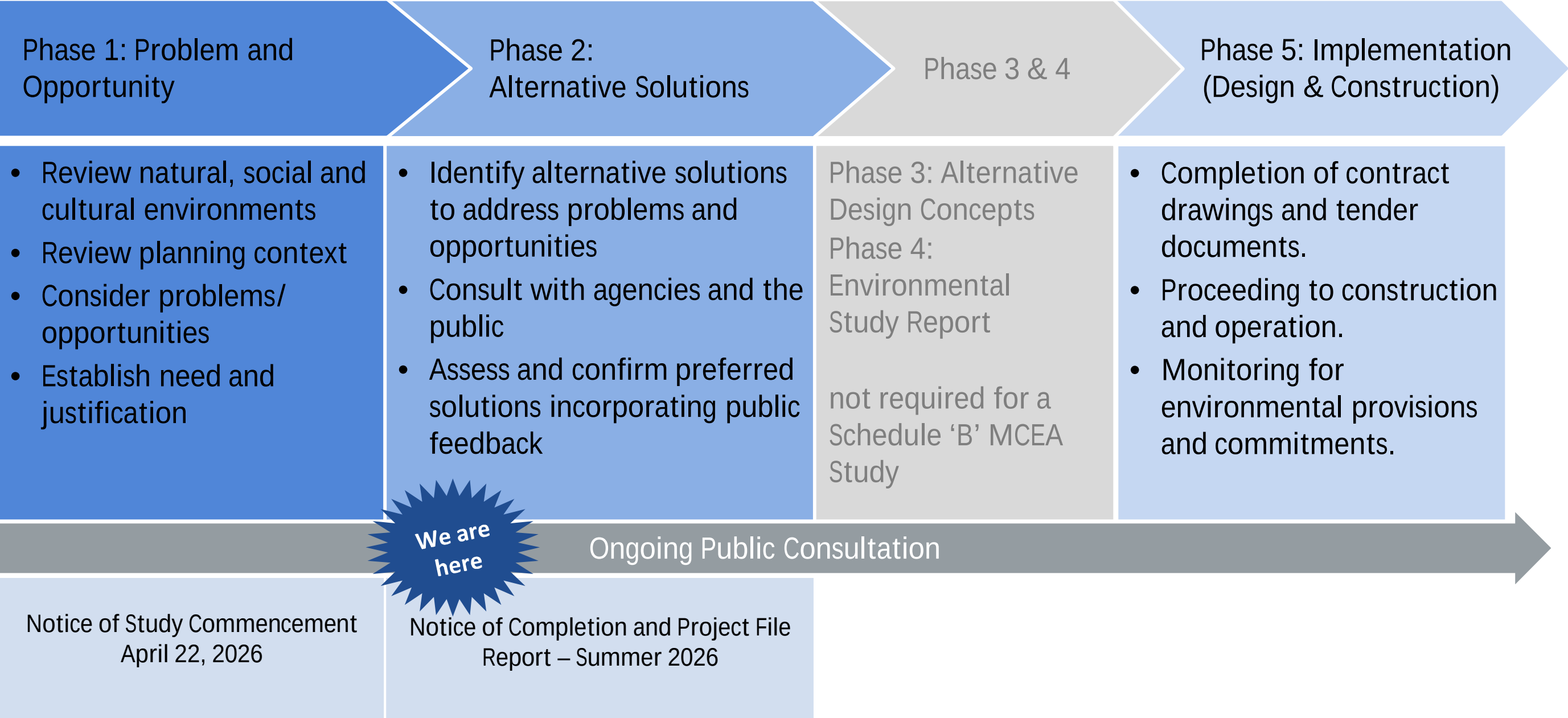
Currently, access to the Twin Oaks Industrial Park relies solely on a single entrance/exit point off Lauzon Parkway and there is no other secondary means of egress.



Study Process



This study is being carried out as Schedule B project (Phases 1 & 2) following the Municipal Class Environmental Assessment (2024).



Existing Conditions

The project is expected to have minimal potential environmental impacts because the work is focused on existing infrastructure and is situated entirely within Municipally owned rights-of-way.

Archaeological Conditions

- The location has been cleared of archaeological significance in previous reports
- The site is not identified in the City's Archaeological Management Plan as an Archaeological Potential Zone (APZ)

Environmental Conditions

- The preliminary preferred on-ramp location is adjacent to the EC Row / Banwell Interchange project, which is already cleared of natural heritage impacts
- A new Endangered Species Act (ESA) Permit is required to cover the added on-ramp lands
- When the new ESA Permit is approved by the MECP, construction preparation requires installing new snake fencing and executing snake sweeps/relocations (if required)

Existing environmental conditions and potential impacts are consistent across all layout options.

Problem/Opportunity Statement

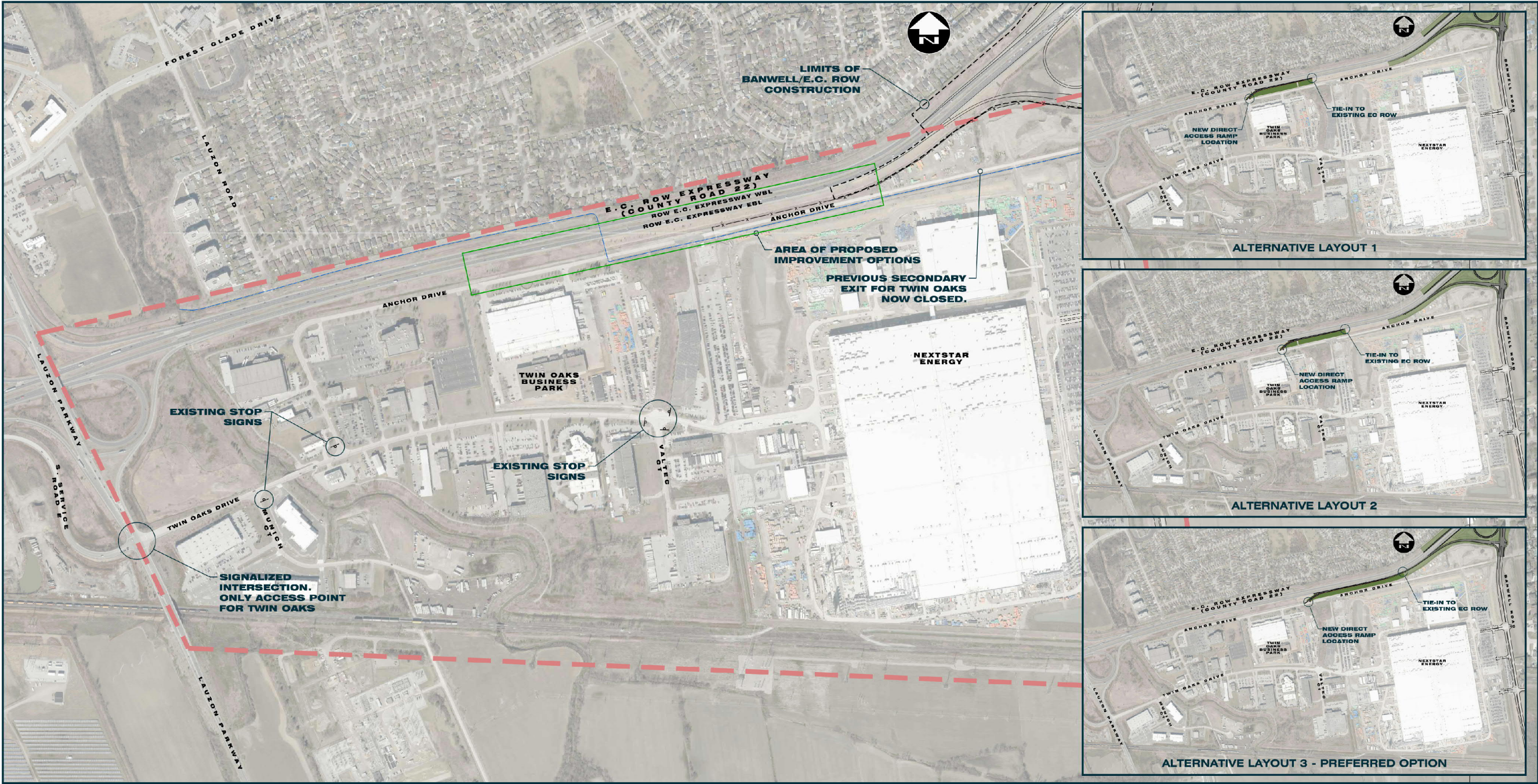
Due to recent area development, traffic within the Twin Oaks Industrial Park relies on a single exit point onto Lauzon Parkway. This single exit can become problematic if the exit is temporarily obstructed due to vehicle collisions, road infrastructure constraints or other restrictions.

There is an opportunity to implement a secondary means of egress from the Twin Oaks Industrial Park which will also improve overall traffic flow while minimizing potential congestion.

Alternative Solution Concepts

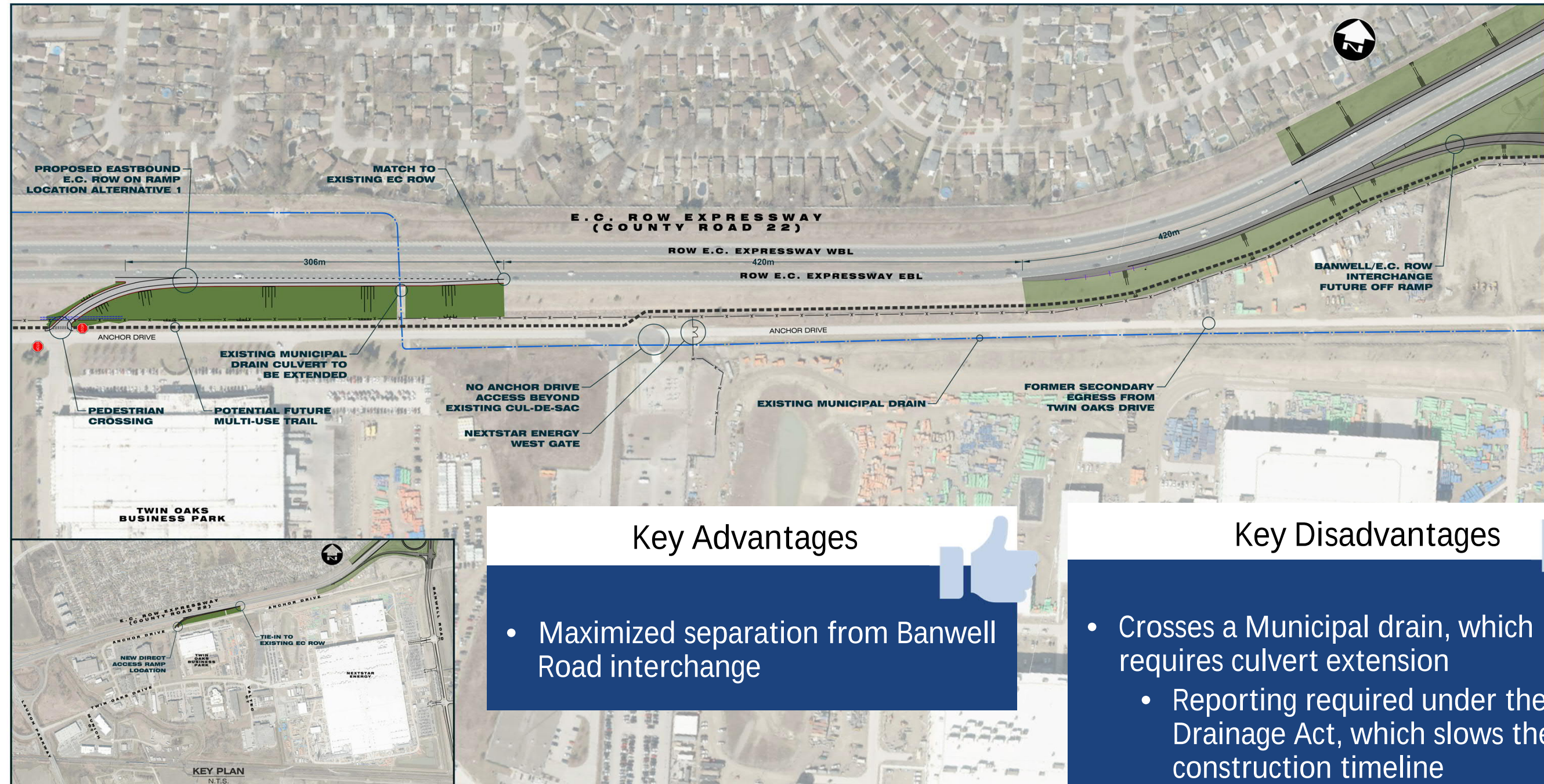
Alternative Solution Concepts		Comments
0	Do nothing	No alternate access provided, does not solve problem. Option screened out from further evaluation
1	Westernmost access from Anchor Drive to Eastbound EC Row Expressway	Crosses existing municipal drain
2	Midpoint Access from Anchor Drive to Eastbound EC Row Expressway	Crosses existing municipal drain
3	Easternmost access from Anchor Drive to Eastbound EC Row Expressway, with extended interchange ramp	Extended interchange ramp to meet Banwell Road, no municipal drain crossing

Existing Conditions



LEGEND			
	PROJECT STUDY AREA		LIMITS OF BANWELL ROAD CONSTRUCTION
	EXISTING FENCE LINE		LIMITS OF BANWELL ROAD CONSTRUCTION
	EXISTING MUNICIPAL DRAIN ALIGNMENT		EXISTING STOP SIGNS

Alternative Solution #1



Key Advantages

- Maximized separation from Banwell Road interchange

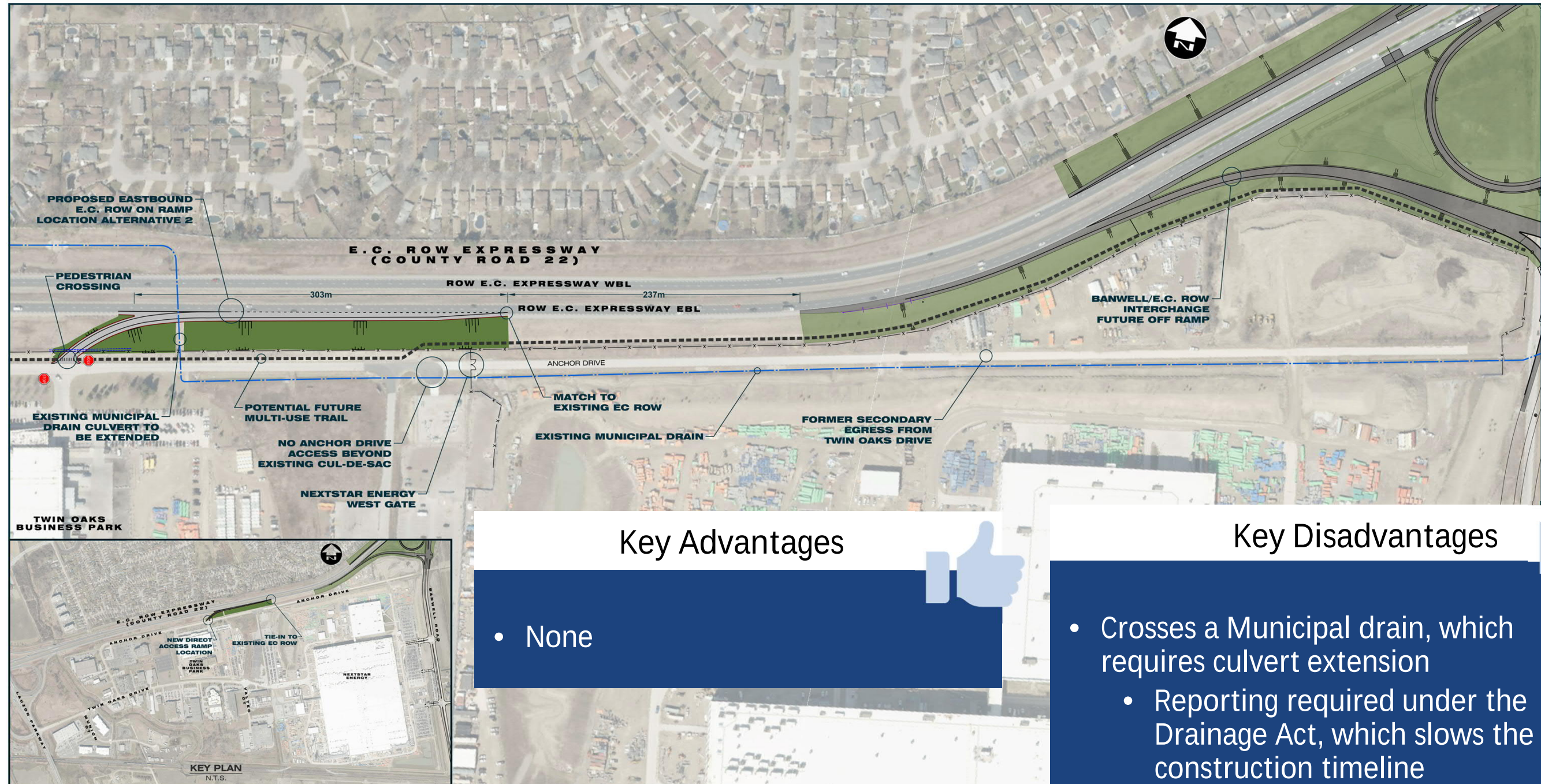
Key Disadvantages

- Crosses a Municipal drain, which requires culvert extension
 - Reporting required under the Drainage Act, which slows the construction timeline
 - Potential for in-water works, disruption to natural features
 - Added costs

LEGEND

	ASPHALT PAVEMENT		PROPOSED STOP SIGN (Ra-1) LOCATION
	GRASSED LANDSCAPE		FUTURE MULTI-USE TRAIL
	GRANULAR ROUNDING		EXISTING FENCE LINE
	DRAINAGE CULVERT		EXISTING MUNICIPAL DRAIN ALIGNMENT

Alternative Solution #2



Key Advantages

- None

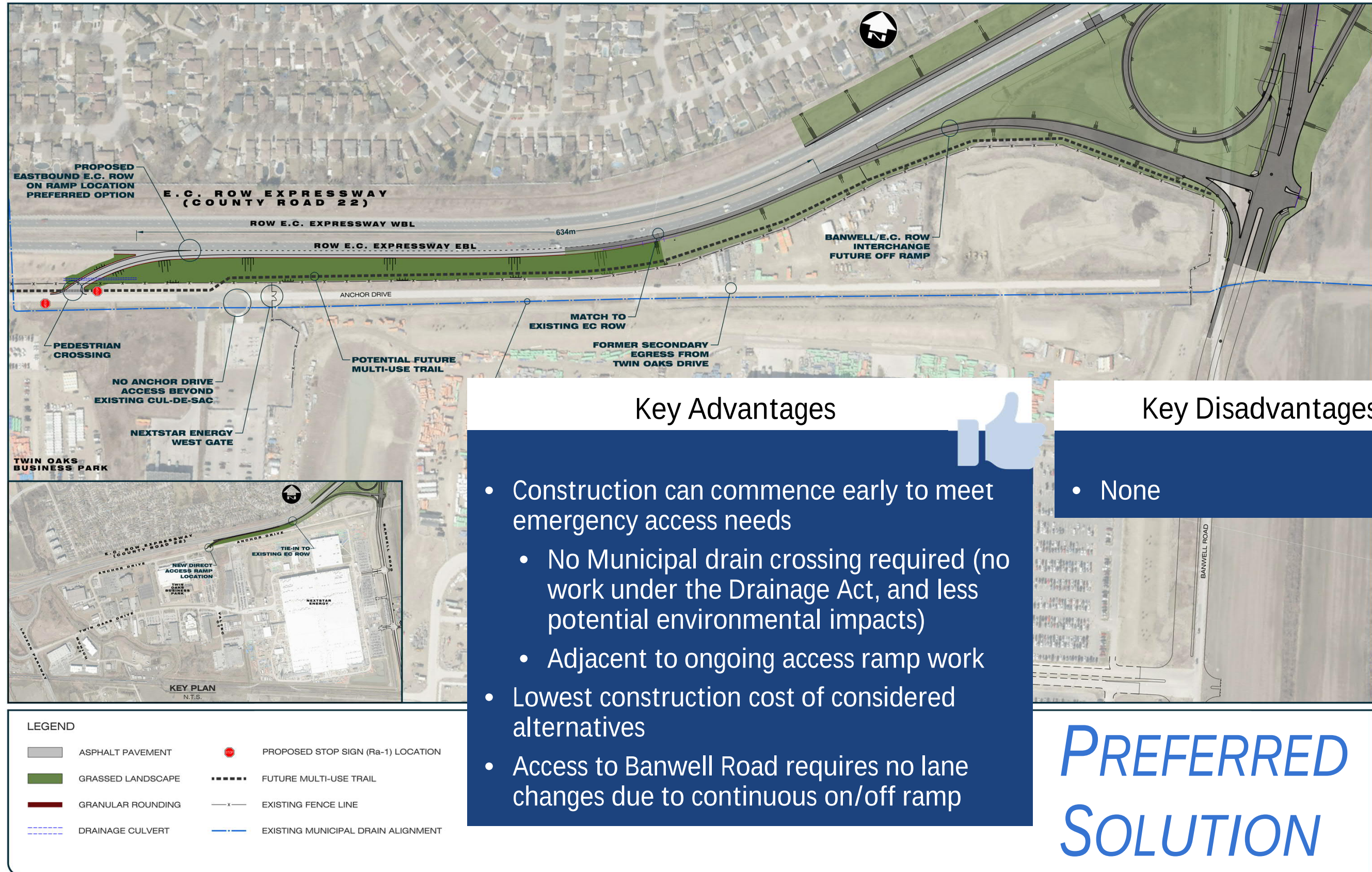
Key Disadvantages

- Crosses a Municipal drain, which requires culvert extension
 - Reporting required under the Drainage Act, which slows the construction timeline
 - Potential for in-water works, disruption to natural features
 - Added Costs

LEGEND

	ASPHALT PAVEMENT		PROPOSED STOP SIGN (Ra-1) LOCATION
	GRASSED LANDSCAPE		FUTURE MULTI-USE TRAIL
	GRANULAR ROUNDING		EXISTING FENCE LINE
	DRAINAGE CULVERT		EXISTING MUNICIPAL DRAIN ALIGNMENT

Alternative Solution #3



Preliminary Evaluation

Factor Area	Evaluation Criteria	Alternative Solution #1	Alternative Solution #2	Alternative Solution #3
Natural Environment	• Terrestrial Ecosystems			
	• Fish and Fish Habitat			
	• Species at Risk			
	• Land Use			
Socio-Economic Environment	• Emergency Services			
	• Alignment with Public Input			
	• Cultural Heritage Resources			
	• Archaeological Resources			
	• Impacts to Property/Business Operations			
Engineering	• Safety			
	• Traffic Operations and Capacity			
	• Constructability			
Cost	• Capital and Maintenance Cost (high-level estimates for comparison purposes)			

Preliminary Preferred

 Preferred

 Moderately Preferred

 Less Preferred

 Least Preferred

Preliminary Mitigation Measures

Preliminary mitigation measures include:

- Adhere to strict safety guidelines during construction, including best practices for vehicle safety;
- Advance notification of closures or lane restrictions will be provided via construction signage;
- Minimize vegetation removals to the extent necessary to complete the work;
- Time vegetation removals to avoid sensitive life stages for birds (e.g., nesting periods); and
- Install erosion and sediment control measures such as silt fencing before soil is exposed.
- Review and mitigate site for any Species at Risk (SAR) following MECP processes.

Next Steps

Current Consultation

- We are currently seeking comments regarding information presented at this Open House.
Submit comment to twinoaks@dillon.ca, paper forms at registration desk, or via the QR code on Welcome panel
- Environmental Project Report (EPR) will be posted for review on the City's EA Webpage:

www.citywindsor.ca/residents/construction/environmental-assessments-master-plans/twin-oaks-business-area-second-egress

Anticipated Timelines

- Posting of EPR for public review: Late Spring 2026
- Construction: Target Summer 2026

If you have questions, comments, or wish to be added to our contact list, please speak with one of the project team members at this open house or fill in a comment form. You can also contact either of the project team members listed below following the meeting. Project information and updates will be posted to the City of Windsor's website at www.windsorEAs.ca.

Your comments are requested by May 14, 2026.

Chris Patten, P.Eng., Project Manager
Dillon Consulting Limited
1 Riverside Drive West, 12th Floor
Windsor, Ontario, N9A 5K3
Phone: 519-948-4243 ext. 3210
Email: cpatten@dillon.ca

Chris Gerardi, P. Eng., Engineer II
The Corporation of the City of Windsor
350 City Hall Square West, Suite 310
Windsor, Ontario, N9A 6S1
Phone: 519-255-6257 ext. 6358
Email: cgerardi@citywindsor.ca



Project # – 25-1134

RECORD OF ATTENDANCE

Municipal Class Environmental Assessment Study for a Second Egress for Twin Oaks Industrial Park

Public Open House – May 7, 2026

By signing this form and attending this Public Open House, I hereby acknowledge that the information I've provided will become part of the record on file. Information provided might be used by the City of Windsor, its third party contractors and/or other levels of government and elected officials in accordance with the Ontario's *Municipal Freedom of Information and Protection of Privacy Act*. Questions about the collection of personal information contained on this form should be directed to the Manager, Records and Elections City of Windsor, 350 City Hall Square West – Suite 530, Windsor, On N9A 6S1, Phone: 519-255-6100, ext. 6578.

Name	Mailing Address



Project # – 25-1134

RECORD OF ATTENDANCE

Municipal Class Environmental Assessment Study for a Second Egress for Twin Oaks Industrial Park

Public Open House – May 7, 2026

By signing this form and attending this Public Open House, I hereby acknowledge that the information I've provided will become part of the record on file. Information provided might be used by the City of Windsor, its third party contractors and/or other levels of government and elected officials in accordance with the Ontario's *Municipal Freedom of Information and Protection of Privacy Act*. Questions about the collection of personal information contained on this form should be directed to the Manager, Records and Elections City of Windsor, 350 City Hall Square West – Suite 530, Windsor, On N9A 6S1, Phone: 519-255-6100, ext. 6578.

Name	Mailing Address

25-1134 - Open House Registration (Responses)

Timestamp	Full Name	Address	Email
5/7/2026 15:31:42			
5/7/2026 15:59:15			
5/7/2026 16:03:01			
5/7/2026 16:12:40			
5/7/2026 18:36:39			
5/7/2026 18:36:57			
5/8/2026 7:55:02			

COMMENT FORM

Municipal Class Environmental Assessment Study for a Second Egress for Twin Oaks Industrial Park

Public Open House – May 7, 2026

Please use this form to share your comments or feedback regarding the development and deposit it in the comment box. You may also mail it back to the address below. Information will be collected in accordance with Ontario's *Municipal Freedom of Information and Protection of Privacy Act*. With the exception of personal information, all comments will become part of the public record.

Name: _____

Mailing Address: _____

Email: _____

Comment(s)

Alternative 3 looks great, is a very welcome improvement.
As someone who works _____ I was stuck on the Twin Oaks Rd. several times last year due to accidents. This change will make a huge difference for all the workers

 Submit comments via mail or email by **May 14th, 2026.**

Mail to:

Attention: Twin Oaks EA

Dillon Consulting Limited

1 Riverside Drive West, 12th floor

Windsor, ON, N9A 5K3

E-mail to: twinoaks@dillon.ca

DILLON CONSULTING LIMITED

www.dillon.ca

25-1134 - Comment Form (Responses)

Timestamp	Full Name	Address	Email	Please provide your comment
5/7/2026 15:42:29				Looking to have a left turn signal at all lights at the Twin Oaks and Lauzon Pkwy junction
5/7/2026 16:41:46				This second exit will definitely help. Also consider advance left turns for Twin Oaks / Service Road turning onto Lauzon Parkway for high traffic times. A solution for traffic coming off of EC Row West needing to turn onto Twin Oaks is desperately needed. A walking path over Lauzon to Anchor / Twin Oaks should be considered. Concerned about the traffic at Munich / Anchor turning onto Twin Oaks.

Twin oaks

[REDACTED]
To: twinoaks@dillon.ca

Wed, May 13, 2026 at 10:59 PM

Solution #3 please, and can you please get it done yesterday, thank you. [REDACTED]



Oxford, Kaelee <koxford@dillon.ca>

FW: Twin Oaks

Gerardi, Chris (He/Him) <cgerardi@citywindsor.ca>

Fri, May 8, 2026 at 8:32 AM

To: "Patten, Chris" <cpatten@dillon.ca>

Cc: Kyle Edmunds <kedmunds@dillon.ca>, Kaelee Oxford <koxford@dillon.ca>

FYI

CHRIS GERARDI, P.ENG | ENGINEER II (A)



Engineering Department

Design Division

350 City Hall Square West | 3rd Floor Suite 310 | Windsor, ON | N9A 6S1

Office: (519) 255-6257 x 6358

www.citywindsor.ca

From: [REDACTED]

Sent: May 7, 2026 4:56 PM

To: Gerardi, Chris (He/Him) <cgerardi@citywindsor.ca>

Subject: Twin Oaks

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Please accept my comments concerning the secondary access Huron Oaks.

"As a cyclist I have long hoped that this area may be accessed by cyclists by using Lauzon Road. This may involve a tunnel under e.c. row expressway or a bridge over e. C. Row.

I hope this will be considered as part of the environmental assessment."

Thanks.

[REDACTED]

Appendix A4

Agency Comments



May 12, 2026
ERCA File: 0792-26

planning@erca.org
P.519.776.5209
F.519.776.8688
360 Fairview Avenue West
Suite 311, Essex, ON N8M 1Y6

Chris Patten, P. Eng., Project Manager
Dillon Consulting Limited
1 Riverside Drive West, 12th Floor
Windsor, ON, N9A 5K3
Cpatten@dillon.ca

Chris Gerardi, P. Eng., Engineer II
The Corporation of the City of Windsor
350 City Hall Square West, Suite 310
Windsor, ON, N9A 6S1
Cgerardi@citywindsor.ca

Re: Municipal Class "B" Environmental Assessment Study for a Second Egress for Twin Oaks Industrial Park

Thank you for circulating our office with the Public Information Centre materials for this project. Our office understands that this study considers several alternatives for a second egress to serve the Twin Oaks Industrial Park area. Four alternative solutions were evaluated, including the option of doing nothing. The preferred solution is identified as the easternmost access from Anchor Drive to Eastbound EC Row Expressway, with extended interchange ramp. This option does not require the crossing of the existing Gouin Drain, which is a municipal drain. Our office supports the preferred solution.

We understand that some construction activities may take place within areas subject to our Regulation under the Conservation Authorities Act (Ontario Regulation No. 41/24). Approvals from our office are required prior to any construction or site alteration or other activities affected by Section 28 of the Conservation Authorities Act. Additionally, please be advised that stormwater management is generally subject to Conservation Authority approval. Any proposed works within the Essex Region Conservation Authority's (ERCA) Limit of Regulated Area or that may impact the downstream receivers may require the issuance of an approval from our office.

In addition, the subject lands are wholly or partially within the Event Based Area (EBA) of the Essex Region Source Protection Plan under the Clean Water Act, 2006. The Municipality is required to follow the Written Direction provided by the Essex Region Risk Management Official (RMO) for the implementation of policies in the Plan that are written under s.59 of the Act to screen for potential Significant Drinking Water Threats (SDWTs). The Municipality will notify the Applicant to contact the RMO if municipal screening indicates the subject lands may have an SDWT. The Applicant will submit a Section 59 Application to the RMO if required.

If you have any questions or require any additional information, please contact the undersigned.

Sincerely,



Second Egress for Twin Oaks Industrial Park, May 12, 2026



Alicia Good
Watershed Planner
/alg

Subject: RE: Notification Letter - Twin Oaks Second Egress - Public Information Centre



Horrobin, Barry <bhorrobin@windsorpolice.ca>
to Gerardi, Chris (He/Him), Werstein, Christopher, pdicarlo

Mon, May 4, 11:01 AM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Chris:

Thanks for sending along this notification of the study commencement that will look at a second egress/access point for the Twin Oaks area. The Windsor Police Service (WPS) is strongly supportive of a second access point to this very large and growing area, as it is aligned with an important public safety principle of having at least two different means of access to facilitate emergency incident response capability. I have copied two of my colleagues on this email who are the Superintendents of our two operational divisions here at WPS (the Patrol and Investigative Services Divisions) to circle them into the loop on this important project.

Please keep us updated as this project progresses, most notably when different, alternative second access point design options become developed for review and discussion. We would like to participate by providing our perspective when design alternatives become available for review by project stakeholders like us.

Respectfully,

Barry Horrobin

Director of Planning & Physical Resources

Windsor Police Service

bhorrobin@windsorpolice.ca

O: (519) 255-6700, ext. 7051

C: (519) 982-3180



WINDSOR POLICE SERVICE
HONOUR IN SERVICE

From: Gerardi, Chris (He/Him) <cgerardi@citywindsor.ca>

Sent: Friday, April 24, 2026 3:33 PM

Subject: Notification Letter - Twin Oaks Second Egress - Public Information Centre

EXTERNAL EMAIL: Do not click any links or open any attachments unless you trust the sender and know the content is safe.

Good Afternoon,

Attached is a letter in regards to the **Notice of Study Commencement and Public Information Centre** -

Appendix A5

Indigenous Community Consultation

Contact Name/Organization	Type of Communication	Date of Communication	Content of Communication/ Comment Received
Can-Am Indian Friendship Centre			
C Gerardi (City of Windsor)	Email	24-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
Chippewas of the Thames First Nation			
C Gerardi (City of Windsor)	Email	24-Apr-26 & 27-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
F Burch (Consultation)	Email	16-Jun-26	Request to submit the project information through the NationsConnect system.
C Gerardi (City of Windsor)	Email	19-Jun-26	Information submitted through NationsConnect.
Naomi Beauchesne, Consultation Engagement Specialist	Email	25-Jun-26	Reviewed the information related to the project, concerns noted for Alternatives #1 and #2 (due to municipal drain), preference for Alternative #3. Requested to be present during any additional environmental field surveys, and confirmation on the alternative selected to proceed once decision is made.
Chippewas of Kettle & Stony Point First Nation			
C Gerardi (City of Windsor)	Email	24-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
C Gerardi (City of Windsor)	Email	19-Jun-26	Information submitted through NationsConnect.
Chippewas of Aamjiwnaang First Nation			
C Gerardi (City of Windsor)	Email	24-Apr-26 & 27-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
C Gerardi (City of Windsor)	Phone	10-Jul-26	Phone call to follow up on introductory email.
C Gerardi (City of Windsor)	Webpage	10-Jul-26	Information and invitation for input sent through inquiry form on webpage.
Bkejwanong Territory (Walpole Island First Nation)			
C Gerardi (City of Windsor)	Email	24-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
Leela Thomas	Email	01-Jun-26	Request to coordinate with the Consultation team regarding this information
C Gerardi (City of Windsor)	Email	01-Jun-26	Resending of the information to the consultation email address provided.

Contact Name/Organization	Type of Communication	Date of Communication	Content of Communication/ Comment Received
C Gerardi (City of Windsor)	Email	10-Jul-26	Follow-up to inquire on any feedback.
Caldwell First Nation			
C Gerardi (City of Windsor)	Email	24-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
C Gerardi (City of Windsor)	Email	19-Jun-26	Information submitted through NationsConnect.
Delaware Nation (Moravian of the Thames)			
C Gerardi (City of Windsor)	Email	24-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
C Gerardi (City of Windsor)	Phone	10-Jul-26	Phone call to follow up on introductory email, provided updated email address to use.
C Gerardi (City of Windsor)	Email	10-Jul-26	Introductory email for the project, including PIC panels and invitation for input, sent to updated contacts.
Munsee-Delaware First Nation			
C Gerardi (City of Windsor)	Email	24-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
C Gerardi (City of Windsor)	Phone	10-Jul-26	Phone call to follow up on introductory email.
C Gerardi (City of Windsor)	Webpage	10-Jul-26	Information and invitation for input sent through inquiry form on webpage.
Oneida Nation of the Thames			
C Gerardi (City of Windsor)	Email	24-Apr-26 & 27-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
C Gerardi (City of Windsor)	Email	10-Jul-26	Follow-up to inquire on any feedback.
C Gerardi (City of Windsor)	Phone	10-Jul-26	Phone call to follow up on introductory email.
C Gerardi (City of Windsor)	Email	10-Jul-26	Forwarded the project information to new Chief.

Contact Name/Organization	Type of Communication	Date of Communication	Content of Communication/ Comment Received
Metis Nation of Ontario			
C Gerardi (City of Windsor)	Email	24-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
Union of Ontario Indians			
C Gerardi (City of Windsor)	Email	27-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
Chiefs of Ontario			
C Gerardi (City of Windsor)	Email	24-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
Tribal Council			
C Gerardi (City of Windsor)	Email	24-Apr-26	Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.
C Gerardi (City of Windsor)	Email	01-Jun-26	Introductory email for the project, including PIC panels and invitation for input.
J Whiteye (SFNS)	Email	01-Jun-26	Request to confirm that the email and information was provided to the eight member First Nations.
C Gerardi (City of Windsor)	Email	03-Jun-26	Confirmation that the eight First Nations members have been sent the information.

From: Gerardi, Chris (He/Him) <cgerardi@citywindsor.ca>
Sent: April 27, 2026 9:17 AM
To: 'cdoxtator@cottfn.com'; 'todd.cornellius@oneida.on.ca';
'tiffany.qurbani@oneida.on.ca'; 'Irosales@aamjiwnaang.ca';
'GCC.Debassige@anishinabek.ca'; jammers
Subject: Notification Letter - Twin Oaks Second Egress - Public Information Centre
Attachments: 2026 04 21 - Twin Oaks Egress_Notice of Commencement + PIC_LETTER-Apr 22 2026
for Residents (Formatted).pdf

Good Afternoon,

Attached is a letter in regards to the Notice of Study Commencement and Public Information Centre - Second Egress for Twin Oaks Business Area.

If any further questions, please reach out,

Thank you,

CHRIS GERARDI, P.ENG | ENGINEER II (A)



Engineering Department
Design Division
350 City Hall Square West | 3rd Floor Suite 310 | Windsor, ON | N9A 6S1
Office: (519) 255-6257 x 6358
www.citywindsor.ca

Twin Oaks Second Egress EA

Gerardi, Chris (He/Him) <cgerardi@citywindsor.ca>

Wed, Jun 3, 2026 at 9:37 AM

To: Jennifer Whiteye <jenwhiteye@sfns.on.ca>

Cc: "Oxford, Kaelee" <koxford@dillon.ca>, Chief Kimberly Bressette <Kimberly.Bressette@kettlepoint.org>

Hi Jennifer,

Yes, we can confirm that the email and associated materials were sent directly to each of the eight identified First Nations communities listed below.

Thank you,

CHRIS GERARDI, P.ENG | ENGINEER II (A)

Engineering Department

Design Division

350 City Hall Square West | 3rd Floor Suite 310 | Windsor, ON | N9A 6S1

Office: (519) 255-6257 x 6358

www.citywindsor.ca

From: Jennifer Whiteye <jenwhiteye@sfns.on.ca>**Sent:** June 1, 2026 4:26 PM**To:** Gerardi, Chris (He/Him) <cgerardi@citywindsor.ca>**Cc:** Oxford, Kaelee <koxford@dillon.ca>; Chief Kimberly Bressette <Kimberly.Bressette@kettlepoint.org>**Subject:** RE: Twin Oaks Second Egress EA

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Afternoon,

Can you please confirm that the email (below) and information (attached) have been sent directly to the London District Chiefs Council member First Nations? The eight First Nations are:

- Aamjiwnaang First Nation
- Caldwell First Nation
- Chippewas of Kettle & Stony Point
- Chippewas of the Thames First Nation
- Eelūnaapéewi Lahkéewiit (Delaware Nation)
- Munsee-Delaware Nation
- Oneida Nation of the Thames
- Walpole Island First Nation

The rights holders are the individual First Nations and their members, not the administrative bodies formed to represent them.

Jennifer Whiteye

Jennifer Whiteye, **Executive Director**



toll-free: 1-800-668-2609
office: 519-692-5868 ext 242
mobile: 519-350-5206
email: jenwhiteye@sfns.on.ca

22361 Austin Line
Bothwell ON, N0P 1C0
sfns.on.ca

From: Gerardi, Chris (He/Him) <cgerardi@citywindsor.ca>
Sent: Monday, June 1, 2026 9:58 AM
To: Jennifer Whiteye <jenwhiteye@sfns.on.ca>
Cc: Oxford, Kaelee <koxford@dillon.ca>
Subject: Twin Oaks Second Egress EA

Hello,

The City of Windsor has initiated a Municipal Class Environmental Assessment (EA) Study to evaluate alternatives for a second egress serving the [Twin Oaks Industrial Park](#). Currently, access to the Industrial Park relies on a single entrance/exit off Lauzon Parkway.

The City has retained Dillon Consulting Limited to complete this study in accordance with Schedule B of the Municipal Class Environmental Assessment (2024), approved under the Ontario Environmental Assessment Act.

Consultation for this study follows the Ministry of the Environment, Conservation and Parks guidance for Indigenous consultation. The City of Windsor is committed to meaningful engagement and would like to ensure the **London District Chiefs Council** has the opportunity to provide input.

We are reaching out to determine if your community holds an interest in this project. Specifically, we are seeking your input regarding the proposed project or materials presented/shared from our Public Information Centre held on May 7th, 2026. (please see attached panels)

Your feedback is important and will be considered throughout the EA process. Our project team is available to meet with you to answer questions or discuss any concerns.

Please contact me if you have any questions or require additional information.

Kind regards,

CHRIS GERARDI, P.ENG | ENGINEER II (A)



Engineering Department

Design Division

350 City Hall Square West | 3rd Floor Suite 310 | Windsor, ON | N9A 6S1

Office: (519) 255-6257 x 6358

www.citywindsor.ca

FW: NationsConnect: Consultation submitted

Gerardi, Chris (He/Him) <cgerardi@citywindsor.ca>

Fri, Jun 19, 2026 at 3:33 PM

To: Kyle Edmunds <kedmunds@dillon.ca>, "Oxford, Kaelee" <koxford@dillon.ca>

Cc: "Patten, Chris" <cpatten@dillon.ca>

FYI

I submitted for consultation via this NationsConnects for Caldwell First Nations and Chippewas of the Kettles. This is in addition to the submission made yesterday for Chippewas of the Thames First Nation yesterday.

CHRIS GERARDI, P.ENG | ENGINEER II (A)

Engineering Department

Design Division

350 City Hall Square West | 3rd Floor Suite 310 | Windsor, ON | N9A 6S1

Office: (519) 255-6257 x 6358

www.citywindsor.ca

From: NationsConnect Support <support@nationsconnect.ca>**Sent:** June 19, 2026 3:29 PM**To:** Gerardi, Chris (He/Him) <cgerardi@citywindsor.ca>**Cc:** Kwusen Support <support@kwusen.ca>**Subject:** NationsConnect: Consultation submitted

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

The following project has been submitted for review on NationsConnect:

[Twin Oaks Business Area - Second Egress](#)

Once your project details have been reviewed for completion and accuracy, the project will be sent to the selected communities.

Please log back in to NationsConnect to check the status of your project.

Contact support@nationsconnect.ca with any questions.

Regards, The NationsConnect Support Team

**Twin Oaks Business Area - Second Egress • NationsConnect.pdf**
164K



Deshkan Zibiing
Chippewas of the Thames
First Nation Treaties, Lands
and Environment

320 Chippewa Road
Muncey, ON, N0L 1Y0
Tel: 519-289-5555
Fax: 519-289-2230
info@cottfn.com



Deshkan Zibiing
Chippewas of the Thames
First Nation Treaties, Lands
and Environment

320 Chippewa Road
Muncey, ON, N0L 1Y0
Tel: 519-289-5555
Fax: 519-289-2230
info@cottfn.com

25-Jun-2026 15:45 EDT

Dear: Christopher Gerardi

We have received information concerning Twin Oaks Business Area - Second Egress, dated 18-Jun-2026. The proposed project is located within McKee Treaty, to which Chippewas of the Thames First Nation (COTTFN) is a signatory. It is also located within the Big Bear Creek Additions to Reserve (ATR) land selection area, as well as COTTFN Traditional Territory.

After screening this project, we have identified it to be of moderate concern. You'll find our recommendations below.

We have concerns with Alternative Solution #1 and 2 as they go through municipal drains and would agree Alternative Solution #3 is the preferred option.

As there is an Environmental Assessment being conducted, we would appreciate the opportunity to actively participate by sending First Nations Field Liaison to any environmental surveys.

If there is an Archaeology Assessment conducted, we require notification and the opportunity to actively participate by sending First Nation Field Liaisons on behalf of this First Nation.

As this time, I am requesting to receive notification on which Alternative Solution The City of Windsor decides to go forward with and please keep us updated throughout the Environmental Assessment process. We look forward to continuing this open line of communication.



Deshkan Ziibiing
Chippewas of the Thames
First Nation Treaties, Lands
and Environment

320 Chippewa Road
Muncey, ON, N0L 1Y0
Tel: 519-289-5555
Fax: 519-289-2230
info@cottfn.com

To implement meaningful consultation, COTTFN has developed its own protocols - a document and a process that will guide positive working relationships. We would be happy to meet with you to review COTTFN's Consultation Protocols. As per 'Appendix C' of the Wiindmaagewin, we will be sending an invoice based on our time to review the documentation. Please do not hesitate to contact me if you need further clarification of this letter.

Sincerely,

Original Signed
Naomi Beauchesne
Consultation Engagement Specialist
Chippewa of the Thames First Nation
320 Chippewa Road, Muncey, ON, N0L 1Y0
(519) 289-5555 Ext 226
consultation@cottfn.com

[wiindmaagewin-consultation-protocol-120623-approved.pdf](#)

Twin Oaks Second Egress EA

Gerardi, Chris (He/Him) <cgerardi@citywindsor.ca>

Mon, Jul 13, 2026 at 1:16 PM

To: "chief.hill@oneida.on.ca" <chief.hill@oneida.on.ca>

Cc: Kaelee Oxford <koxford@dillon.ca>, "tiffany.qurbani@oneida.on.ca" <tiffany.qurbani@oneida.on.ca>

Hello,

I would just like to take the opportunity to follow up to the email below to confirm if your community holds an interest in this project.

Your feedback is important and any feedback is appreciated.

Thank you,

CHRIS GERARDI, P.ENG | ENGINEER II (A)

Engineering Department

Design Division

350 City Hall Square West | 3rd Floor Suite 310 | Windsor, ON | N9A 6S1

Office: (519) 255-6257 x 6358

www.citywindsor.ca

From: Gerardi, Chris (He/Him)**Sent:** June 1, 2026 9:52 AM**To:** todd.cornelius@oneida.on.ca; tiffany.qurbani@oneida.on.ca**Cc:** Oxford, Kaelee <koxford@dillon.ca>**Subject:** Twin Oaks Second Egress EA

Hello,

The City of Windsor has initiated a Municipal Class Environmental Assessment (EA) Study to evaluate alternatives for a second egress serving the [Twin Oaks Industrial Park](#). Currently, access to the Industrial Park relies on a single entrance/exit off Lauzon Parkway.

The City has retained Dillon Consulting Limited to complete this study in accordance with Schedule B of the Municipal Class Environmental Assessment (2024), approved under the Ontario Environmental Assessment Act.

Consultation for this study follows the Ministry of the Environment, Conservation and Parks guidance for Indigenous consultation. The City of Windsor is committed to meaningful engagement and would like to ensure **Oneida Nation of the Thames** has the opportunity to provide input.

We are reaching out to determine if your community holds an interest in this project. Specifically, we are seeking your input regarding the proposed project or materials presented/shared from our Public Information Centre held on May 7th, 2026. (please see attached panels)

Your feedback is important and will be considered throughout the EA process. Our project team is available to meet with you to answer questions or discuss any concerns.

Please contact me if you have any questions or require additional information.

Kind regards,

CHRIS GERARDI, P.ENG | ENGINEER II (A)



Engineering Department

Design Division

350 City Hall Square West | 3rd Floor Suite 310 | Windsor, ON | N9A 6S1

Office: (519) 255-6257 x 6358

www.citywindsor.ca

 **Twin Oaks PIC Display Boards.pdf**
4036K

Your Name *

Chris Gerardi

Your Email *

cgerardi@citywindsor.ca

Phone

5198166914

Department *

Chief & Council

Message *

Consultation for this study follows the Ministry of the Environment, Conservation and Parks guidance for Indigenous consultation. The City of Windsor is committed to meaningful engagement and would like to ensure Munsee-Delaware First Nation has the opportunity to provide input.

I have previously reached out via email to chief@munsee.ca; however, no response was received. Any response at your earliest convenience would be appreciated.

✓ Success!





Please complete the form below and your message will be directed accordingly. If you want a response please provide your email or phone number. Thanks.

Name

christopher

First

gerardi

Last

Email *

cgerardi@citywindsor.ca

Phone

(519) 816-6914

Your Question

Irosales@aamjiwnaang.ca). We would hate to miss out on an opportunity for your input.

Any response is appreciated.

Kind regards,

Submit

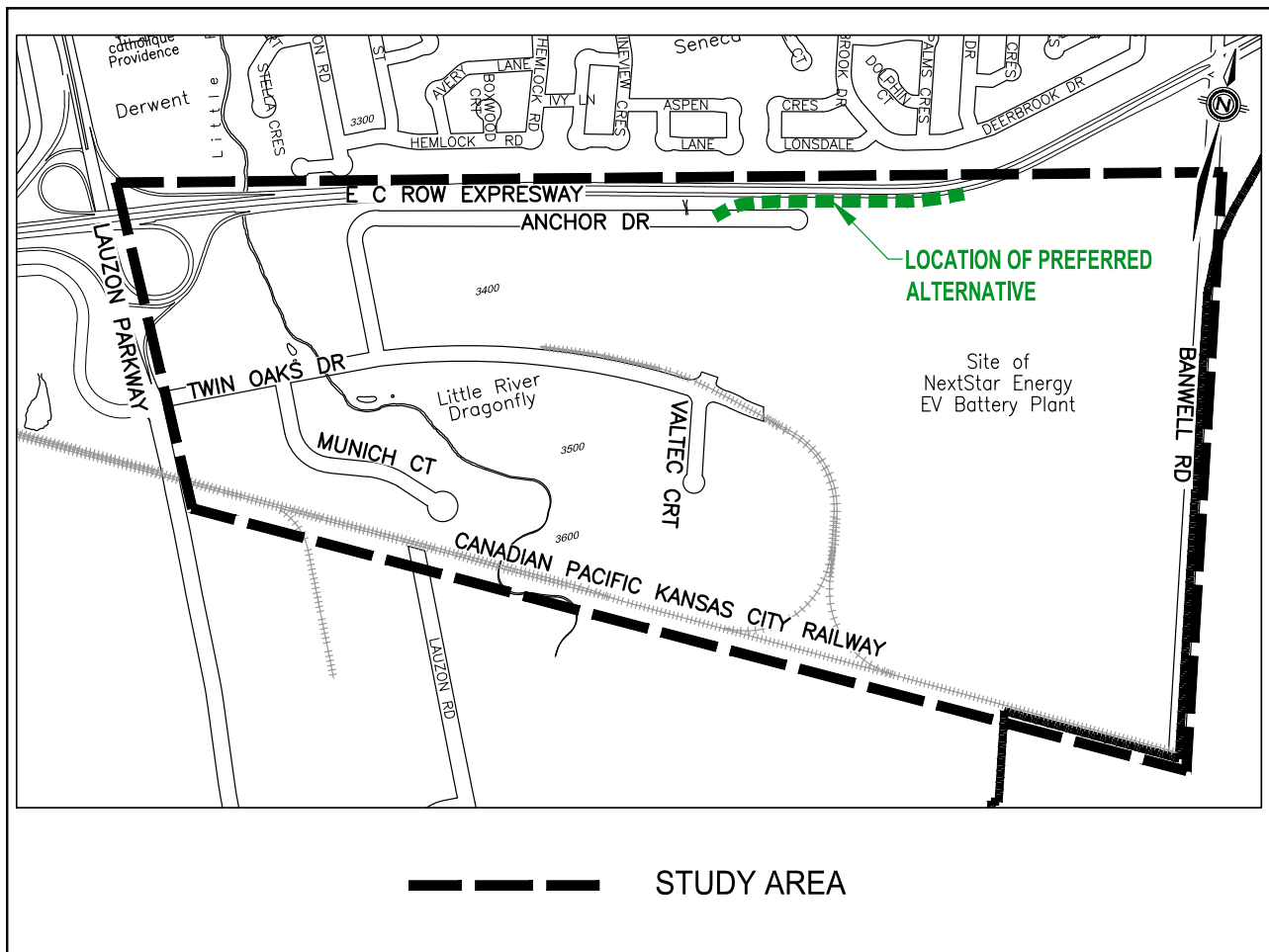
Appendix A6

Notice of Completion

Notice of Completion

Municipal Class Environmental Assessment Study Second Egress for Twin Oaks Business Area City of Windsor, Ontario

The Corporation of the City of Windsor (City) has completed a Schedule “B” project following the Municipal Class Environmental Assessment (MCEA) process. The project was undertaken to identify the preferred alternative for a second egress to service the Twin Oaks Business Area located in the City of Windsor, Ontario. Currently, access to the Twin Oaks Industrial Park relies solely on a single entrance/exit point off Lauzon Parkway, and there is no other secondary means of egress (refer to Study Area map below). The preferred alternative includes a proposed on-ramp that will extend east from Anchor Drive to connect with eastbound E.C. Row Expressway.



This study is being carried out in accordance with the requirements Schedule B of the Municipal Class Environmental Assessment (2024), approved under the *Ontario Environmental Assessment Act*. This study satisfied Phase 1 and 2 of the Class EA process including: (Phase 1) review of background information and definition of a problem statement, (Phase 2) evaluation of alternative solutions. The objective of this study was to identify and evaluate alternative solutions and develop a preferred alternative for the second egress that is cost-effective, environmentally responsible, and sustainable.

A key component of the Municipal Class EA process is stakeholder consultation with the public, review agencies, Indigenous Communities, and other interested parties. One Public Information Centre (PIC) was held throughout the study to obtain input on the project.

To document the study, a Project File Report is available for public and agency review from July 27 to August 26, 2026. The report, including egress options, is available on the City of Windsor’s website at www.windsorEAs.ca.

If you require an alternative format for the report, you may contact one of the project team members listed below to discuss review options.

Following the review period, the City intends on proceeding with construction of the preferred option.

Contact Us

If you have questions or comments regarding the project, please contact the following project team members no later than August 26, 2026:

Chris Gerardi, P. Eng.
Engineer II
City of Windsor
310-350 City Hall Square West
Windsor, Ontario, N9A 6S1
Phone: (519) 255-6257 Ext. 6358
Email: cgerardi@citywindsor.ca

Chris Patten, P. Eng.
Partner
Dillon Consulting Limited
1 Riverside Drive West, 12th floor
Windsor, Ontario, N9A 5K3
Phone: (519) 948-4243 Ext. 3210
Email: cpatten@dillon.ca

Requests to the Ministry of the Environment, Conservation and Parks

In addition, a request to the Minister of the Environment, Conservation and Parks for an order imposing additional conditions or requiring a comprehensive environmental assessment may be made on the grounds that the requested order may prevent, mitigate or remedy adverse impacts on constitutionally protected Aboriginal and treaty rights. Requests should include your full name and contact information.

Requests should specify what kind of order is being requested (additional conditions or a comprehensive environmental assessment), explain how an order may prevent, mitigate or remedy potential adverse impacts, and can include supporting information.

The request should be sent to:

Minister of the Environment, Conservation
and Parks
Ministry of Environment, Conservation and
Parks
777 Bay Street, 5th Floor
Toronto ON, M7A 2J3
Minister.MECP@ontario.ca

Director, Environmental Assessment Branch
Ministry of Environment, Conservation and
Parks
135 St. Clair Avenue West, 1st Floor
Toronto ON, M4V 1P5
EABDirector@ontario.ca

Requests should also be sent to the City of Windsor by mail or e-mail. Please visit the ministry's website for more information on requests for orders under Section 16 of the Environmental Assessment Act at: <https://www.ontario.ca/page/class-environmental-assessments-part-ii-order>

All personal information included in your request – such as name, address, telephone number and property location – is collected, under the authority of Section 30 of the Environmental Assessment Act and is collected and maintained for the purpose of creating a record that is available to the general public. As this information is collected for the purpose of a public record, the protection of personal information provided in the Freedom of Information and Protection of Privacy Act (FIPPA) does not apply (s.37). Personal information you submit will become part of a public record that is available to the general public unless you request that your personal information remain confidential. For more information, contact the Ministry of the Environment, Conservation and Parks (MECP) Freedom of Information and Privacy Coordinator.

This Notice was first issued on July 27, 2026.

Appendix B

Mayoral Direction Letter



The Corporation of the City of Windsor

Mayoral Direction MD 01-2026

To Direct staff to undertake research and provide advice to the head of Council and City Council on policies and programs of the City

WHEREAS pursuant to Part V1.1 (Special Powers and Duties of Head of Council) of the *Municipal Act, 2001*, Sections 284.3 (Direction to Employees) the Mayor may direct municipal employees to:

- a) Undertake research and provide advice to the head of council and city council on policies and programs of the City or of the head of Council as they relate to the powers and duties under this Part; and
- b) Carry out duties related to the exercise of the power or performance of the duty, including implementing any decisions made by the head of council under this Part;

and

WHEREAS when City Council approved support for the NextStar Energy project, closure of the Anchor Drive connection at Banwell Road was necessary; and

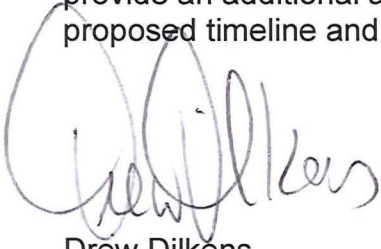
WHEREAS many people expressed concern about this decision and were promised the City would identify a solution should there be issues with access to the industrial park at Lauzon and Twin Oaks Drive; and

WHEREAS since this decision was implemented, there have been numerous instances where workers in Twin Oaks have been unable to exit the industrial park in a timely manner; and

WHEREAS this must be corrected;

THEREFORE, I, Drew Dilkins, Mayor of the City of Windsor direct as follows:

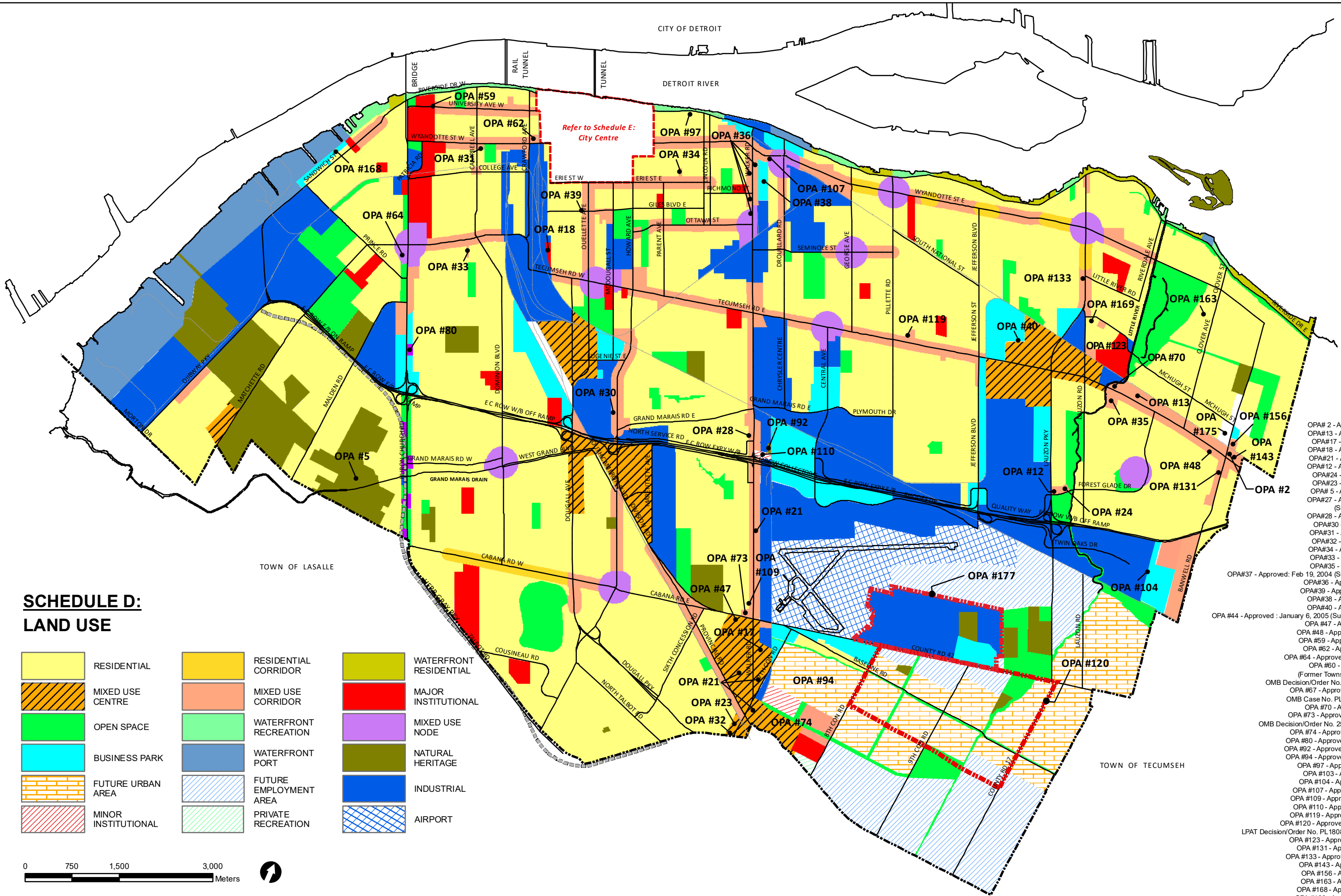
That City Administration report back to City Council by January 26, 2026, with options to provide an additional access point from the Twin Oaks Industrial Park, along with a proposed timeline and cost of construction for Council's consideration.

A handwritten signature in blue ink, appearing to read "Drew Dilkins", is written over the printed name.

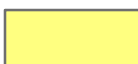
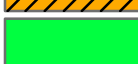
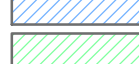
Drew Dilkins
Mayor, City of Windsor
Dated: January 16, 2026

Appendix C

City of Windsor Official Plan
Schedule D – Land Use



**SCHEDULE D:
LAND USE**

	RESIDENTIAL		RESIDENTIAL CORRIDOR		WATERFRONT RESIDENTIAL
	MIXED USE CENTRE		MIXED USE CORRIDOR		MAJOR INSTITUTIONAL
	OPEN SPACE		WATERFRONT RECREATION		MIXED USE NODE
	BUSINESS PARK		WATERFRONT PORT		NATURAL HERITAGE
	FUTURE URBAN AREA		FUTURE EMPLOYMENT AREA		INDUSTRIAL
	MINOR INSTITUTIONAL		PRIVATE RECREATION		AIRPORT



- AS AMENDED BY:
- OPA# 2 - Approved: Dec. 11, 2000
 - OPA#13 - Approved: Nov. 22, 2001
 - OPA#17 - Approved: Jan. 3, 2002
 - OPA#18 - Approved: Mar. 15, 2002
 - OPA#21 - Approved: July 16, 2002
 - OPA#12 - Approved: Aug. 21, 2002
 - OPA#24 - Approved: Oct. 7, 2002
 - OPA#23 - Approved: Oct. 9, 2002
 - OPA# 5 - Approved: Oct. 29, 2002
 - OPA#27 - Approved: Dec. 16, 2002 (Superseded by OPA #40)
 - OPA#28 - Approved: Dec. 16, 2002
 - OPA#30 - Approved: Apr. 7, 2003
 - OPA#31 - Approved: Apr. 14, 2003
 - OPA#32 - Approved: May 5, 2003
 - OPA#34 - Approved: May 20, 2003
 - OPA#33 - Approved: June 2, 2003
 - OPA#35 - Approved: Aug. 11, 2003
 - OPA#37 - Approved: Feb. 19, 2004 (Superseded by OPA #40)
 - OPA#36 - Approved: March 3, 2004
 - OPA#39 - Approved: March 26, 2004
 - OPA#38 - Approved: July 21, 2004
 - OPA#40 - Approved: July 21, 2004
 - OPA#44 - Approved: January 6, 2005 (Superseded by OPA #131)
 - OPA #47 - Approved: May 10, 2005
 - OPA #48 - Approved: August 18, 2005
 - OPA #59 - Approved: March 27, 2007
 - OPA #62 - Approved: June 15, 2007
 - OPA #64 - Approved: September 20, 2007
 - OPA #60 - Approved: May 7, 2007 (Former Township of Sandwich South)
 - OMB Decision/Order No. 2667 - October 5, 2007
 - OPA #67 - Approved: December 4, 2015
 - OMB Case No. PL080049 - April 26, 2016
 - OPA #70 - Approved: April 20, 2009
 - OPA #73 - Approved: September 7, 2006
 - OMB Decision/Order No. 2513 - February 12, 2009
 - OPA #74 - Approved: December 4, 2009
 - OPA #80 - Approved: November 22, 2010
 - OPA #92 - Approved: September 19, 2016
 - OPA #94 - Approved: December 21, 2016
 - OPA #97 - Approved: October 6, 2014
 - OPA #103 - Approved: June 1, 2015
 - OPA #104 - Approved: June 24, 2015
 - OPA #107 - Approved: August 15, 2016
 - OPA #109 - Approved: February 6, 2017
 - OPA #110 - Approved: August 22, 2016
 - OPA #119 - Approved: October 15, 2018
 - OPA #120 - Approved: September 17, 2018
 - LPAT Decision/Order No. PL180842 - December 3, 2019
 - OPA #123 - Approved: January 21, 2020
 - OPA #131 - Approved: August 4, 2020
 - OPA #133 - Approved: November 9, 2020
 - OPA #143 - Approved: June 13, 2022
 - OPA #156 - Approved: April 11, 2023
 - OPA #163 - Approved: May 29, 2023
 - OPA #168 - Approved: August 8, 2023
 - OPA #169 - Approved: March 18, 2024
 - OPA #175 - Approved: January 29, 2024
 - OPA #177 - Approved: January 15, 2024

Appendix D

Council Report: C 14/2026

Subject: Response to MD-01-2026; Options to Provide Additional Access for Twin Oaks Business Park – Ward 9

Reference:

Date to Council: January 26, 2026

Author: Ian Day

Senior Manager, Transportation Operations

iday@citywindsor.ca

(519) 255-6247 ext. 6053

Public Works - Operations

Report Date: 1/19/2026

Clerk's File #: SW/15093

To: Mayor and Members of City Council

Recommendation:

- I. THAT City Council **APPROVE** the Municipal Class Environmental Assessment (MCEA) Study, design, construction and contract administration related to implementation of a new access to eastbound EC Row Expressway from Anchor Drive (Appendix C – Alternative 1) at an estimated cost of \$1,475,000 (including applicable taxes); and further,
- II. Whereas on February 21, 2025, the 2025 Capital Budget was deemed approved via Mayoral Decision MD08-2025 and subsequently as a result of the request outlined in this report City Council **SUPPORTS** an expenditure of \$1,475,000, therefore the City Treasurer **BE DIRECTED** to fund a new capital project for Access Improvements for the Twin Oaks Business Park with a transfer of previously approved funding from the East West Arterial Drain project, 7215004; and further,
- III. **THAT** City Council **APPROVE** a Sole Source purchase of consulting services to conduct a MCEA Study for additional access for the Twin Oaks Business Park, detailed design and provisional contract administration for Alternative 1 as detailed in this report; and further,
- IV. THAT the Purchasing Manager **BE AUTHORIZED** to amend Contract Purchase Order CO7519 with Dillon Consulting Ltd. for additional consulting services

required to conduct a MCEA Study for additional access for the Twin Oaks Business Park and for detailed design and provisional contract administration for Alternative 1 as detailed in this report, to an upset limit of \$240,000 (excluding applicable taxes); satisfactory in technical content to the City Engineer, and in financial content to the City Treasurer; and further,

- V. THAT the Purchasing Manager **BE AUTHORIZED** to issue or amend Contract Purchase Orders for any further scope amendment(s) as may be required, pursuant to Purchasing Bylaw 93-2012 and any amendments thereto, provided those amendments are within the approved budget amounts, satisfactory in financial content to the City Treasurer, and in technical content to the City Engineer.

Executive Summary:

N/A

Background:

Through CR 141/2023 (Report C 155/2022), Council approved the closure of the portion of E.C. ROW Avenue East right-of-way from the western property line of the NextStar EV Battery Plant eastward to Banwell Road. Council subsequently passed By-law 100/2025. The purpose of the road closure was to add the closed road to the lands Nextstar is leasing from the City; however, this action has not been finalized to date. The road segment has been closed for public access since August of 2022, initially, under a hoarding permit issued to NextStar Energy for the construction of the EV plant.

It was noted in Report C 155/2022, that the large physical scale of the NextStar Plant makes it unfeasible to extend Twin Oaks Drive to Banwell Road to provide a secondary access for Twin Oaks Business Park. Furthermore, public use of the NextStar Plant's private road network is not considered to be viable due to NextStar's security needs, practices and policies. Accordingly, the public portion of the Twin Oaks Drive right-of-way currently terminates near Valtec Court.

By CR53/2025 approved on February 10, 2025 Council directed Administration "to engage a transportation consultant at a cost of \$44,500 (excluding HST), funded from the Environmental Study Capital Project 7086010 to identify potential improvements (short-term and long-term) to enhance access to Twin Oaks and report back to Council with the findings of the same."

MD 01-2026 issued on January 16, 2026 directed "That City Administration report back to City Council by January 26, 2026, with options to provide an additional access point

from Twin Oaks Business Park, along with a proposed timeline and estimated cost of construction for Councils consideration.

This report is provided in response that Mayoral Direction and is a summary of the consultant's findings and recommendations.

Discussion:

An engineering consultant (Dillon Consulting Ltd) was retained in May, 2025 to identify potential short- and long-term improvements to enhance access to Twin Oaks Business Park (refer to Appendix A). The analysis focused on measures that could provide additional connectivity to, from and/or within the Business park, with an emphasis on providing an alternate access route that would ensure that employees are able to enter in or out of the Business park if Twin Oaks Drive needed to be temporarily closed due to an emergency.

A high-level summary of the associated findings is provided for Council consideration in response to CR53/2025 and MD 01-2026.

Twin Oaks Business Park Trip Generation and Distribution

Council's decision to close part of E.C. Row Avenue East right-of-way west of Banwell Road was further supported by an accompanying Traffic Impact Study (TIS) which was conducted in June 2019, at the intersection of Lauzon Parkway and Twin Oaks Drive.

The current volume of traffic generated by the Twin Oaks Business Park, and its directional distribution, were more recently estimated in 2024 through a review of historical vehicle turning movement data at the Lauzon Parkway / Twin Oaks Drive and South Service Road intersection leading into the Business Park. The data showed an increase in the number of vehicles per hour on Twin Oaks after 2022 related to a variety of factors:

- Ongoing development activity within the Twin Oaks Business Park;
- Temporary construction traffic destined to/from the NextStar plant; and,
- Reassignment of traffic following the 2022 closure of EC Row Avenue through the NextStar lands.

NextStar construction traffic is no longer a consideration since the company began full operations in late 2025 and construction activities concluded. Employee access is now into the east side of the NextStar plant fronting Banwell Road and only minor traffic due to truck deliveries are now anticipated to/from the west NextStar plant entrance at the terminus of Twin Oaks Drive.

Twin Oaks Business Park Alternative Access Concepts

In identifying and reviewing potential additional access alternatives for the Twin Oaks Business Park, an emphasis was placed on measures that would be reasonably straightforward to implement (e.g., would not require significant infrastructure modifications, property acquisition, approvals, capital cost, etc.) and could be implemented within one construction season.

Eight (8) different alternative access concepts were evaluated against the above noted criteria. The concepts were developed to a level that would enable the establishment of “proof of concept” and allow for approximate high-level costs to be estimated. Of these, three (3) concepts were screened out (refer to Appendices B1, B2, B3) and five (5) were carried forward for additional screening.

The remainder of this report will focus on the short- and long-term alternative concepts that were carried forward for consideration.

Short Term Additional Access Alternatives

Four (4) concepts were carried forward for additional screening and were considered suitable for short term implementation as shown below:

Alternative 1- New Access to Eastbound EC ROW Expressway from Anchor Drive

A new on-ramp to the eastbound E.C. ROW Expressway would be constructed from Anchor Drive, opposite an existing manufacturing facility (CPK Interior Products) as detailed in **Appendix C – Alternative 1**.

This alternative would allow Anchor Drive to be maintained in its existing alignment and would not impact access to other existing driveways to the east. As part of this high-level review, it was confirmed that an acceptable separation distance between the acceleration lane for the proposed ramp and the deceleration lane for the future Banwell Road interchange can be achieved.

Alternative 2 - New Access to Eastbound Expressway from Twin Oaks Drive

With this alternative, the access to the eastbound E.C. ROW Expressway is proposed farther east than Alternative 1 and extends farther south to the existing Twin Oaks Drive and Valtec Court intersection as shown in **Appendix C – Alternative 2**.

The on-ramp alignment follows the rear of the Jamieson Laboratories building and requires property acquisition. This alignment requires Anchor Drive to be terminated in a cul-de-sac west of the new ramp. Jamieson Laboratories would need to close their second (north) access and would need to accommodate access to the Enbridge M&R site through their lands.

Similar to Alternative 1, it was confirmed that an acceptable separation distance between the acceleration lane for the proposed on-ramp and the deceleration lane for the future Banwell Road interchange can be achieved; however, since the separation distance is reduced in this alternative, it may be preferable to implement a continuous speed change lane between the two of them.

New Access and Egress between Eastbound Expressway and Twin Oaks Drive

This alternative maintains the new on-ramp concept while adding a corresponding off-ramp in the same location, providing a secondary access route to and from the eastbound E.C. ROW Expressway (refer to **Appendix C – Alternative 3**). A similar road closure would be required as in Alternative 2 along with the loss of access to the north Jamieson Laboratories driveway and the Enbridge M&R site.

Adding the off-ramp significantly increases the property acquisition and construction costs compared to Alternative 2. The associated on-ramp and off-ramp proposed would also introduce a significant obstruction for the continuation of the primary cycling network east-west spine as cyclists would not be able to cross the new ramps at mid-block, unless a dedicated overpass structure was constructed.

New Access to Eastbound Expressway from Anchor Drive Extension

This alternative provides a new on ramp to the eastbound E.C. ROW Expressway in roughly the same location as Alternative 3 but realigns and extends Anchor Drive southerly behind the Jamieson Laboratories building to Twin Oaks Drive (refer to **Appendix C – Alternative 4**). This provides a continuous loop through the Business Park via Anchor Drive and Twin Oaks Drive.

In addition to requiring significant property acquisition along the west side of the Jamieson Laboratories building, this alternative would also require significant property acquisition along the north side. The additional property would be used for the construction of a short connecting road that would allow access to be maintained to the north Jamieson Laboratories driveway and the Enbridge M&R site.

Long Term Additional Access Alternative

One (1) concept was carried forward and may be considered for long term implementation (refer to **Appendix C – Alternative 5**). This alternative assessed provisions required to create new dedicated egress/ingress to Twin Oaks Business Park from future development lands to the south.

A connection across the Canadian Pacific Kansas City (CPKC) rail corridor may be possible between Lauzon Road and Munich Court. Although a level crossing formerly existed at this location, the right-of-way north of the tracks has been sold to the

adjoining property owners, and this property would need to be re-acquired. Any connection would involve a new level at grade rail/road crossing since there is insufficient space to construct a grade separation crossing.

In order to consider this option, the following would need to be taken into consideration:

- Property acquisition from 3625 and 3655 Munich Court to re-establish the right of way north of the CPKC tracks;
- Clearance/permit/agreement with CKPC Railway to construct a grade crossing through their rail corridor;
- Clearance from other stakeholders including Enbridge and Hydro One who have significant existing infrastructure in the area;
- Clearance from other agencies (i.e. Species at Risk) including the Ministry of the Environment, Conservation and Conservation Authorities.

Summary of Additional Access Alternatives

Upon high level review, Administration recommends that **Alternative 1** be carried forward as the preferred short term implementation concept as it would not require significant infrastructure modifications, property acquisition, approvals and it achieves the essential primary objective of providing secondary egress at the lowest cost (estimated at \$1.475 million). The conceptual analysis confirmed that an MCEA Study will be required to validate this recommended Alternative 1 concept.

Further, this alternative could also alleviate up to 25% of the daily traffic load currently experienced within the Twin Oaks/Lauzon Parkway intersection during the PM peak rush hour period.

Should Council approve Alternative 1, Administration anticipates it would take approximately 1.5 years to complete the MCEA Study, detailed design and construction, not accounting for any time delays related to the presence of species at risk or archeological resources if identified. Based on these timelines, construction may be completed by mid 2027.

Risk Analysis:

The closure of EC Row Avenue East left the Twin Oaks Drive as the Business park's sole access and egress route. Not moving forward with, at a minimum, a short term solution to provide a second point of egress from the subdivision may result in further instances where a closure at Twin Oaks may impede the ability for employees and visitors to the Business park to enter or exit the area.

The MCEA study will serve to validate the recommended Alternative 1 concept and satisfy public consultation requirements. There is a risk that the preferred solution from the MCEA process may differ from the Alternative 1 that is recommended conceptually by Administration as presented in this report. This may require possible changes to the scope of the design work and estimated budget. In addition, uncertainty related to the presence of Species at Risk, archeological resources and utility conflicts may introduce additional costs.

While Administration will continue to pursue the long-term solution presented by Appendix C - Alternative 5, there is a risk that approvals for this option may not be achieved, especially as they relate to approvals from CPKC to re-introduce a new at grade crossing.

Lastly, since the 2026 capital budget was previously balanced as tabled, the funding required to complete the design and construction for Alternative 1 has been identified through the deferral of previously approved other works deemed to be of lower criticality.

Climate Change Risks

Climate Change Mitigation:

It is anticipated that construction emissions related to the implementation of this project will be offset by the improved drivability and functionality and traffic flow improvements of the new roadway connections over time.

Climate Change Adaptation:

Stormwater management design for the new roadway will follow current standards and include considerations for extreme participation and high surface water levels.

Financial Matters:

A high-level construction cost estimate was prepared for each of the different short and long term alternatives carried forward (Table 1 below).

Table 1 – Short/Long Term Alternative Estimated Capital Costs

	Alternative 1	Alternative 2	Alternative 3	Alternative 4	Alternative 5
Capital Cost*	\$1,475,000	\$4,865,000	\$5,785,000	\$6,660,000	\$5,025,000

*Includes MCEA Study, engineering, construction, utilities, project management, contingency and property acquisition, where required

The cost estimate provided assumes the ultimate MCEA Study preferred solution will be in general conformance with **Appendix C – Alternative 1**. A contingency amount has been included with the estimated cost in the event that the preferred solution resulting from the MCEA process differs from Alternative 1.

At this time, it is Administration's recommendation that Dillon Consulting Ltd be hired, through sole source procurement, to complete the MCEA study, detailed design and provisional contract administration, for the resulting preferred alternative based on their work completed to date on this project to avoid duplication of efforts, delay in implementation and reduce overall costs. This is in compliance with Purchasing Bylaw 93-2012 as amended, section 111.e.ii.

To provide the \$1,475,000 required to implement Alternative 1, Administration is recommending that \$1,475,000 of currently available funding in the East West Arterial Drain project, 7215004, be redirected to a new capital project. In this regard, a phasing review for the Sandwich South lands was reviewed based on current known and predicted development in the area. Based on this analysis, it was determined that work for the East West Arterial Drain project may be deferred in favour of more critical infrastructure improvements that have been identified in the proposed 2026 10-year capital budget. The warrant for the East West Drain Diversion will continue to be monitored and funding secured in future budgets as required.

As a result, Administration is recommending that \$1,475,000 of the currently available funds noted above be used to move the Twin Oaks project forward.

Consultations:

Samuel Atkin, Senior Legal Counsel

Aaron Farough, Senior Legal Counsel

Jennifer Musson, Purchasing Manager (A)

Patrick Winters, Manager of Development

Cindy Becker, Financial Planning Administrator – Public Works

Michael Dennis, Manager, Capital Planning and Reserves

NextStar

Colleen Middaugh, Executive Director of Engineering / Deputy City Engineer (A)

Conclusion:

The closure of E.C. Row Avenue East to secure the construction of the NextStar electric vehicle Battery Plant and their operations has resulted in limited access and egress from the Twin Oaks Business Park. A short-term solution to provide redundant access will improve accessibility and connectivity for the employees and visitors in the area

while supporting economic development in this critical area of the City. Administration will continue to pursue additional options to improve access and traffic flow within the broader area.

Planning Act Matters:

N/A

Approvals:

Name	Title
Natasha Gabbana	Executive Director, Capital Planning and Corporate Energy/Deputy Treasurer
Stacey McGuire	Executive Director, Operations and Deputy City Engineer (A)
Simpson, David	Commissioner, Infrastructure Services and City Engineer
Wira Vendrasco	City Solicitor
Andrew Daher	Commissioner of Corporate Services
Janice Guthrie	Commissioner, Finance and City Treasurer
Ray Mensour	Chief Administrative Officer

Notifications:

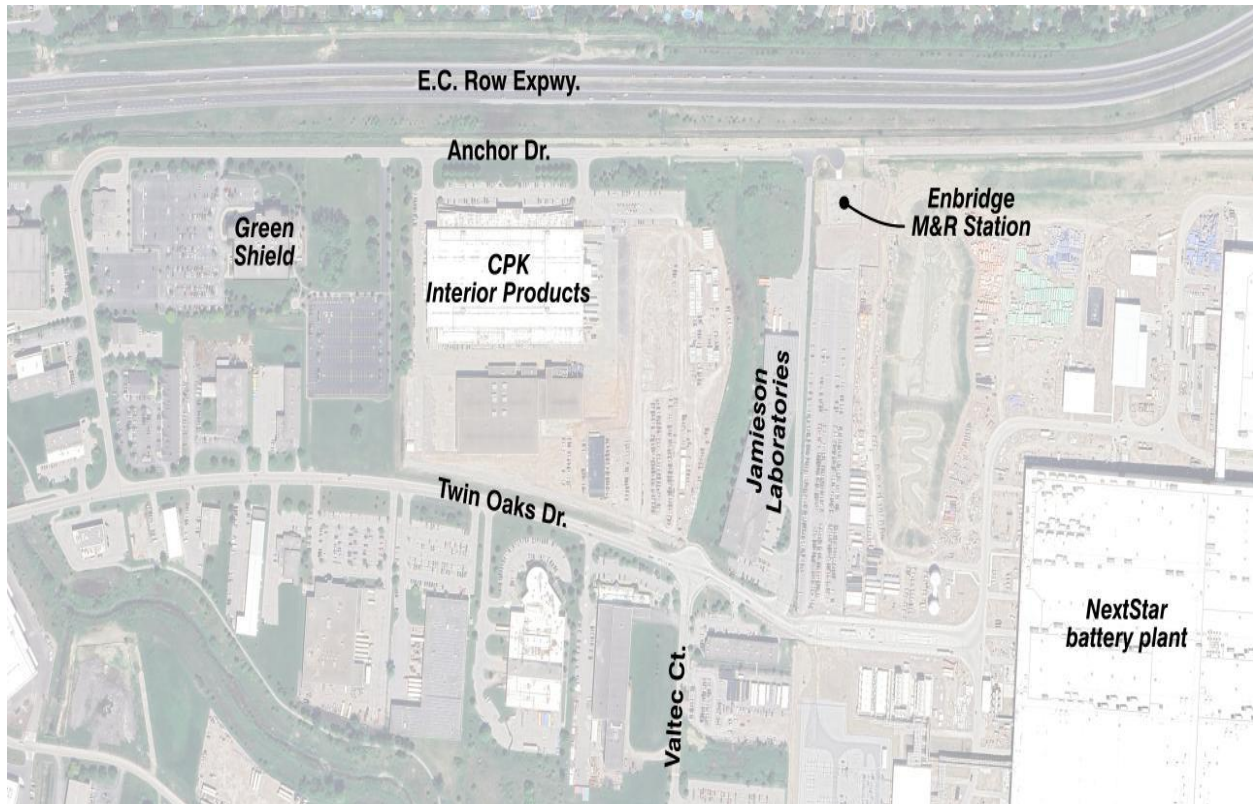
Name	Address	Email

Appendices:

- Appendix A – Reference Mapping
- Appendix B – Alternatives Not Carried Forward
- Appendix C – Accepted Alternatives

Appendix A: Reference Mapping

Twin Oaks Business Park



Appendix B: Alternatives Not Carried Forward

1. Access to/from westbound E.C. Row Expressway.



A grade-separated full interchange would involve significant costs. Based on the recent Banwell interchange project, these costs are expected to be in the \$50M range depending on the timing of implementation. The proximity to the residences on the north side of EC Row Expressway would result in significant neighborhood impacts, as well as significant cost impacts due to the need for extensive retaining and/or sound barrier walls. The ramps would need to be long enough to reach the elevation of a structure over the expressway, which may result in them having insufficient weaving distance from the Lauzon Parkway and Banwell Road interchanges.

Appendix B: Alternatives Not Carried Forward

2. Access to/from the east.



An extension of Twin Oaks Drive is no longer possible due to the NextStar battery plant. An extension of Anchor Drive (i.e., reopening E.C. Row Avenue) is theoretically possible but would require re-acquiring the right-of-way from NextStar and is likely to impact their operations. Further, the design for the widened Banwell Road would not accommodate an additional intersection between the E.C. Row Expressway interchange and the north NextStar driveway.

Appendix B: Alternatives Not Carried Forward

3. Access to/from the west.



A westerly extension of E.C. Row Avenue to Lauzon Parkway could potentially also mitigate operational issues on Lauzon Parkway by providing an alternate access route from the eastbound E.C. Row Expressway. However, this measure would be geometrically challenging, involve property acquisition, and require a second bridge over the Little River and modifications to the southeast quadrant of the Lauzon Parkway interchange.

The constraints and challenges on the routes to/from the westbound expressway and from the west, east and south led to a focus on alternate access and/or egress to/from the eastbound expressway, along with increased connectivity within the Business park.

Given that there are full interchanges existing and under construction to the west and east, both of which are to 400-series highway standards, it was assumed that any additional connections to/from the expressway would also need to meet 400-series highway standards.

Appendix C: Accepted Alternatives

Alternative 1: New Access to Eastbound Expressway from Anchor Drive – RECOMMENDED



Alternative 2: New Access to Eastbound Expressway from Twin Oaks Drive



Appendix C: Accepted Alternatives

Alternative 3: New Access and Egress between Eastbound Expressway and Twin Oaks Drive



Alternative 4: New Access to Eastbound Expressway from Anchor Drive Extension



Appendix C: Accepted Alternatives

Alternative 5: Access to/from the south.



Appendix E

Natural Environment Baseline
Conditions Review

To: Project File – Twin Oaks Industrial Park Emergency Access Ramp

From: Taylor Hamel, Dillon Consulting Limited

CC: Chris Patten, Dillon Consulting Limited
Brad McLeod, Dillon Consulting Limited

Date: June 24, 2026

Subject: Natural Environment Baseline Conditions Review for the Twin Oaks – E.C. Row Expressway On-Ramp

Our File: 25-1134

Introduction

Dillon Consulting Limited (Dillon) has been retained by The Corporation of the City of Windsor (the 'City') to prepare a Natural Environment Baseline Conditions memo in support of the proposed Twin Oaks-E.C. Row Expressway On-Ramp (herein referred to as the "Project").

The purpose of this memo is to summarize the natural environment baseline conditions within the Study Area to identify potential constraints as well as guide future steps in support of potential permitting and/or approval requirements for the Project.

Study Area

The Project extents are located southwest of the intersection of Banwell Road and E.C. Row Expressway (**Attachment A: Figure 1**) and contains the Project Location (area anticipated to be impacted by the Project) and Study Area (120m setback from Project Location).

Project Background

Historically, the Twin Oaks Industrial Park had two vehicular access points: one via Lauzon Parkway/Twin Oaks Drive and one via Banwell Road. When the lands east of Twin Oaks Drive were developed for the NextStar Energy Electric Vehicle Battery Plant, the eastern egress to Banwell Road was eliminated except for several parking lots. This resulted in access to the Twin Oaks Industrial Park to rely solely on a single entrance/exit point off Lauzon Parkway, without a secondary means of egress. The proposed east-bound on-ramp to the E.C. Row Expressway will serve as a secondary egress point to improve

connectivity for the Industrial Park and address critical safety risks. The proposed on-ramp will be assumed and maintained by the City.

This memo will review the existing conditions and potential for Species at Risk (SAR)/SAR habitat and Species of Conservation Concern (SCC)/Significant Wildlife Habitat (SWH) occurring at the Project Location.

Background Information

The background information reviewed included a combination of existing published data, information made available through various public agencies, and web-based mapping programs. The information collected as part of the background review process was used to inform the scoping of the field investigations as a mechanism to document the existing natural environment conditions in support of the Preliminary and Detailed Design for the Project. Field studies and background review were also consulted from a project completed by Dillon involving the Banwell and E.C. Row Interchange, which is directly adjacent to and contiguous with the lands involved in the current Project. Information sources reviewed in support of the background data collection process are listed below in **Table 1**.

Table 1: List of Background Information, Literature, and Secondary Sources

Record Source	Records Requested and/or Reviewed
Government of Canada	
Environment and Climate Change Canada (ECCC)	Species at Risk Registry: Accessed to determine the at-risk status of wildlife species under Schedule 1 of the Species at Risk Act (SARA; 2002)
Fisheries and Oceans Canada (DFO)	Aquatic Species at Risk Map: Accessed to determine aquatic at-risk occurrences
Government of Ontario	
Ministry of the Environment, Conservation and Parks (MECP)	- Species Conservation Act (SCA; 2025) - Protected Species in Ontario List (O. Reg. 60/26) - Client's Guide to Preliminary Screening for Species at Risk (2019)
Ministry of Natural Resources and Forestry (MNRF)	- Natural Heritage Information Centre (NHIC) database (Squares: 17LG4184, 17LG4284, 17LG4384, MNRF, 2026) - MNRF Make a Map: Natural Heritage Areas (MNRF, 2026)

Record Source	Records Requested and/or Reviewed
	• Significant Wildlife Habitat Technical Guide (MNRF, 2000) • Natural Heritage Reference Manual, Second Edition (MNR, 2010) • Significant Wildlife Habitat Criteria Schedules for Ecoregion 7E (MNRF, 2015) • Technical Memo: Aylmer District MNRF Guidance on Identifying Activities/Areas not Likely to Contravene the Endangered Species Act, 2007 in the County of Essex & City of Windsor (2016)
Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)	• Agricultural Information Atlas (OMAFRA, 2026)
Municipal Government	
City of Windsor	• City of Windsor Update to the CNHS Inventory (2008) • Official Plan (2013) • City of Windsor Interactive Mapping (2026)
Conservation Authority	
Essex Region Conservation Authority	• Essex Region Natural Heritage System Strategy (2013) • Public Interactive Mapping (2026) • Watershed Report Card (2023)
Additional Sources	
Wildlife Atlases & Distribution Data	• Ontario Breeding Bird Atlas (OBBA; Cadman <i>et al.</i>, 2008). Second Atlas (2001-2005) – data for square 17TLG48 – grid based on 10 km² system.
	• Christmas Bird Count (CBC; Birds Canada, 2026). Count circle North Shore (ONNS) – Historical Records from 2000 – 2022.
	• Rare Vascular Plants of Ontario (Fourth Edition; Oldham and Brinker, 2009). Distribution data for rare vascular plants.
	• Ontario Reptile and Amphibian Atlas (ORAA; Ontario Nature, 2026). List of reptile and amphibian species occurrences for square 17LG48.

Record Source	Records Requested and/or Reviewed
	- Ontario Butterfly Atlas (OBA; Toronto Entomologists Association, 2026). List of butterfly species occurrences for square 17LG48. - Atlas of the Mammals of Ontario (Dobbyn, 1994). Distribution data for mammals. - Land Information Ontario Aquatic Resource Area (LIO ARA, 2026) Point and Line Segment Data.
Previous Studies	- Banwell Road – Class Environmental Assessment Land Use/Natural Features Existing Conditions (Gartner Lee Limited, 2007; Appendix C of the Banwell Road Environmental Study Report, 2016). - Banwell Road Environmental Study Report (IBI Group, 2016). - Species at Risk Considerations for the Banwell Road and E.C. Row Expressway Interchange and Corridor Improvements – City of Windsor, County of Essex (Dillon Consulting Limited, 2024).

Field Investigation

In 2007, a site visit to lands directly adjacent to the Project Location was conducted by Gartner Lee, which is included in IBI Groups 2016 Environmental Study Report, and included high-level description of the terrestrial features, and in-depth aquatic assessments of the drains including electrofishing surveys. Further, a confirmatory site visit, Ecological Land Classification (ELC), aquatic assessments, fall plant survey, and tree inventory were conducted by qualified Dillon biologists on lands directly adjacent to and contiguous with the Project Location to document existing natural heritage features, if present, and assess for potential SAR occurrences and/or SAR habitat.

ELC was determined based on existing conditions observed during site visits on adjacent lands using the ELC System for Southern Ontario (Lee *et al.*, 1998) with 2008 updates (Lee, 2008).

Aquatic assessments were conducted at various named and unnamed drains within the greater area immediately adjacent to the Project Location, including the Banwell Drain, the Gouin Drain, and the Lachance Drain. Information collected during the assessment included the following (where applicable): channel form, presence/absence of flow, substrate type, channel dimensions (e.g., width and depth), in-stream habitat features riparian vegetation and photo documentation.

The fall plant survey, to target late-flowering species, were conducted using wandering transects to determine species presence, richness, and abundance of floral species within the greater area immediately adjacent to the Project Location.

The tree inventory was completed in anticipation of tree removal and compensation in accordance with the Trees on Highways By-law 135-2004. Trees subject to the inventory were those with a diameter-at-breast-height (DBH) of 10 centimetres (cm) or greater.

Finally, incidental wildlife observations and indicators of wildlife use (e.g., scat, burrows, tracks, etc.) were also recorded during the site reconnaissance at the contiguous lands. Targeted wildlife surveys, including confirmation of the presence or absence of wildlife, SAR, and/or their habitats were not completed as part of the confirmatory site visits. Previous detailed field surveys on adjacent lands (particularly the NextStar Energy Electric Vehicle Battery Plant west of Banwell Road), permits issued under the previous Endangered Species Act, 2007, and post-permit works, are known by the City and the MECP.

Results

Since the results for the aquatic assessments, plant survey, and tree inventory have been previously submitted to the City (Dillon Consulting Limited, 2024), we will not focus on those results in this section.

Designated Natural Features

A search and analysis of the records outlined in **Table 1** did not identify any provincial parks or conservation reserves/areas, or Area of Natural and Scientific Interest (ANSI), Life Science, or Earth Science, Provincially Significant Wetlands within the Study Area (**Attachment B**).

City of Windsor Official Plan Designations

Within the City of Windsor Official Plan, the Project Location is designated as "Industrial," "Business Park," and "Mixed-Use Corridor" (**Attachment B**). Little River flows through the Twin Oaks Industrial Park area and has parkland (Little River Dragonfly Park) greenspace east and west of the river. This area is not within the Project Area and is not expected to be impacted.

Ecological Land Classification

Vegetation communities within the Study Area are detailed in **Table 2** and mapped in **Attachment A: Figure 1**.

Table 2: Documented Ecological Land Classification Within the Study Area

ELC Community	Location
Natural Communities	
MEM – Mixed Meadow	This community is located north and south of E.C. Row Expressway, west of the E.C. Row and Banwell Road intersection. There is a history of anthropogenic disturbance in this area (staging areas for road works). Some areas within this community are dominated by European Common Reed (<i>Phragmites australis ssp. australis</i>). Refer to Attachment C for specific site photographs within this community.
Cultural Communities	
CVI – Transportation and Utilities	This community is associated with roads.
CVC – Commercial and Institutional	This community exists in the southern portions of the Study Area west of Banwell Road and is associated with the NextStar Electric Vehicle Battery Manufacturing Plant.
CVR – Residential	This community is located north of the E.C. Row Expressway.
CGL – Constructed Green Lands	This community is associated with manicured lawns and landscape trees, and is located adjacent to commercial lands within the Study Area.

Significant Wildlife Habitat

SWH means “areas where plants, animals and other organisms live, and find adequate amounts of food, water, shelter and space needed to sustain their populations. Specific wildlife habitats of concern may include areas where species concentrate at a vulnerable point in their annual or life cycle; and areas which are important to migratory or non-migratory species.”.

To assist planning authorities, the MNRF developed the Significant Wildlife Habitat Technical Guide (MNR, 2000) that provides information on the identification, description, and prioritization of SWH in Ontario. To account for the ecological diversity across the province, MNRF developed the SWH Ecoregional Criteria Schedules to support the SWH Technical Guide. These schedules are specific to each geographic area of each eco-region. The Study Area is located in Ecoregion 7E (Lake Erie-Lake Ontario); under the Criteria Schedule for Ecoregion 7E (MNRF, 2015), SWH has been divided into four broad categories, but the Study Area may have the potential to provide SWH for the following habitat types:

Seasonal Concentration Areas of Animals

This category identifies habitat where wildlife species gather annually, at certain times of the year. This SWH category requires the presence of a given species, or several species, in specific densities based on approved survey protocol to meet the criteria for significance. Based on previous work from immediately adjacent lands, the Study Area may contain Reptile Hibernaculum.

Habitat for Species of Conservation Concern

The Significant Wildlife Habitat Technical Guide (MNRF, 2000) defines SCC as species that are globally, nationally, provincially, regionally, or locally rare (SRank of S1 to S3) and species listed as threatened or endangered under the Federal *Species at Risk Act, 2002* (SARA), but not under the provincial *Species Conservation Act, 2025* (SCA). Based on previous work from immediately adjacent lands, the Study Area may contain Special Concern and Rare Wildlife Species for Missouri Ironweed (observed closer to the Banwell Road and E.C. Row Expressway intersection) or other SCC plants.

Species at Risk Habitat Screening

Species at Risk are defined as those species that are listed as threatened or endangered under the SCA and aquatic species listed under Schedule 1 federally, as well as migratory birds listed under both Schedule 1 federally and the Migratory Birds Convention Act (MBCA; 1994). Based on Dillon's experience in the general area, IBI Groups Environmental Study Report (2016), a review of aerial imagery, and information collected during the confirmatory site visit to adjacent lands, SAR identified during preliminary screening was refined to the species included in **Table 3**. The species included in **Table 3** have the potential to occur within the Study Area, but not necessarily within the Project Location.

Table 3: SAR with the Potential to Occur Within the Study Area

Scientific Name	Common Name	SARA ¹	SCA ²	SRank ³
Birds				
<i>Sturnella magna</i>	Eastern Meadowlark	THR	---	S4B, S3N
<i>Dolichonyx oryzivorus</i>	Bobolink	THR	---	S4B
<i>Hylocichla mustelina</i>	Wood Thrush	THR	---	S4B
<i>Melanerpes erythrocephalus</i>	Red-headed Woodpecker	END	---	S3
Reptiles				
<i>Pantherophis gloydi</i>	Eastern Foxsnake	THR	THR	S2
<i>Thamnophis butlerii</i>	Butler's Gartersnake	END	THR	S2

Scientific Name	Common Name	SARA ¹	SCA ²	SRank ³
Mammals				
<i>Myotis leibii</i>	Eastern Small-footed Myotis	END	END	S2S3
<i>Myotis lucifugus</i>	Little Brown Myotis	END	END	S3
<i>Myotis septentrionalis</i>	Northern Myotis	END	END	S3
<i>Pipistrellus subflavus</i>	Tri-colored Myotis	END	END	S3?
<i>Lasiurus borealis</i>	Eastern Red Bat	---	END	S3
<i>Lasiurus cinereus</i>	Hoary Bat	---	END	S3
<i>Lasionycteris noctivagans</i>	Silver-haired Bat	---	END	S3
Plants				
<i>Cornus florida</i>	Eastern Flowering Dogwood	END	END	S2?
<i>Juglans cinerea</i>	Butternut	END	END	S2?
<i>Castanea dentata</i>	American Chestnut	END	END	S1S2
<i>Platanthera leucophaea</i>	Eastern Prairie Fringed-orchid	END	END	S2
<i>Fraxinus nigra</i>	Black Ash	---	END	S4
<i>Gymnocladus dioica</i>	Kentucky Coffee-tree	THR	THR	S2

¹Federal Species at Risk Act Registry Status (END = Endangered, THR = Threatened); ²Ontario Species Conservation Act (END = Endangered, THR = Threatened); ³SRank is an indicator of commonness in the Province of Ontario. A scale between 1 and 5: S4 = common and apparently secure; S3 = rare to uncommon and vulnerable; S2 = very rare and imperiled; S1 = extremely rare and critically imperiled; SU or ? = uncertain due to insufficient information; B = breeding; N = non-breeding; --- denotes no information or not applicable.

Birds – Eastern Meadowlark is associated with large expanses of open, grassy meadows, farmland, pastures, hayfields, or grasslands with elevated singing perches (ECCC, 2022a) and therefore current conditions within the Project Location are not likely to support this species.

Bobolink is associated with open, and expansive grasslands, and therefore current conditions within the Project Location are not likely to support this species (ECCC, 2022b).

Red-headed Woodpecker is associated with open, deciduous forests, wooded swamps, small woodlots, and forest edges, and requires cavity trees with at least 40 cm DBH (ECCC, 2021). Though there are some larger trees scattered around the Study Area, habitat is not suitable for this species within the Project Location, and it is not likely that this species is supported within the Project Location.

Wood Thrush is commonly associated with Carolinian forest zones, undisturbed moist mature deciduous or mixed forest with deciduous sapling growth, near ponds or swamps, and hardwood forest edges, and therefore current conditions within the Project Location are not likely to support this species (COSEWIC, 2012).

No adverse impacts to SAR birds are anticipated. Tree/vegetation removal should be conducted outside of the breeding bird season (no removal between April 1 to August 31). Should removals be required during this season, appropriate nest searches should be conducted by a qualified biologist. Bird nest searches are recommended to be completed 48 hours prior to clearing activities. If active nests are found, work within a species-specific setback from the nest should be established by a qualified biologist, until the nest fate is either successful (i.e., young have fledged and can leave the area on their own accord) or unsuccessful (i.e., the nest is no longer active). Nest inactivity should be confirmed by a qualified biologist prior to encroachment into the buffer. If no nests are present, clearing may occur. This is in accordance with the federal MBCA (1994).

Reptiles – Eastern Foxsnake is associated with old fields, marshes, along hedgerows, drainage canals, forests, and shorelines within the Carolinian population (MECP, 2021). Previous correspondence with the MECP and the issued permit for works on adjacent lands has indicated this species is unlikely within the area and was therefore not included in the issued permit.

Butler's Gartersnake is associated with early-successional areas, including old fields, disturbed sites, urban and industrial sites, rural/agricultural sites, parks, and dense grasslands or tallgrass prairie (MECP, 2019). Preferred habitat also includes areas of wet depressions surrounded by higher and drier lands, and can include small bodies of water, including seasonally dry marshes and drainage swales. Based on the previous work and the issued permit, the Mixed Meadow communities within the Project Location are being considered SAR habitat for Butler's Gartersnake, and it is our understanding that registration is proceeding under the SCA with the City following through on appropriate mitigation and conservation measures.

Mammals – The listed SAR bats roost in a variety of habitats including in or under rocks, in rock outcrops, in buildings, under bridges, in caves, mines, or hollow trees, or under loose bark (Humphrey, 2017; Humphrey *et al.*, 2019). Suitable roosting trees for these species may occur within the Study Area, associated with the clusters of trees scattered throughout the Study Area. If tree removals are anticipated, a cavity/snag survey is recommended to identify potential SAR bat habitat within the Project Location.

Plants – Potential habitat for the listed species above were identified within the Project Location (i.e., mainly within the natural communities). Based on the previous work and the issued permit, SAR plants are not anticipated within the Project Location.

Summary

The Study Area does not contain any provincial parks or conservation reserves/areas, or Area of Natural and Scientific Interest (ANSI), Life Science, or Earth Science, or Provincially Significant Wetlands. Nineteen SAR and/or their habitat have the potential to occur within the Study Area, but based on previous work and the issued permit, only one SAR is anticipated to be impacted by the proposed works. Meadow habitats within the Study Area can be considered habitat for Butler's Gartersnake.

Next Steps

Online registration and appropriate mitigation and conservation measures under O. Reg. 75/26 Registrable Activities are recommended for the destruction of Butler's Gartersnake habitat.

Attachment A

Figure



**LAUZON PARKWAY AND
TWIN OAKS DRIVE**

Natural Environment Baseline
Conditions Memo

PROJECT LOCATION AND ELC

FIGURE 1

- Project Location
- Study Area (120 m)
- Constructed_Drain

Ecological Land Classification

- CVC: Commercial
- CVI: Transportation

- CVR: Residential
- MEM: Mixed Meadow
- CGL: Constructed Green Lands



MAP DRAWING INFORMATION:
DATA PROVIDED BY MNR
IMAGERY PROVIDED BY Microsoft, Vantor, Esri, NASA, NGA, USGS, Sources: Esri,
TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS
User Community
MAP CREATED BY: -AF
MAP CHECKED BY: -TH
MAP PROJECTION: NAD 1983 CSRS UTM Zone 17N

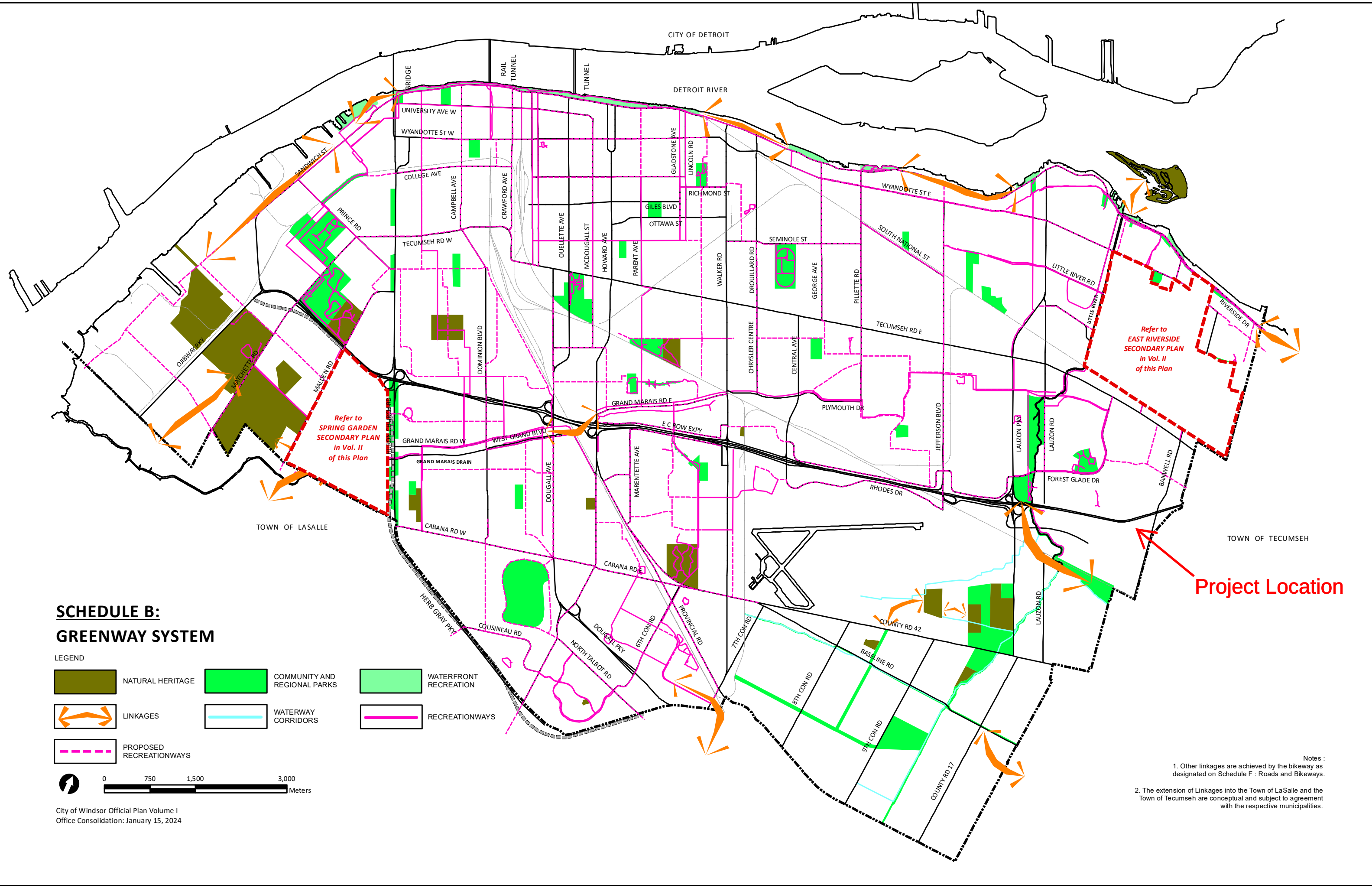
SCALE 1:2,500

0 25 50 100 m

PROJECT: 25-1134 STATUS: DRAFT DATE: 2026-06-23

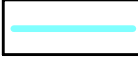
Attachment B

Background Mapping



**SCHEDULE B:
GREENWAY SYSTEM**

LEGEND

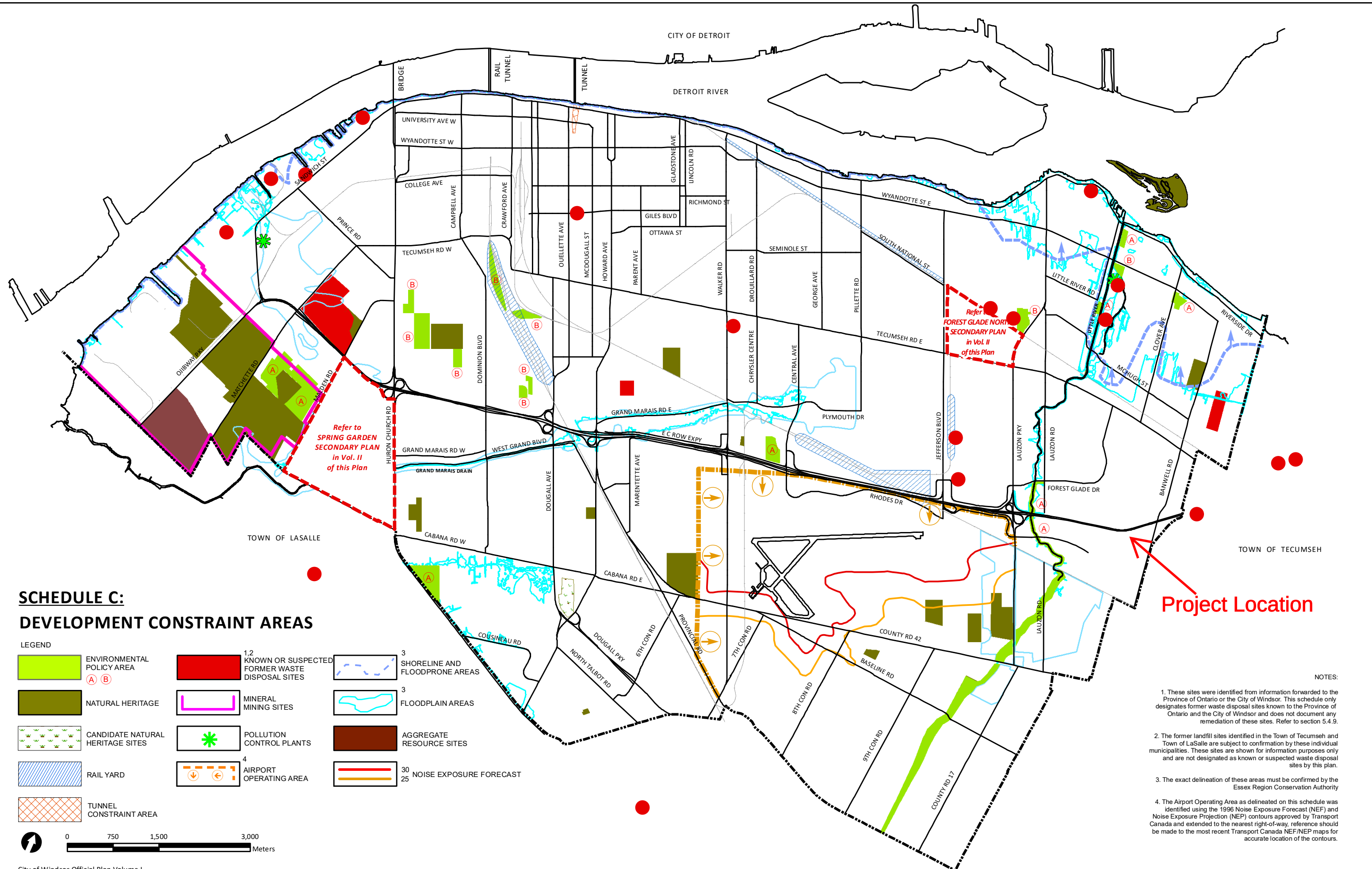
 NATURAL HERITAGE	 COMMUNITY AND REGIONAL PARKS	 WATERFRONT RECREATION
 LINKAGES	 WATERWAY CORRIDORS	 RECREATIONWAYS
 PROPOSED RECREATIONWAYS		

 0 750 1,500 3,000 Meters

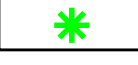
Notes :

1. Other linkages are achieved by the bikeway as designated on Schedule F : Roads and Bikeways.

2. The extension of Linkages into the Town of LaSalle and the Town of Tecumseh are conceptual and subject to agreement with the respective municipalities.

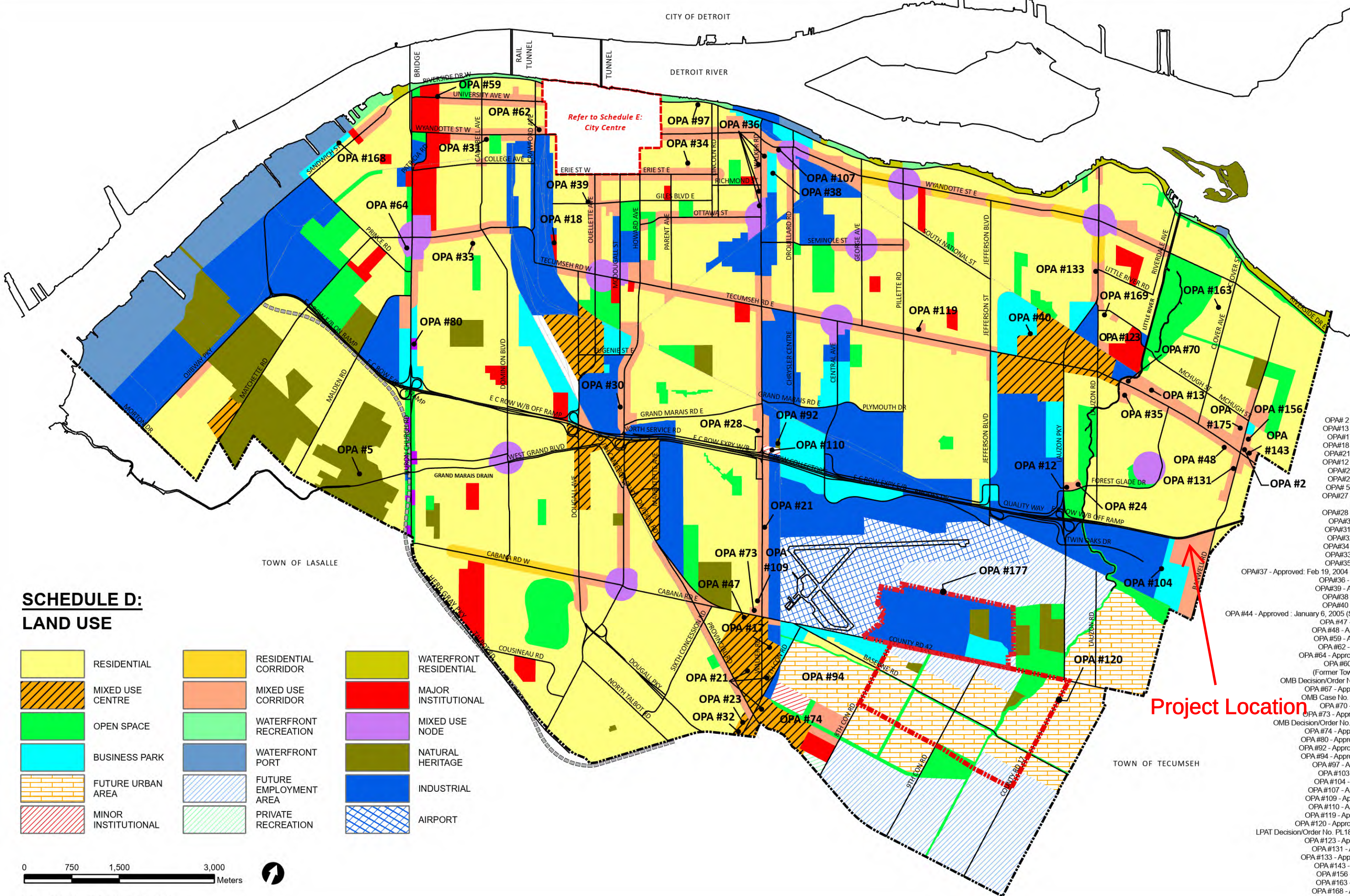


SCHEDULE C:
DEVELOPMENT CONSTRAINT AREAS

LEGEND			
	ENVIRONMENTAL POLICY AREA (A) (B)		1,2 KNOWN OR SUSPECTED FORMER WASTE DISPOSAL SITES
	NATURAL HERITAGE		MINERAL MINING SITES
	CANDIDATE NATURAL HERITAGE SITES		POLLUTION CONTROL PLANTS
	RAIL YARD		4 AIRPORT OPERATING AREA
	TUNNEL CONSTRAINT AREA		AGGREGATE RESOURCE SITES
			30 NOISE EXPOSURE FORECAST
			25 NOISE EXPOSURE FORECAST

Project Location

- NOTES:
1. These sites were identified from information forwarded to the Province of Ontario or the City of Windsor. This schedule only designates former waste disposal sites known to the Province of Ontario and the City of Windsor and does not document any remediation of these sites. Refer to section 5.4.9.
 2. The former landfill sites identified in the Town of Tecumseh and Town of LaSalle are subject to confirmation by these individual municipalities. These sites are shown for information purposes only and are not designated as known or suspected waste disposal sites by this plan.
 3. The exact delineation of these areas must be confirmed by the Essex Region Conservation Authority
 4. The Airport Operating Area as delineated on this schedule was identified using the 1996 Noise Exposure Forecast (NEF) and Noise Exposure Projection (NEP) contours approved by Transport Canada and extended to the nearest right-of-way, reference should be made to the most recent Transport Canada NEF/NEP maps for accurate location of the contours.



**SCHEDULE D:
LAND USE**

	RESIDENTIAL		RESIDENTIAL CORRIDOR		WATERFRONT RESIDENTIAL
	MIXED USE CENTRE		MIXED USE CORRIDOR		MAJOR INSTITUTIONAL
	OPEN SPACE		WATERFRONT RECREATION		MIXED USE NODE
	BUSINESS PARK		WATERFRONT PORT		NATURAL HERITAGE
	FUTURE URBAN AREA		FUTURE EMPLOYMENT AREA		INDUSTRIAL
	MINOR INSTITUTIONAL		PRIVATE RECREATION		AIRPORT



- AS AMENDED BY:
- OPA# 2 - Approved: Dec. 11, 2000
 - OPA#13 - Approved: Nov. 22, 2001
 - OPA#17 - Approved: Jan. 3, 2002
 - OPA#18 - Approved: Mar. 15, 2002
 - OPA#21 - Approved: July 16, 2002
 - OPA#12 - Approved: Aug. 21, 2002
 - OPA#24 - Approved: Oct. 7, 2002
 - OPA#23 - Approved: Oct. 9, 2002
 - OPA# 5 - Approved: Oct. 29, 2002
 - OPA#27 - Approved: Dec. 16, 2002 (Superseded by OPA#40)
 - OPA#28 - Approved: Dec. 16, 2002
 - OPA#30 - Approved: Apr. 7, 2003
 - OPA#31 - Approved: Apr. 14, 2003
 - OPA#32 - Approved: May 5, 2003
 - OPA#34 - Approved: May 20, 2003
 - OPA#33 - Approved: June 2, 2003
 - OPA#35 - Approved: Aug. 11, 2003
 - OPA#37 - Approved: Feb. 19, 2004 (Superseded by OPA#40)
 - OPA#36 - Approved: March 3, 2004
 - OPA#39 - Approved: March 26, 2004
 - OPA#38 - Approved: July 21, 2004
 - OPA#40 - Approved: July 21, 2004
 - OPA#44 - Approved: January 6, 2005 (Superseded by OPA#131)
 - OPA#47 - Approved: May 10, 2005
 - OPA#48 - Approved: August 18, 2005
 - OPA#59 - Approved: March 27, 2007
 - OPA#62 - Approved: June 15, 2007
 - OPA#64 - Approved: September 20, 2007
 - OPA#60 - Approved: May 7, 2007 (Former Township of Sandwich South)
 - OMB Decision/Order No. 2667 - October 5, 2007
 - OPA#67 - Approved: December 4, 2015
 - OMB Case No. PL080049 - April 26, 2016
 - OPA#70 - Approved: April 20, 2009
 - OPA#73 - Approved: September 7, 2006
 - OMB Decision/Order No. 2513 - February 12, 2009
 - OPA#74 - Approved: December 4, 2009
 - OPA#80 - Approved: November 22, 2010
 - OPA#92 - Approved: September 19, 2016
 - OPA#94 - Approved: December 21, 2016
 - OPA#97 - Approved: October 6, 2014
 - OPA#103 - Approved: June 1, 2015
 - OPA#104 - Approved: June 24, 2015
 - OPA#107 - Approved: August 15, 2016
 - OPA#109 - Approved: February 6, 2017
 - OPA#110 - Approved: August 22, 2016
 - OPA#119 - Approved: October 15, 2018
 - OPA#120 - Approved: September 17, 2018
 - LPAT Decision/Order No. PL180842 - December 3, 2019
 - OPA#123 - Approved: January 21, 2020
 - OPA#131 - Approved: August 4, 2020
 - OPA#133 - Approved: November 9, 2020
 - OPA#143 - Approved: June 13, 2022
 - OPA#156 - Approved: April 11, 2023
 - OPA#163 - Approved: May 29, 2023
 - OPA#169 - Approved: March 18, 2024
 - OPA#175 - Approved: January 29, 2024
 - OPA#177 - Approved: January 15, 2024

ERCA Public Mapping



Essex Region
Conservation
Authority

Public Interactive Mapping

Legend

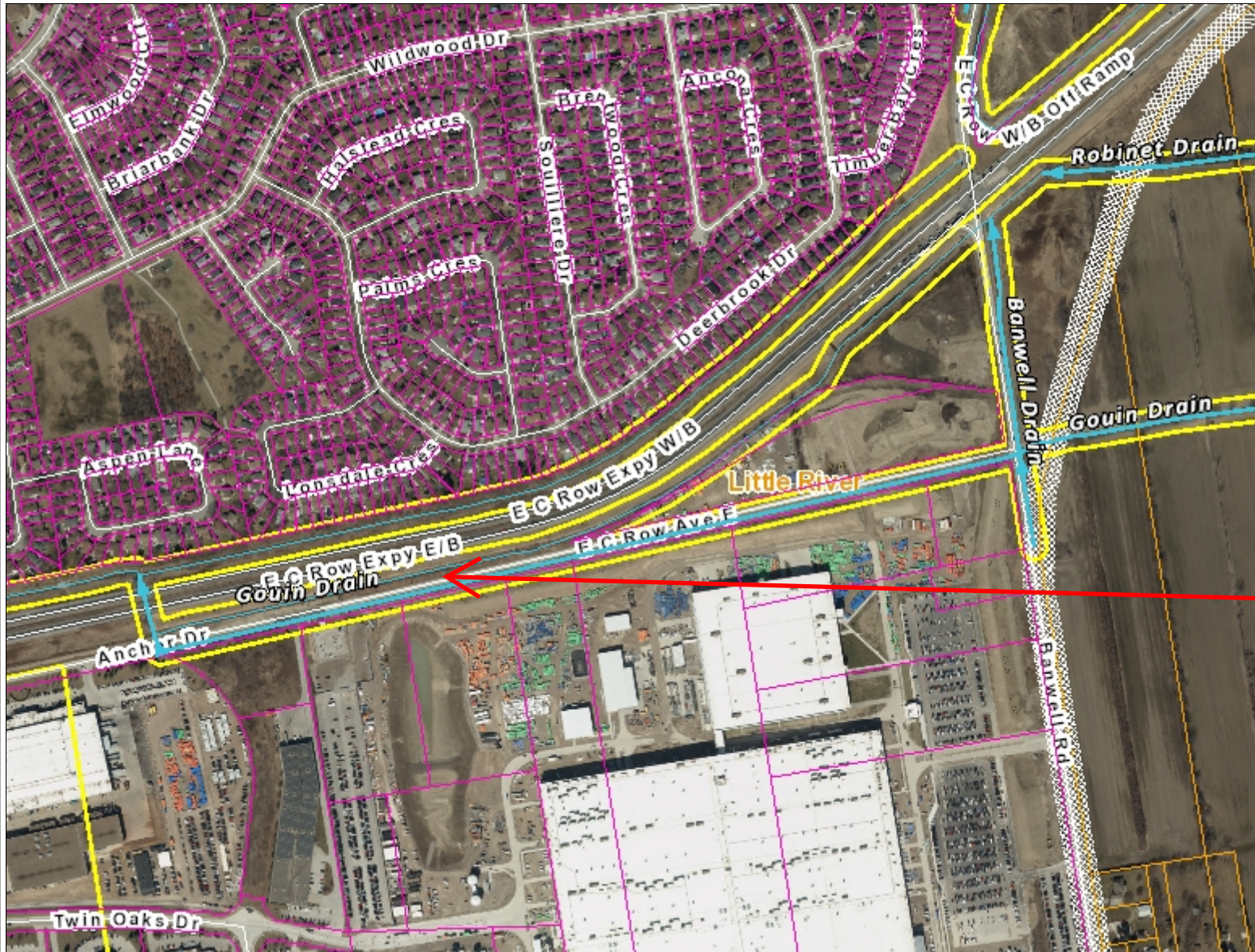
Municipal Drains (ERCA)

- Natural
- Municipal Drain (Open)
- Municipal Drain (Closed)
- Unknown/Other Status (Open)
- Unknown/Other Status (Closed)
- Private/Roadside (Open)
- Private/Roadside (Closed)

- Parcel Fabric - City
- Parcel Fabric - County
- 1:100 yr Flood Line
- Limit of Regulated Area
- Subwatershed (Line)

Project Location

Location



ERCA
Geomatics

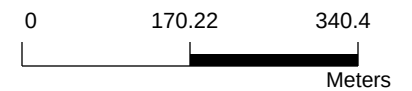
THIS MAP HAS BEEN PROVIDED BY THE GENERAL PUBLIC AND NOT BY
QUALIFIED ERCA STAFF.

All data copyright, 2026. Data provided by ERCA, Ontario Ministry of Natural Resources and Forestry, Queen's Printer for Ontario, County of Essex.
Assessment parcel provided by Teranet Enterprises Inc. Data provided to public with permission.

Data herein is provided on an 'as is' basis. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable, and are for
visual reference only. It is the responsibility of the end user to determine if this material is suitable for their use. Map not to be used for navigation or plan
of survey.

Aerial photography copyright the City of Windsor/County of Essex/Ontario Ministry of Natural Resources and Forestry, Queen's Printer for Ontario/ERCA.

Notes



1: 7,659



6/22/2026



Notes:



0.7 0 0.34 0.7 Kilometres

Absence of a feature in the map does not mean they do not exist in this area.

This map should not be relied on as a precise indicator of routes or locations, nor as a guide to navigation. The Ontario Ministry of Natural Resources(OMNR) shall not be liable in any way for the use of, or reliance upon, this map or any information on this map.

© Copyright for Ontario Parcel data is held by King's Printer for Ontario and its licensors and may not be reproduced without permission. THIS IS NOT A PLAN OF SURVEY.



Imagery Copyright Notices: DRAPE © Aéro-Photo (1961) Inc., 2008 - 2009
GTA 2005 / SWOOP 2006 / Simcoe-Muskoka-Dufferin © FirstBase Solutions, 2005 / 2006 / 2008
© King's Printer for Ontario, 2026

Legend

-  Assessment Parcel
-  ANSI
-  Earth Science Provincially Significant/sciences de la terre d'importance provinciale
-  Earth Science Regionally Significant/sciences de la terre d'importance régionale
-  Life Science Provincially Significant/sciences de la vie d'importance provinciale
-  Life Science Regionally Significant/sciences de la vie d'importance régionale
-  Evaluated Wetland
-  Provincially Significant/considérée d'importance provinciale
-  Non-Provincially Significant/non considérée d'importance provinciale
-  Unevaluated Wetland
-  Woodland
-  Conservation Reserve
-  Provincial Park
-  Natural Heritage System

Project Location



Attachment C

Site Photographs

Photograph 1

October 24, 2023

Looking east from the centre of the Project Location towards the E.C. Row Expressway and Banwell Road intersection.

Note: Mixed meadow (MEM) community dominated by European Common Reed along a No Name drain.



Photograph 2

October 24, 2023

Looking west from the centre of the Project Location along E.C. Row Expressway.

Note: Mixed meadow (MEM) community dominated by European Common Reed along a No Name drain.



Photograph 3

October 24, 2023

Looking upstream
along the Gouin
Drain west of
Banwell Road.



Photograph 4

October 24, 2023

Looking
downstream
along the Gouin
Drain west of
Banwell Road.



Photograph 5

October 24, 2023

Looking upstream
along a No Name
Drain southwest
of the E.C. Row
Expressway and
Banwell Road
intersection.



Photograph 6

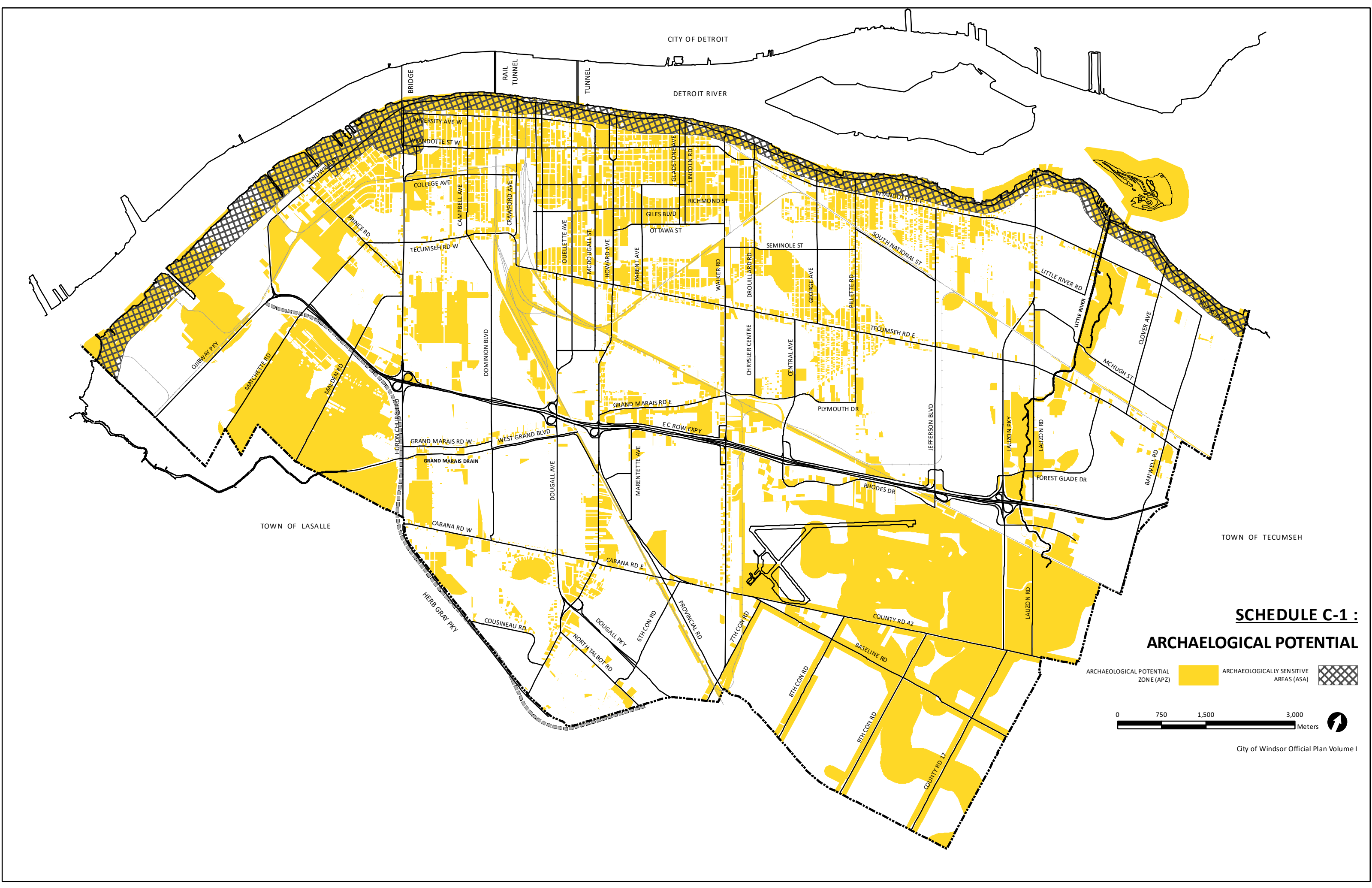
October 24, 2023

Looking
downstream
along a No Name
Drain southwest
of the E.C. Row
Expressway and
Banwell Road
intersection.



Appendix F

City of Windsor WAMP –
Schedule C1 Archaeological
Potential Zone



SCHEDULE C-1 :
ARCHAEOLOGICAL POTENTIAL

ARCHAEOLOGICAL POTENTIAL ZONE (APZ) ARCHAEOLOGICALLY SENSITIVE AREAS (ASA)



Appendix G

Screening for Impacts to Built
Heritage and Cultural Heritage
Landscapes Checklist

The **purpose of the checklist** is to determine:

- if a property(ies) or project area:
 - is a recognized heritage property
 - may be of cultural heritage value
- it includes all areas that may be impacted by project activities, including – but not limited to:
 - the main project area
 - temporary storage
 - staging and working areas
 - temporary roads and detours

Processes covered under this checklist, such as:

- *Planning Act*
- *Environmental Assessment Act*
- *Aggregates Resources Act*
- *Ontario Heritage Act* – Standards and Guidelines for Conservation of Provincial Heritage Properties

Cultural Heritage Evaluation Report (CHER)

If you are not sure how to answer one or more of the questions on the checklist, you may want to hire a qualified person(s) (see page 5 for definitions) to undertake a cultural heritage evaluation report (CHER).

The CHER will help you:

- identify, evaluate and protect cultural heritage resources on your property or project area
- reduce potential delays and risks to a project

Other checklists

Please use a separate checklist for your project, if:

- you are seeking a Renewable Energy Approval under Ontario Regulation 359/09 – [separate checklist](#)
- your Parent Class EA document has an approved screening criteria (as referenced in Question 1)

Please refer to the Instructions pages for more detailed information and when completing this form.

Project or Property Name

Twin Oaks – E.C. Row Expressway On-Ramp

Project or Property Location (upper and lower or single tier municipality)

City of Windsor

Proponent Name

City of Windsor

Proponent Contact Information

Screening Questions

	Yes	No
1. Is there a pre-approved screening checklist, methodology or process in place?	☐	☒

If Yes, please follow the pre-approved screening checklist, methodology or process.

If No, continue to Question 2.

Part A: Screening for known (or recognized) Cultural Heritage Value

	Yes	No
2. Has the property (or project area) been evaluated before and found not to be of cultural heritage value?	☐	☒

If Yes, do **not** complete the rest of the checklist.

The proponent, property owner and/or approval authority will:

- summarize the previous evaluation and
- add this checklist to the project file, with the appropriate documents that demonstrate a cultural heritage evaluation was undertaken

The summary and appropriate documentation may be:

- submitted as part of a report requirement
- maintained by the property owner, proponent or approval authority

If No, continue to Question 3.

	Yes	No
3. Is the property (or project area):		
a. identified, designated or otherwise protected under the <i>Ontario Heritage Act</i> as being of cultural heritage value?	☐	☒
b. a National Historic Site (or part of)?	☐	☒
c. designated under the <i>Heritage Railway Stations Protection Act</i> ?	☐	☒
d. designated under the <i>Heritage Lighthouse Protection Act</i> ?	☐	☒
e. identified as a Federal Heritage Building by the Federal Heritage Buildings Review Office (FHBRO)?	☐	☒
f. located within a United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Site?	☐	☒

If Yes to any of the above questions, you need to hire a qualified person(s) to undertake:

- a Cultural Heritage Evaluation Report, if a Statement of Cultural Heritage Value has not previously been prepared or the statement needs to be updated

If a Statement of Cultural Heritage Value has been prepared previously and if alterations or development are proposed, you need to hire a qualified person(s) to undertake:

- a Heritage Impact Assessment (HIA) – the report will assess and avoid, eliminate or mitigate impacts

If No, continue to Question 4.

Part B: Screening for Potential Cultural Heritage Value

	Yes	No
4. Does the property (or project area) contain a parcel of land that:		
a. is the subject of a municipal, provincial or federal commemorative or interpretive plaque?	☐	☒
b. has or is adjacent to a known burial site and/or cemetery?	☐	☒
c. is in a Canadian Heritage River watershed?	☐	☒
d. contains buildings or structures that are 40 or more years old?	☐	☒

Part C: Other Considerations

	Yes	No
5. Is there local or Aboriginal knowledge or accessible documentation suggesting that the property (or project area):		
a. is considered a landmark in the local community or contains any structures or sites that are important in defining the character of the area?	☐	☒
b. has a special association with a community, person or historical event?	☐	☒
c. contains or is part of a cultural heritage landscape?	☐	☒

If Yes to one or more of the above questions (Part B and C), there is potential for cultural heritage resources on the property or within the project area.

You need to hire a qualified person(s) to undertake:

- a Cultural Heritage Evaluation Report (CHER)

If the property is determined to be of cultural heritage value and alterations or development is proposed, you need to hire a qualified person(s) to undertake:

- a Heritage Impact Assessment (HIA) – the report will assess and avoid, eliminate or mitigate impacts

If No to all of the above questions, there is low potential for built heritage or cultural heritage landscape on the property.

The proponent, property owner and/or approval authority will:

- summarize the conclusion
- add this checklist with the appropriate documentation to the project file

The summary and appropriate documentation may be:

- submitted as part of a report requirement e.g. under the *Environmental Assessment Act*, *Planning Act* processes
- maintained by the property owner, proponent or approval authority

Instructions

Please have the following available, when requesting information related to the screening questions below:

- a clear map showing the location and boundary of the property or project area
 - large scale and small scale showing nearby township names for context purposes
- the municipal addresses of all properties within the project area
- the lot(s), concession(s), and parcel number(s) of all properties within a project area

For more information, see the Ministry of Tourism, Culture and Sport's [Ontario Heritage Toolkit](#) or [Standards and Guidelines for Conservation of Provincial Heritage Properties](#).

In this context, the following definitions apply:

- **qualified person(s)** means individuals – professional engineers, architects, archaeologists, etc. – having relevant, recent experience in the conservation of cultural heritage resources.
- **proponent** means a person, agency, group or organization that carries out or proposes to carry out an undertaking or is the owner or person having charge, management or control of an undertaking.

1. Is there a pre-approved screening checklist, methodology or process in place?

An existing checklist, methodology or process may already be in place for identifying potential cultural heritage resources, including:

- one endorsed by a municipality
- an environmental assessment process e.g. screening checklist for municipal bridges
- one that is approved by the Ministry of Tourism, Culture and Sport (MTCS) under the Ontario government's [Standards & Guidelines for Conservation of Provincial Heritage Properties](#) [s.B.2.]

Part A: Screening for known (or recognized) Cultural Heritage Value

2. Has the property (or project area) been evaluated before and found not to be of cultural heritage value?

Respond 'yes' to this question, if all of the following are true:

A property can be considered not to be of cultural heritage value if:

- a Cultural Heritage Evaluation Report (CHER) - or equivalent - has been prepared for the property with the advice of a qualified person and it has been determined not to be of cultural heritage value and/or
- the municipal heritage committee has evaluated the property for its cultural heritage value or interest and determined that the property is not of cultural heritage value or interest

A property may need to be re-evaluated, if:

- there is evidence that its heritage attributes may have changed
- new information is available
- the existing Statement of Cultural Heritage Value does not provide the information necessary to manage the property
- the evaluation took place after 2005 and did not use the criteria in Regulations 9/06 and 10/06

Note: Ontario government ministries and public bodies [prescribed under Regulation 157/10] may continue to use their existing evaluation processes, until the evaluation process required under section B.2 of the Standards & Guidelines for Conservation of Provincial Heritage Properties has been developed and approved by MTCS.

To determine if your property or project area has been evaluated, contact:

- the approval authority
- the proponent
- the Ministry of Tourism, Culture and Sport

3a. Is the property (or project area) identified, designated or otherwise protected under the *Ontario Heritage Act* as being of cultural heritage value e.g.:

- i. designated under the *Ontario Heritage Act*
 - individual designation (Part IV)
 - part of a heritage conservation district (Part V)

Individual Designation – Part IV

A property that is designated:

- by a municipal by-law as being of cultural heritage value or interest [s.29 of the *Ontario Heritage Act*]
- by order of the Minister of Tourism, Culture and Sport as being of cultural heritage value or interest of provincial significance [s.34.5]. **Note:** To date, no properties have been designated by the Minister.

Heritage Conservation District – Part V

A property or project area that is located within an area designated by a municipal by-law as a heritage conservation district [s. 41 of the *Ontario Heritage Act*].

For more information on Parts IV and V, contact:

- municipal clerk
- [Ontario Heritage Trust](#)
- local land registry office (for a title search)

ii. subject of an agreement, covenant or easement entered into under Parts II or IV of the *Ontario Heritage Act*

An agreement, covenant or easement is usually between the owner of a property and a conservation body or level of government. It is usually registered on title.

The primary purpose of the agreement is to:

- preserve, conserve, and maintain a cultural heritage resource
- prevent its destruction, demolition or loss

For more information, contact:

- [Ontario Heritage Trust](#) - for an agreement, covenant or easement [clause 10 (1) (c) of the *Ontario Heritage Act*]
- municipal clerk – for a property that is the subject of an easement or a covenant [s.37 of the *Ontario Heritage Act*]
- local land registry office (for a title search)

iii. listed on a register of heritage properties maintained by the municipality

Municipal registers are the official lists - or record - of cultural heritage properties identified as being important to the community.

Registers include:

- all properties that are designated under the *Ontario Heritage Act* (Part IV or V)
- properties that have not been formally designated, but have been identified as having cultural heritage value or interest to the community

For more information, contact:

- municipal clerk
- municipal heritage planning staff
- municipal heritage committee

iv. subject to a notice of:

- intention to designate (under Part IV of the *Ontario Heritage Act*)
- a Heritage Conservation District study area bylaw (under Part V of the *Ontario Heritage Act*)

A property that is subject to a **notice of intention to designate** as a property of cultural heritage value or interest and the notice is in accordance with:

- section 29 of the *Ontario Heritage Act*
- section 34.6 of the *Ontario Heritage Act*. **Note:** To date, the only applicable property is Meldrum Bay Inn, Manitoulin Island. [s.34.6]

An area designated by a municipal by-law made under section 40.1 of the *Ontario Heritage Act* as a **heritage conservation district study area**.

For more information, contact:

- municipal clerk – for a property that is the subject of notice of intention [s. 29 and s. 40.1]
- [Ontario Heritage Trust](#)

- v. included in the Ministry of Tourism, Culture and Sport's list of provincial heritage properties

Provincial heritage properties are properties the Government of Ontario owns or controls that have cultural heritage value or interest.

The Ministry of Tourism, Culture and Sport (MTCS) maintains a list of all provincial heritage properties based on information provided by ministries and prescribed public bodies. As they are identified, MTCS adds properties to the list of provincial heritage properties.

For more information, contact the MTCS Registrar at registrar@ontario.ca.

3b. Is the property (or project area) a National Historic Site (or part of)?

National Historic Sites are properties or districts of national historic significance that are designated by the Federal Minister of the Environment, under the *Canada National Parks Act*, based on the advice of the Historic Sites and Monuments Board of Canada.

For more information, see the [National Historic Sites website](#).

3c. Is the property (or project area) designated under the *Heritage Railway Stations Protection Act*?

The *Heritage Railway Stations Protection Act* protects heritage railway stations that are owned by a railway company under federal jurisdiction. Designated railway stations that pass from federal ownership may continue to have cultural heritage value.

For more information, see the [Directory of Designated Heritage Railway Stations](#).

3d. Is the property (or project area) designated under the *Heritage Lighthouse Protection Act*?

The *Heritage Lighthouse Protection Act* helps preserve historically significant Canadian lighthouses. The Act sets up a public nomination process and includes heritage building conservation standards for lighthouses which are officially designated.

For more information, see the [Heritage Lighthouses of Canada](#) website.

3e. Is the property (or project area) identified as a Federal Heritage Building by the Federal Heritage Buildings Review Office?

The role of the Federal Heritage Buildings Review Office (FHBRO) is to help the federal government protect the heritage buildings it owns. The policy applies to all federal government departments that administer real property, but not to federal Crown Corporations.

For more information, contact the [Federal Heritage Buildings Review Office](#).

See a [directory of all federal heritage designations](#).

3f. Is the property (or project area) located within a United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Site?

A UNESCO World Heritage Site is a place listed by UNESCO as having outstanding universal value to humanity under the Convention Concerning the Protection of the World Cultural and Natural Heritage. In order to retain the status of a World Heritage Site, each site must maintain its character defining features.

Currently, the Rideau Canal is the only World Heritage Site in Ontario.

For more information, see Parks Canada – [World Heritage Site website](#).

Part B: Screening for potential Cultural Heritage Value

4a. Does the property (or project area) contain a parcel of land that has a municipal, provincial or federal commemorative or interpretive plaque?

Heritage resources are often recognized with formal plaques or markers.

Plaques are prepared by:

- municipalities
- provincial ministries or agencies
- federal ministries or agencies
- local non-government or non-profit organizations

For more information, contact:

- [municipal heritage committees](#) or local heritage organizations – for information on the location of plaques in their community
- Ontario Historical Society's [Heritage directory](#) – for a list of historical societies and heritage organizations
- Ontario Heritage Trust – for a [list of plaques](#) commemorating Ontario's history
- Historic Sites and Monuments Board of Canada – for a [list of plaques](#) commemorating Canada's history

4b. Does the property (or project area) contain a parcel of land that has or is adjacent to a known burial site and/or cemetery?

For more information on known cemeteries and/or burial sites, see:

- Cemeteries Regulations, Ontario Ministry of Consumer Services – for a [database of registered cemeteries](#)
- Ontario Genealogical Society (OGS) – to [locate records of Ontario cemeteries](#), both currently and no longer in existence; cairns, family plots and burial registers
- Canadian County Atlas Digital Project – to [locate early cemeteries](#)

In this context, adjacent means contiguous or as otherwise defined in a municipal official plan.

4c. Does the property (or project area) contain a parcel of land that is in a Canadian Heritage River watershed?

The Canadian Heritage River System is a national river conservation program that promotes, protects and enhances the best examples of Canada's river heritage.

Canadian Heritage Rivers must have, and maintain, outstanding natural, cultural and/or recreational values, and a high level of public support.

For more information, contact the [Canadian Heritage River System](#).

If you have questions regarding the boundaries of a watershed, please contact:

- your conservation authority
- municipal staff

4d. Does the property (or project area) contain a parcel of land that contains buildings or structures that are 40 or more years old?

A 40 year 'rule of thumb' is typically used to indicate the potential of a site to be of cultural heritage value. The approximate age of buildings and/or structures may be estimated based on:

- history of the development of the area
- fire insurance maps
- architectural style
- building methods

Property owners may have information on the age of any buildings or structures on their property. The municipality, local land registry office or library may also have background information on the property.

Note: 40+ year old buildings or structure do not necessarily hold cultural heritage value or interest; their age simply indicates a higher potential.

A building or structure can include:

- residential structure
- farm building or outbuilding
- industrial, commercial, or institutional building
- remnant or ruin
- engineering work such as a bridge, canal, dams, etc.

For more information on researching the age of buildings or properties, see the Ontario Heritage Tool Kit Guide [Heritage Property Evaluation](#).

Part C: Other Considerations

5a. Is there local or Aboriginal knowledge or accessible documentation suggesting that the property (or project area) is considered a landmark in the local community or contains any structures or sites that are important to defining the character of the area?

Local or Aboriginal knowledge may reveal that the project location is situated on a parcel of land that has potential landmarks or defining structures and sites, for instance:

- buildings or landscape features accessible to the public or readily noticeable and widely known
- complexes of buildings
- monuments
- ruins

5b. Is there local or Aboriginal knowledge or accessible documentation suggesting that the property (or project area) has a special association with a community, person or historical event?

Local or Aboriginal knowledge may reveal that the project location is situated on a parcel of land that has a special association with a community, person or event of historic interest, for instance:

- Aboriginal sacred site
- traditional-use area
- battlefield
- birthplace of an individual of importance to the community

5c. Is there local or Aboriginal knowledge or accessible documentation suggesting that the property (or project area) contains or is part of a cultural heritage landscape?

Landscapes (which may include a combination of archaeological resources, built heritage resources and landscape elements) may be of cultural heritage value or interest to a community.

For example, an Aboriginal trail, historic road or rail corridor may have been established as a key transportation or trade route and may have been important to the early settlement of an area. Parks, designed gardens or unique landforms such as waterfalls, rock faces, caverns, or mounds are areas that may have connections to a particular event, group or belief.

For more information on Questions 5.a., 5.b. and 5.c., contact:

- Elders in Aboriginal Communities or community researchers who may have information on potential cultural heritage resources. Please note that Aboriginal traditional knowledge may be considered sensitive.
- [municipal heritage committees](#) or local heritage organizations
- Ontario Historical Society's "[Heritage Directory](#)" - for a list of historical societies and heritage organizations in the province

An internet search may find helpful resources, including:

- historical maps
- historical walking tours
- municipal heritage management plans
- cultural heritage landscape studies
- municipal cultural plans

Information specific to trails may be obtained through [Ontario Trails](#).

Dillon Consulting Limited is committed to ensuring that all public-facing information is accessible to persons with disabilities. We acknowledge that the document referenced above does not currently fully meet the technical requirements of ISO 14289-1 (PDF/UA-1) or the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA. In accordance with O. Reg. 191/11, s. 12(1) under the *Accessibility for Ontarians with Disabilities Act*, if you require an alternative format or communication support, please contact us at cpatten@dillon.ca / 519-948-5054. We will consult with you to determine the most appropriate format for your needs, as required by law.

